

# Department of Emergency Services

**Annual Report 2007–08**



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## Letter of transmission



**Queensland Government**  
Department of **Emergency Services**

31 October 2008

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 have the honour as the accountable officer to give you the 2007–08 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

Jim McGowan  
**Director-General**  
Department of Emergency Services



# Welcome to our annual report

We are proud to present the DES 2007-08 Annual Report that portrays our performance for the year in a clear, concise and reader-friendly manner. We recognise that this is essential for accountability purposes and we aim to affirm to the Minister, departmental staff, volunteers and the people of Queensland that we are managing our resources and serving their interests wisely and efficiently.

In the past two years, our ability to portray this information effectively has been rewarded by the Australasian Reporting Awards (ARA) organisation with Gold Awards for Distinguished Achievement in Reporting. We are proud to have earned the right to display the ARA logo in this report.

As we continue to aim for improvement in each report, we will gladly welcome any suggestions for improvement that you may care to submit via our website [www.emergency.qld.gov.au](http://www.emergency.qld.gov.au) where you can also access additional copies.

## Who we are

The Department of Emergency Services (DES) is responsible for ensuring Queensland communities are supported by, and benefit from, an effective disaster and emergency management system and essential response services. The department has three operational arms that provide fire mitigation and management services, pre-hospital patient care and patient transport services and disaster management services.

## Our vision

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

## Our purpose

We save lives, protect property and improve community safety and resilience.

## Our commitment

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

## Our key outcomes

Key outcomes we aim to deliver for the community include:

- a reduction in the social and economic impact of emergencies and disasters
- a reduction in related fatalities, injuries and property losses
- a reduction in the vulnerability of infrastructure and communities to natural and man-made disasters and hazards and
- enhanced health outcomes associated with emergencies occasioned by sudden illness, injury or catastrophic events.

## Our communication to you

Our annual report showcases the exceptional work and commitment of around 50,000 staff and volunteers in delivering quality ambulance, fire and disaster management services.

It provides you with information on what we actually delivered in 2007-08 against our 2007-11 Corporate Plan, including:

- how we complied with legislative requirements
- how we are structured to best deliver and manage our services
- our performance against proposed directions
- how we seek to improve, notably through the Business Excellence philosophy
- the challenges affecting all Queenslanders and our contribution to meeting these challenges
- current and future trends and opportunities
- our financial position, simply expressed.

This annual report is a fundamental part of our corporate governance framework. It reflects our commitment to accountability and transparency and thereby enables the Queensland Government through our Minister, to assess our financial and operational performance.

We aim to meet best practice reporting standards in bringing this report to our stakeholders and invite feedback on the document and its contents.

## Our readers and stakeholders

Our readers and stakeholders comprise a diverse group ranging from Parliament through staff, volunteers, industry, community-based organisations and individual citizens.

Stakeholder feedback is important to the department and contributes to further improvement of the annual report. Feedback may be provided through the department's website or to the Organisational Performance and Implementation Unit, GPO Box 1425, Brisbane Qld 4001  
Tel: + 61 7 3247 8107 Fax: + 61 7 3109 5064

## Highlights of 2007-08

### Goal 1:

#### Strengthen community safety, prevention capability and resilience

- The proportion of Queensland homes protected by operational smoke alarms increased to 87.6 per cent
- We oversaw a major upgrade in fire alarm monitoring systems in many Queensland buildings to ensure hospitals, schools and nursing homes are linked to emergency services.

### Goal 2:

#### Enhance operational service delivery

- We established a highly successful State Emergency Service (SES) Hotline (132 500). Queenslanders made over 26,300 emergency calls for SES assistance
- Our paramedics attended 14,356 more Code 1 incidents in less than 10 minutes than in 2006-07
- Our ambulance service increased the survival rate of out-of-hospital cardiac arrest victims by almost 10 per cent
- We completed seven ambulance facilities and six fire and rescue facilities.

### Goal 3:

#### Develop and support our staff and volunteers

- We issued 11,060 qualifications to SES volunteers receiving training for skill development
- We employed an additional 286 ambulance officers including over 200 paramedics and student paramedics.

### Goal 4:

#### Build organisational capability through continuous business improvement

- The audit of Queensland Ambulance Service (QAS) in 2007 proposed a comprehensive package of efficiency and service improvement strategies
- The Queensland Fire and Rescue Service (QFRS) Efficiency Review identified opportunities to redirect resources to provide additional firefighters to meet increased demand for services
- We achieved a national first—the first complete government department, assessed as a single entity, to be awarded an Australian Business Excellence Award (Bronze level)—the highest honour of its type awarded to any state or federal government agency in Australia.

## Financial snapshot

The department has continued to provide world-class emergency services to the people of Queensland in an operating environment where costs and demand for services are increasing dramatically. The department has managed its fiscal responsibility in a professional manner by delivering its agreed outputs, achieving an operating surplus of \$14.5 million and reducing our debt to equity ratio to 10.7 per cent in 2007-08.

A comprehensive set of financial statements covering all of the department's activities commences at page 93 of this report.

Financial overview		2005-06	2006-07	2007-08
Revenue	▲ 9.6% over 2006-07	\$706.007m	\$787.114m	\$862.834m
Expenses	▲ 10% over 2006-07	\$693.716m	\$771.188m	\$848.291m
Operating result	▼ 8.7% on 2006-07	\$12.291m	\$15.926m	\$14.543m
Capital acquisitions	▲ 63.3% on 2006-07	\$93.120m	\$89.914m	\$146.80m
Net assets	▲ 19.7% on 2006-07	\$713.577m	\$842.976m	\$1,008.670m
Debt to equity ratio	▼ 34.4% on 2006-07	16.7%	16.3%	10.7%



*A Thursday Island paramedic prepares for an aeromedical mission in Far North Queensland.*

## More 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).

## Our staff and volunteers

The department employs approximately 8900 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)
- SES volunteers
- Emergency Service Unit volunteers
- Emergency Services cadets
- Rural Operations officers
- QFRS Scientific Unit volunteers.

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

## Where we are

We serve over four million Queenslanders across our vast state of 1.77 million square kilometres. On an average day, we also serve 146,000 tourists.

Our services are delivered from over 500 emergency service locations throughout Queensland. These include 280 ambulance response locations, 238 urban fire and rescue stations, 19 EMQ offices, 3 EMQ Helicopter Rescue air bases, 1 special operations facility and 11 communications centres.

The Emergency Services Complex at Kedron in Brisbane's northern suburbs houses all of the services' central offices, the State Operations Coordination Centre (SOCC) and the State Disaster Coordination Centre (SDCC). Having all the central offices in one location strongly enhances communication and coordination across the services and enhances partnering and collaboration in strategic planning, service delivery and disaster management initiatives.

We currently have 2284 operational emergency service vehicles stationed throughout Queensland. These include 490 urban fire appliances, 952 rural operations appliances, 730 ambulance vehicles, 112 patient transport vehicles and 6 EMQ Helicopter Rescue helicopters.

## The year in review The Director-General's report



This year has been one of review and challenge for DES. Two major reviews—the QAS Audit and the QFRS Efficiency Review—have strengthened the focus of DES onto frontline service delivery.

### QAS Audit

The outcomes of the QAS Audit, announced by the Premier and the Minister for Emergency Services in December 2007, provided a clear direction to ensure that DES resources are focused on frontline service delivery and operational excellence in an environment of increasing demand. The Audit recommended a range of important improvements that have since been delivered:

- **Budgeting and resourcing**  
Non-essential services were reduced to enable \$4.3 million to be redirected to frontline service delivery. An additional \$7.9 million identified across the department and QAS corporate areas will fund 100 of the 250 additional ambulance officers to be recruited during 2008-09.
- **Increasing the proportion of the QAS operational workforce**  
At 30 June 2008, the proportion of operational staff within QAS had increased to 81 per cent. Further recruitment will enhance this proportion markedly.
- **QAS initiated a new clinical deployment supervisor role in the Brisbane and South Eastern Region communications centres.** These supervisors are experienced paramedics who provide enhanced clinical input at the point of call into decisions about

dispatching resources. This initiative ensures more effective use of specialist resources such as intensive care paramedics.

- **Incident-to-response ratio**  
The Audit report identified an increasing tendency towards multiple responses to higher acuity incidents and some over-reporting of response data. Changes to reporting systems and the introduction of the new Clinical Deployment Supervisor role have resulted in a reduction in the incident to response ratio. QAS is currently achieving a result that surpasses the national average.
- **Community education campaign**  
A community education campaign to be launched in Ambulance Week this year was developed to inform the Queensland community about the importance of ringing triple zero (000) only when there are genuine life-threatening emergencies. This aims to ensure that ambulance vehicles are not dispatched to minor incidents.
- **Improved performance management**  
QAS introduced a new Regional Performance Review system that will ensure an enhanced focus on performance and accountability at both regional and area level. This system is modelled on similar systems in place in the Queensland Police Service (QPS) and the London Ambulance Service, and I acknowledge the support of the QPS in progressing this Audit recommendation.

### QFRS Efficiency Review

In December 2007, the Minister for Emergency Services announced a review of QFRS to further emphasise the focusing of resources on frontline service delivery.

The review found significant demand increases in both fire and non-fire incidents over the last five years. Four areas identified by the Efficiency Review and endorsed by the government have the potential to redirect approximately \$5.52 million per annum from 2008-09.

They are:

- revision of Road Crash Rescue protocols to minimise non-essential attendances
- increased flexibility in employment strategies to be implemented to offset overtime
- reduction in corporate overheads in QFRS central office
- reduction in the whole-of-department corporate overheads.

These savings will be directed to the provision of additional firefighters for the new stations at Redland Bay and Nerang and will be allocated to other areas where there is increased demand.

## Disaster management

EMQ conducted continuous operations and provided leadership for Queensland's response to a major exotic animal disease outbreak and a series of severe weather events between August 2007 and March 2008.

Significant achievements of the division throughout this period included:

- coordination of whole-of-Government support for disease control measures to eradicate Equine Influenza in Australia
- prevention of a major flooding disaster in Charleville through a major logistical exercise of erecting a temporary flood barrier
- deployment of more than 250 SES volunteers and over 100 EMQ staff to flood-affected areas across Queensland
- coordination of fodder drops, utilising up to 17 helicopters a day for a total of nearly 1200 hours flying time
- coordination of eight re-supply operations to communities isolated by flood
- management of requests for help following disaster declarations in the Emerald and Mackay areas.

The DES practice of learning from previous activations proved valuable in responding to each disaster, despite the events being significantly different in nature. Similarly, we have used our learning from these recent experiences to inform future responses to critical incidents.

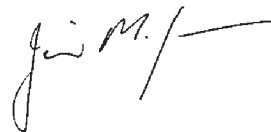
## Volunteers

I wish to express my thanks and admiration to the thousands of volunteers on whom DES relies to help ensure the safety and welfare of the community. QFRS estimates that Rural Operations volunteers contributed at least 175,000 hours of service in this financial year—a massive effort. SES volunteers contributed around 75,000 hours and QAS honorary ambulance officers and Local Ambulance Committee members also expended much time in support of our on-road staff.

## Professional and dedicated performance of staff

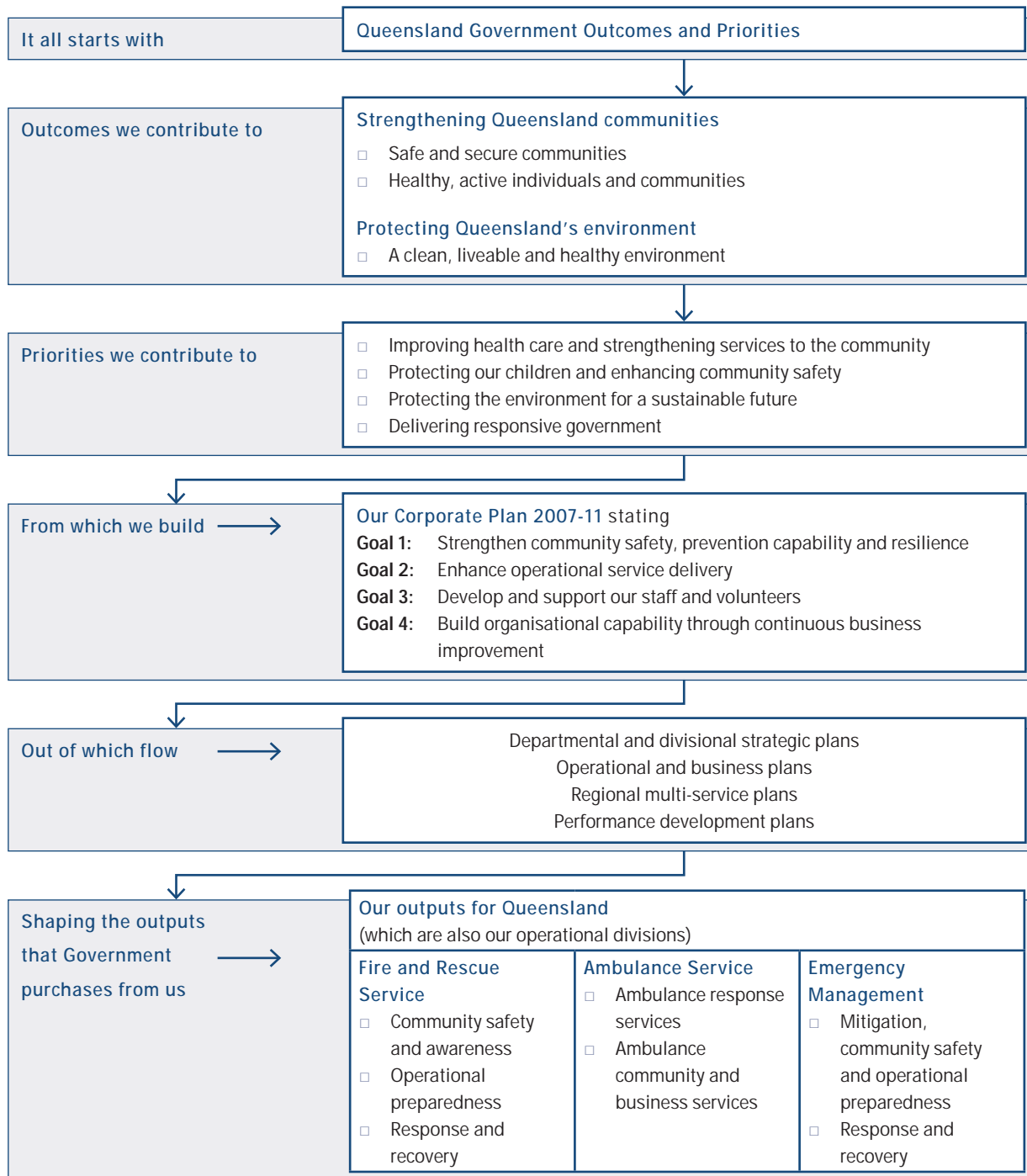
The period since my appointment in September 2007 has been difficult for many of our staff, particularly in our corporate and state office locations, as we have moved to redirect resources to the provision of additional firefighters, ambulance officers and other emergency response positions. I have been impressed with the professional, dedicated and responsible manner with which people have continued to provide critical services to those frontline staff and to the Minister and me. In fact the efforts of everyone were recognised by an Australian Business Excellence Award to the entire department.

Finally, and specifically, I want to recognise the professionalism and dedication of our emergency response staff. Our community rates ambulance officers and firefighters as the two most trusted occupations. The community respect for and confidence in, firefighters and ambulance officers is their strongest acknowledgement.



Jim McGowan  
**Director-General**

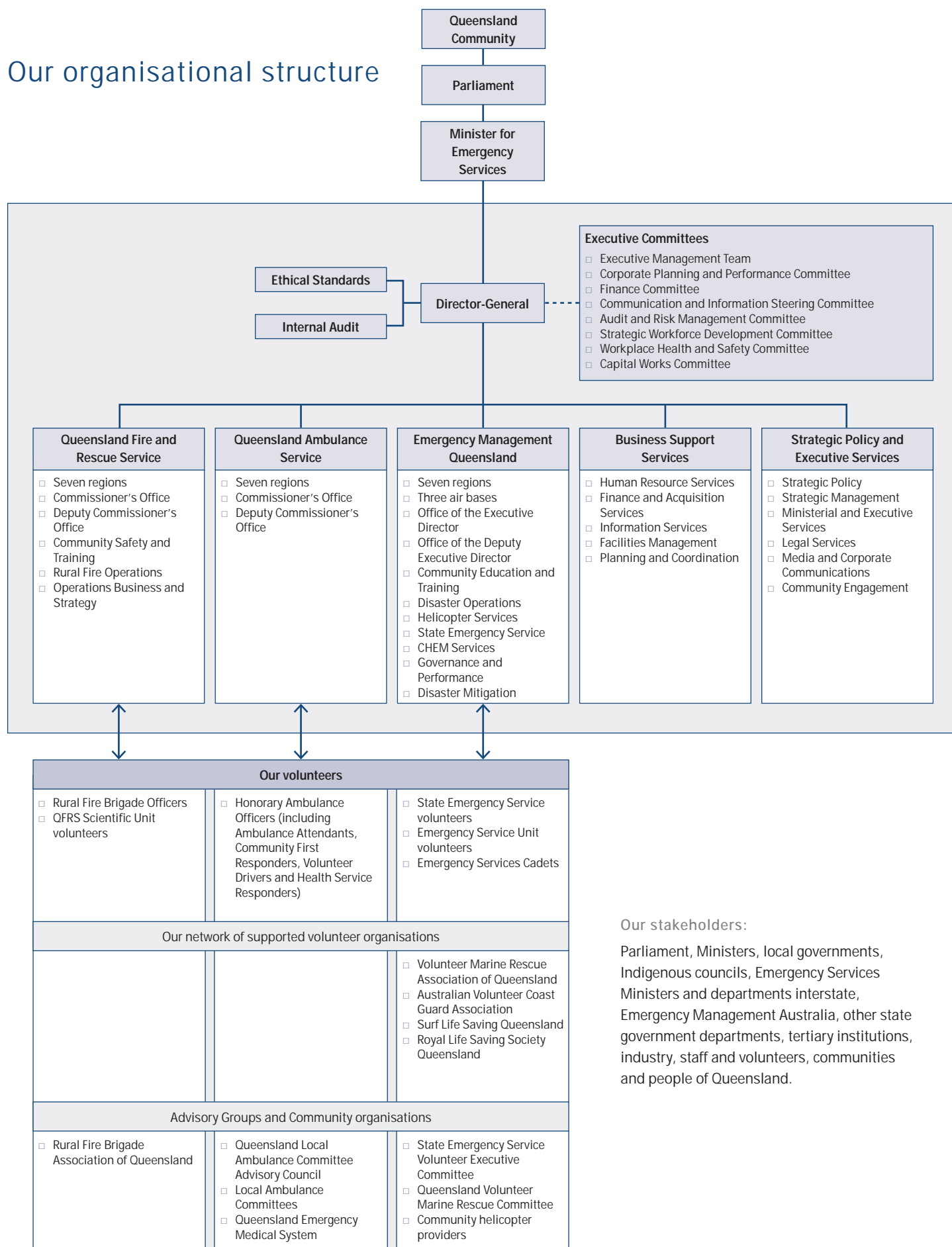
## How we focus our service delivery



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 of activity that contribute to the Queensland Government's priorities.

Concentrating our activities and resources on achieving our four goals 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.

# Our organisational structure



## Our stakeholders:

Parliament, Ministers, local governments, Indigenous councils, Emergency Services Ministers and departments interstate, Emergency Management Australia, other state government departments, tertiary institutions, industry, staff and volunteers, communities and people of Queensland.

## Executive management team



(left to right) Frank Pagano, David Melville, Gary Mahon, Jim McGowan, Gary Taylor, Lee Johnson, Arthur O'Brien

**Jim McGowan** B Econ, Dip Ed, C Dec  
**Director-General**

Jim was formally appointed as Director-General of our department in January 2008. Jim has extensive experience in the public sector including General Manager, Public Sector Industrial and Employee Relations, Department of Industrial Relations (DIR), Deputy Director-General, DIR and Director-General, Department of Justice and Attorney General. He is the Government Champion for Aurukun.

**Lee Johnson** AFSM, Assoc Dip App Sc (Fire Tech), FAIM, MIFireC  
**Commissioner, QFRS**

Lee was appointed Commissioner, QFRS in January 2002. His fire service career began in 1975 as a firefighter with the Townsville Fire Brigade Board. Lee has held firefighting, 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. Lee holds the Australian Fire Service Medal and the National Medal.

**David Melville** APM, M Educ Admin, Grad Cert Pub Pol,  
Grad Cert App Mgt, BA  
**Commissioner, QAS**

David was appointed Commissioner, QAS in April 2008. He has over 30 years experience in bringing uniformed operational service delivery to the community of Queensland. He began his uniformed career in the Commonwealth Police Force (now Australian Federal Police) in Sydney in 1976 before moving north to join the QPS as a Constable in 1978. David has extensive experience in operational planning, management and administration and the professional development of staff. David was awarded the Australian Police Medal as part of the Queen's Birthday Honours list in July 1998. He was also awarded the National Medal and the QPS Medal during the 1990s.

**Frank Pagano** AFSM, Grad Cert App Mgt, GFireE  
**Executive Director, EMQ**

Frank was appointed as Executive Director of EMQ in November 2005. Subsequent to his appointment, Frank assumed the role of Acting Executive Director, 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 Operator's Certificate for the Government Rotary Wing. Frank also holds the Australian Fire Service Medal, National Medal, QFRS Diligent and Ethical Service Medal and Centenary Medal.

**Gary Taylor** MBA, Grad Dip Government Accounting, Grad Dip EDP, B Bus (Acc)  
**Executive Director, BSS**

Gary joined the department in December 1994 as Chief Financial Officer for the department. He acted as Executive Director BSS from December 2007 until his appointment to this position in June 2008. 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 management expertise to the department in providing corporate and business support services to our operational divisions.

**Gary Mahon** EMPA  
**Executive Director, SPES**

Gary joined the department in 2006 as the Executive Director, SPES. Gary's career in the public sector spans over 30 years which began in the Army where his military service included participating as an Australian National Antarctic Research Expedition member and the award of the Australian Defence Medal. Gary has initiated and driven several of the major policy and strategic reform initiatives in the transport and road safety arena at state and national levels. Gary was awarded a Premier's Scholarship to complete his Executive Master of Public Administration (EMPA) 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 in support of frontline service delivery.

**Arthur O'Brien** M Bus (Professional Accounting), B Bus (HRM)  
**Chief Financial Officer (CFO)**

Arthur joined the department in January 2000. He has over 26 years experience providing services to the people of Queensland and over 14 years experience in senior management roles in a variety of Queensland Government departments. He has held a number of positions in strategic management, policy, human resources, finance, management accounting and training, as well as leading a number of major change projects for the Queensland Government. Arthur provides financial management expertise and a broad governance role to the department. He has an interest in the delivery of holistic human services, addressing issues facing Indigenous Australians and delivering meaningful services to rural and remote communities.

**Ms Fiona McKersie**, ESM occupied the role of Director-General until September 2007.

**Ms Margaret Smith** occupied the role of Executive Director, BSS until December 2007.

**Mr Jim Higgins**, ASM occupied the role of Commissioner, QAS until April 2008.

## Sustainability reporting

### What is sustainability?

'Sustainability' is about improving human wellbeing today without compromising the local or global environment over the long term.

As a department, we are taking every opportunity to contribute positively to such a sustainable society. Our stakeholders deserve it, our people expect it and the next generation demands it of us.

### Why is it important?

Opportunities to generate prosperity and quality of life are often accompanied by new risks to the stability of the environment. To offset these global impacts, we pursue new, innovative choices and ways of thinking that address any negative impacts that our operations, products, services and activities may have.

This is why we take our Corporate Social Responsibility seriously. Through the provision of the best possible level of emergency service, we aim to continuously improve to maximise our sustainability which is reported on, measured and responded to in the best interests of our communities.

### Reporting on sustainability

In the spirit of openness and accountability, we seek also to enhance the transparency of our reporting to ensure that our social, corporate, environmental and economic impacts are clearly portrayed and understood. This is the 'sustainability' of the organisation.

Transparency about the sustainability of an organisation is of interest to all stakeholders, including many that may not normally be seen as having an interest in the organisation's product or services. We have used a widely accepted standard—the Global Reporting Initiative—to ensure that we report on our levels of sustainability by using a framework of common concepts, consistent language and measurement.

### Where we are as a department

We do not claim to have all the answers to address the critical issues associated with a changing planet. However, we are determined to demonstrate leadership, harness innovation, share a common ethos and foster a sustainable economy that serves society as a whole.

For our stakeholders, this translates to responsible corporate citizenship and service management. For our people, it equates to DES being a great place to work.

This annual report endeavours to review our social, corporate, environmental and economic performance by addressing the Sustainability Reporting Guidelines version 3 (G3) published on the Global Reporting Initiative website at [www.globalreporting.org](http://www.globalreporting.org).

The guidelines provide for the incremental adoption of the framework over time. This year we have maintained a level C application of the framework mentioned above. An index of Global Reporting Initiative coverage is on page 151.



*QFRS firefighters set a new world record during a technical rescue exercise on the world's tallest residential building.*

## Six-year performance summary

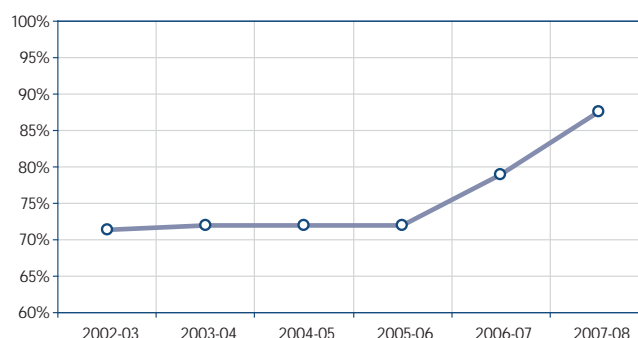
Indicator	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006/07 Actual	2007-08 Target/ Projection	2007-08 Actual	2007-08 % change
<b>Goal 1: Strengthen community safety, prevention capability and resilience</b>								
Percentage of homes with operational smoke alarms installed	71.4%	72%	72%	72%	79%	85%	87.6%	+10.9%
Number of hours per 100,000 population spent on fire safety promotion and public education activities	3685	3278	2857	3122	2695	3000	2844	5.5%
Number of Fire Safety Inspections of premises (other than private dwellings) completed by QFRS	9884	11,161	11,110	11,644	11,725	10,000	11,760	0.3%
Survival rate of out-of-hospital cardiac arrest	19.6%	21.1%	21.6%	21.3%	21.3%	>15%	23.3%	+9.4%
Number of ambulance community education first aid certificates issued/year	66,977	73,533	72,512	61,891	65,410	65,000	63,687	-2.6%
Number of EMQ community disaster awareness and education activities conducted	570	589	439	647	483	400-600	321	-33.5%
<b>Goal 2: Enhance operational service delivery</b>								
Time to respond for urban fire crews:								
□ Full-time permanent stations within 14 minutes	97.2%	97.5%	97.3%	97.3%	97.6%	90%	98.2%	+0.6%
□ Composite permanent/auxiliary stations within 14 minutes	94.9%	97.1%	95.2%	96.6%	88.6%	90%	86.8%	-2.0%
□ Auxiliary stations within 14 minutes	90.3%	91.3%	86.6%	89.1%	87.2%	90%	91.0%	+4.4%
Total number of QFRS call-outs	58,708	60,269	60,248	61,613	65,252	64,500-69,200	67,946	+4.1%
Percentage of ambulance Code 1 responses attended in less than 10 minutes	66.6%	66.6%	68.6%	69.4%	66.9%	>68%	64.6%	-3.4%
Number of ambulance incidents attended (urgent Code 1 and 2)	370,169	447,851	486,443	536,277	601,556	650,000-690,000	658,597	+9.5%
Number of ambulance incidents attended (non-urgent Code 3 and 4)	202,101	199,675	201,630	210,048	215,000	200,000-220,000	220,537	+2.6%
Number of EMQ Helicopter Rescue hours of operation within the specific tasks undertaken								
□ Aeromedical	1399	1122	-	-	1840	1800-1900	1776	-3.5%
□ Counter disaster	31	21	-	-	8	10-30	62	+ 675%
□ Search and Rescue	346	296	-	-	284	250-300	227	-20.1%
□ Other	492	472	-	-	462	400-450	748	+61.9%
SES volunteer hours of operation	75,203	96,971	67,183	93,210	64,932	50,000-75,000	74,227	+14.3%
Level of customer satisfaction with QFRS response services	96.7%	98%	95%	95%	95%	95%	95%	0.0%
Level of patient satisfaction with QAS response services	96.2%	97%	98%	98%	97%	>90%	99%	2.1%
Level of stakeholder satisfaction with the EMQ Helicopter Rescue Service	91%	89%	89%	89%	96%	>80%	96%	0%
<b>Goal 3: Develop and support our staff and volunteers</b>								
Lost time injury frequency rate		26.35	24.21	32.08	23.05	20.75	28.64	+24.3%
Injury downtime rate		0.59%	0.59%	0.82%	0.62%	0.56%	0.77%	+24.2%
Number of education qualifications achieved by QAS staff	4957	3060	4111	8741	4121	3000	4389	+6.5%
Number of qualifications issued for SES volunteer training	2112	2237	2282	3693	3870	1400-1800	11,060	See note on page 13
<b>Goal 4: Build organisational capability through continuous business improvement</b>								
Departmental organisational self-assessment (OSA) Score out of 1000	-	-	-	495	-	-	524	

## Six-year trends

### Smoke alarms save lives

The percentage of smoke alarms installed in residential premises has continued to increase in the last 12 months, in part because of the introduction of legislation on 1 July 2007.

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.

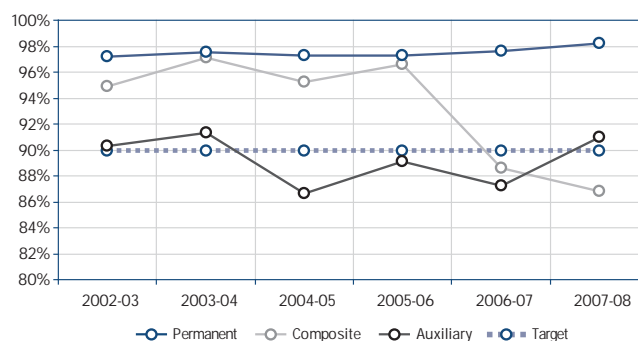
Survival rate for out-of-hospital cardiac arrest



### Fire response excellence challenged by demand growth

Fire stations staffed by full-time personnel improved their excellent response rate by 0.6 per cent for incidents attended within 14 minutes. Stations staffed by auxiliary personnel were 1.0 per cent above their performance target. A 4.1 per cent increase in the total number of incidents attended during the year has put continued pressure on response times – particularly in areas serviced by composite and auxiliary stations.

Response rates to structural fires within urban levy boundaries

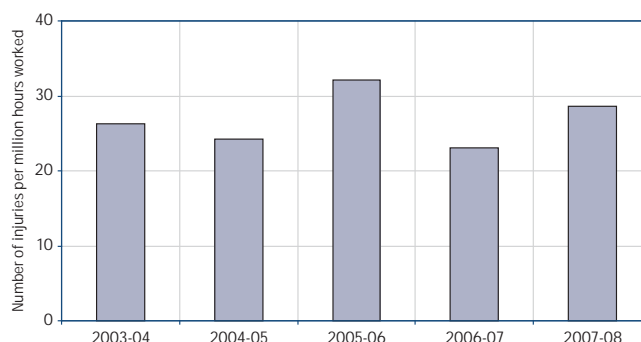


### Protecting our people

We have continued to pursue the Workplace Health and Safety Strategy 2007-10 with the mission of 'ZERO harm – all injuries are preventable'. Our lost time injury frequency rate increased from 23.05 in 2006-07 to 28.64 in 2007-08. We remain committed to reducing the injury rate to zero.

Note: Data not available prior to 2003-04.

Lost time injury frequency rate

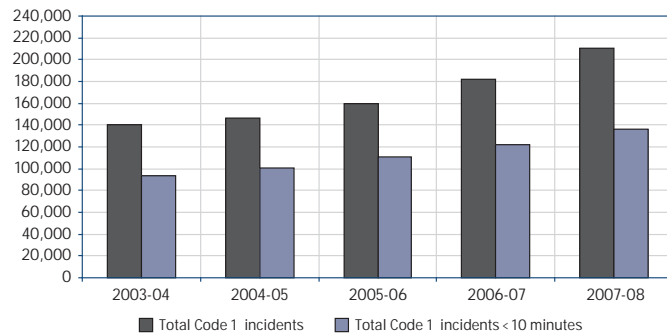


### Ambulance response excellence challenged by demand growth

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 14,356 more Code 1 incidents in less than 10 minutes than the previous year (an increase of 11.8 per cent). This is a significant achievement particularly as it exceeds the 9.7 per cent 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.

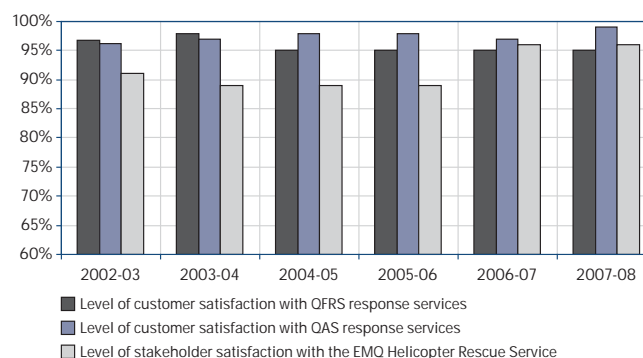
Count of Code 1 first unit on scene incidents and count of Code 1 first unit on scene incidents attended in less than 10 minutes



### Maintaining our professionalism

Our firefighters, paramedics and aircrews have consistently maintained the support and satisfaction of those who have called upon their services. Customer 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

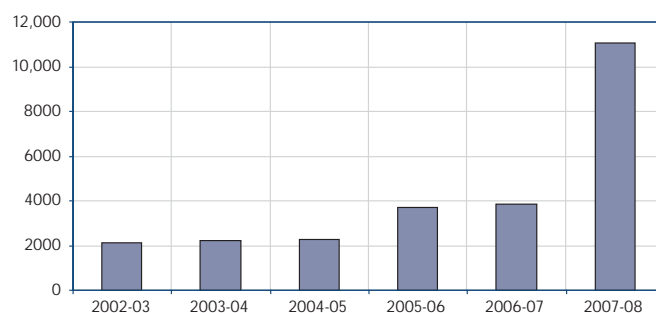


### Building the capability of our volunteers

The contribution of our volunteers to emergency response and management is highly valued. An indicator of their commitment to the task is the take-up of training offered to volunteers across the state. This year the number of qualifications issued to SES volunteers for training undertaken increased to 11,060.

Note: The 2007-08 performance measure was amended to include both nationally accredited and non-accredited qualifications. In previous years only nationally accredited qualifications were recorded.

Qualifications issued for SES volunteer training



## Scorecard

This scorecard is a snapshot of our performance against each of our goals in the 2007-11 Corporate Plan. It covers the key outcomes on which we focused during the year.

Goals	Strategic intent	Outcomes sought
Strengthen community safety, prevention capability and resilience  (pages 32-39)	This goal acknowledges that prevention and mitigation can reduce the impact of disasters by improving community preparation, response and recovery mechanisms.	<ul style="list-style-type: none"> <li>□ Healthier, safe and more resilient communities.</li> <li>□ High level of community disaster preparedness.</li> <li>□ A higher rate of community first aid intervention to illness and injury.</li> </ul>
Enhance operational service delivery  (pages 40-47)	<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 response capability across the diverse communities of Queensland.</p>	<ul style="list-style-type: none"> <li>□ Improved patient outcomes.</li> <li>□ Effective State Disaster Management System.</li> <li>□ Improved response capability.</li> </ul>
Develop and support our staff and volunteers  (pages 48-53)	Our people are our greatest asset. Accordingly, the department is focused on developing strategies to improve the safety, welfare and capability of our staff and volunteers.	<ul style="list-style-type: none"> <li>□ Qualified, confident and competent staff who are representative of the community.</li> <li>□ High level of staff and volunteer satisfaction with accessibility, relevance and quality of training.</li> </ul>
Build organisational capability through continuous business improvement  (pages 54-57)	The department is committed to improving the way we deliver our services to the community and stakeholders. To achieve this we are committed to improving our organisational governance, business and financial processes. We have adopted a systematic approach to governance and business improvement using the Australian Business Excellence Framework.	<ul style="list-style-type: none"> <li>□ Healthier and safer communities.</li> <li>□ Organisational success, sustainability and resilience.</li> <li>□ Recognition as a learning organisation that focuses on innovation, improvement and collaboration.</li> <li>□ An innovative departmental culture that can contribute to best practice emergency services.</li> </ul>

Scorecard Rating	Explanation	Future directions
Achieved	<p>We continued to enhance community safety by:</p> <ul style="list-style-type: none"> <li>□ finalising the review of the State Disaster Management Plan</li> <li>□ enhancing school-based programs on fire safety</li> <li>□ implementing a more robust clinical audit and case review system.</li> </ul>	<ul style="list-style-type: none"> <li>□ Enhance Queensland's preparedness and planning for natural disaster events</li> <li>□ Work with groups most at risk to build capability and resilience.</li> </ul>
Achieved	<p>We continued to improve response capability and preparedness by:</p> <ul style="list-style-type: none"> <li>□ implementing the Greater Alarm Response System (GARS) to improve resource mobilisation</li> <li>□ implementing recommendations of the QAS Audit</li> <li>□ introducing two new state-of-the-art Agusta Westland AW139 helicopters to upgrade our fleet.</li> </ul>	<ul style="list-style-type: none"> <li>□ Finalise the strategic assessment of public safety communications in collaboration with Queensland Police</li> <li>□ Employ an additional 255 ambulance officers</li> <li>□ Complete the roll out of Emergency Services Computer-Aided Dispatch (ESCAD) across the state</li> <li>□ Further progress implementation of the QAS Audit and QFRS Efficiency Review.</li> </ul>
Achieved	<p>We aimed to strengthen our staff and volunteer cohorts by:</p> <ul style="list-style-type: none"> <li>□ implementing the 'ZEROharm' workplace health and safety (WH&amp;S) strategy</li> <li>□ implementing a 'Learning and Development Framework' to support Rural Operations volunteers</li> <li>□ completing an examination of rostering practices in QAS resulting in 12-hour rosters in QAS.</li> </ul>	<ul style="list-style-type: none"> <li>□ Continue to develop Queensland Combined Emergency Services Academy (QCESA) for emergency management training</li> <li>□ Continue to recruit qualified ambulance professionals</li> <li>□ Continue to implement the ZEROharm strategy to promote workplace safety</li> <li>□ Continue to support, train and resource volunteers in operational services.</li> </ul>
Achieved	<p>Our organisational capability was strengthened through:</p> <ul style="list-style-type: none"> <li>□ increasing rural-urban interface (iZone) fire response training</li> <li>□ graduation of 18 students in the Graduate Certificate of Rural and Remote Paramedic Practice</li> <li>□ conducting whole-of-department and some divisional organisational self-assessments</li> <li>□ revising departmental performance measures to achieve alignment with national benchmarks.</li> </ul>	<ul style="list-style-type: none"> <li>□ Develop enhanced QFRS training manuals supported by a system audit process to ensure quality management</li> <li>□ Systematically implement a regional performance review framework</li> <li>□ Continue to improve operational systems in incident management, early warning, damage assessment and evacuation planning</li> <li>□ Strengthen performance management rigour throughout DES.</li> </ul>

## Our history and legislation

1989	<ul style="list-style-type: none"> <li>□ The Bureau of Emergency Services formed within the Police and Emergency Services portfolio.</li> <li>□ Ambulance services provided by brigades run by 96 separate local committees.</li> <li>□ Fire services were provided through 81 local Fire Brigade Boards with urban and rural services operating as separate organisations.</li> </ul>
1990	<ul style="list-style-type: none"> <li>□ <i>Fire and Rescue Service Act 1990</i> proclaimed, replacing the boards and creating a single statewide Queensland Fire Service under a single Commissioner and incorporating the Rural Fire Division.</li> </ul>
1991	<ul style="list-style-type: none"> <li>□ <i>Ambulance Service Act 1991</i> proclaimed, creating a single statewide organisation.</li> <li>□ Corporate Services Division created to support the operational services.</li> </ul>
1993	<ul style="list-style-type: none"> <li>□ Queensland Emergency Services (QES) established, replacing the Bureau and including a range of specialised support services including the Aviation and Chemical Hazards and Emergency Management units.</li> </ul>
1996	<ul style="list-style-type: none"> <li>□ QES renamed as the Department of Emergency Services. Support Services Business Unit established to enhance support to operational arms.</li> </ul>
1997-98	<ul style="list-style-type: none"> <li>□ Queensland Fire Service and Queensland Ambulance Service established as statutory authorities until a revised accountability framework brought them into the department with the Director-General as Chief Executive Officer, replacing the Boards of each Authority.</li> </ul>
2001	<ul style="list-style-type: none"> <li>□ <i>Dangerous Goods Safety Management Act 2001</i> enacted.</li> <li>□ <i>Emergency Services Legislation Amendment Act 2001</i> changed the status of the Authorities to divisions of the department.</li> </ul>
2003	<ul style="list-style-type: none"> <li>□ <i>Disaster Management Act 2003</i> enacted, the purpose of which remains to help communities mitigate, prepare for and respond to disaster events and to provide for an effective disaster management framework to ensure performance of agency functions.</li> </ul>
2007	<ul style="list-style-type: none"> <li>□ The <i>Health and Other Legislation Amendment Act 2007</i> amended the Ambulance Service Act to allow for the conduct of root cause analyses of systems and processes if service delivery 'goes wrong'.</li> </ul>
2008	<ul style="list-style-type: none"> <li>□ <i>Building Fire Safety Regulation 2008</i> enacted for the purpose of ensuring buildings make sound provision for safe evacuation and maintenance of fire installations.</li> </ul>



Our operational vehicles have benefited from many technological advances over the years.



*New state-of-the-art helicopters significantly enhance our aeromedical and air rescue capability.*

## Fast Facts

### On an average day in 2007-08:

- 1,365 triple zero (000) calls were received by our ambulance service
- 164 triple zero (000) calls were received by our fire and rescue service
- more than 77,000 volunteers were ready to serve the community in fire management, disaster response, search and rescue (marine and land-based), surf lifesaving, chemical emergency advice, youth programs and ambulance response and community services
- collectively, our SES volunteers provided just over 200 hours of operational support across Queensland
- our Fire Ed program was taught to 260 Year 1 students
- collectively, our EMQ Rescue helicopters and network of community helicopters flew for up to 8.6 hours on aeromedical, search and rescue, counter disaster or other missions across Queensland
- we conducted 45 fire safety inspections of premises (excluding residential dwellings)
- we fitted 57 baby capsules
- we awarded 174 ambulance service community education certificates.

# Social sustainability

Our roles, achievements and future directions in the provision of emergency services while recognising the outstanding contribution made by our volunteers and partners.



# Our divisions profiled

## Queensland Fire and Rescue Service \_\_\_\_\_ 20

Section 8B of the Fire and Rescue Service Act states that the functions of the service are:

- a) to protect persons, property and the environment from fire and hazardous materials emergencies
- b) to protect persons trapped in a vehicle or building or otherwise endangered, to the extent that the service's personnel and equipment can be reasonably deployed or used for the purpose
- c) to provide an advisory service and undertake other measures, to promote:
  - (i) fire prevention and fire control
  - (ii) safety and other procedures if a fire or hazardous materials emergency happens
- d) to cooperate with any entity that provides an emergency service
- e) to perform other functions given to the service under this Act or another Act
- f) to perform functions incidental to its other functions
- g) to identify and market products and services incidental to its functions.

## Queensland Ambulance Service \_\_\_\_\_ 22

Section 3D of the Ambulance Service Act states that the functions of the service are:

- a) to provide, operate and maintain ambulance services
- b) for ambulance vehicles provided during rescue and other related activities – to protect persons from injury or death, whether or not the persons are sick and injured
- c) to provide transport for persons requiring attention at medical or health care facilities
- d) to participate with other emergency services in counter disaster planning
- e) to coordinate all volunteer first aid groups for major emergencies or disasters
- f) to adopt and put into effect all necessary measures to best ensure the efficient and economic operation and use of its resources in providing ambulance services
- g) to provide casualty room services
- h) to provide community and workplace education in first aid, cardiopulmonary resuscitation (CPR) and other related matters
- i) to identify and market products and services incidental to its other functions
- j) to perform other functions given to the service under this Act or another Act
- k) to perform functions incidental to its other functions.

## Emergency Management Queensland \_\_\_\_\_ 24

Emergency Management Queensland operates under the auspices of the Disaster Management Act.

Section 3 of the Act states its objects as:

- a) to help communities–
  - (i) mitigate the potential adverse effects of an event
  - (ii) prepare for managing the effects of an event
  - (iii) effectively respond to, and recover from, a disaster or an emergency situation
- b) to provide for effective disaster management for the state
- c) to establish a framework for the management of the State Emergency Service and emergency services units to ensure the effective performance of their function.

It also administers the Dangerous Goods Safety Management Act. Section 7 of the Act states:

- (1) The objective of this Act is to protect the safety of persons, and prevent harm to property and the environment, from hazardous materials.
- (2) More particularly this Act–
  - (a) establishes requirements for–
    - (i) the safe storage and handling of dangerous goods and combustible liquids
    - (ii) the safe operation of major hazard facilities
  - (b) authorises the giving of advice and help in hazardous materials emergencies.

The operational and mitigatory intent of the above legislation is clearly reflected in the department's goals shown in the 2007-11 Corporate Plan:

- |  |   |
|--|---|
| 1. Strengthen community safety, prevention capability and resilience | 3. Develop and support our staff and volunteers                             |
| 2. Enhance operational service delivery                              | 4. Build organisational capability through continuous business improvement. |

## Business Support Services \_\_\_\_\_ 26

## Strategic Policy and Executive Services \_\_\_\_\_ 28



# Queensland Fire and Rescue Service

[www.fire.qld.gov.au](http://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

While QFRS is best known for putting out fires in homes, buildings or in the bush, it also provides a wide 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 firefighting, 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 schoolchildren.

## Staffing and volunteers

Our staff consists of 2784 full-time equivalent (FTE) 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.

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 approximately 35,000 dedicated volunteers who form the brigades across the state.

Rural Operations staff 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
- ☐ 1 Special Operations Centre (shared with QAS)
- ☐ 1550 operational volunteer rural fire brigades.

## Headquarters contact details

Queensland Fire and Rescue Service  
Emergency Services Complex  
Cnr Park and Kedron Park Roads,  
Kedron Qld  
GPO Box 1425, Brisbane Qld 4001  
Ph: 07 3247 8100



## Key achievements during 2007-08

We successfully:

- updated school-based programs to align with Education Queensland requirements
- developed a Community Safety Operation Program Office to strengthen QFRS's community safety focus
- implemented our 'Unwanted Alarms' program that proved effective in reducing unwanted activations
- commenced regional quality audits to build on continuous improvement in fire professional development implemented GARS statewide to improve emergency response mobilisation
- clarified training requirements for rural fire brigades following implementation of a new classification system.

## Future directions

We will:

- continue the implementation of the QFRS Efficiency Review recommendations
- continue priority training in iZone structural protection
- link with national investigation on the relationship between fire and injury, rather than focusing on death in fire, alone
- develop enhanced training manuals supported by a system audit process to ensure quality management
- complete the roll out of the ESCAD system across all QFRS communications centres
- promote a financial assistance package to market smoke alarms to hearing-impaired people.



## Queensland Ambulance Service

[www.ambulance.qld.gov.au](http://www.ambulance.qld.gov.au)



Bronze Award 2005

2005 State  
*Winner*  
QUEENSLAND TRAINING AWARDS

**Mission:** To improve the health, safety and wellbeing of the community.

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.

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 and coordination of major events, multicasualty incidents and disasters
- community services such as community education and baby capsules
- pre-hospital care research.

QAS provides its services through 3141 FTE employees and 413 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:

- the Emergency Services headquarters at Kedron
- 7 regional offices
- 227 permanent ambulance locations
- 29 honorary ambulance stations
- 4 field offices
- 20 first responder locations
- 3 EMQ Helicopter Rescue air bases
- 5 community helicopter providers
- 1 Special Operations Centre (shared with QFRS).

### Headquarters contact details

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



## Key achievements during 2007-08

We successfully:

- commenced implementation of the 21 recommendations of the 2007 QAS Audit
- developed our planning and operational response capability in a range of key areas to improve our service delivery and support our on-road staff
- implemented a more robust clinical audit and case review mechanism to ensure that the quality of clinical care provided to the public remains at a world-class standard
- engaged in a collaborative partnership with the James Cook University and Queensland Health implementing the Graduate Certificate of Rural and Remote Paramedic Practice for paramedics
- undertook a post-implementation examination of the roster review and practices in 24-hour stations and communications centres to better meet the needs of the Queensland community, balanced with the support required by our staff
- employed an additional 286 ambulance officers – including some from overseas.

## Future directions

We will:

- continue the implementation of the QAS Audit recommendations
- systematically implement a Regional Performance Review framework
- introduce a pilot secondary triage and referral service in QAS's Brisbane Communications Centre as one of a number of strategies to manage increasing demand
- complete the roll out of Ketamine, a drug that provides profound pain relief, to intensive care paramedics on a permanent basis, statewide
- complete the roll out of the ESCAD system across all QAS communications centres
- continue to pursue vital research projects through the Australian Centre for Pre-Hospital Research (ACPHR).



## Emergency Management Queensland

[www.emergency.qld.gov.au/emq](http://www.emergency.qld.gov.au/emq)



Finalist Award 2003

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

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 SES volunteers, Emergency Service Units, EMQ Helicopter Rescue and state disaster response management
- supporting volunteer marine rescue organisations as well as contract and community helicopter providers
- actively engaging with local government to promote disaster management and volunteer management priorities.

### Staffing and volunteers

EMQ delivers its services through 229 FTE employees and a diverse range of volunteers and community organisations:

- SES volunteers
- Emergency Service Unit volunteers
- Emergency Services Cadets

We provide support to:

- Volunteer Marine Rescue Association Queensland
- Australian Volunteer Coast Guard Association
- Surf Life Saving Queensland
- Royal Life Saving Society Queensland
- Four community helicopter providers and one contract provider.

### Locations

The division delivers its services from:

- the Kedron Emergency Services Complex
- seven regional offices
- three EMQ Helicopter Rescue air bases (and regional community air bases)
- numerous volunteer locations.

### Headquarters contact details

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



## Key achievements during 2007-08

We successfully:

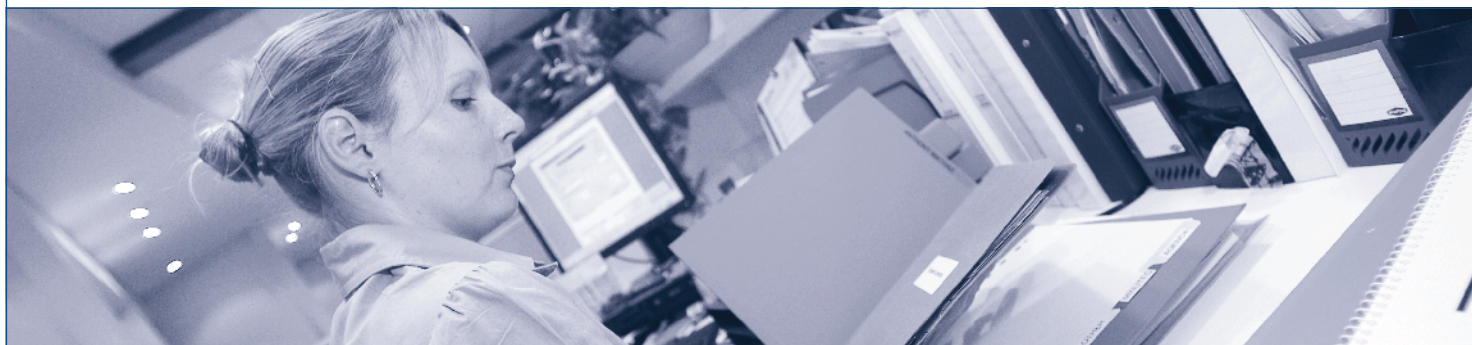
- introduced two new Agusta Westland AW139 helicopters into service to greatly enhance the level of service for aeromedical, search and rescue operation and counter disaster capabilities
- implemented a National 132 500 SES hotline number in Queensland as the primary point of contact for flood and storm emergencies and similar events throughout Queensland, to further enhance emergency service responsiveness
- further enhanced the capacity of our volunteer emergency service workforce
- provided support to Volunteer Marine Rescue Organisations through service level agreements and supplementary funding arrangements
- coordinated and contributed to pre-season storm and cyclone workshops to enhance community preparedness and strengthen community resilience
- finalised the review of the State Disaster Management Plan in accordance with the Disaster Management Strategic Policy Framework
- provided whole-of-Government coordination of resources in response to severe weather events and Equine Influenza outbreak through the SDCC.

## Future directions

We will:

- continue to enhance EMQ Helicopter Rescue operations
- continue to improve operational systems in incident management, early warning systems, damage assessment and evacuation planning with implementation of a 24-hours-a-day, seven-days-a-week disaster monitoring Watch Desk in the SDCC
- build an effective SES capable of responding to Queensland communities during natural disasters and emergencies
- further strengthen Queensland's disaster response and recovery capabilities
- continue to work in partnership with local governments to plan, prepare for and respond to significant disaster events.

# Business Support Services



**Mission:** To provide responsive business services that advance emergency services

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

- human resources (HR)
- industrial relations
- organisational health
- finance including budget management
- procurement
- corporate governance arrangements including HR, Finance and systems
- capital works
- warehousing and distribution
- assets and facilities management including leasing
- information and communication technologies.

In addition, BSS manages the department's shared services provider arrangements with Shared Service Agency (SSA) and CorpTech for the provision of transactional corporate services including finance, HR, records management services and business systems support.

## Staffing

BSS has 431 FTE employees, the majority of whom are involved in delivering information and communication technology projects and whole-of-Government and whole-of-department systems enhancement. Approximately 60 of our employees are located across the regions. The remaining staff are located at the Kedron Park Emergency Services Complex and other locations in Brisbane. The staff of BSS represents less than 7 per cent of the department's total paid workforce.

## Locations

The division delivers its services from:

- the Kedron Emergency Services Complex
- seven regional offices
- TC Beirne Building, Fortitude Valley
- Gabba Towers Woolloongabba
- Hamilton.

## Headquarters contact details

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



## Key achievements during 2007-08

We successfully:

- assisted the operational divisions in the recruitment of qualified ambulance professionals, student paramedics, emergency medical dispatchers, firefighters, and EMQ staff and volunteers
- oversaw the sound financial management of the department, which contributed to the achievement of a surplus of \$14.5 million in 2007-08
- implemented Phase 1 of the Safety, Health and Environment (SHE) WH&S reporting system
- delivered a record level of expenditure on capital acquisitions and grants
- realigned the division to achieve savings required by government
- commissioned the Queensland Government Chief Procurement Office to undertake an assessment of DES procurement capability and performance
- deployed the Managed Operating Environment within DES
- progressively implemented the majority of the ESCAD system consolidating three separate aged computer-aided dispatch (CAD) systems into one departmental system supporting emergency response and dispatch.

## Future directions

We will:

- in conjunction with QFRS, deliver the new Operations Management System (OMS) initially replacing four technically obsolete systems with a contemporary integrated system supporting station management
- support the development of the integrated Queensland Emergency Operations Centre (QEOC) and QCESA
- manage the DES capital program which will invest \$160.6 million in capital acquisitions and grants
- lead the implementation of systems to enhance the management of the leased fleet and enhance the strategic management of the departmental procurement function.

# Strategic Policy and Executive Services



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

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

- strategic planning and management
- budget alignment with strategic priorities
- research and strategic policy coordination and development
- risk management
- corporate communications and media management
- legal, legislative and Cabinet advice and services
- community engagement services
- information flow management to and from the Minister and Director-General
- business improvement
- corporate performance reporting
- special projects.

SPES is responsible for providing high-quality advice and timely executive services to the Director-General, senior management and the Minister's office. The division also undertakes special projects which add value to the services of the operational areas of the portfolio, and provides a strategic interface with central agencies of Queensland Government on behalf of the portfolio.

## Staffing

SPES has 78 FTE staff. The staff of SPES represents less than 2 per cent of the department's total paid workforce.

## Locations

SPES delivers its services from:

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

## Headquarters contact details

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



## Key achievements during 2007-08

We successfully:

- led the preparation of the department's 2006-07 annual report—which gained us our second ARA Gold Award in consecutive years
- coordinated the technical business improvement activity that led to the first ever whole-of-department Australian Business Excellence Award in Australia
- strengthened governance arrangements for corporate planning and performance including the establishment of an executive committee reporting to the Director-General
- improved the department's performance management framework including significant changes to performance measures to align with national benchmarks
- progressed legislative amendments to the revision of the *Building Fire Safety Regulation 1991*
- realigned the division to achieve savings required by government.

## Future directions

We will:

- continue to provide strategic and tactical support to advance divisional achievement of departmental outcomes
- implement the Forward Policy program in partnership with the operational divisions and BSS
- strengthen accountabilities for organisational performance
- promote partnerships with business organisations to achieve program sponsorship.



# Teamwork vital in daring air rescue

by Jonathon Hall

In what is believed to be the biggest helicopter rescue from a ship in Australian history, 37 people were winched off a tourist yacht in the Whitsunday's during cyclonic weather in February. The twin-masted "Romance" was carrying 32 passengers and 5 crew when it broke its mooring in the early hours of February 12th.

It was then battered by winds and waves until it was thrown up on rocks at Cave Cove on the western side of Hook Island off Mackay.

President of Whitsunday Volunteer Marine Rescue (VMR) Michaela Moss, was on radio duty that night.

"At 1.20 a.m. the call from the 'Romance' indicated they had broken their mooring and were in distress and heading for the rocks."

A water police boat and the VMR vessel were then dispatched from Airlie Beach.

However, when the boats reached the site they found the yacht on the rocks at a 45 degree angle and in a position too dangerous for the other boats to come alongside or attempt a rescue.

Onboard the terrified passengers, mostly foreign backpackers, rode out the storm.

Around 3 a.m. police contacted the CQ Rescue helicopter in Mackay and a crew was placed on standby.

This crew and another from EMQ in Townsville both took part in the rescue which was described as 'an example of extreme teamwork under very challenging conditions'.

Senior Constable Brett Norris from Mackay Water Police swam to the 'Romance' and was the first aboard and General Manager of CQ Rescue Phillip Dowler was lowered by helicopter to the stranded vessel.

"The yacht had three metre waves breaking over it, there were 80km an hour winds and torrential rain so it was quite a daunting scene when we first arrived," Mr Dowler said.

With the help of Constable Norris, Mr Dowler began cutting away the ropes holding the mast and the radio antennae to enable the helicopters to winch the passengers off.

"The angle of the ship also made it harder as it wasn't a level surface and we had to manoeuvre both helicopters into safe positions above the vessel."

EMQ Rescue crewman Mark Bryant was also lowered onto the crippled vessel.

He said an earlier plan to use ropes to ferry passengers to the rocky shore was abandoned due to safety concerns.

"There was a four metre drop so if anyone did fall from the



EMQ and CQ Rescue crews prepare yacht passengers for winching. The stricken yacht 'Romance' (top) provided a challenge for chopper rescue crews

rope they would have been in the water between the boat and the rocks," Mr Bryant said.

The three rescuers prepared passengers for winching, placing two at a time in each rescue harness with the two helicopters working in rotation until all 37 people were rescued.

"That system worked really well and the teamwork was awesome," Mr Bryant said.

"The passengers relaxed once the rescue began, none of them panicked and they were even sharing a joke or two with us.

"This was not the riskiest job I have done but because of the sheer number of people we rescued and the teamwork involved it's one I'll never forget."

Winch operator Phil Livingstone on the EMQ helicopter had a birds-eye view of the entire rescue.

"Winching to a boat at any time is challenging enough but in this case we only had a winching area of less than one square metre on one side of the boat after the ropes were cut away," Mr Livingstone said.

After being winched off the 'Romance' the passengers and crew were ferried to Hayman Island in groups of six.

Within hours of the daring rescue pictures of the drama flashed across the world and the rescuers were being hailed as heroes.

CQ Rescue General manager Phillip Dowler said close teamwork between his organisation and EMQ had been crucial to ensuring the safe rescue of all of the yacht's passengers and crew.

Mr Livingstone said while it was extremely satisfying to have successfully performed the rescue, it also demonstrated the importance of the intensive training undertaken to prepare for events of this kind.

# Our performance

## Reviewed by each goal

We have four goals that we derive from the priorities set and outcomes required by the Queensland Government. Through our corporate planning we develop strategies and key performance indicators for 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	32-39
Enhance operational service delivery	40-47
Develop and support our staff and volunteers	48-53
Build organisational capability through continuous business improvement	54-57



*More than 5850 people across Queensland simultaneously perform CPR to set a new world record for mass training.*

## Goal 1: Strengthen community safety, prevention capability and resilience

### Key performance indicators reviewed

Key performance indicator	Target	2007-08 Actual	Status	Page Ref
Number of people receiving disaster management training incorporating disaster management concepts	1,500-2,000	2,696	Achieved	141
Number of fire safety inspections of premises (other than private dwellings) deemed complete and compliant	10,000	11,760	Achieved	11, 136
Percentage of Year 12 students receiving Road Awareness and Accident Prevention (RAAP) program	80%	81%	Achieved	136
Number of stakeholders completing hazardous materials safety management training	60-120	55	Substantially achieved	141
Percentage of disaster management groups with current disaster management plans	100%	84%	Substantially achieved	141
Number of Emergency Services Cadet groups supported	48-50	49	Achieved	141
Number of Community Education Certificates issued	65,000	63,687	Substantially achieved	140

### Strategy:

Enhance Queensland's preparedness and planning for natural disaster events (particularly cyclones, and tsunamis) in collaboration with other agencies.

### Bushfire management strategy implemented

QFRS, in collaboration with the Gold Coast City Council, has developed a bushfire management strategy devised for the Council's conservation areas and new housing estates that fall within the Gold Coast City Council boundaries. In preparation for the 2007 bushfire season, a series of hazard reduction burns was held at strategic locations on the Gold Coast. The burns continued over nine weeks into August, and represented the first significant activity in the management strategy. Planning and risk assessment for the 2008 hazard reduction burn period have commenced.

### Bushfire Prepared Communities

The QFRS program 'Bushfire Prepared Communities' (part of QFRS's iZone strategy) was extended at the start of the 2007 bushfire season to focus on the theme 'Prepare, Stay and Defend, or Go Early'.

Developed in conjunction with the QPS, this program provides people living in at-risk locations with more precise information about what they should consider prior to the start of each bushfire season including preparations around their home and property.

### Consistent approach to fire management

During the year we established Regional Interdepartmental Committees on Bushfires to ensure an overall consistent approach to fire management across the state, while retaining local knowledge and experience. This initiative, combined with other community safety programs that focus on safe living in the bush has strengthened the capacity for rural individuals and communities to protect themselves from fire.

## Fire safety in residential care

QFRS, in partnership with the Department of Infrastructure and Planning, is considering a fire safety improvement strategy for Queensland's existing residential care buildings. A Public Benefit Test discussion paper was released in late July 2007, outlining the proposed fire safety improvement options. Public workshops to discuss the paper were held in September 2007.

## State Disaster Management Plan finalised

The department has finalised the review of the State Disaster Management Plan (SDMP), which has been informed by learnings from recent disaster events including the Equine Influenza operations in August and September 2007 and the recent Queensland flooding response in early 2008 and ongoing recovery operations.

In June 2008 the final SDMP was tabled at the State Disaster Management Group meeting and submitted to the Minister. The SDMP will be distributed to key stakeholders in July 2008.

## Coordination of pre-season storm and cyclone workshops

EMQ in partnership with other government agencies conducted 11 pre-season storm and cyclone workshops across Queensland to enhance community preparedness against natural disasters, particularly cyclones, floods and tsunamis.

The workshops were attended by close to 600 emergency management participants, including representatives from state agencies, local governments, volunteers and non-government organisations. The workshops are vital in building disaster preparedness across the state. The aim of these workshops is to create a forum that encourages participation from regional and local representatives and building partnerships in disaster management across Queensland.

EMQ coordinated the 'Natural Disaster Summit: Building Resilient Communities' which explored opportunities to further enhance the working relationship between government and non-government agencies and Queensland community members to provide the necessary tools to strengthen community resilience. Representation included state and local disaster management group members, mayors and key community and industry leaders. The Summit provided a shared commitment to community participation, partnership and disaster preparedness.

## Strategy:

Strengthen community safety by minimising risks associated with major hazard facilities and large dangerous goods storage through direct regulation and by working collaboratively with other jurisdictions to improve legislation and relevant national standards.

## Chemical safety

Major hazard facilities are required to submit safety reports at least every five years to CHEM Services. These reports describe how the facilities are operated so that risk is maintained at an acceptable level.

Desktop assessments of the first-round safety reports were completed. We validated the facilities' reports by conducting on-site verification audits. An ongoing program of on-site assessments of selected elements of the safety reports, targeting a minimum of 75 per cent of all MHFs receiving such an assessment once every year was achieved.

CHEM Services also issued more than 60 directives to MHFs requiring them to address safety issues. Over 200 recommendations for improvements were also made to these facilities.

## Safety audits

The Dangerous Goods Safety Management Act, which is administered by the department, aims to protect people, property and the environment from chemical hazards by placing obligations on occupiers of premises to ensure the safe storage and handling of dangerous goods.

Following the Binary Industries chemical fire at Narangba in August 2005, the Queensland Government initiated a statewide audit of Large Dangerous Goods Locations. This program, led by CHEM Services, aimed to identify the possible consequences of fire and other hazardous materials incidents at large chemical storages across Queensland. From the first round of inspections in 2006-07, 55 facilities were identified for in-depth auditing of their Safety Management Systems. These facilities were selected because a severe hazardous materials incident on-site could have significant off-site consequences. The audit program commenced in March 2008, and will continue into 2009. The audit focus is on key components of the safety management system, such as risk assessment, plant maintenance, systems of work, employee training, accident reporting and investigation, emergency planning and change management.

CHEM Services also led the establishment of the Hazardous Materials Incident Recovery Plan. This plan is designed to facilitate prompt, effective and systematic coordination of recovery from hazardous material incidents where there is a requirement for a response operation which is beyond the capability of a single state government agency.

### Strategy:

Increase community participation in safety education and awareness initiatives

### Developing safer communities

We are committed to creating safer communities and a better quality of life for all Queenslanders through the provision of world-class emergency and disaster services.

To achieve this, we have implemented a range of initiatives, in partnership with other agencies and community organisations, to deliver joint services and targeted interventions to communities.

### Community Safety Project

EMQ continued to roll out the Community Safety Project through the promotion of the *5 Ways to Safety* guide to state and district Neighbourhood Watch Forums across the state. The guide promotes five key DES and QPS community safety initiatives and provides information about the volunteering opportunities available to assist DES and QPS to deliver their services.

### 'Watch Out!'

'Watch Out!' is an outcome of the Community Safety Project and is a school-based program designed to develop skills and provide increased awareness of accident and injury prevention, crime prevention and personal safety. The program was rolled out to primary schools throughout Queensland and to date, resource kits have been made available to more than 40 Queensland schools. 'Watch Out!' is an integrated unit of work developed through a partnership between DES, QPS, Neighbourhood Watch and Education Queensland.

### Safer Queensland website

The Safer Queensland website is a portal website, developed by DES in collaboration with a range of agencies including approximately 44 local, state and federal government agencies and 15 private sector agencies.

The website provides key safety messages and initiatives from government departments and community organisations and links the user to the relevant host website for further information.

The website was well utilised with demand increasing during the floods that occurred in North Queensland early in 2008. The website experienced 65,257 hits during 2007-08.

Access to the site is via: <http://www.safer.qld.gov.au/>



*When not fighting fires, QFRS officers work to help prevent them through community safety and awareness programs.*

## QAS Community Safety Programs

In December 2007, the Premier announced the results of an Audit into QAS. As a result, resources from non-essential areas were to be redirected to frontline ambulance service delivery. Community Education Services (first aid) and Baby Capsule Hire Service (BCHS) were to remain and progressively move toward cost recovery. Other community safety and service programs ceased by 30 June 2008.

Consequently, the Community Service Unit focus is now directed to delivery of first aid service and the BCHS.

Through the year, Community Education Services issued 63,687 first aid certificates.

The BCHS experienced a more than 7 per cent growth in demand for service over the previous year. It hired out 13,434 baby capsules and conducted 7,339 private restraint checks or fittings.

## QFRS upgrades school programs

We updated QFRS school-based programs such as Fire Ed and Safecity in early 2008. These updates have taken into account new requirements of Education Queensland, new instructional materials, improved training necessary for presenters and teachers, and better marketing required in a competitive environment.

Potential new programs focus on risk assessment and application of QFRS statistics, research and general fire safety information to enable students to develop presentations as part of their school work.

The Redbank Plains State High School, where the program was first conducted, hosted the tenth birthday celebrations for the Road Awareness and Accident Prevention program. This QFRS program promotes road safety among students. It has been presented to more than 200,000 people since its inception, and targets young, novice and pre-licensed drivers, (primarily Year 12 students, but also university, TAFE and college students). This highly successful program has since been adopted in New South Wales, the Australian Capital Territory, Victoria, New Zealand, UK and the Czech Republic.

## Smoke alarm success

Following the introduction of new laws to make smoke alarms compulsory in all homes from 1 July 2007, and a substantial communication campaign, the percentage of Queensland homes with a smoke alarm increased, in one year, by 9 per cent to 96.2 per cent of all homes, according to the November 2007 Queensland Householders' Survey.

At the same time, 87.6 per cent of all homes were reported

to have fully operational smoke alarms—an increase of 11.4 per cent.

The success of the legislation and an associated communication campaign is echoed by Australian Bureau of Statistics survey results which revealed similar data. These data also show that the installation rate in Queensland is on par with those achieved in other states, which have had similar legislation in place for a longer period.

In association with the new laws, QFRS also introduced a financial assistance package to help deaf and hearing-impaired people purchase smoke alarms to meet their particular needs.

## Safehome

Safehome is a free home fire safety checking service. QFRS is supporting firefighters in their efforts to prevent fire fatalities by promoting this popular program which is highly valued by Queenslanders.

The promotion consists of:

- a 30-second radio advertisement which aired in South-East Queensland
- a free fire safety blanket promotion where the first 200 people in each Region to book a Safehome visit received a complimentary bonus blanket
- working with sponsors NRMA to have new photos taken to be used in future promotional material including new displays and
- NRMA promoting Safehome in some local papers.

## Community education on disaster preparedness

EMO supports Queensland communities through education materials to raise public awareness about, and preparedness for, disaster events including:

- production of awareness and safety messages for children and young people. The products include a DVD, *Red Alert! Disaster stories from young people across Queensland*, and an interactive, web-based resource, *Get Ready Kidnas*
- provision of 400 custom-designed Disaster Supply Kits for remote Indigenous communities
- continuation of the National Indigenous Radio Service campaign to broadcast culturally relevant community education messages to the Indigenous communities
- translation of the *Preparing for Cyclones* booklet into five languages other than English. Translations include Italian, Japanese, Chinese, Korean and Hmong.

EMQ are committed to ongoing enhancements of disaster planning at state, district and local levels. Accordingly, a review is being conducted of local and district disaster plans with the aim of developing improved planning guidelines and training packages for local governments and disaster districts.

## Strategy:

Work with groups most at risk (such as Indigenous and other remote communities) to build their capacity and resilience in the face of emergencies and disasters

## Remote community support

We work with remote communities across the Gulf of Carpentaria to build their capacity to manage risk and mitigation activities, and their ability to respond to all types of emergencies within the Gulf area. The multifaceted project is a collaboration between the Natural Heritage Trust, Southern Gulf Catchments, Carpentaria Land Council, Aboriginal Councils, local government and DES.

Integral to this, the Gulf Fire Project is funded through the Natural Heritage Trust and through DES as a Director-General initiative. The project aims to bridge the gap between local Aboriginal residents and pastoral land management groups, particularly in relation to the use of fire.

Participants are confident of finding a common ground within the wide range of cultural and social backgrounds in the region, to encourage a unified approach to fire and land management techniques.

## Safer Indigenous communities

We have 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 \$3.6m over six years to improve services and enhance community safety for Indigenous communities and individuals. 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 included:

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

- 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 initial 'First Step' program was completed in December 2007 with seven Indigenous appointments made across the department.

## 'Keeping Our Mob Safe'

We are continuing to work with communities to design and deliver innovative and flexible models of services and community safety programs that meet their unique needs in improving community resilience.

'Keeping Our Mob Safe', a national strategy for emergency management in remote Indigenous communities, is providing strategic direction for this work. The department led the development of the strategy, which incorporates the priorities and needs of remote Indigenous communities with prescribed obligations of the Australian Government, states and territories to partner with these 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.

DES is implementing the recommendations of the strategy through a range of activities in partnership with Indigenous communities and organisations.

## The Child Injury Prevention Project (ChIPP)

ChIPP was a joint initiative between SPES and Queensland Health and 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 is now being maintained as an ongoing program within the World Health Organization's Safe Communities infrastructure in Mount Isa and Mackay.

The focus of the project is building the capacity of communities to raise awareness and reduce the level and severity of unintentional injury in children from birth to four years of age. We focus on the five key areas of falls, poisoning, burns, scalds and drowning.

Key project achievements include:

- development of a range of promotional materials and media releases to support the local communities in promoting 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.

### '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, we joined with Queensland Health to develop the 'Child Safety at Home—Mission Possible' communication campaign. The campaign incorporates television and radio advertising 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 birth 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 is due for evaluation in August 2008.



*A QFRS counter-terrorism team tests its skills in a high angle environment.*

### Community first responders

QAS community first responders continue to make a significant contribution to QAS and the Queensland community. This commitment reinforces the importance of QAS and communities working together to improve the chance of survival in many cases, especially in rural, remote and isolated communities.

Additionally, approval has been granted by Queensland Health for - to obtain, possess and administer Methoxyflurane which is an effective inhaled analgesic for mild to moderate pain.

#### Strategy:

Work with all levels of the Queensland Disaster Management System to ensure appropriate disaster plans and policies are developed and in place

### Review of Queensland's disaster management system

The review of Queensland's disaster management system has led to significant enhancement of the system. These

improvements were evidenced in the response to the recent extended flooding and the response to the 2007 Equine Influenza outbreak and include:

- the ability of the system to sustain an extended operation at high levels of performance over a long period of time and wide geographic areas
- the ability of local government through Local Disaster Management Groups to be well prepared and successfully respond to significant disaster events by implementing their own plan using well-trained local resources
- the engagement of a wide range of non-government organisations and industry to support the response and recovery efforts
- the quick transition to recovery efforts covering all elements including social, environmental, economic and infrastructure, therefore reducing human suffering and economic loss.

### Strategy:

Implement amendments to the Fire and Rescue Service Act 1990 to improve building fire safety

## Enhanced fire safety

The Fire and Rescue Service Act and its Regulation were amended recently through the new Building Fire Safety Regulation effective from 1 June 2008. The new regulation reflects proposals for changes and improvements made by industry stakeholders and the community.

The amendments were originally given impetus as a result of the tragic Childers backpacker fire in June 2000. In the intervening years, a series of improvements were made to a range of fire safety legislation including the *Building Act 1975* and the *Local Government Act 1993*. Transitional provisions for the implementation of some of the new requirements of the regulation are now in place.

### Strategy:

Incorporate emergency and disaster mitigation strategies into land planning as part of administering *State Planning Policy 1/03: Mitigating the Adverse Impacts of Flood, Bushfire and Landslide*

## Influencing urban and rural planning processes

A crucial risk to DES is the potential for loss of standing as a key stakeholder in the regional planning process.

Through our Land Use Planning and Development Functions, we provided strategic responses to planning issues across the state. Our responsibilities include coordination of State Interest Checks (SICs) for:

- 18 Local Growth Management Strategies
- 18 major development areas
- 18 Structure Plans
- Principal Rural Activity Centres and
- Sub-regional/precinct studies.

Through these checks, we are heightening awareness in planning agencies and local governments of the need to:

- consider natural hazards in assigning land use
- recognise ambulance and fire stations as a form of essential social infrastructure and
- liaise with key emergency service agencies during the formulation of structure plans and construction of new facilities.

We anticipate that demand for SICs will intensify significantly in the foreseeable future, paralleling infrastructure growth. Therefore the ongoing contribution that DES can make in assessment of planning instruments and liaison with planning agencies and local governments can potentially have a far reaching effect on community safety across the state, particularly in the rapidly growing south-east corner.

### Strategy:

Plan and prepare for all hazards through multi-service initiatives as well as participation in cross-agency exercises and resilience forums

## Disaster management exercises

In an effort to ensure the disaster management system is prepared for major events and to evaluate disaster plans and test preparedness for disasters, we conducted two major exercises:

- Exercise *Ocean Storm* was conducted in July 2007 on the Gold Coast. The exercise was based on a potential

cyclone scenario affecting Queensland's South Eastern Region

- Exercise *Central Havoc* was conducted in December 2007 in Gladstone, focused on multi-agency response and evacuation procedures in an event resulting in mass casualties.

EMQ remains committed to the ongoing development and delivery of exercises, continuous enhancement of disaster planning and the ongoing awareness and education of disaster managers and communities to ensure we are prepared for and can respond to major incidents and disaster events.

## Counter-terrorism preparedness

We continued to consolidate and enhance counter-terrorism preparedness using a robust risk-based approach underpinned by scientific methodology. This approach ensures the distribution of appropriate resources and technology to where they are needed.

We conducted counter-terrorism exercises in locations across the state and strengthened our capability through workshops and drill style exercises.

Improvements in operational doctrine, new resources and technology including chemical protective ensembles and air detection equipment have enhanced QFRS's response capability.

The department contributed to the drafting of the Queensland Counter-Terrorism Plan and successfully provided specialist services to the Asia-Pacific Economic Cooperation (APEC) meeting in collaboration with other like agencies.

### Strategy:

Strengthen service planning through collaborative regional planning and coordination

We recognise that risks to the community have increased in line with forecast demographic, environmental, infrastructure and security issues and change. Within each region we have created Regional Planning and Coordination Teams that comprise members of all divisions of the department who collaborate with other local agencies in forward planning for their region.

### Strategy

Work collaboratively with key stakeholder agencies at Commonwealth, state and local level to identify most vulnerable communities based on risk of storm surge and tsunami

### Strategy:

Focus on reducing community vulnerability to storm surge and tsunami threats through accelerated data collection, analysis, modelling and enhanced disaster planning

## Tsunami warning system

This year we were actively involved in initiatives to improve tsunami warning systems and to improve the state's preparedness in general.

A multi-agency Community Warning Working Group has developed a program of work that builds on existing community warning systems and practices for a range of threats.

We are also working closely with other federal agencies to determine ways to improve the understanding of the risks presented by tsunamis to the Queensland coastline.

Comprehensive and current land elevation data play an important role in helping us understand and plan for the risks associated with tsunamis.

The Department of Natural Resources and Water (DNRW), in conjunction with other state government departments and local governments, is undertaking projects to collect land elevation data for several coastal locations in Queensland. With the data captured through these projects, the topographic mapping of sections of the Queensland coastline will be greatly improved and will assist emergency managers in planning for the threat of tsunami and other coastal threats including storm surges.

## Goal 2: Enhance operational service delivery

### Key performance indicators reviewed

Key performance indicator	Target	2007-08 Actual	Status	Page Ref
Levels of stakeholder satisfaction with the quality and responsiveness of QFRS, QAS and EMQ operational services	QFRS 95%	95%	Achieved	11, 13, 138
	QAS >90%	99%		11, 13, 139
	EMQ >80%	96%		11, 13, 142
Percentage of life-threatening (Code 1) incidents receiving ambulance attendance in less than 10 minutes	>68%	64.6%	Substantially achieved	11, 139
Survival rate for out-of-hospital cardiac arrest	>15%	23.3%	Achieved	11, 12, 139
State Disaster Coordination Centre and State Operations Coordination Centre operational within one hour of activation notice	100%	100%	Achieved	142
Incidents attended by urban firefighter crews within 14 minutes	90%	86.8% – 98.2%	Substantially achieved	11, 12, 138

### Strategy:

Pursue operational service delivery excellence

### QAS Audit

In September 2007, the Premier announced that an Audit of QAS would be undertaken and the findings reported to government before the end of the year. The Audit report made 21 recommendations in the areas of demand management, workforce issues, performance management, budget and resourcing, and the interface with Queensland Health. Implementation commenced immediately and significant progress was made on the achievement of the Audit recommendations.

### The Greater Alarm Response System

We implemented this system statewide to improve emergency response resource mobilisation. GARS provides a structured and coordinated mobilisation of resources designed to match an escalating incident with frontline firefighting resources, specialist support and appropriate levels of incident management commensurate with the scale, intensity and duration of the incident.

GARS achieves a number of outcomes, including:

- enhanced operational focus for the Incident Controller which improves fire ground safety for operational personnel

- allowing the Incident Controller to focus on managing the incident
- ensuring that a consistent level of resources is identified and dispatched to an incident
- simplifying resource requests by use of code rather than spoken text – use of alarm level numbers by Incident Controllers and FireCom to deploy appliances and personnel to incidents
- reducing pressure on the Incident Controller regarding specialist resourcing identification
- providing two response systems for the entire state
- a core firefighting component for each alarm level.

### Disaster response coordination

During an unprecedented busy season, Disaster Operations conducted continuous operations and provided leadership for the state's response to a major exotic animal disease outbreak and a series of severe weather events from the end of August 2007 to early March 2008.

The SDCC provided whole-of-Government coordination of resources, managed all requests for assistance through the disaster management system for each event and continued to train and develop staff to sustain the response and ensure business continuity.

Significant achievements of the SDCC throughout this period included:

- coordination of whole-of-Government support for disease control measures to eradicate Equine Influenza in Australia
- prevention of a major flooding disaster in Charleville through the large-scale logistical task of erecting a temporary flood barrier
- deployment of more than 250 SES volunteers and over 100 EMQ staff to flood-affected areas
- coordination of fodder dropping operations, utilising up to 17 helicopters per day for a total of nearly 1,200 hours flying time
- coordination of eight re-supply operations to communities isolated by flood
- management of requests for assistance as a result of disaster situations declared in the Emerald and Mackay areas
- training of 73 staff in disaster response and SDCC operations between August and November 2007.

Similarly QFRS's SOCC was activated five times in 2007-08 and coordinated seven intrastate deployments to support disaster management.

### Strategy:

Continue to implement strategies to manage the demand for essential emergency services

## Clinical Deployment Supervisors

In June 2008, Clinical Deployment Supervisors were introduced into the busiest ambulance communications centres in Brisbane and Southport. These are experienced paramedics who are providing greater clinical input into the decisions about the best use of our emergency ambulance resources to meet patient needs. In the Brisbane Region this has already resulted in fewer activations of single crewed officers—in-charge and intensive care paramedics to incidents. This means resources are more targeted to cases where the clinical skill level of the paramedic may be better suited to patients' clinical need.

## Opportunities for improvement

QAS identified the need for a more robust clinical audit and case review mechanism to ensure the quality of clinical care and to inform future improvements to clinical practices. It has implemented a Case Audit Review Tool, which is a software program developed by QAS to assist in managing the review of cases on a statewide basis, allowing early identification and review of high-risk cases

and development of improvements.

Additionally, QAS has established a Quality Assurance Unit. The initial function of the unit will be to ensure QAS communications centres meet quality standards in call-taking for triple zero (000) calls and ensuring Emergency Medical Dispatchers in Brisbane and Southport rigorously apply the Emergency Medical Priority Dispatch System. This arises from the recent QAS Audit findings, which recommended a number of measures involving continuous quality improvement, specifically highlighting ambulance communications as an area in need of improvement.

### Strategy:

Continue to adapt service delivery models to address the needs of diverse communities and stakeholders throughout Queensland

## QAS recruitment

QAS employed an additional 286 ambulance officers across the state in 2007-08. QAS has completed recruitment of additional staff to fulfil the services commitment stated in the 2005 Enterprise Partnership Agreement. This now ensures that staff will, over the course of one year, work an average of a 38-hour rostered week, evidencing QAS's ongoing and consistent commitment to improving the health and welfare of its staff.

In 2007-08 QAS continued its recruitment campaign to attract qualified ambulance professionals from the United Kingdom (UK) and from interstate.

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

The 2007-08 financial year resulted in a total of 108 appointments under the Qualified Recruitment program.

## Rural and remote paramedic practice

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 shortages across the workforce exacerbate these challenges and require new approaches to these issues.

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

Eighteen paramedics graduated with the Graduate Certificate in December 2007, with a further 26 officers expected to graduate in 2008.

These paramedics are engaged in 27 locations across the state from Horn Island in the far north to Texas in the south west.

An evaluation of the impact of the expanded scope of practice on rural communities has been conducted by the ACPHR as part of the ongoing development of the program.

This report will provide a platform for the future development of extended scope paramedic practice, not only in rural and remote areas, but also in urban areas.

## Clinical advances

QAS has introduced a number of significant clinical advances in pre-hospital treatment for the community of Queensland, particularly the implementation of a statewide approach to the management of coronary disease.

QAS officers may now perform 12-lead electrocardiograms (ECGs) and intensive care paramedics may also administer a 'clot-busting' drug to patients suffering a heart attack in the community. This is a huge leap forward in pre-hospital care and is at the 'cutting edge' of cardiac care. Queensland is the first Australian state to have implemented such a program and is currently being observed by other state and international ambulance services.

Further enhancements to clinical practice for all paramedics include the very latest recommendations by the Australian Resuscitation Council (ARC) for CPR and cardiac arrest management, use of a specialised splint for patients who suffer pelvic injuries and the authority to certify 'life extinct' in the field.

QAS has also focused heavily on advancing the skills of its advanced care paramedics who have completed the relevant training program to enable them to administer dextrose rather than glucagon for the treatment of diabetic emergencies, intravenous adrenaline in cardiac arrest and Metoclopramide for the management of patients with nausea and vomiting.

Other significant enhancements include the introduction of:

- magnesium to help combat the effects of Irukandji envenomation syndrome
- calcium for the management of hyperkalaemia (high potassium) that is seen in patients with crush syndrome or renal dialysis patients

- Amiodarone for the management of abnormal cardiac rhythms
- Ketamine which produces profound analgesia.

Other clinical intervention improvements that are currently being researched will equip intensive care paramedics to expand their clinical practice in the area of providing interfacility transfers for patients where it is currently common practice for the patient to be accompanied by a medical officer.

## Innovative models of service delivery

Planning has commenced to look at the scope of practice of paramedics in an expanded role. This will be a significant shift for QAS as today most patients seen by paramedics are transported to an emergency department. With an ageing population and increasing levels of chronic disease in the community QAS with Queensland Health has begun to explore new and different ways of working together to provide enhanced clinical pathways for non-serious patients who may be able to be treated in their home and provided with advice and alternative referral pathways to meet their clinical needs.

QAS already has an Isolated Paramedic Practice model in rural and remote Queensland. An Urban Paramedic Practice model to meet the differing needs of the urban environments is under consideration.

## Using research to boost practice

ACPHR within QAS had significant success in securing significant external research grants. In addition, the ACPHR is collaborating on two additional ARC-Linkage grants:

- addressing improved traffic management strategies for emergency services vehicles attending road traffic crashes (University of Melbourne and University of Queensland)
- analysing the impact of severe heat-related environmental events on emergency services.

Three grants secured in collaboration with academic and public sector research partners will facilitate significant work over the next three years on managing demand for emergency medical and pre-hospital services. This will include the interrogation of ambulance ramping and associated access block in major tertiary receiving hospitals.

External grants will continue to assist the ACPHR to continue its work on the management of major traumatic injury in the pre-hospital sector.

In 2008, work on pandemic preparedness in the emergency

pre-hospital environment, funded by the National Health and Medical Research Council and led by the ACPHR, came to fruition with the publication of the final report for industry. The findings of the *Australian Prehospital Pandemic Influenza Study* have been considered by national pandemic planning forums.

## Enhancing demand management

The Community Safety Operation Program Office was established within QFRS to implement a range of community safety initiatives and to provide training and mentoring in the field of project management for better service delivery outcomes.

## Unwanted Alarms Program

QFRS responded to more than 21,000 unwanted alarm activations from monitored fire alarm systems this year. The negative impacts of unwanted alarms on QFRS, industry and the wider community include:

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

Accordingly, QFRS developed *Fire Alarm and Building Design Guidelines for the Reduction of Unwanted Alarms* which provided building professionals with information on how to reduce unwanted alarms in new buildings. The guidelines apply to all building approval applications submitted for QFRS assessment from 1 September 2007.

Utilising these guidelines, QFRS building approval officers are 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.

QFRS has established the Unwanted Alarm Task Force, which is working in partnership with the owners and occupiers of buildings (>20 alarms per year) and with the fire protection industry to identify the causes of false alarms and to implement strategies to assist building owners reduce the occurrence of this type of call-out.

The real benefit of QFRS strategies for the reduction of unwanted alarms is that Queenslanders will have 'fit for purpose' buildings, which will address the current high level of complacency to fire alarm activations, resulting in a safer Queensland community.

## iZone examination

North Coast Region conducted an aerial reconnaissance of at-risk communities across the Region in October 2007.



*Our department invests in modern equipment and vehicles to help keep the community safe.*

This activity provided valuable insight into communities in which urban growth is occurring outside the Urban District Boundary where there may be unchecked vegetation growth that is potential fuel for fires.

### Strategy:

Continue to implement a comprehensive desktop and field exercise program to strengthen our preparedness and scalable emergency response capability

## Disaster preparation

We conducted the fifth in a series of coordination centre cyclone exercises, *Ocean Storm*, with Gold Coast City Council and Disaster District management in July 2007. A pre-season exercise was carried out in November 2007 for SDCC staff and a mass casualty exercise in Gladstone in December 2007. A tsunami exercise was conducted in Cairns in June 2008.

The scheduled exercise program during the period was interrupted by a number of events that tested disaster management arrangements under operational conditions. These included a south-east coast low in August 2007, Equine Influenza from August to November and the Queensland floods from December 2007 to March 2008.

### Strategy:

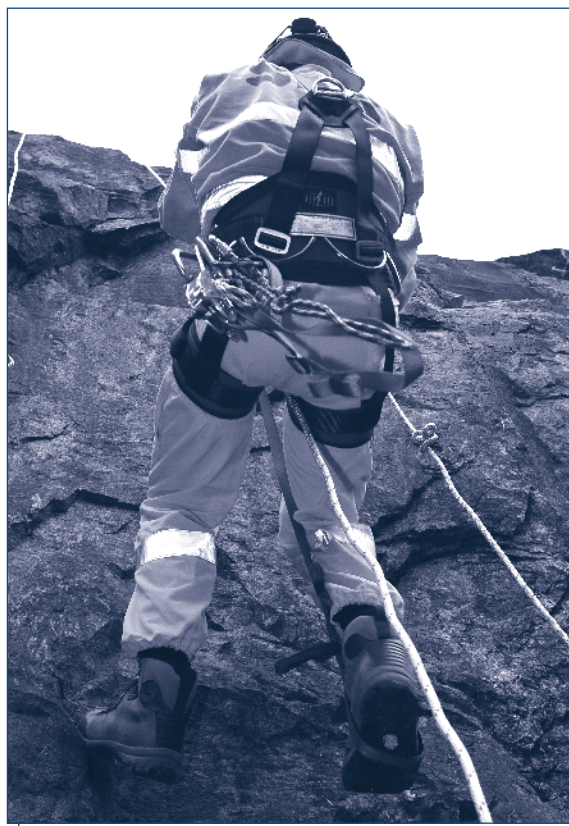
Implement a new generation of operational information and communication technology systems to enhance and extend capacity and capability

## Enhanced equipment

Fireground communications for QFRS are set to improve significantly with the roll out of new radio equipment. The new portable system incorporates a speaker-microphone that attaches to the radio, and can also be attached to breathing apparatus head harnesses or standard helmets. The main benefit of this new communications system is that it will deliver clearer communications as it cancels ambient noise for both receiving and sending radio messages.

There has already been great interest in this new technology from interstate and overseas fire authorities.

We also identified an urgent need to upgrade fire alarm monitoring systems in many Queensland buildings.



*Our SES volunteers are a vital part of Queensland's disaster management system.*

## National SES number

The 2006 Election Commitment 'Safeguarding Cyclone Communities' included the introduction of an SES emergency response telephone number.

In July 2007, EMQ implemented a National 132 500 SES Hotline number in Queensland as the primary point of contact for flood and storm emergencies and similar events throughout Queensland to further enhance emergency service responsiveness.

This initiative has provided a single point of public contact for the SES and ensures timely assistance is provided to Queensland communities. The communications infrastructure is capable of directing calls to the correct SES unit or other appropriate agency and providing a coordinated overview of caller demand, resulting in an ability to identify and manage resource allocation and prioritisation.

Calls received on this number are directed to Smart Service Queensland (a Queensland Government call centre) for the entire state with the exception of 180 suburbs in the Brisbane metropolitan area which are directed to the Brisbane City Council (BCC) Call Centre.

Since the launch of the SES Hotline, 26,300 calls have been made to it. The Hotline has proven invaluable in supporting Queenslanders impacted by natural disasters and this was no more apparent than during January, February and March this year when a number of storm and flood events occurred across the state.

## Strategy:

Implement improvements to computer-aided dispatch (CAD) systems throughout Queensland

Previously, emergency response and dispatch within DES was supported by the aged FireCAD system for QFRS and the PremierCAD and RightCAD systems supporting QAS.

To enhance our capacity, we undertook development of a new CAD system to consolidate the three ageing systems into one system. This was deemed to be the most cost-effective strategy for the department.

Following a detailed evaluation process, we let a contract for the ESCAD system. ESCAD is a centralised despatch system with all incident and despatch data for the entire state managed through a single system with off-site redundancy backup designed to improve operational communications capability.

The system combines road mapping, resources and response plans to ensure the fastest, most appropriate response to an incident.

The ESCAD system is in its final implementation stage with six of seven regions now fully using the system.

## Strategy:

Collaborate nationally to achieve a single national incident management system

Following the Canberra bushfire in 2005, significant discussion took place amongst Council of Australian Governments (COAG) senior officials about Incident Management Systems and the fact that there was no nationally coordinated effort on incident management systems and coordination generally.

We contributed strongly to progress this matter through collaborative ongoing work involving the Australian Fire Authorities Council (AFAC), the National Counter-Terrorism Committee (NCTC), QFRS/QPS Joint Operations and the Augmented Emergency Ministers' Committee (AEMC).

## Strategy:

Continue to implement lessons learnt from incidents, major emergencies and disasters, to strengthen our arrangements

## Implementing learning

We seek to learn from every response to an emergency or disaster event and work on continuous enhancements to ensure optimum preparedness in Queensland.

A Natural Disaster Summit, 'Building Resilient Communities' was held in Townsville this year, providing a forum for over 100 frontline disaster managers and representatives of flood-ravaged communities. Participants analysed recent disaster responses and explored issues related to enhanced delivery of recovery services, community education, reaching vulnerable groups and methods of strengthening community resilience.

Similarly, the State Operations Directorate continued to build organisational capability through improvement of QFRS's operational policy framework, *Operations Doctrine*. We reviewed and updated the framework incorporating lessons learnt from local, state, national and international experiences.

## Strategy:

Continue to deliver strategic command and control courses

The School of Fire and Rescue Service Training is a branch of QFRS. The School is responsible for the education of QFRS staff and is a registered training organisation. Our campus at QCESA, Whyte Island, is a world-class purpose-built facility, offering advanced training facilities for both firefighters and the public.

The School of Fire and Rescue Service Training conducts a broad range of training courses throughout the year. Amongst the many courses conducted there were:

- three inspector courses
- one superintendent course.

The latter is open to interstate, federal and international participants from all emergency organisations.



*Fast, efficient and safe...An EMQ Rescue Helicopter enroute to another critical incident.*

### Strategy:

Progress the development and delivery of a robust, integrated communications strategy for Queensland

### Strategy:

Build a new state-of-the-art Integrated Communications and State Emergency Operations Centre to enable more effective management of incidents as well as large scale emergencies and disasters in Queensland

## QEOC Project

We have enhanced the provision of world class emergency services to the community with the QEOC to be established at the Kedron Park Emergency Services Complex.

QEOC is the largest project we have ever undertaken. It will be a state-of-the-art facility designed to meet the future challenges of the 21st century for emergency and disaster management while supporting the department's counter-terrorism response capability. It will also provide the foundation for the provision for future growth of triple zero (000) services in Australia's fastest-growing state and region.

Progress to date includes:

- development and sign-off of the Design Brief for the new SOCC, SDCC and the Communications Centre components
- completed transfer and settlement of all affected staff.

### Strategy:

Enhance the department's helicopter rescue infrastructure to improve capacity, safety and equipment standards and implement dual pilot strategy

## New helicopters

EMQ introduced two new state-of-the-art Agusta Westland AW139 helicopters to upgrade the fleet of aeromedical and air rescue helicopters, located at Brisbane, Townsville and Cairns.

The first AW139 delivered is based in Brisbane and commenced operational tasking in December 2007. The second was delivered in May 2008 and is based at Townsville.

The AW139s have significantly enhanced the aeromedical and air rescue capability in Queensland. Ultimately the fleet will consist of three AW139 helicopters and two backup Bell 412 helicopters.

The AW139s deliver best-in-class performance, have a single flight endurance of three hours, giving an operational range of 870 kilometres, flying at 290 kilometres per hour. For patients this means that nearly 25 minutes can be saved on a two-hour retrieval mission, as well as expediting access to health care particularly to rural and remote communities.

Additionally, the AW139s have improved safety features including a Traffic Collision Avoidance System, Category A performance at maximum take-off weight and an autohover

capability. In simple terms, Category A means if one engine becomes inoperable during take-off or final approach to landing, the helicopter has the capacity to continue flying or perform a safe landing. The autohover capability will greatly enhance safety during rescue operations such as winching over water.

During the January 2008 floods in Charleville and Emerald, the new aircraft proved to be extremely capable and versatile, successfully completing a number of missions involving reconnaissance and inspection flights, personnel transport, medical and food supply drops, fodder drops and evacuations.

### Strategy:

Develop a rapid damage assessment methodology to enhance disaster responsiveness and ensure response and recovery efforts are targeted to those most in need

Work continued on developing and documenting rapid damage assessment methodologies through contributions at the national level and with discussions between QFRS, EMQ and the Department of Public Works (DPW) at state level.

The February 2008 floods in Mackay saw the very effective employment of QFRS Urban Search and Rescue (USAR) teams to undertake an out-of-role task of wide area assessment. The deployment included an integral incident management team. Information from their rapid assessment covered around 4000 houses and was reported at local Disaster District and state levels.

### Strategy

Implement the department's major capital works program – to improve and enhance emergency services infrastructure throughout Queensland

During 2007-08, we completed QAS facilities at Aramac, Balmoral, Birkdale, Carina, Gemfields, Roma and Warwick; and QFRS facilities at Beenleigh, Eatons Hill, Highfields, Hollywell, Lowood and Spring Hill FireCom.

The completion of some projects was delayed due to significant wet weather, the conduct of extensive consultation to resolve complex project scope, or pending the outcome of the QAS Audit or Native Title considerations.



*QFRS is prepared for every type of event, including those requiring hazmat protection.*

## Goal 3: Develop and support our staff and volunteers

### Key performance indicators reviewed

Key performance indicator	Target	2007-08 Actual	Status	Page Ref
Training targets and competency standards met or exceeded for SES and Rural Operations volunteers	SES: 1400-1800	11,060 Rural Operations launched the new 'Volunteer Learning and Development Framework' which offers its 35 000 volunteers clear career progression through relevant training and development.	Achieved	11, 13, 49, 81
Percentages of Equal Employment Opportunity target group members employed:				
Aboriginal and Torres Strait Islander	2.4%	2.1%	Substantially achieved	76
Women	50%	26.2%	Partially achieved	76
Culturally and linguistically diverse	13.5%	4.9%	Partially achieved	76
People with a disability	8%	5.9%	Substantially achieved	76

### Strategy:

Systematically mitigate against workplace hazards and risks to reduce workplace injuries to as low as reasonably possible (to achieve ZEROharm)

### Improved workplace health and safety

We have begun implementing the Workplace Health and Safety Strategy 2007-10, with the mission of 'ZEROharm—all injuries are preventable'. The strategy aims to systematically control workplace hazards and risks with an ultimate goal of zero harm to any departmental personnel.

To support the strategy DES deployed additional WH&S specialists to work with managers and staff to realise our WH&S mission.

We recognise leadership in WH&S through the introduction of Minister's and Director-General's ZEROharm Awards for excellence in safety leadership.

The ZEROharm goal is pursued through:

- integration of the DES WH&S management system and ZEROharm philosophy into QFRS's Statewide Integrated Operating Planning Process (SIOPP)
- appointment of divisional WH&S managers
- appointments made to other senior WH&S positions
- a staged approach by Rural Operations to the implementation of recommendations from a WH&S audit conducted in 2007
- delivery of ZEROharm presentations across all regions and all divisions
- a QFRS Workplace Health and Safety Plan for 2008-09 with defined strategies, objectives, measures and initiatives.

### Workplace Health and Safety in Rural Operations

A WH&S audit was conducted in 2007 to provide a broad assessment of Rural Operations' current WH&S practices and to serve as a benchmark for continued improvement in preventative activities.

Key audit findings, which link in with the Rural Operations Business Plan, are currently being progressed. It is expected that the inspection of all rural fire brigade stations will be completed by 30 June 2008.

## Operational safety

Heat stress and exertion experienced by firefighters at both structural fires and bushfires may make them susceptible to heart attack. Automated external defibrillators are now common first aid equipment in many shopping centres, service clubs and sporting venues – places where fire may strike.

Firefighters are required to hold current Senior First Aid and Advanced Resuscitation Technique competencies.

These courses were recently replaced by the national Health Training Package that includes training on the use of automated external defibrillators as a mandatory assessment component.

We have transitioned from Single Pilot Instrument Flight Rules to Dual Pilot Instrument Flight Rules as a means of reducing pilot workload and stress, reducing the risk of accident due to pilot incapacitation and maintaining helicopter emergency standards at international levels.

We have also worked collaboratively with Queensland Health, community helicopter providers, our Torres Strait contractor and other stakeholders to develop consistent safety standards for aircraft, aircrew and aircraft operations.

As another initiative to protect operational staff, we negotiated with the Department of Justice and Attorney-General to secure inclusion of amendments to the *Criminal Code Act 1899*. The *Criminal Code Act Amendment Bill* aligned the sentencing for assaults on public officers (including fire and ambulance officers and departmental volunteers) with that for assaults on police officers.

## QAS Roster Implementation Review

A post-implementation examination of the roster review and practices in 24-hour stations was undertaken in partnership with the Liquor, Hospitality and Miscellaneous Union (LHMU).

As a result, a 12-hour roster was implemented for core rosters at 24-hour ambulance stations. This was further enhanced with 10-hour day and afternoon support rosters for stations experiencing core peak demand. The new rostering arrangements, supported by the Queensland Government, provide an opportunity for QAS to further

meet the needs of the Queensland community, balanced with the support required by our staff.

## Strategy:

Enhance volunteer training, equipment and communications infrastructure to improve capability and safety.

## Fire season preparedness

To ensure optimum readiness for the fire season, we conducted pre-fire season workshops during August and September 2007. These workshops focused on the relationship and communication flow between the Incident Control Centres, Regional Fire Coordination Centres and the SOCC. We also implemented the Regional Fire Coordination Centres Plan and the Wildfire Readiness Plan. Debriefs were conducted for each exercise from which we identified service delivery improvements for the 2008 fire season.

We released a new *Rural Fire Brigade Manual* and volunteer recruitment package to assist rural fire brigades recruit locally. The manual is designed to assist volunteer officers in the running of their rural fire brigade. In early 2008 the requirement for all new Rural Operations volunteers to undertake criminal history checks commenced. Since the beginning of April 2008 more than 300 checks were conducted.

Rural Operations implemented the new 'Learning and Development Framework' which is based around the new volunteer roles and ranks, and offers volunteers clear progression through the ranks by undergoing relevant training and development.

The inaugural QFRS Rural Operations Volunteer Conference was held in conjunction with the Rural Fire Brigade Association of Queensland in April 2008, with 175 volunteer delegates attending from across the state. One of the highlights of the conference was the signing of the Rural Fire Service Volunteer Charter, an agreement between the State of Queensland, QFRS and the Rural Fire Brigade Association of Queensland on behalf of volunteers.

The Queensland Government, through this Charter, has made a commitment to:

- recognise, respect, value, promote and affirm Rural Fire Service volunteers, their families and their employers as core partners in the delivery of effective emergency management services to Queensland
- ensure that fire legislation recognises the needs and interest of volunteers in the delivery of services and

protects volunteers, who provide their services in good faith, and their dependants from consequential financial losses and other liabilities

- consult with the elected representatives of volunteers on matters that may impact upon volunteers, including proposed legislation and the adequacy of resources, to enable volunteers to deliver the agreed services.

We also implemented a new system for classifying rural fire brigades based on their main function. This enables us to determine more readily:

- the type of training required for each role within each type of brigade
- the specific resourcing requirements to provide an acceptable level of service.

### Strategy:

Implement policy and initiatives to enhance and support the importance of volunteerism to emergency management

## SES support

We have continued to support, train and resource our SES volunteers appropriately, to ensure their continued ability to provide excellent service to the community. Key initiatives included upgrades to emergency communications equipment and personal protective equipment, and the supply of additional vertical rescue equipment, rescue trailers and floodboats.

We also undertook to improve SES volunteer training through enhancements to regional training delivery via the provision of training and assessment qualifications for volunteer trainers and the development of new training materials and resources. EMQ is also continuing with the development of SES doctrine with the aim of standardising all aspects of SES management including operations.

## Volunteer Marine Rescue

We continued to provide support to the Volunteer Marine Rescue associations through service level agreements and supplementary funding agreements. This funding provides for the purchase of new equipment and supported the vital operations of the four associations: Volunteer Marine Rescue Association Queensland, Australian Volunteer Coast Guard Association, Surf Life Saving Queensland and Royal Life Saving Society Queensland.

The service level agreement with Royal Life Saving Society Queensland has been renewed for a further three years.

Funding under this agreement supports the operations of the Ithaca Caloundra City Life Saving Club and Neptune's Royal Life Saving Club, and provides for new equipment, beach patrols and surveillance, public awareness and education activities and the training of volunteer club members.

### Strategy:

Position the department as an employer of choice and implement specific strategies to attract, develop and retain specialist staff

## Recruiting qualified ambulance professionals

National and international qualified paramedic recruitment campaigns are conducted regularly to ensure the QAS workforce is growing to service community needs.

In July 2006, QAS launched its 'Time for an Aussie Seachange' advertising and marketing campaign to attract qualified ambulance professionals from the UK. In May 2007, we 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 QAS.

Since then, we have made 190 appointments of qualified ambulance professionals (including paramedics, emergency medical dispatchers and patient transport officers). This figure includes 113 resulting directly from the campaigns conducted in the UK. Of all those appointed, 164 officers have commenced employment with QAS, with those remaining in the process of finalising relocation and visa arrangements.

We 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 have assisted QAS in achieving its commitment to introduce the 38-hour week on 1 October 2007, and enable QAS to continue to enhance its service delivery.

## Strategy:

Further develop the Queensland Combined Emergency Services Academy (QCESA) as a centre of excellence for emergency management education and training

## Queensland Combined Emergency Services Academy

The School of Fire and Rescue Service Training within QCESA is committed to maintaining and building on a 'continuous improvement' philosophy as it enhances stewardship of QFRS professional development. In accordance with this philosophy the following steps have been taken during the last 12 months:

- improved systems to ensure training quality is increased organisation-wide
- response to changes in increasing scope of service delivery
- an increased focus on meeting organisational needs through training policy, program and system development
- improved policy and standards in support of registered training organisation requirements.

The State Operations Directorate researched, developed and released five operational guides that support the QFRS Commissioner's annual priorities and other key strategic operational areas of focus.

The guides were designed to 'bridge' the information gap between training documentation and the QFRS Operations Doctrine by providing staff with further information and clarification on operational systems and processes.

The role of QCESA's School of Ambulance and Paramedic Studies is to prepare staff for service in QAS and to enhance and develop the performance levels of all ambulance personnel to a standard of excellence expected by the community.

The School's Lutwyche Campus, in collaboration with seven Regional Staff Development Units, provides education for QAS operational personnel including:

- new recruit training
- in-service and professional development of QAS first responders, patient transport officers, emergency medical dispatchers, paramedics, intensive care paramedics and managers.

QAS is a registered training organisation and educates QAS

personnel through a variety of nationally accredited and non-accredited courses. These courses are delivered using the vocational education and training model.

The accredited training programs currently offered by QAS include:

- Certificate III in Non-Emergency Patient Transport
- Certificate III in Ambulance Communication (Call Taking)
- Certificate IV in Ambulance Communication (Despatch)
- Certificate IV in Basic Emergency Care
- Diploma of Paramedical Science (Ambulance).

QAS, through the School of Ambulance and Paramedic Studies, also supports the Queensland University of Technology (QUT) in the delivery of the following:

- Bachelor of Health Science (Emergency Health Services)
- Bachelor of Health Science (Paramedic)
- Graduate Diploma in Intensive Care Paramedic Practice
- Graduate Certificate in Ambulance Management.

During the year, the School of Ambulance and Paramedic Studies graduated the following number of students from the courses mentioned:

- Certificate III and IV in Communications—110 students
- Qualified Induction Course—104 students
- Diploma of Paramedical Science—243 students
- QUT Pre Employment Degree (BHSc) —40 students

The School of Ambulance and Paramedic Studies will continue to strive to become a centre of clinical excellence that provides educational governance, curriculum and delivery across the broad spectrum of ambulance education.

## Tertiary-trained paramedics

Thirty-five students commenced employment with QAS during 2007-08 through the first cohort of Bachelor of Health Science (Paramedic) students. The second cohort of 45 students is drawing near to the end of the three-year degree program. It is expected that the majority of these students will be employed at the end of 2008. This is a vital program for the continuing upgrading of education for Queensland paramedics and places paramedics alongside other health care professions. The program is so successful there has been interest from other universities, including University of Sunshine Coast, James Cook University and Australian Catholic University in running similar programs.

## Strategy:

Continue to recognise leadership potential and build leadership capability across our department

## Strategy

Continue to implement innovative recruitment strategies to ensure our workforce is reflective of the community we serve

## Indigenous Patient Transport Officer Program

QAS has developed and introduced an Indigenous Patient Transport Officer Program to increase employment opportunities for Aboriginal and Torres Strait Islanders throughout the state.

This year, 14 students participated in the course. All students were subsequently offered employment with QAS in regions across the state. The program provides exciting opportunities for career progression within the service with many moving into the student paramedic program.

## Strategy:

Enhance workforce flexibility and adaptiveness to respond to emerging threats and responsibilities through training and development

## 'First Step' Indigenous Traineeship Program

'First Step' is a unique, 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 DES, 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 DES.

In 2007, 15 trainees graduated with seven gaining employment with DES. Four other participants were employed elsewhere and two were studying full-time after completion of the program.

## Other Indigenous initiatives

Through our *Strategic Plan for Indigenous Australians 2005–2008*, we are committed to a two-pronged approach to improving the quality of life for Indigenous people by ensuring effective service delivery and the provision of employment opportunities.

The Indigenous Auxiliary Firefighters Project (IAFP) provides a structured intake program for Aboriginal and Torres Strait Islanders to become auxiliary firefighters. It provides participants with a Certificate II in Public Safety (Firefighting and Emergency Operations). Seven participants completed the program this year.

The project arose out of a Cardwell negotiation table aspiration for employment and an operational need for a greater QFRS resource pool in difficult recruitment and retention areas. The project targeted unemployed Indigenous people from Ingham initially and has also been implemented in Mount Isa.

The IAFP represents a true partnership arrangement. The initiative followed a process of engaging with local Indigenous and broader community groups to establish protocols, identify potential trainees and support requirements.

The IAFP has developed greater understanding and cooperation between the Indigenous community and QFRS, enhanced employment outcomes for participants and QFRS operational capability by increasing auxiliary staffing levels in the Hinchinbrook and Mount Isa Shires.

Other initiatives included:

- a partnership with other Queensland departments in the Aboriginal and Torres Strait Islander Education to Employment Scheme, which offered nine scholarship placements to Indigenous students in Years 10 to 12
- sponsoring a cadet in the National Indigenous Cadetship Project. This program provides assistance to Indigenous university students with practical working experience between semesters
- sponsoring two participants in the Wal-Meta Advancement Program, which is designed to provide training for Indigenous Queensland public service employees
- a new program to employ 12 more Indigenous patient transport officers across four regions of Queensland. The patient transport officer program provides participants with the Certificate III in Non-Emergency Client Transport. All participants completed the program and are now qualified patient transport officers.



## Indigenous recruits make an impact in Mount Isa

A group of recruits to the Indigenous Auxiliary Firefighter Training Program in Mount Isa have been making an impact on the city – in a number of ways.

Most notable have been the controlled burns the recruits have undertaken as part of their training to reduce the potential bushfire risk around the city.

Many of the burns were carried out on land adjoining residential estates which had been regarded as high-risk areas and had experienced property damage and been the focus of many fire calls during previous bushfire seasons.

The Manager for Regional Training in the QFRS Northern Region, Acting Inspector Ken Johnson said the preventative work undertaken by the recruits had been welcomed by local residents.

“Some of the residents cheered and clapped the men as they completed the preventive burns and this was great for their morale and self-esteem as it gave them the feeling they were doing something really worthwhile,” he said.

“The Mount Isa Council, which provided backup with a water tanker and other equipment, was also impressed with their work.”

Tony Hazell of the DES Indigenous Coordination Unit said the program was also important for a number of other reasons.

“As well as providing training for local Indigenous men who want to work as auxiliary firefighters, it was also a starting point for at least two of the men who are hoping to pursue careers as full-time firefighters,” he said.

“Through their achievements, all of these recruits are providing a role model for other Indigenous people and demonstrating what can be achieved if they take advantage of the opportunities available.

“It also enables them to consider potential careers that would allow them to stay in this area.”

During the course, seven Indigenous recruits completed the Auxiliary Recruit Training and Education Program; the Senior First Aid Certificate, and Certificate II in Public Safety (Firefighting and Emergency Operation).

Acting Inspector Johnson said it was the first time the



*Indigenous trainee auxiliary firefighters who carried out controlled burns around Mount Isa, proudly display their graduation certificates.*

complete Certificate II course had been provided outside the Queensland Combined Emergency Services Academy (QCESA) at Whyte Island near Brisbane.

“A core component of this was the ‘Respond to Urban Fire’ course which involves training in conditions of heat, darkness and smoke and we modified the region’s mobile training unit (mounted on a semi-trailer) to achieve these conditions,” he said.

He said there were many advantages of doing this – it saved thousands of dollars by not having to send trainees to the Academy to undertake the fire simulation requirements, it reduced demand on the Academy’s ‘Live Fire Facility’ and associated resources, and it increased the ability of all auxiliary firefighters in the region to upgrade their skills locally.

Acting Inspector Johnson said the use of the mobile training unit at Mount Isa was a pilot project which was undertaken in partnership between the Northern Region and the School of Fire and Rescue Service Training at the Academy.

Because of its success, similar units were now being considered for other regions, he said.

## Goal 4: Build organisational capability through continuous business improvement

### Key performance indicators reviewed

Key performance indicator	2007-08 Actual	Status	Page Ref
Risk management arrangements in place and featured in key planning processes	Risk management arrangements in place	Achieved	54, 57, 68-70, 72-73, 81
Accepted lessons learnt from major incidents and disasters implemented	Procedures improved	Achieved	45, 54-55, 81
Continuous improvement actions implemented, as identified during organisational self-assessments (OSA)	2007-08 OSA score = 524	Achieved	11, 81
Sustainability performance, as assessed against the United Nations Global Reporting Initiative	C level of the Global Reporting Initiative	Achieved	10, 151

### Strategy:

Take a research and risk-based approach to planning and governance at all levels of the department

The department continues to undertake significant research and risk analysis to support strategic asset planning, workforce planning and information and communication technology planning. During 2008, DES implemented an enhanced corporate planning cycle to integrate these processes. The 2008 corporate planning cycle included a department-wide environmental scan which subsequently informed the department's strategic plan. Risk assessment of the issues and opportunities arising from the environmental scan enables the department's strategic and operational strategies to respond appropriately.

Corporate governance reform continues to focus strongly on resolving areas of administrative and procedural risk to DES. A number of governance risks have been clearly defined. Formalised arrangements for all Executive Committees and a forward program for procedural reform will mitigate these risks considerably.

### Our business continuity

The QFRS Risk Management program featured the design of 'Integrated Regional Business Continuity Guides' templates and systems for implementation at station and regional level to improve their capacity to respond efficiently to a business interruption.

QAS introduced a new form of Control Self-Assessment through the implementation of the Business Improvement

Review (BIR). The BIR assessment process is applied at all levels within QAS and was conducted in all stations and regional offices throughout the state in addition to individual business units within the central office structure at Kedron and surrounds.

The conduct of the BIR provided QAS management with a level of assurance regarding compliance with governance arrangements. It also greatly assisted in identifying opportunities for improvement at the operational, tactical and strategic levels.

Further, QAS developed and introduced a risk-based framework for the management and planning of business continuity arrangements. This will be implemented at all levels of the service. The suite of documents includes a policy and procedures document along with the relevant templates and step-by-step guidance required by local managers to develop and implement service continuity arrangements at a local level. The program has been well accepted with many stations and facilities developing relevant plans and arrangements.

### Strategy:

Incorporate lessons learnt from major events into planning, policy development and corporate governance arrangements

### Learning opportunities

We take each response as a learning opportunity to review our operational practices and look for opportunity for improvement. The initiatives reported under these goals and strategies are undertaken in this framework of



*QAS continues to adopt clinical advances in the pre-hospital treatment of Queenslanders.*

continuous improvement and enhancement of service delivery to the people of Queensland.

Our interagency collaboration and management of the response to the Equine Influenza crisis provided strategic learning. Specific lessons were identified through the conduct of debriefing sessions with each participating agency.

### Strategy:

Research and apply information to ensure systems and policies are innovative, efficient and sustainable

### Levy changes

Local government amalgamations occurred in March 2008. This reduced the numbers of councils that collected an urban fire levy on behalf of QFRS from 109 to 50 regional councils. The impacts and implications were considered and managed by way of the local government amalgamation project set up by the QFRS Urban Fire Levy Unit.

### Service consistency

Consistency is the key element in the provision of QFRS services to the Queensland community. To this end, a number of new Franchise Manuals and Reference Guides were developed and implemented for Area Directors, Fire

Communications Centre Managers and staff, and Special Operations Managers and staff over the past year. The manuals describe accountabilities and activities for each role and are kept current through an annual review process which involves input from central office and regional staff.

Information contained in the various Franchise Manuals has assisted with the development of the new OMS. The OMS Team and the SIOPP Team have worked closely together to ensure alignment between QFRS policy, which is described in business rules, and the capture of relevant data which will assist in decision making and process improvements.

### Strategy:

Consolidate business excellence through a structured approach across the department

Divisional business excellence programs have continued to deliver a number of value-adding outcomes. For example, in August 2007, 18 senior QFRS officers undertook the 'Achieving Organisational Success' course tailored for the needs of QFRS. A key outcome from the training was the value in applying the Approach-Deployment-Results-Improvement cycle as a business improvement tool.

### Australian Business Excellence Award

Following a decade of systematic application of the Australian Business Excellence Framework at divisional

level, 2008 saw the entire department receive a prestigious Australian Business Excellence Award at the Bronze level.

With only two organisations in Australia receiving higher level awards in 2008, this is also the first time an entire department, at either state or federal level, has received such recognition. The award recognises wide-scale continued improvement, with the Evaluator Report feedback providing evidence-based validation of the agency's ongoing drive towards business excellence.

One of several key opportunities for improvement identified was in the area of knowledge management. Given the massive amount of data and the widening experience base from which DES handles and derives important continuous improvement in its service delivery, this area is considered vital to the maturation of the agency's corporate social responsibilities and long-term sustainability as the provider of choice of emergency services to Queensland.

## Excellence in annual reporting

In June 2008, we received a Gold Award for our 2006-07 annual report recognised through the ARA.

This is the second successive year we have received a Gold Award – a most impressive achievement. Very few government departments across Australia have achieved an ARA Gold Award for their annual reports.

This second Gold Award entitles us to display the ARA logo in this annual report (inside front cover).

DES also received three similar awards for the same annual report at state level.

### Strategy:

Enhance our sustainability by ensuring all aspects of our operations fully consider the interests of Queensland communities, our people and environmental considerations

## QAS Audit

In September 2007, the Premier announced that an Audit of QAS would be undertaken and the findings reported to government before the end of the year. The Audit Report made 21 recommendations in the areas of demand management, workforce issues, performance management, budget and resourcing, and the interface of QAS and Queensland Health. Implementation commenced immediately and significant progress has been made towards achievement of the Audit recommendations.

## QFRS Efficiency Review

In December 2007, the Minister for Emergency Services announced a review of QFRS to further emphasise the focusing of resources on frontline service delivery.

The review found significant demand increases in both fire and non-fire incidents over the last five years. Four areas identified by the Efficiency Review and endorsed by the government have the potential to redirect approximately \$5.52 million per annum from 2008-09.

They are:

- revision of Road Crash Rescue protocols to minimise non-essential attendances
- increased flexibility in employment strategies to be implemented to offset overtime
- reduction in corporate overheads in QFRS central office
- reduction in the whole-of-department corporate overheads.

These savings will be directed to the provision of additional firefighters for the new stations at Redland Bay and Nerang and will be allocated to other areas where there is increased demand.

We manage our operational responses and wider corporate social responsibility with an awareness of the needs of the people of Queensland. The activities reported on through this annual report reflect our commitment to the safety and wellbeing of Queenslanders. Similarly, we report on our commitment to minimising our impact on the environment to maintain quality of life amongst our customers and other stakeholders (specific strategies and initiatives are outlined on pages 83-85).

### Strategy:

Ensure business readiness for the implementation of the whole-of-Government human resource and finance systems, and the realisation of organisational benefits

We have made sound preparations for the implementation of the whole-of-Government HR and finance business solutions. The introduction of standardised processes within DES provided an opportunity to implement and embed contemporary processes that can streamline and automate our current manual processes.

Through the successful implementation of the new systems and associated processes, the benefits that DES can derive are potentially significant including:

- the reduction of costs associated with finance and HR transactional services provided from SSA
- more timely and accurate related information.

DES is currently developing a plan to ensure these benefits are identified and efficiently tracked with the introduction of new solutions, including but not limited to, building a performance culture and improving our internal capability.

### Strategy:

Enhance the organisation's resilience and flexibility through a more robust approach to business continuity planning

The Business Continuity Management Framework, policy and guidelines were approved by the Executive Management Team (EMT) in November 2007. Implementation of the framework, policy and guidelines is supported with a range of specifically designed tools and templates including an online tool. The focus for 2007-08 has been on the documentation of effective business continuity management arrangements at regional and divisional levels to ensure effective coordination and communication in the event of a business interruption. Business Continuity Coordinators have been formally established across all divisions and at departmental level.

Implementation of business continuity arrangements is reviewed by the department's newly formed Audit and Risk Management Working Group and overseen by the Audit and Risk Management Committee (ARMC) and EMT.

Additionally, the Communications Governance Standing Committee was established in 2008 to oversee business continuity and emergency management preparedness at all departmental operational communications sites across the state. The committee has developed an action plan to ensure an ongoing program of improvements in this area.

### Rural Operations Review

In January 2008, the Queensland Audit Office commenced a performance management systems audit of systems and frameworks that supported the effective management of Rural Operations.

The primary objective of the audit was to determine whether:

- suitable systems are operating to ensure the efficient and effective management of rural fires
- rural fire brigades are adequately resourced,
- adequate systems are in place to ensure that any increased risk of fire as a result of climate change and population encroachment patterns is addressed.



*Firefighting can be dangerous and exhausting business but QFRS officers are well trained to handle all conditions.*



*QAS paramedic Rosie McEachern with Co-pilot Mark Kennealy, Aircraft Captain Ian Henning, Rescue Crew Manager Sam Fielder with proud mum Basau Warapa at Thursday Island Hospital.*

# On a wing and a prayer

by Craig Burridge and Jonathon Hall

The Torres Strait has always thrown up challenges in the delivery of pre-hospital emergency care due to its remote location.

But for one QAS paramedic, the daily challenges of working on Australia's final frontier recently took on a whole new meaning.

What will likely be recorded as the first mid-air birth in a helicopter for Australia, is an experience Thursday Island paramedic Rosie McEachern will never forget.

While the tiny new born will probably never really understand the significance of her first moments, for Rosie the baby's first mid-air breath meant the world.

Early on Saturday April 5, Rosie and the crew of the Thursday Island rescue helicopter were called to remote Saibai Island to treat an expectant mother from Papua New Guinea.

Information received during the flight indicated the patient had been in labour for at least two days in her New Guinea village and had travelled half-an-hour by dinghy to reach Saibai to get medical help.

When Rosie and the crew arrived, a quick check of the baby's vital signs revealed a strong heartbeat so it was decided to attempt to fly 19-year-old mother, Basau Warapa to Thursday Island hospital.

However, about 25 minutes into the flight Basau's contractions became more frequent.

"I had a look to see if there was any progress in the birth and

that's when I could see the baby's head.

"I let the crew know that birth was imminent and we were going to have a baby on board," Rosie said.

"She was born at 6:26 a.m. but wasn't breathing so I had to resuscitate her and when she began crying it was overwhelming."

Rosie said she had delivered a baby once before, but that had been in the safety of a hospital setting.

"This was totally different because there was a lot of noise, a lot of vibration and a very confined space," she said.

"All I cared about was getting the baby breathing. I find it hard to remember the details because it happened so quickly.

"The courage of the mother during the whole thing was also impressive."

Rosie said the case illustrated the unique challenges for emergency workers in the Torres Strait.

"It highlights the distances involved and the area of our health district and the situations the QAS has to deal with.

"We're it. We don't have back up. We don't have another vehicle coming down the road."

Rosie was able to visit mother and baby a short time later in hospital where she was surprised to find the little girl had also been named Rosie.

# Our volunteers and partners

## 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.

### Volunteers 60-64

- ☐ QFRS Rural Operations
- ☐ QFRS Scientific Unit
- ☐ Emergency Services Cadets
- ☐ Volunteer Marine Rescue including:
  - Australian Volunteer Coast Guard Association
  - Surf Life Saving Queensland
  - Royal Life Saving Queensland
- ☐ Emergency Service Units
- ☐ SES
- ☐ QAS Honorary Ambulance Officers

### Partners 64-65

- ☐ State Disaster Management Group
- ☐ Queensland Local Ambulance Committee Advisory Council
- ☐ Local Ambulance Committees
- ☐ SES Volunteer Executive Committee
- ☐ Emergency Services Cadets Steering Committee
- ☐ Queensland Volunteer Marine Rescue Committee
- ☐ Rural Fire Brigades Association of Queensland



*Our volunteers often work closely with police and other organisations to keep the community safe.*

## Our volunteers

### QFRS Rural Operations

QFRS Rural Operations provides fire management for rural and semi-rural communities across 93 per cent of the state. Pre-fire management is administered by the volunteer Fire Warden network through the Permit to Light Fire system, whilst actual fire management is provided by volunteer rural fire brigades.

Queensland has 35,000 volunteers in 1550 rural fire brigades 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 from fire to people and property.

#### How to get involved

To qualify as a rural fire volunteer you must:

- ☐ be at least 16 years of age
- ☐ undertake a criminal history check
- ☐ 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 to a role as a firefighter there are many other roles within a Rural Fire Brigade 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 alternatively visit: [www.ruralfire.qld.gov.au](http://www.ruralfire.qld.gov.au)

### 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-hour, seven day-a-week scientific advisory service in collaboration with Queensland Health Scientific Services responding primarily within the south-east corner of the state, and comprises 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 Croydon 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 whole-of-department 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 to develop essential life and emergency-related skills enabling them to build their leadership potential in a structured and safe learning environment.

Queensland was the first state in Australia to establish Emergency Services Cadets involving SES, QFRS and QAS training. There are approximately 639 cadets supported by 288 adult leaders in 49 cadet groups throughout Queensland. Many of these cadet groups are in rural and remote communities.

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 8 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](http://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.

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

The VMRAQ and the AVCGA 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 the Gulf of Carpentaria.

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 and provides public awareness and education campaigns concerning surf safety.

### How to get involved

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

## Emergency Service Units

Emergency Service Units were established under the Disaster Management Act. These units are volunteer emergency services groups located in rural and remote areas of Queensland providing their communities some or all of the functions traditionally associated with rural fire brigades, SES units and QAS Community First Responder Groups.

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.

Emergency Service Units operate in St Pauls (an Indigenous community in the Torres Strait), Talwood, Rolleston and Tambo.

### How to get involved

For further information, please contact Smart Services Queensland on 1300 369 003 or the SES recruitment line on 1300 759 737 (1300 QLD SES). Alternatively, visit: [www.emergency.qld.gov.au/ses](http://www.emergency.qld.gov.au/ses)

## 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 perform search and rescue or similar operations, help injured persons or protect persons or property from danger or potential danger in a disaster or emergency situation. The 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.

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

During the year 6,430 SES volunteers from 152 units in Queensland committed 74,227 hours to protect and assist their local communities. Each year, SES volunteers also spend many hours training and preparing for operational

activities and providing operational assistance to other emergency services and government agencies, and are not paid for the work that they perform.

The SES played a vital role in providing operational responses to four severe weather events in south-eastern, south-western and central Queensland which occurred from January to early March 2008. More than 250 SES volunteers from across Queensland were deployed during these events, and assisted in response and recovery operations.

#### How to get involved

Members of the SES come from all walks of life with varied skills and capabilities. Training and equipment are provided to members who join and complete their probationary period.

For further information, please contact Smart Services Queensland on telephone number 1300 369 003 or the SES recruitment line on telephone number 1300 759 737 (1300 QLD SES). Alternatively, visit: [www.emergency.qld.gov.au/ses](http://www.emergency.qld.gov.au/ses)

## Honorary ambulance officers

In many of the remote parts of Queensland, some ambulance services are provided in partnership with the communities with trained volunteers undertaking a range of roles. There are 413 such honorary officers across the state.

The term 'honorary officer' includes:

- ambulance attendants—volunteers trained to a minimum standard of Certificate IV in Basic Emergency Care. They provide support to QAS paramedics, or in some cases provide ambulance services in locations where the workload does not support the placement of permanent paramedics
- first responders—volunteers who attend local accidents and medical emergencies to provide life saving advanced first aid level treatment while an ambulance vehicle is enroute to the scene
- health service responders and volunteer drivers—volunteers who drive operational ambulance vehicles and provide physical support under the direct supervision of an authorised QAS paramedic in some rural and remote locations

Through our partnerships with these volunteers, QAS will continue to deliver services to the people of Queensland in rural, remote and isolated locations whilst fostering positive relationships in the local community.

#### How to get involved

For further information, please contact Smart Services Queensland on telephone number 1300 369 003 or your regional office, the address and contact number of which is on the inside back cover of this report.

Alternatively, visit: [www.ambulance.qld.gov.au](http://www.ambulance.qld.gov.au)



## 2 mins with Andrew Barker

### SES Volunteer

Andrew is the SES volunteer who first spotted the two scuba divers who had been missing for 19 hours in Barrier Reef waters in late May.

<b>Job Title</b>	SES volunteer and QFRS auxiliary firefighter
<b>Location</b>	Proserpine
<b>Length of service</b>	3 years in SES, 22 months in QFRS
<b>Best part of job</b>	Satisfaction in a good result (spotting the two divers was an outstanding feeling)
<b>Favourite read</b>	Fishing magazines
<b>Hobby</b>	Photography, fishing, golf
<b>Favourite movie</b>	Ladder 49 (an American firefighting movie)
<b>Ideal weekend</b>	Catching a few fish followed by a round of golf

## Our departmental volunteers

Volunteer service	Number of units/ groups	Number of volunteers	Division responsible
Rural Operations	1550 Brigades	35,000	QFRS
QFRS Scientific Unit volunteers	1	35	QFRS
Honorary ambulance officers (including ambulance attendants, community first responders, volunteer drivers and health service responders)	Various ambulance response locations including 27 Community First Responder Groups	413  (includes 188 first responders)	QAS
State Emergency Service	152 Units	6430	EMQ
Emergency Service Unit volunteers	4	90	EMQ
Emergency Services Cadet adult leaders	49	288	EMQ
Our network of supported volunteer organisations			
Surf Life Saving Queensland	59 Clubs and 6 Branches	31,976	EMQ
Royal Life Saving Society Queensland	2 Clubs	125	EMQ
Volunteer Marine Rescue Association of Queensland	25 Squadrons	1462	EMQ
Australian Volunteer Coast Guard Association	22 Flotillas	1677	EMQ
<b>Approximate total:</b>	<b>1897</b>	<b>77,496</b>	

## Our Partners

### State Disaster Management Group

Established under the Disaster Management Act, the State Disaster Management Group (SDMG) is the peak disaster management policy and decision making body in Queensland. The role of the SDMG 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 SDMG has 10 permanent members and an Executive Officer. The Director-General of the Department of the Premier and Cabinet is the Chair, our Director-General is the Deputy Chair and the Executive Director of EMQ is the Executive Officer to the group. Other members include the chief executives of the QPS and the departments of Health, State Development, Primary Industries and Fisheries, Communities, Public Works, Transport, and Local Government, Sport and Recreation. The SDMG reports to the Minister for Emergency Services regarding disaster management in the state.

### Community advisory bodies

#### Queensland Local Ambulance Committee Advisory Council (QLAC)

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

QLAC plays a vital role in providing advice to the Commissioner, QAS 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, Council members play a significant role in supporting 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 2007-08 included:

- representation on a variety of committees within QAS and DES
- formulation of various Local Ambulance Committee policies procedures and resource material

- participation in Local Ambulance Committee Regional Conferences

#### Local Ambulance Committees

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

- promoting community participation in and an awareness of ambulance services
- providing advice in respect to ambulance services in their community
- carry out fundraising activities for the benefit of ambulance services in their community
- manage money held in trust for the benefit of ambulance services in their community.

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

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

In 2007-08 contributions of \$400,000 were received by Local Ambulance Committees through the Gambling Community Benefit Fund and the Jupiter's Casino Benefit Fund.

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

#### SES Volunteer Executive Committee

The SESVEC is an important stakeholder in the improvement of the operations and administration of the SES. Regionally elected committee members represent SES volunteers at a state level and consult and engage with senior management in our department on matters of importance to the SES, especially volunteer service delivery and volunteer management.

The SESVEC is a key member of the SES Subsidy Program State Assessment Committee (SAC) and is represented on the SAC by a nominated delegate. The role of the SAC is to determine the state's priorities for the SES Subsidy Program funding and advise the Minister for Emergency Services of priorities and recommendations for funding.

**Achievements:** the SES SAC evaluated subsidy applications and recommended 16 applications totalling \$301,612 for funding in 2008-2009.

#### 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.

As part of the enhancement of the cadet program, the Emergency Services Cadet Steering Committee ensures that the program continues to be a deliberate means of pursuing positive outcomes for young people through processes and activities which are structured and intentional.

#### Achievements include:

- providing support for whole-of-Government strategies and contributes to Smart State strategies for safer and more supportive communities, including youth crime prevention, suicide prevention and child protection
- completion and distribution of the Emergency Services Cadet Policy Manual.

#### The Queensland Volunteer Marine Rescue Committee

The Queensland Volunteer Marine Rescue Committee met four times during 2007-08 to discuss volunteer issues and address issues affecting the marine industry.

#### Achievements included:

- information development on the correct disposal of unwanted distress beacons and flares
- development of vessel reporting sheets for recreational boat owners
- collaboration on changes to marine legislation and training, marine search and rescue issues, medevacs, marine communications and other marine-related issues.

#### Rural Fire Brigade Association of Queensland

The Rural Fire Brigade Association of Queensland comprises 15 volunteer representatives out of the 17 Rural Operations areas. The association met quarterly during 2007-08 to provide advice on policy implementation and volunteer issues.



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

# Corporate sustainability

How we manage our business and protect the interests of stakeholders as we develop and deliver emergency services.



# 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, industry sectors and our staff.

Governance arrangements .....	68-74
Our Staff .....	75-80
Knowledge capital .....	81-82
Environmental matters .....	83-86



*A QFRS mine rescue crew plans its approach for a confined space rescue during training.*

## Governance arrangements

During 2007-08, the department's corporate governance arrangements were reviewed to improve existing practices, promote a better understanding of corporate governance and to simplify arrangements and practices applied in the DES context.

Included in the review of arrangements was a new executive committee structure established to enable decision making with clear lines of authority, accountability and reporting.

A new corporate governance model was also developed to provide a sound underlying values system including:

- a definition of corporate governance that suits our organisation
- principles to provide more rigour around delivery of good governance outcomes
- description of key elements of corporate governance
- streamlined arrangements that provide a robust support structure.

Specifically, our revised governance arrangements ensure departmental goals and objectives are focused on:

- ensuring statutory responsibilities are met
- effective and efficient performance management
- integrating risk management into organisational practices and processes
- ensuring appropriately devolved accountability and authority
- providing quality assurance for management processes.

## Roles and Responsibilities

### Director-General

This role is bound by statutory responsibilities outlined in the Financial Administration and Audit Act, *Public Service Act 2008* and the *Financial Management Standard 1997* and refers to the role as accountable officer.

The Financial Administration and Audit Act defines the meaning of a department and an accountable officer and sets out the duties and responsibilities of an accountable officer. The Public Service Act also assigns administrative responsibilities to the accountable officer.

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.

### Executive Management

Each head of division, together with the Chief Finance Officer, supports the Director-General in his role as accountable officer. In addition, some of these officers also have statutory responsibilities to undertake their individual roles. Specifically, the roles of Commissioner, QAS and QFRS are undertaken in accordance with the specific provisions of their relevant legislation - the Ambulance Service Act and the Fire and Rescue Service Act.

### Executive Management Team

The EMT supports the Director-General in his role as accountable officer and contributes to ensuring the strategic direction of the department continues to deliver quality community safety outcomes.

The EMT consists of:

- Director-General
- Commissioner, QFRS
- Commissioner, QAS
- Executive Director, EMQ (ED, EMQ)
- Executive Director, BSS (ED, BSS)
- Executive Director, SPES (ED, SPES)
- Chief Finance Officer (CFO).

Regional senior executive management from all divisions support the EMT in our seven regions across the state.

### Executive Committees

An integral part of the DES governance arrangements is the executive committee structure which supports the Director-General. Each executive committee assumes a level of accountability and is chaired by a member of the EMT whose role is to ensure transparency in the decision making processes of the committees.

The following nine DES executive committees were established for 2008. (EMT chair is noted in brackets).

### EMT (Director-General)

This committee is the key leadership group for the department. It provides a strategic forum for developing and promoting a clear, future direction and supports the Director-General in his role as accountable officer. The team generally meets every month and in 2007-08, met on 11 occasions.

Individual attendances are shown below.

Name	No. Attended	Maximum possible
Jim McGowan, new Director-General	8	8
Fiona McKersie, former Director-General	3	3
Lee Johnson, Commissioner QFRS	10	11
Jim Higgins, former Commissioner QAS	4	7
David Melville, new Commissioner QAS	5	5
Frank Pagano, ED, EMQ	8	11
Gary Mahon, ED, SPES	10	11
Margaret Smith, former ED, BSS	4	6
Gary Taylor, new ED, BSS	9 (6 as CFO)	11
Arthur O'Brien, new CFO	5	5

During 2007-08, significant decisions included:

- approval of the department's Business Continuity Management Framework, Policy and Guidelines and implementation strategy
- analysis of the findings of the QAS Audit and implementation and monitoring of audit recommendations accepted by Queensland Government
- overseeing the review of the sustainability of QFRS
- review of corporate services and corporate support arrangements across the department, including revising policies on home garaging, mobile phones and travel. Significant savings identified through this process were achieved in 2007-08 and redirected to frontline services
- review of the service delivery model of Facilities Management Branch and implementing a revised Capital Works (Land and Buildings) Management Framework to improve the delivery of capital projects across the department
- implementing a leadership development program across DES to improve workforce capability, identify core leadership competencies and develop future leaders within the agency.

The EMT also approved the development of an application for recognition under the Australian Business Excellence Framework and participated in the independent evaluation undertaken as part of the award process.

## Finance (Director-General)

This committee meets monthly and provides expert advice and support to assist the Director-General to discharge financial management responsibilities as required by the Financial Administration and Audit Act and the Financial Management Standard.

The significant focus of this committee during 2007-08 has been on the implementation of the outcomes of the QAS Audit, maximising the efficiency of resources deployed in the delivery of frontline services and the delivery of a record capital works program.

## Audit and Risk Management (Director-General)

The ARMC was established to provide 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 DES. The Financial Administration and Audit Act, the Financial Management Standard and various policies govern its activities.

The committee operates pursuant to formal Terms of Reference that 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 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 external members are Mr Robert Shead, from BDO Kendalls and Mr Paul Monaghan, Executive Director, Queensland Health Shared Service Provider.

The committee meets on a quarterly basis and undertakes

an objective self-assessment of its performance annually. This assessment addresses the performance of the committee against its objectives and key responsibilities.

Achievements and outcomes in 2007-08 included:

- oversight of the progressive integration of risk management within the department's planning and performance reporting framework
- review and endorsement of the 2008-09 Annual Internal Audit Plan to ensure audit coverage of key strategic and operational risks
- review of audit reports and other papers presented
- review and follow-up of management implementation of audit recommendations
- 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.

## Corporate Planning and Performance (ED, SPES)

Newly formed in 2008, this committee meets every two months and assists the Director-General to ensure that the strategic direction of planning and performance within the department continues to provide best value outcomes for the community.

The committee has overseen the development and delivery of:

- new corporate governance arrangements, practices and procedures
- reporting against the QAS Audit Implementation Plan
- new Strategic Plan 2008-2012
- new corporate performance information system
- implementation schedule for business continuity management
- business improvement across the agency.

## Capital Works (ED, EMQ)

This committee meets monthly and provides a full range of expert advice and support to assist the Director-General to discharge procurement and management of new and existing DES assets that complement the delivery of emergency services throughout the state.

During 2007-08 this committee focused on the implementation of the outcomes and recommendations of the QAS Audit, particularly on the delivery of the Capital Works program. Through endorsement and support for

innovative project delivery, broader interaction with the construction industry and professional consultancies, the committee is maximising the efficiency of existing Capital Works budget allocations in responding to the latest needs of the resources deployed in the delivery of frontline emergency services.

## Communication and Information (Commissioner, QFRS)

This committee meets quarterly and establishes the strategic direction for information and communication technology within the department.

During 2007-08, the committee oversaw:

- progressive implementation of the ESCAD system consolidating three separate aged CAD systems into one departmental CAD system supporting emergency response and dispatch
- progress of the program of work for the QAS Strategic Information Management Initiative including:
  - the pre-hospital care connect interface with Queensland Health to facilitate electronic transfer of data from the field to the emergency department
  - progress of the Resource Planning and Management module including integration of the Electronic Ambulance Report Form with the ESCAD system
- progressive development of the OMS for QFRS including implementation of Audit recommendations
- implementation of the operational communications program including radio network maintenance, upgrade and expansion in high-priority areas
- preliminary activities associated with the information and communication technology component for the establishment and construction of the QEOC at Kedron as a result of the Airport Link initiative
- deployment of the Managed Operating Environment within DES.

## Strategic Workforce Development (ED, BSS)

A new committee was established in 2008 with responsibility for delivery of DES's workforce development strategy, and for developing and implementing associated plans and initiatives. The committee meets monthly and initiatives for 2007-08 included:

- developing the DES Workforce Capability Framework and commencing utilisation of the *Lominger Leadership Architect*, a suite of tools that organisations

can use to identify and develop leadership competencies

- reviewing managerial capability training at DES and commencing the process of developing a pilot program known as 'Working with DES People'. The intention is to implement a new organisational program for enhancing frontline DES managers and supervisors
- updating and endorsing changes to the DES recruitment and selection guidelines
- the review and improvement of DES processes for conducting exit interviews.

## Workplace Health and Safety (Commissioner, QAS)

This committee was formed in October 2007 to provide strategic direction and leadership to managing WH&S across the department. This committee meets every two months. Its objective is to facilitate a whole-of-department approach to WH&S management to deliver the department's ZEROharm strategy.

The committee's responsibilities are to ensure that DES meets its legislative obligations and requirements of the whole-of-Government *Safer and Healthier Workplaces Strategy 2007-2012* to reduce the incidence of workplace injury. To this end the committee has developed a Strategic Work Plan for 2008-09 to deliver on key objectives for improving safety compliance across the department.

During 2007-08, the committee oversaw:

- launch and communication of the three-year Workplace Health and Safety Strategy 2007-10
- development and dissemination of the Strategic Work Plan
- development and communication of a WH&S policy and policy statement to all managers, employees and volunteers to assist in the promotion of a safety culture across the organisation
- implementation of the Safety, Health and Environment (SHE) WH&S information management system across the department
- review of existing safety management system and related policies and procedures.

## Regional support

Each region has a Regional Planning and Coordination Team representing all divisions that support the executive committee structure and contribute to the delivery of key governance outcomes.



*SES volunteers provide diverse emergency and disaster response services for the community.*

## Terms of Reference

Terms of Reference, an important governance tool endorsed by the Director-General, provides a mandate for the committees and a job description for committee members. This provides clarity around the role of the committee and the responsibilities for its members.

In 2008, a template for executive committees' Terms of Reference was designed to standardise the accountability and performance requirements of the committees in line with the department's performance management framework and governance requirements.

## Corporate Governance Outcomes

We expect that the prime outcomes of these enhanced corporate governance arrangements for DES will be:

- alignment of the department's objectives and

outcomes to meet Queensland Government Outcomes and Priorities

- high levels of stakeholder confidence (both internal and external to the department)
- collaborative and transparent decision making
- sound leadership, ethical conduct and a sustained performance culture
- governance arrangements, practices and procedures that are well integrated, maintained and supported.

## Links to Queensland Government Outcomes and Priorities

The department focuses its service delivery to meet community needs and the priorities and direction of the Queensland Government.

The department's corporate governance framework provides the internal mechanisms to deliver services in support of the Queensland Government Priorities aligned with emergency and disaster management service delivery and to improve transparency and accountability in the management of resources.

The Queensland Government Priorities to which DES contributes for 2008 are:

- fostering healthy individuals and communities
- managing climate change and protecting the environment
- strengthening indigenous communities.

### Internal Audit

The Internal Audit Unit makes a strong contribution to the department's sound governance structure by providing an appraisal and advisory service to all levels of management with the aim of improving the overall level of accountability. The unit currently comprises five officers, each with audit or accountancy qualifications.

The unit uses a range of processes including cyclical audits, regional audit reviews, control and risk assessments, education, advice and special project work to assess the efficiency, effectiveness and economy of operations as well as compliance with financial and regulatory requirements. It is subject to external peer review every five years, the last review being in 2006.

During 2007-08, recommendations made by Internal Audit were accepted by its clients in over 95 per cent of cases, with strong positive feedback on its conduct of, and timely

reporting on, the respective reviews.

In parallel with this, the unit is attracting more contact from clients voluntarily seeking guidance on issues to circumvent potential problems arising. The unit supports and enables managers to identify, assess and manage risk and provides them with a means of assessing the adequacy of control procedures.

Outcomes achieved by the unit in 2007-08 include:

- 100 per cent completion of the approved 2007-08 annual audit plan
- audit reports fully accepted by the ARMC
- significant and positive contribution to improving the risk management processes for the agency
- major reviews of information technology that resulted in a more robust system implementation model being adopted. This, plus detailed action plans that addressed system shortcomings, assisted management in ensuring a strong control model is in operation
- overseeing applicable departmental policy changes and action plans and contributing to working parties and other forums.

All advice given by Internal Audit has assisted management in ensuring that the strongest possible governance regime is in operation.

### Risk Management

Risk management provides a tool to support effective decision making, effective planning and the efficient allocation of resources, as well as enabling the department to better prepare for the future. It is a mechanism that supports accountability. DES's draft Integrated Risk Management Framework was developed during 2007-08 and focuses actions on the management of risk in addition to the traditional focus on risk assessment.

The revised Corporate Risk Register in 2008 demonstrates a focus at departmental level on whole-of-department and strategic risks under the general headings of:

- Performance
- Sustainability
- Compliance
- Corporate Reputation
- Strategic Environment.

The Corporate Risk Register complements divisional and functional risk registers to provide the ARMC and EMT with a complete picture of risks at a number of levels across the department.



*In safe hands...QAS paramedics are provided with personal protective equipment to treat patients with highly infectious diseases.*

In June 2008 the ARMC approved the re-establishment of the Audit and Risk Management Working Group to facilitate the collaborative and coordinated management of whole-of-department audit and risks matters. The Working Group includes audit liaison officers and risk management coordinators across all divisions and reports to the ARMC.

## Ethical standards

The Ethical Standards Unit, reporting directly to the Director-General, continued to be a positive force for the promotion of ethical practices and integrity across the department.

The focus of the unit has been tightened to ensure it concentrates on more significant matters of alleged severe employee misconduct. Complaints of a minor nature were, and are encouraged to be, managed by regional managers to ensure matters are resolved at the lowest possible level.

The unit continues to foster a cooperative relationship with the Crime and Misconduct Commission (CMC) in relation to reporting matters of suspected official misconduct.

The unit assisted QAS in developing its regional performance methodology by providing complaint data and establishing/developing new report formats.

The unit is also working with the operational divisions to enhance the department's internal capacity to conduct investigations into matters of misconduct. As part of this strategy, the unit conducted an investigations skills training course for 18 regional managers, which enabled the department to decrease its reliance on external investigators.

## 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 of the following external agencies and/or processes:

- ☐ Queensland Treasury
- ☐ Public Accounts Committee
- ☐ Estimates Committee
- ☐ External Audit
- ☐ Freedom of Information
- ☐ Judicial Review of Administrative Decisions
- ☐ Ombudsman
- ☐ CMC.

## 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 report.

## Types of documents we hold

We maintain 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 publications 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 and reports and corporate publications including SES News and Emergency.

Further information can be obtained on our website at: [www.emergency.qld.gov.au/publications](http://www.emergency.qld.gov.au/publications)

## 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, 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 patient care reports and audit trails from ambulance communications centres), and amendment of departmental documents concerning the personal affairs of members of the community, are provided through the Freedom of Information Act. The application fee for non-personal applications is currently set at \$36.50. 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.

QAS reports and audit trails from ambulance communications centres are available through an administrative access scheme administered and managed by QAS. The cost is currently \$38.70 per application. Requests for QAS 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

Type	2005-06	2006-07	2007-08
Applications received to process in year	391	347	363
Applications completed (includes carry-overs from 2006-07)	369	368	365
Applications processed within statutory timeframes	99%	97%	98%

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

## Legislation

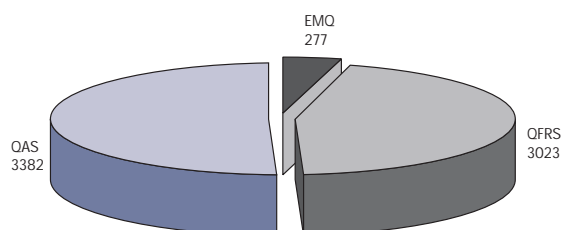
Our governance framework is focused on our key outputs of Fire and Rescue Service, Ambulance Service and Emergency Management and derives its authority from the following legislation:

- *Fire and Rescue Service Act 1990*
- *Ambulance Service Act 1991*
- *Dangerous Goods Safety Management Act 2001*
- *Disaster Management Act 2003*
- *Public Service Act 2008*
- *Financial Administration and Audit Act 1977.*

## Our staff

The total number of full-time equivalent (FTE) staff has increased over the last year by 221. The increase reflects significant additional operational employees and corresponding decreases in support personnel, ensuring DES is well placed to meet the demand for emergency services into the future.

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



An FTE is an employee who works full-time hours as specified in the award or agreement under which the employee is engaged. The hours worked by several part-time or casual employees, added together, may be required to make one FTE employee.

Total FTEs for the department at 30 June 2008

Division	Actual FTE	Actual FTE	Estimated FTE
	30 Jun 07	30 Jun 08	30 Jun 09
QAS	3197	3382	3602
QFRS	2971	3023	3040
EMQ	293	277	277
<b>Total</b>	<b>6461</b>	<b>6682</b>	<b>6919</b>



Staff from all divisions are recognised for their contribution to the award-winning 2006-07 DES Annual Report.

### Profile by operational division

Queensland Ambulance Service	Actual FTE
<b>Ambulance Operatives</b>	
Qualified Ambulance Officers	1650
Student and base level Ambulance Officers	565
Patient Transport Officers	186
Clinical Other	1
Communications Staff	336
<b>Operational Support Personnel</b>	286
Corporate Support Personnel	117
Corporate Service Allocation	241
<b>TOTAL</b>	<b>3382</b>

Queensland Fire and Rescue Service	Actual FTE
<b>Firefighting Staff</b>	
Firefighters and Station Officers	1980
Rural Fire Officers	85
Commissioner/Deputy Commissioner/Assistant Commissioners	12
Senior Officers	116
Auxiliary	165
<b>Non-Firefighting Staff</b>	
Maintenance	62
Communications	94
Administration	270
Corporate Service Allocation	239
<b>TOTAL</b>	<b>3023</b>

Emergency Management Queensland	Actual FTE
Office of the Executive Director and Deputies (includes Organisational Development and Helicopter Services)	29
Regional Operations (Including Helicopter Rescue)	139
Disaster Operations, Mitigation, Planning and Special Projects	30
State Emergency Service and Community Education and Training	22
Chemical Services	9
Corporate Service Allocation	48
<b>Total</b>	<b>277</b>

## QAS Audit

The recommendations of the QAS Audit involved the redirection of resources to frontline operations. As a result a number of non-operational QAS staff required assistance to find alternative employment. Individual case management was provided by the HR Branch to assist the displaced employees to find ongoing roles within the public service.

During 2007-08 the HR Branch case-managed 84 per cent of the displaced employees into permanent roles. The remaining displaced staff continue to be provided with case management support including priority placement into suitable vacant roles across government. As part of the change management process used for the QAS Audit, 74 long-term temporary employees of DES were provided with permanent status.

## Initiatives for Women

DES continues to support the Women's Reference Group (WRG) whose vision is to 'Promote equity within the Department of Emergency Services and empower women to reach their full potential'. The WRG meets on a bimonthly basis and hosted the WRG Forum 'Live Well, Work Well'.

QAS hosted the inaugural Rural Women's Symposium which explored the development of tangible projects designed to support and promote women living in rural and remote communities, consistent with the Queensland Government Blueprint for the Bush Strategy.

## Work-Life Balance

Many DES employees access a range of work-life balance initiatives such as job sharing, working flexible hours and telecommuting. Flexible work practices enable flexibility in how, where and when work is done in DES, balancing the needs of employees with the provision of high-quality service in an operational context.

## Equal employment opportunity targets and actual representation

	QAS	QFRS	Public Service Divisions	Whole-of-DES
<b>Aboriginal and Torres Strait Islander people</b>				
Target	2.4%	2.4%	2.4%	2.4%
Actual	2.3%	1.5%	2.7%	2.1%
<b>Women</b>				
Target	35%	5%	50%	50%
Actual	28.7%	4.6%	58.2%	26.2%
Women in the Senior Executive Service Target	15%	8%	25%	25%
Women in the Senior Executive Service Actual	13%	1%	25%	18%
Women in Management Target	20%	7%	35%	35%
Women in Management Actual	10%	10.1%	34.5%	23%
<b>Culturally and Linguistically Diverse people</b>				
Target	5%	6%	13.5%	13.5%
Actual	4.1%	3.6%	10.2%	4.9%
<b>People with a Disability</b>				
Target	9%	5%	10%	8%
Actual	6.5%	3.8%	8.9%	5.9%

## 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 HR objectives which will drive the identification and development of 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

Our workforce management framework is characterised by a complex framework of employment legislation, awards and certified agreements.

Employees within the department are remunerated under the terms and conditions of the Public Service Act, the Fire and Rescue Service Act, or the Ambulance Service Act. The main awards applicable within the department include the Queensland Public Service Award - State 2003, the Ambulance Service Employees' Award - State 2003, Queensland Fire and Rescue Service Interim Award - State 2003, and the 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 and Public Service Commissioner Directives. Senior executive service staff and equivalents are employed on individual contracts signed between the officer and the Director-General. The salaries of our Executives can be viewed on page 113.

## 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 no voluntary early retirements offered in our department during 2007-08.

## Health and safety matters

### Our workplace health and safety practices

The Workplace Health and Safety Strategy 2007-10 is an integrated, best practice management strategic approach to enhance WH&S 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 four key outcomes:

- eliminating workplace hazards and injuries
- building WH&S leadership and workforce capability
- driving a 'ZEROharm' WH&S performance culture
- establishing effective WH&S governance.

The department has commenced pursuing and integrating a best practice management approach to WH&S across all divisions. This approach seeks to mitigate and eventually

eliminate workplace hazards and risks. Included in this approach is the strengthening of consultative mechanisms through the election of WH&S representatives, appointment of WH&S officers and establishment of local, regional and divisional WH&S committees. Results of these consultative processes ultimately reach the department's WH&S Advisory Committee whose responsibility is to provide strategic direction and leadership to managing WH&S across the department.

The ZEROharm mission is based on the belief that all workplace injuries and illnesses are preventable, and seeks to ensure all employees, volunteers and contractors return home every day, free of injury or illness to their families and loved ones.

To monitor the performance of the ZEROharm 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 per cent 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 2006-07 financial year rate of 23.05, to 6.92, and injury downtime rate from 0.62 per cent, to 0.19 per cent by June 2010.

The ZEROharm initiative will roll out over a three-year period, and includes a number of major initiatives including:

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

## Employee Relations Matters

### Our organisational HR practices

The department's HR strategy is based on line management ownership, with an emphasis on regular support and assistance from regional HR consultants and higher-level HR and industrial relations support by corporate workplace services teams. 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 framework of employing legislation, awards and other industrial instruments. The HR strategy has been focused on the pursuit of a positive employee and industrial relations environment, including the delivery of business outcomes for all 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 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:

- QFRS Certified Agreement 2006 initiatives:
  - completion of the Senior Officer Review which has realigned management levels with the functional organisational structure to deliver more effective and efficient service delivery to the community
  - re-evaluation of trades employees within the maintenance unit in recognition of new skill acquisition introduced into the workplace from enhanced technologies
  - significant progress towards a single industrial instrument for all conditions and entitlements for firefighters and a companion *Employee Entitlement Reference Guide*.

- implementation of the QAS Enterprise Partnership Certified Agreement 2005 which provided:
  - better management of meals, fatigue and overtime
  - improvements in staff support with additional increments for advanced care paramedics and intensive care paramedics as well as the introduction of accrued time.
- implementation of the *Queensland Helicopter Rescue Enterprise Partnership Agreement 2005*
- implementation of the *State Government Departments Certified Agreement 2006*
- development of new roles and associated employment entitlements for EMQ as part of an enhanced service delivery for Queensland communities
- introduction of the Critical Incident Directive authorising EMQ to nominate critical events in Queensland enhancing the safer communities objective of EMQ
- delivery of an HR training program to aspiring station officers in Brisbane Region
- development of concise award interpretations for QFRS
- ongoing roster review in QAS resulting in more effective matches of resources to demand, creating better service delivery for the Queensland community and improved WH&S for employees.

## 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 of integrity and to address inappropriate conduct in a responsive manner.

## Online complaint management

The department has an online Complaint Management System which provides a streamlined approach to the management of internal complaints relating to employee conduct. The system allows immediate lodgement of complaints with our Ethical Standards Unit. The data from this system enables the department to identify trends in allegations received and key misconduct risk areas. During the year, the data were also used to assist QAS in the development of its Regional Performance Review framework.

## External complaint management

DES does not possess an overarching departmental policy for the management of complaints from external sources. We identified this as an area for business improvement last year and in compliance with an Office of the Public Service Commission Directive, conducted a self-audit of existing systems in June 2008. We found that each division manages complaints separately but there is no central



## 2 mins with Melissa Shuttlewood

<b>Job Title</b>	Advanced Care Paramedic
<b>Location</b>	Mackay Station
<b>Length of service</b>	Three and a half years
<b>Best part of job</b>	Helping someone in need. I love the variety of the job. You never know what kind of job you will be going to next.
<b>Last book read</b>	New Idea magazine
<b>Dream holiday</b>	New York City
<b>Favourite movie</b>	Grease
<b>Ideal weekend</b>	Hockeyroos

policy, procedures or collection point where departmental data is collated for analysis and treatment. Policy and procedures documents have been drafted and once approved, will be implemented in 2008-09.

## A code of conduct for all our people

We have an 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 workplaces. The code is available on our website at: [www.emergency.qld.gov.au/publications](http://www.emergency.qld.gov.au/publications)

## Working with the CMC

Our Ethical Standards Unit met with the CMC on a monthly basis to discuss the management of major cases where official misconduct was suspected. During the year, the CMC conducted an audit of departmental files relating to official misconduct matters. The CMC indicated it was satisfied with the department's management of these matters.

## Whistleblower protection

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

## Privacy

Within its commitment to provide the highest levels of community service, DES is conscious of the need to protect the privacy of staff and clients.

We are bound by the Queensland Public Sector privacy scheme. This scheme is based on 11 Information Privacy Principles (IPPs) that provide strict rules on how we collect, store, use and disclose personal information.

In our DESPortal, we have a Privacy Statement that identifies for staff what information we collect in the course of our business, how we collect it, how we may use it and when we may disclose it to other organisations. Strong assurance is given that the management of such information will be exemplary, in line with IPPs.

Information is also provided on security levels and means of accessing one's personal information.

# Pedal power brings new hope to burns patients

by Michelle Fowler

It took 20 days, 47 firefighters on bicycles and 17 pit stops but the most important number made it all worthwhile in the end.

This was the \$35,000 raised for the Royal Children's Hospital Foundation Burns Research Group – by the 2008 Bike for Burns charity ride over 1850km from Cairns to Brisbane.

The fundraiser which collected donations in many coastal cities and towns on the way, set itself an impressive new benchmark by almost doubling the previous year's figure, much to the delight of Bike for Burns Committee Secretary & Treasurer Karen Perry.

"This is only the second year that we've organised the ride and it's been a vast improvement in that very short time," said Karen.

"We received a lot of support from the communities we rode through and it was amazing the way people were prepared to make donations, even if it was just a handful of coins."

Supported by the QFRS Wellness Program which actively promotes exercise and a healthy lifestyle, Karen, who is heavily involved in both activities, gained particular satisfaction from the ride.

"The fact that you're helping a charity is obviously a big factor but also the physical and personal challenge of being able to ride that distance comes into it as well," she said.

The Royal Children's Hospital Burns Research Group will use the funds for important projects such as finding treatments that can prevent scarring from serious burns.

With riders, committee members and sponsors all delighted with this year's result, plans are already afoot to raise the bar even higher in 2009.



Firefighters Paul Staneke – Townsville (left), Andrew Purvis – Brisbane, Mark Greig – Sunshine Coast/Maroochydore, and Tim O'Connell – Mount Isa, take a rest break in Bowen during their 1850km Bike for Burns ride

## Knowledge capital

Knowledge capital is the 'know-how' that results from the experience, information and learning of the employees within an organisation. It may consist of technical information or accumulated experience or skill.

Consumers of DES's operational services demand timely, proficient and expert assistance underpinned by professional knowledge. Fire suppression, medical knowledge and pre-hospital research, aviation operation and maintenance, maritime operations, disaster management and mitigation, search and rescue, journalism, policy development, financial management—the list continues. The challenge for us is how best to capture, express and build on this extensive knowledge to meet users' needs and expectations.

For DES, there is a direct relationship between the knowledge that resides in its people and systems and the value of, and confidence in, its services as perceived by the community. This assertion is evidenced by recent surveys that place ambulance officers and firefighters at the top in 'most trusted people' surveys (see also page 13, 'Maintaining our professionalism').

We therefore have a clear understanding of the information we require and aim to add value to service delivery through the application of knowledge. We continue to demonstrate a willingness to adopt lessons learnt through analysis of our incident response processes and management and use the knowledge gained in this way to inform service development and to effectively contend for increased resources from government.

DES's knowledge capital is further demonstrated through its research and publication functions, practical application in the field and strong training functions in the operational divisions.

In QFRS and QAS, our world-class training facilities and services prepare our operational people for frontline service delivery. The demand for these facilities is continuous because expanding knowledge in all areas requires ongoing reinforcement and 'top-up' of accumulating wisdom.

Across the department, there is clear evidence of knowledge capital being enhanced through perceptive investment, recruitment and training of personnel in both operational and support areas. At the other end, the 2007 Organisational Self-Assessment (OSA) identified a clear opportunity for improvement in the capture of corporate knowledge held by those who leave the organisation.

The substantial amount of data, information and knowledge that staff members have to contend with creates its own problems. Work groups have attempted

to manage this issue through the development and implementation of electronic 'workspaces' that meet their particular information and knowledge needs.

This year, a new planning and performance portal was developed to provide a centralised web-based location for files and data sharing. It provides a two-way exchange of information and links regions and divisions to provide a community of practice for corporate functions including planning, performance reporting, business continuity, OSA outcomes, risk management and governance.

In May 2008, senior staff participated in an environmental scan using the Opinio survey tool to better engage regional and central office personnel in planning, budget and risk management requirements. The survey used the PESTEL framework (political, economic, social, technological, environmental, legal) to organise the factors and issues and provided a scan that is supported by hard evidence—a more robust means of business intelligence gathering.

QFRS has established a Knowledge Management Unit to develop and maintain its knowledge management framework. This enables the best use of knowledge and easy access to current and accurate information to facilitate sound business decisions associated with service delivery.

All QFRS information, both operational and non-operational is available through the QFRS Bookshelf site. Information is divided into the four functional portfolios of QFRS to allow easy access and identification—Operations Management, Community Safety Operations, Professional Development and Operations Business Management.

The Unit has also established a Central Operations Reporting Environment which provides regions with access to critical statistics and associated information for a consistent approach to reporting, planning and enhanced service delivery.

Through the year we implemented a web-enabled 'ideas harvesting' process in QFRS, and started development of an agency-wide Business Improvement Tracking System (BITS) variant. BITS is intended to be operational in 2009, enabling any staff or volunteer member to propose an idea/innovation for investigation and discussion, while also having the capacity to seek solutions to existing issues or problems.

To provide structure to the knowledge and skill requirements of each volunteer role, a new Volunteer Learning and Development Framework was introduced to QFRS Rural Operations in April 2008. Within this new structure, volunteers now need only to undertake training specific to their role and not 're-do' training previously



*EMO Helicopter Rescue crews often include QAS paramedics when responding to accident scenes.*

completed. This valuable concession acknowledges that volunteers lead busy lives apart from their service commitment and their time is at a premium.

In QAS, the Learning and Support Production Unit has further enhanced our e-learning capabilities through replacement of the On-line Campus with the DES Learning Management System (DES LMS).

Essentially DES LMS is a tool that will assist the department in managing its learning and development activities for all employees and volunteers. It will have the capacity for:

- effective management and recording of employees' training activities
- provision of online learning to both employees and volunteers
- offering to the divisions prescriptive learning capabilities to ensure their people acquire the right knowledge and skills at the right time.

DES LMS has the capacity to offer e-learning to staff. This may allow individuals to complete training courses without having to travel long distances. The system will not eliminate classroom training but offers a blended learning solution. This means that classroom training can be mixed with e-learning.

In addition, the ACPHR in QAS continues its successful history of engaging vital projects for research and successfully attracts its fair share of grant funding.

Projects (and their funding bodies) for 2007-08 included:

- Long-term survival from Out of Hospital Cardiac Arrest (Laerdal, Norway)

- Trauma Data Scoping Project (Motor Accident Insurance Commission).

Similarly, research projects already funded for 2008-09 and beyond include:

- Emergency Demand (ARC Linkage Grant—with QUT)
- Reducing the Impact of Traffic Incidents (ARC Linkage Grant—with University of Melbourne and University of Queensland).

## Opportunities

The volume of knowledge capital and its management within the department show no sign of abating. Rather, every year brings new challenges that require innovative application of knowledge and its products.

Key challenges for DES in this area include:

- development of a strategy for capturing volunteer knowledge and limiting its loss as volunteers' busy lives mitigate their ability to continue service
- development of a strategy that restricts the loss of knowledge capital from the organisation as experienced people leave
- ensuring all databases are managed effectively, including redundancy and business continuity arrangements to ensure end-user confidence
- strengthening the breadth and depth of our leadership capability.

## Environmental matters

Our commitment to promoting environmental sustainability is contained in our Environmental Management Strategic Plan. The plan is complemented and supported by 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

During 2007-08, we implemented strategies to improve the cost effectiveness and 'greenness' of our vehicle fleet.

As part of a whole-of-Government initiative, a key ongoing strategy is to lease vehicles based on the Green Vehicle Guide (GVG) greenhouse rating. QFleet has applied minimum GVG greenhouse ratings of 5.5 for all passenger vehicles and 3.5 for all commercial vehicles. New lease parameters are also in place for passenger vehicles with a GVG greenhouse rating of 5.5 with the maximum lease term being 24 months or 40,000 kilometres. This provides us with an opportunity to move to vehicles with lower greenhouse emissions earlier, assisting in reaching our December 2010 emissions reduction target.

A downsizing of the leased fleet is expected due to the home garaging review that took place this year throughout the department and which may lead to a comprehensive car pooling system. In addition to this, each future request for the replacement or addition of a leased vehicle must be approved by the Commissioner or Executive Director of the respective division.

### World-class training facility with world-class environmental management

The department's commitment to clean environment and waste management initiatives is most powerfully demonstrated at our multi-service training facility, QCESA at Whyte Island. The Academy consists of simulations and supporting infrastructure (classrooms, vehicle and equipment storage areas etc.) designed to provide practical 'hands-on' training to emergency service personnel. The Whyte Island campus of QCESA is a unique facility, necessitating prudent management of environmental issues related to water runoff and air quality.

QCESA 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 training activities to below the limits established by authorities in Queensland.

One such system known as the Air Pollution Control system was installed, tested and commissioned, and began service in March 2008. Consultation took place with stakeholders, including the Environmental Protection Agency, which has commended the department for its proactive work in controlling these emissions. Further initiatives are being researched to address other on-site training activities that produce emissions.

Wastewater management has been a priority at QCESA since its initial concept and construction. The original construction incorporated features designed to re-use the water for training purposes. 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 re-use 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 drought-affected areas of 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. Nine water tanks have been installed at the Kedron Park Complex with a capacity of 87,600 litres, used to top up the swimming pool and to irrigate the Kedron Park Complex's gardens, which feature drought-resistant native plant species as part of an overall water conservation strategy. The department utilises water management strategies to reduce consumption at every opportunity with a 50 per cent reduction in water consumption at the Kedron Park Complex for 2008 in comparison to 2005.

Over the last four years, QFRS and the United Firefighters Union have worked with Queensland Health, the Environmental Protection Agency and the Department of Natural Resources and Water to conduct a study into the use of recycled water.

QFRS approved the use of Class 'A+' recycled water for firefighting. The UFU has endorsed this decision and

operational protocols and guidelines have been developed to ensure the safety of firefighters using recycled water for firefighting. To ensure firefighters are aware of the safe use of Class 'A+' recycled water for firefighting, an awareness package was developed for delivery 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 wellbeing when using recycled water at an incident.

QFRS consulted 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. In some areas this means that firefighters must conduct many demonstrations, training and drills without the use of water.

## Building management system at our headquarters

We conserve energy and water at the Kedron Park Complex by using a building management system that controls the lighting, boiling water units and air conditioning. The building management system ensures that these 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 air conditioning units.

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

## The Green Team

Staff commitment to recycling is 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 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 our Kedron Park Complex 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.

The overall consumption of electricity has grown due to the growth in staff numbers and expansion of the computer room. Further, electricity costs have increased due to the rise in contestable supply tender costs as a result of the drought and market conditions.

The department is investigating initiatives to reduce the level of consumption at our Kedron Park Complex and other sites. Comparative figures on electricity consumption for the last five years are shown below.

Year	Consumption (Kwh)	Expenditure
<b>2007-08</b>	<b>4,309,611</b>	<b>\$581,041</b>
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

Electric hot water systems were upgraded to solar electric systems in seven of the department's properties during 2007-08. These include:

- ☐ Annerley Fire Station
- ☐ Chermside Ambulance Station
- ☐ Cleveland Ambulance Station
- ☐ Caboolture Joint Ambulance and Fire Station
- ☐ Hillcrest Ambulance Station
- ☐ Springwood Ambulance Station
- ☐ Woodridge Ambulance Station.

It is estimated that these upgrades alone will result in the reduction of 3 tonnes of greenhouse gas emissions per year.

## EMQ Helicopter Rescue noise abatement

We are conscious of limiting noise pollution where possible during the delivery of our services. 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 have noise-sensitive areas highlighted and continue to work with the Queensland Emergency Medical System Clinical

Coordination Centre to lessen the impact of late-night helicopter operations.

## Chemical hazard management

We have further demonstrated our commitment to ensuring the safety of Queenslanders and the protection of the environment through leading the establishment of the Hazardous Materials Incident Recovery Plan. This plan is designed to facilitate effective and systematic coordination of recovery from hazardous material incidents where the magnitude of the operation is beyond the capability of a single state government agency. The plan ensures a prompt and effective response to any such incident.

## Carbon emissions and DES

DES is committed to the Queensland Government's strategies *Environmental Protection (Waste Management) Policy 2000* and *ClimateSmart 2050* which aim to reduce the government's carbon footprint. Six gases have been identified under the Kyoto Protocol as the main gases that need to be accounted for. These gases are carbon dioxide, hydrofluorocarbons, methane, nitrous oxides, perfluorocarbons and sulphur hexafluoride. As part of standard emission accounting practices these gases are reported as carbon dioxide equivalent emissions (CO<sub>2</sub>-e).

The Queensland Government is developing whole-of-Government systems to standardise reporting on carbon emissions (measured in CO<sub>2</sub> equivalents). The basis for this reporting is consistent with national and international standards including definitions outlined in the AS ISO 14064 and the *Australian Government's National Greenhouse Accounts Factors* workbook, as detailed below:

### Scope 1

Scope 1 emissions are emissions that occur from sources that are owned or controlled by the company (e.g. emissions from departmental controlled vehicles, diesel generators, gas boilers etc.).

### Scope 2

Scope 2 emissions are classed as indirect emissions solely from the generation and consumption of purchased electricity or steam or heating/cooling). Scope 2 emissions are physically produced by the burning of fuels (coal, natural gas, etc.) at the power station or facilities not controlled by the organisation.

### Scope 3

Scope 3 emissions are the result of actions of a company, but occur from sources not owned or controlled by the company. Their inclusion should be based on their relevance to the operations of the organisation.

More broadly, Scope 3 emissions can include:

- employee business travel (in vehicles or aircraft not owned or owned by the reporting organisation)
- employees commuting to and from work
- extraction, production and transport of purchased fuels consumed
- extraction, production and transport of other purchased materials or goods
- generation of electricity that is consumed in a transport and delivery system (reported by end user)
- out-sourced activities
- transportation of products, materials and waste.

In 2007-08 all Queensland Government agencies are reporting on the carbon emissions from:

- vehicles
- purchased electricity
- domestic and international air travel on commercial airlines.

The Queensland Government is committed to continuing to improve data collection methods and reporting carbon emissions in line with national and international standards. While the best available data have been used, in some instances estimates have been reported due to the limitation of data collection systems, for example in government-owned buildings where there are multiple tenants and the electricity usage cannot be attributed to a single agency, the Department of Public Works (DPW) calculates the electricity usage by tenanted agencies based on the m<sup>2</sup> leased.



*Environmentally friendly management strategies minimise our consumption of water and energy.*

The following table outlines DES's carbon emissions during 2007-08.

	Category	Notes	Carbon emissions (Tonnes of CO <sub>2</sub> )
Scope 1	Fleet vehicles ( <i>Q Fleet and/or agency-owned</i> )	1	23,150
Scope 2	Purchased electricity for major workplaces		
	□ government owned premises	2a	18,571
	□ premises leased from the private sector	2b	1,045
Scope 3	Domestic air travel on commercial airlines	3	956
	International travel on commercial airlines	3	59

Notes:

1. The 2007-08 vehicle CO<sub>2</sub> emissions figure represents the estimated *cumulative emissions* for the period 1 July 2007 to 30 June 2008. It takes into account progressive changes in the size and composition of the fleet during the 12 months, including vehicle replacement. The figure is derived for each fleet vehicle leased from QFleet and departmental owned operational fleet and helicopters using:
  - a. the lease package details (time and kilometres); and
  - b. CO<sub>2</sub> emissions data from testing in accordance with Australian Design Rules for emissions and fuel consumption labelling.
  - c. For special operational vehicles and helicopters, CO<sub>2</sub> emissions are calculated from litres consumed, using the Greenhouse Challenge Model Data provided by QFleet reflects CO<sub>2</sub> emissions and not CO<sub>2</sub> equivalent, and these calculations also exclude any secondary or indirect emissions.

2a. Electricity – government owned premises

These figures are based on actuals from current available records of electricity accounts received by DPW, applicable for the period 1 July 2007 to 30 June 2008.

All electricity consumption has been converted to carbon emissions using a combined Scope 2 and Scope 3 conversion factor of 1.04 kg CO<sub>2</sub>-e/kWh as recommended in the *Australian Government's National Greenhouse Accounts Factors* workbook.

2b. Electricity – premises leased from the private sector

These figures are based on actuals from current available records of electricity accounts received by DPW, applicable for the period 1 July 2007 to 30 June 2008 on full year leases. Where full year records were not available, data has been apportioned/extrapolated to provide an estimate of full year usage. Where leases are less than 12 months old the data relates to the actual period the lease was in place.

Based on historical data, tenant energy consumption equates to approximately 55% of total building energy use. The remaining 45% used to air condition the building and light the common areas of a building forms part of the carbon emissions for individual tenants. This 45% has been added to known electricity consumption for private sector leased accommodation.

3. Air travel includes all recorded air travel booked under arrangements managed by the Queensland Government Chief Procurement Office (QGCPPO) for:
  - a. international travel on all airlines
  - b. domestic air travel on both the mainline 'trunk' carriers (Qantas and Virgin Blue)
  - c. travel on smaller, regional carriers for the period 1 July 2007 to 30 June 2008.

This includes air travel booked either directly with an airline, through the Queensland Government appointed Travel Management Companies Qantas Business Travel and Hogg Robinson Group or through the Queensland Government's Travel Management System and bookings made directly with Jetstar or MacAir using a Queensland Government account. It also includes other bookings reported to the QGCPPO. This data is primarily for bookings made by Queensland Health on Qantas.com and data received from DPC, DIP and DTRDI for booking made through American Express as their Travel Management Company which is not managed by QGCPPO.

4. QGCPPO calculates the number of passengers per sector for domestic (Qantas, Qantaslink, Jetstar and Virgin Blue) for the period 10 December 2007 to 30 June 2008. This information is then passed on to the respective airline for calculation of carbon emissions.

For regional and international air travel for 2007-08 and domestic air travel as defined above for the period 1 July 2007 to 9 December 2007 the following methodology is used:

From data provided by each airline, agency or travel management company QGCPPO calculates the kilometres flown. The kilometre figure is divided by 100 and multiplied by an industry average number of litres of fuel burnt per passenger per 100 km. A factor of 5 has been used for regional, international and domestic travel.



*The EMQ rescue chopper was the safest way to extract a British tourist from a popular Cairns swimming hole. Picture by Sarah Scragg.*

## Tourist praises emergency services

A British tourist who almost drowned at a popular Cairns swimming hole has praised the efforts of emergency services for saving his life.

Ashley Miller said in a letter to the *Cairns Post* newspaper recently that had it not been for the prompt service from emergency personnel he may not have survived.

"There are too many people to thank individually. Their professionalism and level of service they provided me was out of this world," he wrote.

Mr Miller had been walking at Babinda Boulders, near Cairns when he slipped into the river.

He was rescued by his son-in-law who initiated CPR before QAS paramedics arrived.

The EMQ rescue helicopter was called in to winch Mr Miller from the inaccessible site and fly him to Cairns Base Hospital.

EMQ rescue crew officer Chris Campbell said winching the patient out was the safest and quickest way to transport him to hospital.

"It was the only way to get him out because the boulders in that area are so big it would have been difficult and dangerous to carry him out," Chris said.

# Economic sustainability

Our financial position explained, using financial statements - the what and the how of the department's financial management.



# Our finances explained

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

## Managing the budget

Queensland is experiencing the most sustained period of economic and population growth in its history. The state's prosperity is generating unprecedented demand for housing, health care, schools, transport, other essential services and vital infrastructure throughout Queensland's regions. This demand impacts on the provision of emergency services all over Queensland, particularly in areas of fast-growing population and expansion.

World events have also made significant impact on our state's economy. Soaring international oil prices have lifted domestic energy costs and impacted on agencies that require vehicles and aircraft to deliver services.

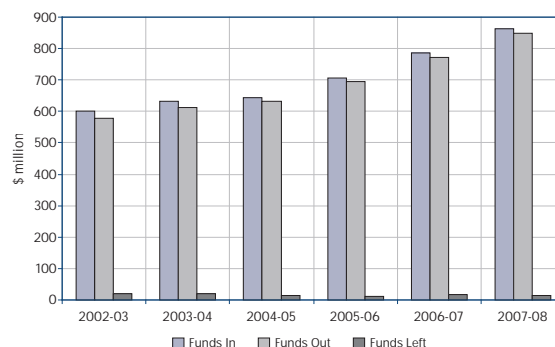
The department's budget for 2007-08 was \$857.7million. The allocation of the department's budget is part of a detailed planning cycle (see pages 6 and 54).

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

<b>Surplus</b> (funds left over for future spending)	=	<b>Total Income</b> (Funds In)	-	<b>Total Expenses</b> (Funds Out)
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This year has been another year of continuing development for the department. In 2007-08, the department delivered its agreed outputs and realised an operating surplus of \$14.5 million. The surplus will be used as a funding source for capital acquisitions to enhance service delivery in the future.

Strong financial management has allowed the department to invest in the modernisation and expansion of emergency services infrastructure across the state.

We continue to experience increasing demand for services, highlighted by QAS which has seen an increase of 22.8 per cent in emergency (Code 1) responses over the past five years.

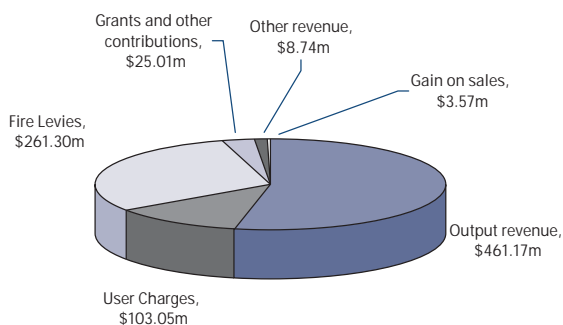


*The State Disaster Coordination Centre coordinates resources and manages requests for assistance during emergencies and disasters.*

## Our income

(where our money comes from)

2007-08 Total income \$863 million



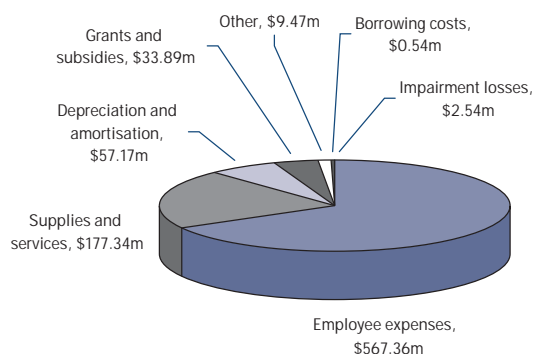
The department's total income for the year was \$862.8 million, an increase of 9.6 per cent on 2006-07.

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 the number of, or value of, properties.

## Our expenses

(where our money is spent)

2007-08 Total Expenses \$848 million



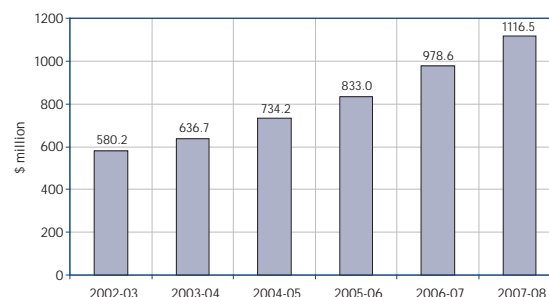
The department provides a wide range of services to the community. A large part of our costs in delivering these services is made up of employee expenses which increased by \$56.2 million to almost \$567.4 million. The increase

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 \$13.2 million to \$177.3 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 operational vehicles and fuel costs.

## Our assets

(what our department owns)



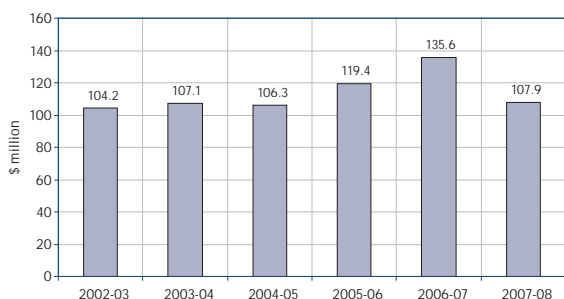
The value of departmental assets (e.g. buildings and vehicles) has increased rapidly in recent years as new infrastructure (what is built) and other assets are provided to support the department's services due to factors such as Queensland's growing and ageing population.

DES is in a strong financial position as it enters 2008-09 illustrated by the department's debt-to-equity ratio of just 10.7 per cent.

Non-current assets increased by \$136.6 million to \$992.6 million as a result of significant capital programs and the effect of the revaluation of assets. Major capital items constructed or acquired in 2007-08 include the continued modernisation of the ambulance and fire vehicle fleets, the upgrade of ambulance and fire stations, continued investment in information and communication technology and the replacement of the Bell helicopters. Capital acquisitions for the year totalled \$146.8 million from a capital works budget of \$206.4 million.

## Our liabilities

(what we owe)

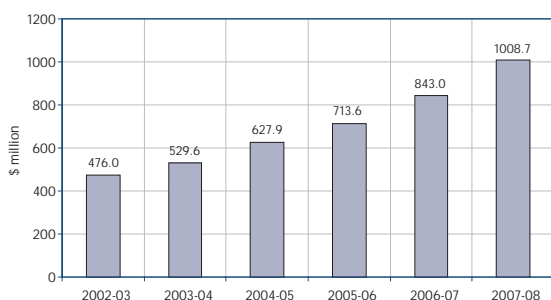


While the financial management of the department is quite complex, in essence it is no different from the average household, ensuring that we live within our means. Our liabilities include loans, outstanding amounts payable to suppliers and amounts owing to employees for leave entitlements.

## Our equity

(what we are worth)

<b>Equity</b> (departmental wealth)	=	<b>What the department owns</b>	-	<b>What the department owes</b>
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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.



## 2 mins with Mark McGrath senior Firefighter, Hervey Bay Station

<b>Job Title</b>	Senior Firefighter
<b>Location</b>	Hervey Bay Station
<b>Length of service</b>	19 years
<b>Best part of job</b>	Helping the community and involvement in RAAP and Fire Education programs
<b>Favourite read</b>	Australian Muscle Car Magazine
<b>Hobby</b>	About to do up a 1974 Falcon sedan
<b>Favourite movie</b>	Blues Brothers
<b>Ideal weekend</b>	Spent with family on beautiful Fraser Island



# Financial statements 2007-08

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## Income statement

	Notes	2008 \$'000	2007 \$'000
<b>Income</b>			
<b>Revenue</b>			
Output revenue	4	461,173	406,874
User charges	5	103,046	94,873
Fire levies	6	261,300	251,913
Grants and other contributions	7	25,005	24,514
Other revenue	8	8,737	7,206
<b>Gains</b>			
Gain on sale of property, plant and equipment	9	3,573	1,734
<b>Total income</b>		<b>862,834</b>	<b>787,114</b>
<b>Expenses</b>			
Employee expenses	10	567,363	511,217
Supplies and services	11	177,335	164,126
Depreciation and amortisation	12	57,165	55,808
Grants and subsidies	13	33,885	29,217
Impairment losses	14	2,537	2,201
Finance / borrowing costs	15	536	695
Other expenses	16	9,470	7,924
<b>Total expenses</b>		<b>848,291</b>	<b>771,188</b>
<b>Operating surplus</b>		<b>14,543</b>	<b>15,926</b>

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

## Balance sheet

	Notes	2008 \$'000	2007 \$'000
<b>Current assets</b>			
Cash	17	45,044	78,566
Receivables	18	44,529	34,689
Inventories	19	3,921	2,825
Other	20	5,735	6,294
		99,229	122,374
Non-current assets classified as held for sale	21	24,681	199
<b>Total current assets</b>		<b>123,910</b>	<b>122,573</b>
<b>Non current assets</b>			
Intangible assets	22	27,122	17,416
Property, plant and equipment	23	965,512	838,596
<b>Total non current assets</b>		<b>992,634</b>	<b>856,012</b>
<b>Total assets</b>		<b>1,116,544</b>	<b>978,585</b>
<b>Current liabilities</b>			
Payables	24	76,001	47,867
Other financial liabilities	25	2,396	2,339
Accrued employee benefits	26	13,626	47,886
Other	27	10,504	11,586
<b>Total current liabilities</b>		<b>102,527</b>	<b>109,678</b>
<b>Non current liabilities</b>			
Other financial liabilities	25	5,347	7,555
Accrued employee benefits	26	-	18,376
<b>Total non current liabilities</b>		<b>5,347</b>	<b>25,931</b>
<b>Total liabilities</b>		<b>107,874</b>	<b>135,609</b>
<b>Net assets</b>		<b>1,008,670</b>	<b>842,976</b>
<b>Equity</b>			
Contributed equity		177,686	103,920
Retained surpluses		445,009	418,011
Asset revaluation reserve	28	385,975	321,045
<b>Total equity</b>		<b>1,008,670</b>	<b>842,976</b>

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

## Statement of changes in equity

	Retained Surpluses		Asset Revaluation Reserve (Note 28)		Contributed Equity	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
<b>Balance 1 July</b>						
Operating surplus	418,011	397,518	321,045	227,272	103,920	88,787
<i>Non-owner changes in equity:</i>	14,543	15,926	-	-	-	-
Increase in asset revaluation reserve	-	-	77,384	96,497	-	-
Sale of revalued assets, and transfers to held for sale	12,454	2,724	(12,454)	(2,724)	-	-
Correction of error - annual leave reclassification	-	1,843	-	-	-	-
<i>Transactions with owners as owners:</i>						
Equity withdrawals	-	-	-	-	(9,077)	(5,888)
Equity injections	-	-	-	-	63,516	20,833
Non-appropriated equity transfer for non-current annual leave entitlements	-	-	-	-	19,177	-
Other net leave liabilities transferred to (from) other departments	-	-	-	-	150	188
<b>Balance 30 June</b>	<b>445,009</b>	<b>418,011</b>	<b>385,975</b>	<b>321,045</b>	<b>177,686</b>	<b>103,920</b>

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

## Cash flow statement

	Notes	2008 \$'000	2007 \$'000
<b>Cash flows from operating activities</b>			
<i>Inflows:</i>			
Output receipts		461,669	411,241
User charges		90,345	65,869
Fire levies		260,793	250,679
Grants and other contributions		23,990	51,326
GST collected from customers		6,526	7,577
GST input tax credits from ATO		30,354	25,898
Interest receipts		518	2,106
Other		8,100	5,422
<i>Outflows:</i>			
Employee expenses		(558,359)	(505,724)
Supplies and services		(190,028)	(153,113)
Grants and subsidies		(33,885)	(29,217)
Finance / borrowing costs		-	(21)
GST paid to suppliers		(31,055)	(25,240)
GST remitted to ATO		(6,451)	(6,987)
Other		(5,045)	(5,226)
<b>Net cash provided by operating activities</b>	<b>29</b>	<b>57,472</b>	<b>94,590</b>
<b>Cash flows from investing activities</b>			
<i>Inflows:</i>			
Sales of property, plant and equipment		6,086	4,216
<i>Outflows:</i>			
Payments for property, plant and equipment		(137,954)	(83,690)
Payments for intangibles		(10,878)	(8,002)
<b>Net cash used in investing activities</b>		<b>(142,746)</b>	<b>(87,476)</b>
<b>Cash flows from financing activities</b>			
<i>Inflows:</i>			
Borrowings		-	-
Equity injection		63,516	20,833
<i>Outflows:</i>			
Borrowing redemptions		(2,687)	(3,325)
Equity withdrawals		(9,077)	(5,888)
<b>Net cash provided by financing activities</b>		<b>51,752</b>	<b>11,620</b>
Net increase (decrease) in cash held		(33,522)	18,734
Cash at beginning of financial year		78,566	59,832
<b>Cash at end of financial year</b>	<b>17</b>	<b>45,044</b>	<b>78,566</b>

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

Income statement by outputs

	Ambulance Service		Emergency Management		Fire and Rescue Service		Inter Output / Activity		Total	
	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income *</b>										
<b>Revenue</b>										
Output revenue	321,690	289,461	74,595	59,769	64,888	57,644	-	-	461,173	406,874
User charges	71,967	65,234	759	2,211	30,319	27,428	-	-	103,046	94,873
Fire Levies	-	-	-	-	261,300	251,913	-	-	261,300	251,913
Grants and other contributions	13,453	12,632	7,944	7,119	3,608	4,763	-	-	25,005	24,514
Other revenue	3,195	1,850	2,413	2,835	3,137	3,169	(8)	(648)	8,737	7,206
<b>Gains</b>										
Gains on sale of property, plant and equipment	3,427	1,587	-	-	146	147	-	-	3,573	1,734
<b>Total income</b>	<b>413,732</b>	<b>370,764</b>	<b>85,711</b>	<b>71,934</b>	<b>363,398</b>	<b>345,064</b>	<b>(8)</b>	<b>(648)</b>	<b>862,834</b>	<b>787,114</b>
<b>Expenses *</b>										
Employee expenses	288,249	253,368	27,049	23,845	252,073	234,064	(8)	(60)	567,363	511,217
Supplies and services	80,848	78,446	19,830	15,137	76,657	70,543	-	-	177,335	164,126
Depreciation and amortisation	27,257	25,615	2,296	1,942	27,612	28,251	-	-	57,165	55,808
Grants and subsidies	345	118	32,502	27,442	1,038	1,657	-	-	33,885	29,217
Impairment losses	2,041	1,042	(50)	51	546	1,108	-	-	2,537	2,201
Finance / borrowing costs	131	206	93	126	312	951	-	(588)	536	695
Other expenses	3,276	2,837	2,955	3,166	3,239	1,921	-	-	9,470	7,924
<b>Total expenses</b>	<b>402,147</b>	<b>361,632</b>	<b>84,675</b>	<b>71,709</b>	<b>361,477</b>	<b>338,495</b>	<b>(8)</b>	<b>(648)</b>	<b>848,291</b>	<b>771,188</b>
<b>Operating surplus</b>	<b>11,585</b>	<b>9,132</b>	<b>1,036</b>	<b>225</b>	<b>1,921</b>	<b>6,569</b>	<b>-</b>	<b>-</b>	<b>14,543</b>	<b>15,926</b>

\* Allocation of income and expenses from corporate services to ordinary activities (disclosure only):

Income	1,574	1,311	344	282	1,572	1,281	-	-	3,490	2,874
Expenses	31,369	30,415	6,280	6,440	31,111	29,399	-	-	68,760	66,254

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

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## 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 2007-08 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 and is reported in these statements for comparative purposes only. Details on the above entities are disclosed in Note 35.

Rural fire brigades are voluntary community based organisations and are expected to contribute to the funding of their own operations. While the department exercises a degree of operational control over these brigades, they are not deemed to be controlled entities for the purpose of financial reporting in accordance with Queensland Treasury accounting policy guidelines and Australian accounting standards.

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. These transactions and balances are not significant in comparison to the department's overall financial performance/financial position.

**(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 or as requisite milestones are achieved.

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 as at 30 June. 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. Additional information on impairment is contained in note 36. All known bad debts have been written off as at 30 June 2008. QFRS offers financing arrangements to volunteer rural fire brigades whereby those brigades may contribute 20 percent to the construction cost of a rural firefighting vehicle. The balance is borrowed for an 18-month term and repaid in six quarterly instalments with no interest charged. As at 30 June 2008 there were no balances repayable.

**(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*.

Inventories held for distribution are those inventories which the department distributes for no or nominal consideration. These consist of uniforms, stationery, medical supplies and baby capsule components. Inventories held for distribution are measured at weighted average cost adjusted, where applicable, for any loss of service potential.

**(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* and Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

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 (e.g. 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 2008.

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 2008 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.

The department completed a comprehensive revaluation of selected land and buildings during the 2007-08 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 2007-08, an index representing the Queensland Treasury *Implicit Price Deflator*, March 2008 was applied to buildings. For non-residential buildings the index was 4.0% and for residential buildings, 20.8%. An average index of 11.86% was applied to land representing an average index supplied by State Valuation Services for land value movements across Queensland for the 2007-08 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.

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 has negotiated 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 situated at the Kedron Park complex and one building on that site.

The fair compensation assessed by State Valuation Services for the affected Kedron Park land and buildings is \$25.5 million. Management anticipates that the compensation will reimburse the department for the fair value of both the land and buildings at the date of resumption. The department continued to utilise the land and buildings throughout the whole of the 2007-08 financial year. The anticipated acquisition 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. Payables also include amounts payable to the Annual Leave Central Scheme introduced by Government on 30 June 2008.

**(s) Employee benefits**

*Wages, salaries, annual leave and sick leave*

Liabilities for wages and salaries 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.

*Annual leave*

The Treasurer has advised that from 30 June 2008, the department is to become part of the Queensland Government's Annual Leave Central Scheme. Under this scheme the liability for annual leave has been transferred to Whole-of-Government and as such no provision for annual leave is disclosed on the agency's balance sheet as at 30 June 2008.

Under this scheme a levy is made on the department to cover this expense. Levies will be expensed in the period in which they are paid or payable. Amounts paid to employees for annual leave will be claimed from the scheme as and when leave is taken.

The department has previously treated its employee entitlements to annual leave as a current liability. The department has restated its annual leave provision to disclose annual leave as both current and non current in accordance with Accounting Policy Guideline No 10 *Accounting for Employee Benefits* which forms part of the *Financial Reporting Requirements for Queensland Government Agencies* issued by the Treasurer. Additionally the Treasurer has advised that as at 30 June 2008, the liability for annual leave is to be transferred from the agency to a whole-of-Government scheme. This is reflected in the Balance Sheet for 2007-08.

#### *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) and accrued time*

Liabilities for TOIL and accrued time 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 short-term employee entitlement liabilities, provisions for TOIL and accrued time are shown as current liabilities and are measured based on remuneration rates expected to be paid when the liabilities are 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 paid or payable, 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 paid or due and payable 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, Ethical Standards Unit 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, unless disclosure of the full amount is specifically required. Sub-totals and totals may not add due to rounding, but the overall discrepancy is no more than two.

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 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 generally 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 will conclude in the 2008-09 financial year. 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 contracts 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 the Department of Public Works was the host agency at 30 June 2008.

Standard software application support and infrastructure for all corporate service applications for the SSPs (as well as other agreed non-standard services) is provided by CorpTech. The host agency for CorpTech is Queensland Treasury.

**(ae) New and revised accounting standards**

No Australian accounting standards and interpretations issued or amended and applicable for the first time in the 2007-08 financial year have an effect on the department.

The department is not permitted to adopt a new accounting standard ahead of the specified commencement date unless approval is obtained from the Queensland Treasury. Consequently, the department has not applied any Australian accounting standards and interpretations that have been issued but are not yet effective. The department will apply these standards and interpretations in accordance with their respective commencement dates.

At the date of authorisation of the financial report, a number of new or amended Australian accounting standards with future commencement dates will have a significant impact on the department. Details of such impacts are set out below.

AASB 1004 *Contributions* has been revised and will have some impact on the department for 2008-09. The only significant implication arising from the revised AASB 1004 *Contributions* is that substantially more detail will need to be disclosed in respect of the department's appropriations e.g. break-downs between recurrent, capital or other major appropriations (refer to note 4), comparisons between the original amounts of such appropriations and total actual amounts appropriated, explanations of the nature and probable financial effect of any relevant non-compliance with externally imposed requirements etc.

AASB 1050 *Administered Items* has been released, and will impact on the department as from 2008-09. This standard does not involve any measurement or recognition changes. The additional disclosure arising from this standard will require details of the broad categories of recipients of transfer payments and the amounts (classified as administered expenses) transferred to such recipients (refer to note 37).

The new accounting standard AASB 1052 *Disaggregated Disclosures* will also impact on the department as from 2008-09. The most significant impact of this standard on the department is that it will require disclosure of the amounts of controlled assets and liabilities attributable to each departmental output. If AASB 1052 applied to the department for 2007-08, the allocation of departmental assets and liabilities to outputs as at the end of the reporting period would be as follows:

	<b>Ambulance Service</b>	<b>Fire and Rescue Service</b>	<b>Emergency Management</b>	<b>Total</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Assets	470,637	551,334	94,573	1,116,544
Liabilities	48,417	44,368	15,089	107,874

AASB 101 *Presentation of Financial Statements* has been revised, but such revisions will not impact on the department until 2009-10. This revised standard does not have measurement or recognition implications. Instead, there will be significant changes to the presentation of the department's overall financial performance and position, particularly the content of the Statement of Changes in Equity, and preparation of a new Statement of Comprehensive Income (which will include certain items currently disclosed in the Statement of Changes in Equity, in line with the definition of 'comprehensive income' in the revised AASB 101). Ignoring other potential impacts on the operating result, if the revised AASB 101 was applied by the department for 2007-08 reporting, it would have reported comprehensive income of \$79.473 million. The increase in the asset revaluation reserve for 2007-08 (\$64.93 million) would not therefore be included in the Statement of Changes in Equity.

A revised version of AASB 123 *Borrowing Costs* has been released, but such revisions will not impact on the department until 2009-10. The main effect will be that all borrowing costs directly attributable to the acquisition, construction or production of 'qualifying assets' (as defined in AASB 123) with commencement dates for capitalisation on or after 1 July 2009 will be capitalised into the acquisition cost of such assets. All other borrowing costs will be expensed. If the revised AASB 123 applied to the department during 2007-08, none of the department's interest costs (refer to note 15) would have capitalised to the department's assets (refer to notes 22 and 23). There would therefore have been no impact on the operating result or on the department's net asset position.

All other Australian accounting standards and interpretations with future commencement dates are either not applicable to the department, or have no material impact on the department.

### 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 services in five service delivery areas – landscape fire services, structural fire services, all hazards and rescue services, community risk mitigation services and buildings and infrastructure fire safety services. It provides expert advice and services for environmental and hazard mitigation, community education, fire prevention, hazardous materials management, firefighting and rescue services including vehicle extrications, swift water rescue, 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, Ethical Standards Unit 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**

Business Support Services (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.

	2008 \$'000	2007 \$'000
<b>OPERATING REVENUES</b>		
<b>4. Reconciliation of payments from consolidated fund to output revenue recognised in income statement</b>		
Budgeted output appropriation	479,303	395,658
Transfers from/to other headings	-	3,780
Lapsed output appropriation	(17,634)	-
Unforeseen expenditure	-	11,803
Total output receipts	461,669	411,241
Less: opening balance of output revenue receivable	(496)	(4,863)
Plus: closing balance of output revenue receivable	-	496
<b>Output revenue recognised in Income Statement</b>	<b>461,173</b>	<b>406,874</b>
<b>Reconciliation of payments from consolidated fund and equity adjustment recognised in contributed equity (refer Statement of Changes in Equity)</b>		
Budgeted equity adjustment appropriation	97,335	18,725
Transfers from/to other headings	-	(3,780)
Lapsed equity adjustment	(42,896)	-
Equity adjustment receipts	54,439	14,945
<b>Equity adjustment recognised in contributed equity</b>	<b>54,439</b>	<b>14,945</b>
<b>5. User charges</b>		
Interhospital ambulance road transfers	34,798	29,219
Ambulance transport charges	23,806	22,529
Fees for services	31,776	28,619
Commercial contract revenue	5,223	6,551
Public education	5,838	5,102
Other receipts for goods and services rendered	1,605	2,853
<b>Total</b>	<b>103,046</b>	<b>94,873</b>
<b>6. Fire Levies</b>		
Gross fire levy revenue	266,536	257,054
less Pensioner discount	(5,236)	(5,141)
<b>Net fire levy revenue</b>	<b>261,300</b>	<b>251,913</b>
<b>7. Grants and other contributions</b>		
Constituted Local Ambulance Committee contributions	1,081	1,165
Commonwealth receipts	4,881	6,366
Motor Accident Insurance Commission	11,160	9,156
Gambling Community Benefit Fund	2,504	2,438
Donations - assets	702	1,877
Donations - other	194	263
Rural Fire Brigade contributions	1,083	1,246
Sponsorships	706	211
Services received below fair value	115	224
Grants from State Government Departments	2,039	1,505
Other	540	63
<b>Total</b>	<b>25,005</b>	<b>24,514</b>

	<b>2008</b>	<b>2007</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>8. Other revenues</b>		
Asset adjustments/write-ons	119	345
Interest	518	1,439
Property rental	919	909
Gain (loss) on change in fair value of derivative *	(1,556)	1,992
Foreign exchange gain	3,621	594
Energy grants credit scheme	220	299
Lease incentive	125	250
NSW bushfire recovery	-	457
Airport link recovery of costs	3,151	350
Other	1,620	571
<b>Total</b>	<b>8,737</b>	<b>7,206</b>

\* The gain (loss) on the change in fair value of the derivative represents the movement for the current year in the derivative asset referred to in note 36(a).

#### 9. Gains

Gain on sale of property, plant and equipment	3,573	1,734
<b>Total</b>	<b>3,573</b>	<b>1,734</b>

#### OPERATING EXPENSES

#### 10. Employee expenses

<b>Employee benefits</b>		
Wages and salaries	457,631	415,645
Employer superannuation contributions *	45,530	40,951
Long service leave levy *	8,152	7,409
<b>Employee related expenses</b>		
Workers' compensation premium *	8,580	8,501
Payroll tax expense *	22,846	20,109
Fringe benefits tax expense	1,217	995
Training expenses	12,498	10,079
Other employee related expenses	10,909	7,528
<b>Total</b>	<b>567,363</b>	<b>511,217</b>

\* 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:

	<b>2008</b>	<b>2007</b>
Number of employees:	6,682	6,461

**Executive remuneration**

The number of senior executives who received or were due to receive total remuneration of \$100,000 or more:

	2008	2007
\$100,000 to \$119,999	-	1
\$140,000 to \$159,999	1	-
\$160,000 to \$179,999	1	4
\$180,000 to \$199,999	2	-
\$200,000 to \$219,999	2	2
\$220,000 to \$239,999	2	2
\$240,000 to \$259,999	1	-
\$280,000 to \$299,999	-	1
\$320,000 to \$339,999	1	-
\$360,000 to \$379,999	1	-
<b>Total</b>	<b>11</b>	<b>10</b>

	2008 \$'000	2007 \$'000
The total remuneration of executives shown above **	2,525	1,963

\*\* 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.

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**11. Supplies and services**

Motor vehicle expenses	27,059	22,939
Materials and consumables	9,675	9,486
Shared Service Provider expenses	14,133	13,116
Property expenses	14,231	12,342
Computer expenses	8,363	6,738
Communication expenses	8,127	8,234
Marketing expenses	2,728	3,008
Public education expenses	2,503	2,024
Aircraft related costs	6,950	5,308
Equipment maintenance and repairs	8,954	7,565
Operational and other equipment purchases	27,577	25,802
Travel and accommodation	7,638	8,894
Consultancies and contractors	14,326	10,972
Temporary assistance - staff agency	2,633	4,230
Royal Flying Doctor Service aeromedical transport charges	-	1,857
Natural Disaster Relief payments	1,384	925
Fire levy administration fees	4,642	4,519
Operating lease rentals	5,219	3,484
Other	11,193	12,683
<b>Total</b>	<b>177,335</b>	<b>164,126</b>

	2008 \$'000	2007 \$'000
<b>12. Depreciation and amortisation</b>		
Depreciation and amortisation were incurred in respect of:		
Buildings and land improvements	17,868	15,820
Major plant and equipment	13,091	14,359
Plant and equipment	24,666	24,044
Intellectual property	382	1,050
Software purchased	308	518
Software internally generated	850	17
<b>Total</b>	<b>57,165</b>	<b>55,808</b>
<b>13. Grants and subsidies</b>		
State Government		
Office of the Public Service Commissioner	88	-
Department of Health	-	189
Queensland Treasury	10	-
Department of Infrastructure and Planning	68	-
Department of Communities	2	-
Department of Main Roads	10	-
Department of Public Works	1	-
Queensland Police Service	1	1
Other		
Volunteer Rural Fire Brigades	220	25
Local authorities	6,399	7,591
Air sea rescue, coast guard and life saving organisations	6,809	8,990
Community helicopter providers	15,237	9,149
State emergency services	2,384	870
Other organisations	2,656	2,402
<b>Total</b>	<b>33,885</b>	<b>29,217</b>
<b>14. Impairment losses</b>		
Bad and impaired debts	2,537	2,201
<b>Total</b>	<b>2,537</b>	<b>2,201</b>
<b>15. Finance/borrowing costs</b>		
Interest	528	684
Borrowing fees & charges	8	11
<b>Total</b>	<b>536</b>	<b>695</b>

No borrowing costs were recognised during the period as part of the carrying amount of any qualifying assets.

	2008 \$'000	2007 \$'000
<b>16. Other expenses</b>		
Insurance premiums - QGIF	1,276	1,105
Insurance premiums - other	1,179	994
Bank charges	90	73
Loss on disposal of property, plant & equipment	2,758	1,525
Asset write downs	1,656	1,134
Motor vehicle sales preparation expense	60	50
External audit fees *	247	215
Goods and services provided below fair value	3	56
Donations/gifts/sponsorships	124	27
Losses		
Public property	11	-
Special payments		
Ex-gratia payments	22	140
Loss (gain) on change in fair value of derivative **	(1,903)	1,886
Foreign exchange loss	3,947	719
<b>Total</b>	<b>9,470</b>	<b>7,924</b>

\* Total external audit fees relating to the 2007-08 financial year are estimated to be \$247,000 GST excl (2007: \$215,000). There are no non-audit services included in this amount.

\*\* The loss (gain) on the change in fair value of the derivative represents the movement for the current year in the derivative liability referred to in note 36(a).

## ASSETS

### 17. Cash

Cash at bank	44,978	78,492
Imprest accounts	66	74
<b>Total</b>	<b>45,044</b>	<b>78,566</b>

### 18. Receivables

Trade debtors:		
Fire levies	15,299	14,792
User charges	13,160	8,137
Less: Provision for impairment	(1,793)	(1,335)
	26,666	21,594
 GST receivable	6,420	5,024
GST payable	(269)	(221)
	6,151	4,803
 Long service leave reimbursements	2,375	1,509
Output revenue	-	496
Motor Accident Insurance Commission	1,283	1,085
Accrued revenue	8,054	5,198
Rural Fire Brigade contributions	-	4
<b>Total</b>	<b>44,529</b>	<b>34,689</b>

#### Movement in the allowance of provision for impairment

Balance at beginning of the year	1,335	1,977
Amount written off during the year	(2,078)	(2,843)
Amounts recovered during the year	444	102
Increase/decrease in allowance recognised in profit or loss	2,092	2,099
Balance at the end of the year	<b>1,793</b>	<b>1,335</b>

	<b>2008</b>	<b>2007</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>19. Inventories</b>		
Inventories held for distribution - at cost		
Equipment	334	337
Uniforms/protective clothing	1,964	1,231
Stationery and stores	1,493	1,103
Tarpaulins	55	73
Ambulance spare parts	75	75
Aircraft spare parts	-	6
<b>Total</b>	<b>3,921</b>	<b>2,825</b>

**20. Other current assets**

Prepayments - general	4,435	3,493
Advances - travel and other	332	278
Fair value of derivatives	968	2,523
<b>Total</b>	<b>5,735</b>	<b>6,294</b>

**21. Non-current assets classified as held for sale**

Land	16,700	30
Buildings and land improvements	7,860	17
Plant and equipment (including major plant and equipment)	121	152
<b>Total</b>	<b>24,681</b>	<b>199</b>

Part of the Kedron Park complex is subject to resumption. That resumption is reflected in the above figures. Plant and equipment is obsolete. These assets are recorded at fair value and are no longer depreciated in accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*. Refer Note 2 (o).

**22. Intangible assets**

Intellectual property - at cost	576	13,294
Intellectual property - accumulated amortisation	(387)	(9,817)
	189	3,477
Software purchased - at cost	3,979	2,528
Software purchased - accumulated amortisation	(2,422)	(1,806)
	1,557	722
Software internally generated - at cost	20,132	7,310
Software internally generated - accumulated amortisation	(17,554)	(7,169)
	2,578	141
Work in progress - at cost	22,798	13,076
<b>Total</b>	<b>27,122</b>	<b>17,416</b>

The department has intangible assets with a gross cost of \$14.453 million 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.

**22. Intangibles reconciliation**

	Intellectual property		Software purchased		Software internally generated		Work in progress		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Carrying amount at 1 July	3,477	1,643	722	1,097	141	83	13,076	8,099	17,416	10,922
Acquisitions	-	-	1,015	143	-	-	9,622	-	10,637	143
Acquisitions through internal development	-	-	-	-	-	120	-	7,862	-	7,982
Transfers between classes	(12,711)	2,885	436	-	12,822	-	100	(2,885)	647	-
Other movements *	9,805	-	(308)	-	(9,535)	(45)	-	-	(38)	(45)
Amortisation	(382)	(1,051)	(308)	(518)	(850)	(17)	-	-	(1,540)	(1,586)
<b>Carrying amount at 30 June</b>	<b>189</b>	<b>3,477</b>	<b>1,557</b>	<b>722</b>	<b>2,578</b>	<b>141</b>	<b>22,798</b>	<b>13,076</b>	<b>27,122</b>	<b>17,416</b>

\* 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*.

	2008 \$'000	2007 \$'000
<b>23. Property, plant and equipment</b>		
Land - at valuation	235,661	204,952
	<u>235,661</u>	<u>204,952</u>
Buildings and land improvements - at valuation	742,264	679,567
Buildings and land improvements - accumulated depreciation	(391,800)	(353,067)
	<u>350,464</u>	<u>326,500</u>
Major plant and equipment - at valuation	282,994	236,435
Major plant and equipment - accumulated depreciation	(134,212)	(121,056)
	<u>148,782</u>	<u>115,379</u>
Plant and equipment - at cost	274,412	262,433
Plant and equipment - accumulated depreciation	(143,420)	(131,564)
	<u>130,992</u>	<u>130,869</u>
Work in progress - at cost	99,613	60,896
<b>Total property, plant and equipment</b>	<u><b>965,512</b></u>	<u><b>838,596</b></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 \$36.109 million that is fully depreciated with a written down value of nil. The gross cost by class is as follows:

Buildings and land improvements	\$0.189m
Plant and equipment (including major plant and equipment)	\$35.920m

The department intends to retire the majority of these assets over the following three years.

**23. Property, plant and equipment reconciliation**

	Land		Buildings and land improvements		Major plant and equipment		Plant and equipment		Work in progress		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
Carrying amount at 1 July	204,952	126,874	326,500	284,994	115,379	121,382	130,869	121,950	60,896	61,725	838,596	716,925
Acquisitions	5,524	2,757	3,418	338	-	9	12,887	11,444	114,361	67,241	136,190	81,789
Donations received	89	830	514	236	-	-	99	810	-	-	702	1,876
Disposals	(1,690)	(1,135)	(1,815)	167	(22)	(85)	(1,232)	(927)	-	-	(4,759)	(1,980)
Assets reclassified as held for sale	(16,700)	(927)	(7,860)	(420)	(14)	(19)	(430)	(133)	-	-	(25,004)	(1,499)
Transfers between classes	1,505	2	18,293	32,038	41,744	13,615	13,455	21,386	(75,644)	(67,041)	(647)	-
Revaluation increments/decrements	42,004	76,579	30,587	25,014	4,794	(5,139)	-	-	-	-	77,385	96,454
Other movements *	(23)	(28)	(1,305)	(44)	(8)	-	10	324	-	(1,029)	(1,326)	(777)
Depreciation	-	-	(17,868)	(15,823)	(13,091)	(14,384)	(24,666)	(23,985)	-	-	(55,625)	(54,192)
Carrying amount at 30 June	<b>235,661</b>	<b>204,952</b>	<b>350,464</b>	<b>326,500</b>	<b>148,782</b>	<b>115,379</b>	<b>130,992</b>	<b>130,869</b>	<b>99,613</b>	<b>60,896</b>	<b>965,512</b>	<b>838,596</b>

\* 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*.

	2008 \$'000	2007 \$'000
<b>LIABILITIES</b>		
<b>24. Payables</b>		
Trade creditors	30,640	44,061
Current annual leave payable to Crown	42,838	-
Tax liabilities	2,523	2,184
PAYG	-	1,622
<b>Total</b>	<b>76,001</b>	<b>47,867</b>
<b>25. Other financial liabilities</b>		
(Refer note 31)		
<u>Current</u>		
Queensland Treasury Corporation	2,396	2,339
	<b>2,396</b>	<b>2,339</b>
<u>Non-current</u>		
Queensland Treasury Corporation	5,347	7,555
	<b>5,347</b>	<b>7,555</b>
<b>26. Accrued employee benefits</b>		
(Refer note 2(s) )		
<u>Current</u>		
Annual leave	-	40,372
Long service leave levy payable	2,094	1,922
Accrued salaries and wages	7,270	4,683
Accrued employer superannuation contributions	779	516
Accrued time	3,120	-
Other employee benefits	363	393
<b>Total</b>	<b>13,626</b>	<b>47,886</b>
<u>Non-Current</u>		
Annual Leave	-	18,376
<b>Total</b>	<b>-</b>	<b>18,376</b>
<b>27. Other current liabilities</b>		
Unearned revenue	9,518	8,697
Fair value of derivatives	986	2,889
<b>Total</b>	<b>10,504</b>	<b>11,586</b>

**28. Asset revaluation reserve by class**

	Land \$'000	Buildings and land improvements \$'000	Major plant and equipment \$'000	Plant and equipment \$'000	Total \$'000
Balance at 1 July 2007 *	138,641	160,490	18,315	3,599	321,045
Revaluation increments	42,004	30,586	4,794	-	77,384
Revaluation decrements	-	-	-	-	-
Sale of revalued assets, and transfers to held for sale	(6,697)	(4,919)	(204)	(634)	(12,454)
Balance at 30 June 2008 *	<b>173,948</b>	<b>186,157</b>	<b>22,905</b>	<b>2,965</b>	<b>385,975</b>

\* 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).

	2008 \$'000	2007 \$'000
<b>29. Reconciliation of operating surplus to net cash from operating activities</b>		
Operating surplus	14,543	15,926
Non-cash items:		
Depreciation expense	55,625	54,223
Amortisation expense	1,540	1,585
Loss on sale of property, plant and equipment	2,769	1,564
Gain on sale of property, plant and equipment	(3,573)	(1,734)
Non-current asset donations	(702)	(1,877)
Movement in employee provisions	19,329	2,031
Other	2,073	1,463
	<u>77,061</u>	<u>57,255</u>
Change in assets and liabilities:		
<b>(Increase)/decrease in assets</b>		
Net receivables	(8,492)	4,731
Inventories	(1,096)	(51)
Prepayments	559	(3,272)
GST receivable	(1,348)	(600)
	<u>(10,377)</u>	<u>808</u>
<b>Increase/(decrease) in liabilities</b>		
Accrued employee benefits	(52,636)	2,873
Accounts payable	29,963	15,773
Unearned revenue	(1,082)	1,955
	<u>(23,755)</u>	<u>20,601</u>
<b>Net cash from operating activities</b>	<u><u>57,472</u></u>	<u><u>94,590</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 effect 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:

	<b>Interest rates</b>	<b>Repayment dates</b>
Queensland Ambulance Service	5.37% to 6.95%	15 June 2009 to 15 August 2009
EMQ and Corporate Services	6.66% to 6.70%	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 2008 is:

	<b>Debt market value</b>	
	<b>2008</b>	<b>2007</b>
	<b>\$'000</b>	<b>\$'000</b>
Queensland Ambulance Service	1,173	2,205
EMQ and Corporate Services	2,480	3,379
Queensland Fire and Rescue Service	3,939	4,228
	<b>7,592</b>	<b>9,812</b>

The market value represents the value of the debt if the department repaid the debt as at 30 June 2008. 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 have been recognised as an expense in the reporting period as follows:

<b>Interest and finance/borrowing costs</b>	<b>Interest expense</b>		<b>Borrowing fees and charges</b>	
	<b>2008</b>	<b>2007</b>	<b>2008</b>	<b>2007</b>
	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Queensland Ambulance Service	92	152	2	2
EMQ and Corporate Services	165	224	2	4
Queensland Fire and Rescue Service	271	308	4	5
	<b>528</b>	<b>684</b>	<b>8</b>	<b>11</b>

The department has authorisation to operate in overdraft with a specified limit in accordance with the *Financial Administration and Audit Act 1977*.

### 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.

	2008 \$'000	2008 \$'000	2007 \$'000	2007 \$'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	8,298	691	4,364	353
Later than one year and not later than five years	15,354	1,368	9,781	883
Later than five years	17,204	1,564	11,961	1,087
	<b>40,856</b>	<b>3,623</b>	<b>26,106</b>	<b>2,323</b>

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:

	2008 \$'000	2008 \$'000	2007 \$'000	2007 \$'000
	Gross (Inclusive of GST)	GST Input Tax Credits Receivable	Gross (Inclusive of GST)	GST Input Tax Credits Receivable
Ambulance stations	5,869	534	9,882	898
Ambulances	4,133	443	6,686	608
Fire stations	5,933	539	3,388	308
Fire appliances	3,488	317	4,250	386
Queensland Combined Emergency Services Academy	270	25	22,252	2,023
Software	1,405	128	950	86
Helicopters	2,824	257	32,866	2,957
Computer Hardware	45	4	1,305	119
Other commitments	7,165	643	6,546	595
Queensland Emergency Operations Centre	5,753	523	-	-
	<b>36,884</b>	<b>3,412</b>	<b>88,125</b>	<b>7,980</b>

	2008 \$'000	2008 \$'000	2007 \$'000	2007 \$'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	35,744	3,308	85,447	7,737
Later than one year and not later than five years	1,141	104	2,678	243
Later than five years	-	-	-	-
	<b>36,884</b>	<b>3,412</b>	<b>88,125</b>	<b>7,980</b>

**(c) Grants and subsidies**

As at 30 June 2008, approval has been given in accordance with formal agreements to pay the following grants and subsidies provided certain criteria are met:

	2008 \$'000	2008 \$'000	2007 \$'000	2007 \$'000
	Gross (Inclusive of GST)	GST Input Tax Credits Receivable	Gross (Inclusive of GST)	GST Input Tax Credits Receivable
Helicopter rescue services	70,036	6,367	86,034	7,822
Royal Life Saving Society of Queensland	804	60	1,038	90
Surf Life Saving Queensland	7,017	638	12,165	1,106
Grants to local government	4,607	83	5,358	122
Natural Disaster Mitigation Program	26,436	43	6,912	20
Australian Volunteer Coast Guard Association	2,218	202	3,322	336
Volunteer Marine Rescue Association Queensland	2,469	224	3,700	336
Bushfire Co-operative Research Centre	220	20	660	60
Other	-	-	30	-
	<b>113,807</b>	<b>7,637</b>	<b>119,219</b>	<b>9,892</b>

Payable:				
Not later than one year	30,696	2,369	37,144	2,410
Later than one year and not later than five years	78,440	5,268	82,075	7,482
Later than five years	4,671	-	-	-
	<b>113,807</b>	<b>7,637</b>	<b>119,219</b>	<b>9,892</b>

**34. Contingencies**

**(a) Employee claims in progress**

As at 30 June 2008 there was one claim made which may reflect in the department's future liabilities.

The current QFRS certified agreement provides for the department to undertake a job evaluation study of the roles of firefighters and station officers. The agreement stipulates that 50% of any increase in firefighter and station officer salaries that may be agreed as a result of this job evaluation review is to be paid from 1 July 2007, with 100% of any agreed increase to be paid from 1 July 2008. The department has a potential liability in relation to this agreement, although it is currently unable to be reliably estimated.

**(b) Litigation**

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.

**(c) Native title claims over Departmental land**

As at 30 June 2008, no native title claims existed over departmental land.

**(d) Guarantees and undertakings**

The department has obtained a bank guarantee to the value of \$11.364 million at 30 June 2008, 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***Kenneth James McPherson Memorial Trust and Kenneth James McPherson Foundation Trust*

The Queensland Ambulance Service, 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.

Patrick Hoiberg, Chartered Accountant is the auditor for Kenneth James McPherson Foundation Trust. Total audit fees relating to the 2007-08 financial year are estimated at \$1,415 (2007: \$1,985).

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**

	<b>2008</b>	<b>2007</b>
	<b>\$</b>	<b>\$</b>
Income	-	337
Expenses	-	15,751
Net Surplus (Deficit)	-	<b>(15,414)</b>
Assets	-	-
Liabilities	-	-
Net Assets	-	-

**Kenneth James McPherson Foundation Trust**

	<b>2008</b>	<b>2007</b>
	<b>\$</b>	<b>\$</b>
Income	50,503	37,588
Expenses	63,551	40,780
Net Surplus (Deficit)	<b>(13,048)</b>	<b>(3,192)</b>
Assets	41,174	37,467
Liabilities	19,893	3,138
Net Assets	<b>21,281</b>	<b>34,329</b>

**36. Financial instruments****(a) Categorisation of Financial Instruments**

The department has the following categories of financial assets and financial liabilities:

<b>Category</b>	<b>Note</b>	<b>2008 \$'000</b>	<b>2007 \$'000</b>
<b>Financial Assets</b>			
Cash and cash equivalents	17	45,044	78,566
Receivables	18	44,529	34,685
Rural Fire Brigade advances receivables	18	-	4
Derivatives (*)	20	968	2,523
<b>Total Financial Assets</b>		<b>90,541</b>	<b>115,778</b>
<b>Financial Liabilities</b>			
Payables	24	76,001	47,867
Other financial liabilities	25	7,743	9,894
Derivatives (**)	27	986	2,889
<b>Total Financial Liabilities</b>		<b>84,730</b>	<b>60,650</b>

(\*) The financial asset derivative is the fair value of unrealised gains on a contract for the supply of helicopters. The contract has an embedded derivative whereby the payments against milestones contained in the contract are adjusted for movements in the US dollar/ Australian dollar cross rate.

(\*\*) The financial liability derivative is the fair value of unrealised losses in relation to foreign exchange contracts, which have been engaged as hedging instruments to mitigate the foreign exchange risk associated with the embedded derivative referred to above.

**(b) Credit Risk Exposure**

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provisions for impairment.

The following table represents the department's maximum exposure to credit risk based on contractual amounts net of any allowances:

**Maximum Exposure to Credit Risk**

Category	Note	2008 \$'000	2007 \$'000
<b>Total Financial Assets</b>			
Cash and cash equivalents	17	45,044	78,566
Receivables	18	44,529	34,685
Rural Fire Brigade advances receivables	18	-	4
Derivatives	20	968	2,523
Guarantees	34 ( c )	11,364	19,481
<b>Total Financial Assets</b>		<b>101,905</b>	<b>135,259</b>

No collateral is held as security and no credit enhancements relate to financial assets held by the department.

The department 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 an ongoing basis.

No financial assets and financial liabilities have been offset and presented net in the Balance Sheet.

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 below. These economic and geographic changes form part of the department's risk analysis assessment in conjunction with historic experience.

The recognised impairment loss is \$2,537,000 for the current year. This is an increase of \$336,000 from the prior year.

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.

Ageing of past due but not impaired as well as impaired financial assets are disclosed in the following tables:

**2008 Financial Assets Past Due But Not Impaired**

Financial Assets	Not Overdue	Less than 30 Days	31-60 Days	61-90 Days	More than 90 Days	Total	Total Financial Assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables	14,316	28,540	988	685	-	30,213	44,529
Rural Fire Brigade advances	-	-	-	-	-	-	-
<b>Total</b>	<b>14,316</b>	<b>28,540</b>	<b>988</b>	<b>685</b>	<b>-</b>	<b>30,213</b>	<b>44,529</b>

**2007 Financial Assets Past Due But Not Impaired**

Financial Assets	Not Overdue	Less than 30 Days	31-60 Days	61-90 Days	More than 90 Days	Total	Total Financial Assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables	10,789	22,205	1,017	438	236	23,896	34,685
Rural Fire Brigade advances	-	-	-	-	4	4	4
<b>Total</b>	<b>10,789</b>	<b>22,205</b>	<b>1,017</b>	<b>438</b>	<b>240</b>	<b>23,900</b>	<b>34,689</b>

**2008 Impaired Financial Assets**

Financial Assets	Not Overdue	Less than 30 Days	31-60 Days	61-90 Days	More than 90 Days	Total	Total Financial Assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables	-	-	-	46	1,747	1,793	1,793
Rural Fire Brigade advances	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	<b>46</b>	<b>1,747</b>	<b>1,793</b>	<b>1,793</b>

**2007 Impaired Financial Assets**

Financial Assets	Not Overdue	Less than 30 Days	31-60 Days	61-90 Days	More than 90 Days	Total	Total Financial Assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables	-	-	-	-	1,335	1,335	1,335
Rural Fire Brigade advances	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	-	<b>1,335</b>	<b>1,335</b>	<b>1,335</b>

**(c) Liquidity Risk**

The department is exposed to liquidity risk in respect of its payables and borrowings from Queensland Treasury Corporation. The borrowings are based on the Queensland Government's fixed rate loans.

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 as they fall due. 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.

The following table sets out the liquidity risk of financial liabilities held by the department. It represents the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the repayment of the principal and interest amounts outstanding at balance date.

2008 Payable in					Total
	Note	<1 year \$'000	1 -5 years \$'000	> 5 years \$'000	\$'000
<b>Financial Liabilities</b>					
Payables	24	76,001	-	-	76,001
QTC borrowing	25	2,688	3,679	2,885	9,252
Derivatives	27	986	-	-	986
<b>Total</b>		<b>79,675</b>	<b>3,679</b>	<b>2,885</b>	<b>86,239</b>

2007 Payable in					Total
	Note	<1 year \$'000	1 -5 years \$'000	> 5 years \$'000	\$'000
<b>Financial Liabilities</b>					
Payables	24	47,867	-	-	47,867
QTC borrowing	25	2,688	5,866	3,385	11,939
Derivatives	27	2,889	-	-	2,889
<b>Total</b>		<b>53,444</b>	<b>5,866</b>	<b>3,385</b>	<b>62,695</b>

**(d) Market Risk**

The department does not trade in foreign currency and is not materially exposed to commodity price changes.

**Fair Value**

The fair value of financial assets and liabilities is determined as follows:

The carrying amount of cash, cash equivalents, receivables, payables approximates their fair value and is not disclosed separately below.

The carrying amounts of all financial assets and financial liabilities, except the borrowings from the Queensland Treasury Corporation are representative of their fair value. The fair value of borrowings is calculated using discounted cash flow analysis and the effective interest rate (refer Note 31) and is disclosed below:

	2008		2007	
	Carrying Amount	Fair Value	Carrying Amount	Fair Value
Financial Liabilities	\$'000	\$'000	\$'000	\$'000
Financial liabilities at amortised cost:				
QTC Borrowings	7,743	7,592	9,894	9,812
<b>Total</b>	<b>7,743</b>	<b>7,592</b>	<b>9,894</b>	<b>9,812</b>

**Interest Rate Sensitivity**

The department is not exposed to interest rate risk through its borrowings from Queensland Treasury Corporation as those loans are at fixed rates.

**37. Schedule of administered items**

	QFRS		Total	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
<b>Administered revenues</b>				
On-the-spot fines	81	97	81	97
<b>Total administered revenues</b>	<b>81</b>	<b>97</b>	<b>81</b>	<b>97</b>
<b>Administered Assets</b>				
Receivables	33	27	33	27
<b>Total Administered Assets</b>	<b>33</b>	<b>27</b>	<b>33</b>	<b>27</b>
<b>Administered Liabilities</b>				
Payables	27	27	27	27
<b>Total Administered Liabilities</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>
<b>Transfers to government of fines</b>	<b>75</b>	<b>91</b>	<b>75</b>	<b>91</b>

**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 2008 and of the financial position of the department at the end of that year.



Geoff Bridger  
A/Chief Financial Officer

27 August 2008



Jim McGowan  
Director-General

27 August 2008

## 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 the Department of Emergency Services for the financial year ended 30 June 2008 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 2008, 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 Acting 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 2007 to 30 June 2008 and of the financial position as at the end of that year.



O C CLARE FCPA  
as Delegate of the Auditor-General of Queensland



Queensland Audit Office  
Brisbane



Brothers Rian (left) and Andrew Lee with EMD Mark Scott. Photo courtesy of Quest Newspapers.

## Seven-year-old sets the Triple Zero (000) example

When seven-year-old boy Rian Lee's mum started to have a seizure, he didn't waste any time.

His father and brother were on their way home from work and school, so Rian went straight to the phone and dialled Triple Zero (000).

He told the Emergency Medical Dispatcher (EMD) his address at Eight Mile Plains and what was wrong with his mum.

"I just knew she was going to go in an ambulance and be all right," Rian said.

When Rian's 12-year-old brother Andrew arrived a few minutes later, he took over from his little brother.

"When I was on the phone to them I heard someone trying to ring through but I knew I couldn't hang up," Andrew said.

The boy's father, Shane, said he is very proud of his sons.

"It was surprising how cool-headed they were. We had made a point of telling the boys the Triple Zero (000) number when we moved out from the UK and obviously it's worked," he said.

EMD Mark Scott applauded Rian's quick thinking.

"Rian at no point wanted to hang up and he stayed on the line and answered all the questions I asked," Mr Scott said.

The Manager of the Brisbane Ambulance Communications Centre Peter Wood said it is important that everyone knows what to do if they have to call 000.

"You must stay on the line until the call-taker connects you to the emergency service you need. You must stay focused on answering the questions that you are being asked as the information you provide helps emergency services respond," Mr Wood said.

# Appendixes

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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. These measures reflect the 2007-08 DES Ministerial Portfolio Statement.

Measures	Notes	2006-07	2007-08 Target	2007-08
<b>Quantity</b>				
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	88.5%	80%	81%
Number of hours per 100,000 population spent on safety promotion and public education activities	2, 7	2695	3000	2844
Percentage of hospitals inspected for fire safety	3	77.4%	35%	70.5%
Percentage of nursing homes/aged-care hostels inspected and deemed compliant with building fire safety standards	3	67.8%	35%	54.3%
Percentage of licensed liquor premises inspected and deemed compliant with building fire safety standards	3	36.1%	35%	35.1%
Number of fire safety inspections of premises (other than private dwellings) deemed complete and compliant	4	11,725	10,000	11,760
Number of hours per 100,000 population spent conducting fire safety activities	2	1885	2000	2240
<b>Quality</b>				
Percentage of homes with operational smoke alarms installed	5	79%	85%	87.6%
Percentage of Safehome visits that result in an increase in fire safe practices	6	93%	80%	93%
Percentage of Safehome requests for inspections completed by QFRS personnel within levied areas	7	93.4%	95%	100%
<b>Cost (\$)</b>				
Cost of conducting Community Safety activities per 100,000 population	8	\$1.181m	\$1.256m	\$1.219m

#### Notes

- The Year 1 Fire Education and Year 12 Road Awareness and Accident Prevention (RAAP) program performance measures are calculated and reported by calendar year, in line with the school year, in this case the 2007 calendar year. In 2007 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 = 4.156 million; 87.6% = 3.641 million; Target/36.41 = 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 2007 Queensland Household Survey shows the smoke alarm penetration rate is currently 87.6%, with an estimated 79% of households carrying out actions to check and ensure that their smoke alarms are operating (i.e. replacing battery).
- 2007-08 target is guided by the Safehome service evaluation survey, 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 QFRS provides a service delivery from an urban fire station, in accordance with the functions set out in the Fire and Rescue Service Act. 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.
- Reasons for the variances are explained in the notes to the QFRS Output Income Statement.

## 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.

These measures reflect the 2007-08 DES Ministerial Portfolio Statement.

Measures	Notes	2006-07	2007-08 Target	2007-08
<b>Quantity</b>				
Number of hours spent on maintenance and acquisition of skills that meet competency standards		14,535	10,000	17,694
Percentage of rural fire brigades resourced in accordance with the standard set for their brigade classification	1	88%	90%	88% Last update Aug/04
<b>Timeliness</b>				
Time to mobilise for urban crews to structural fires	2, 3			
□ Full-time permanent stations		58.8%	75% in 2 minutes	53.4%
□ Composite Permanent/Auxiliary stations		51.4%	75% in 5 minutes	58.2%
□ Auxiliary stations		71.7%	75% in 7 minutes	69.0%
<b>Cost (\$)</b>				
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	\$5.184m	\$5.5m	\$5.353m

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 Communications 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 QFRS provides service delivery from an urban fire station in accordance with the functions set out in the Fire and Rescue Service Act. 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.
4. Reasons for the variances are explained in the notes to the QFRS Output Income Statement.

## 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. These measures reflect the 2007-08 DES Ministerial Portfolio Statement.

Measures	Notes	2006-07	2007-08 Target	2007-08
<b>Quantity</b>				
Number of fires and explosions responded to per annum	1	16,169	14,800–20,000	14,930
Number of rescues and medical emergencies involving motor vehicles responded to per annum	1	13,785	8600–14,300	14,638
Number of other rescues and medical emergencies responded to per annum	1	2220	2000–2800	2448
Number of false alarms and good intent calls responded to per annum:	1			
□ Number of unwanted alarm activations through an automatic fire alarm system		19,438	18,000–24,000	21,203
□ Number of other false alarms and good intent calls		6733	6400–7900	7393
Number of hazardous condition incidents responded to per annum	1	3132	3400–4200	3343
Number of other incidents responded to per annum	1	3775	3000–4200	3991
Total number of incidents responded to per annum	1	65,252	64,500–69,200	67,946
<b>Quality</b>				
Percentage of structural fires confined to room of origin		67.3%	70–80%	64.5%
Percentage of stakeholders of premises 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	\$280.51m	\$440–640m	\$463.82m
Total value (\$) of property lost per 100,000 population	3, 5	\$3.59m	\$4.0–5.6m	\$3.96m
<b>Timeliness</b>				
Time to respond for urban crews to structural fires	4, 5			
□ Full-time permanent stations		97.6%	90% within 14 minutes	98.2%
□ Composite Permanent/Auxiliary stations		88.6%	90% within 14 minutes	86.8%
□ Auxiliary stations		87.2%	90% within 14 minutes	91.0%
<b>Cost (\$)</b>				
Cost per incident as a portion of the output cost.	6	\$1202	\$1249	\$1224

#### Notes:

- 2007-08 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 = 4.156 million; 87.6% = 3.641 million; Target/36.41 = 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 QFRS provides a service delivery from an urban fire station, in accordance with the functions set out in the Fire and Rescue Service Act. 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.
- Reasons for the variances are explained in the notes to the QFRS output income statement. The 2007-08 Ministerial Portfolio Statement Target/Estimate was incorrectly recorded as \$2,512.

## 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. These measures reflect the 2007-08 DES Ministerial Portfolio Statement.

Measures	Notes	2006-07 Actual	2007-08 Target	2007-08 Actual
<b>Quantity</b>				
Urgent responses (Code 1 and 2)				
□ Number of responses attended per 1,000 population	1	147.2	156-166	155.75
□ Number of responses		601,556	650,000–690,000	658,597
Non-urgent responses (Code 3 and 4)				
□ Number of responses attended per 1,000 population	1	52.62	50-55	52.15
□ Number of responses		215,000	200,000–220,000	220,537
<b>Quality</b>				
Survival rate for out-of-hospital cardiac arrest	2, 3	21.3%	>15%	23.3%
Level of patient satisfaction (survey) with ambulance response services		97%	>90%	99% (3)
Proportion of operational fleet within economic life	4	87.34%	>85%	84.28%
<b>Timeliness</b>				
% of Code 1 responses attended in less than 10 minutes		66.9%	>68%	64.6%
Time within which 90% of Code 1 responses are attended		17 mins	<17 mins	16.7mins
% of non-urgent responses attended by the appointed time		72.17%	>70%	70.99%
<b>Location</b>				
Ambulance service locations (total)		284	287	287
<b>Cost (\$)</b>				
Gross cost per response		\$392	\$398	\$453
Gross cost per response per head of population		\$78.41	\$86.17	\$96.74

#### Notes:

1. The 2007-08 target estimate is based on projected workload and the Queensland population figure of 4,228,290, as recorded for December 2007 by the ABS found at: [http://www.ausstats.abs.gov.au/ausstats/abs@archive.nsf/0/484D61925BB8C6C6CA25747100122B0B/\\$File/310104.xls#A2060845L](http://www.ausstats.abs.gov.au/ausstats/abs@archive.nsf/0/484D61925BB8C6C6CA25747100122B0B/$File/310104.xls#A2060845L).
2. Source: Ministerial Portfolio Statement 2007-08, page 12.
3. Source: Service Delivery Statement 2008-09 pages 2-97.
4. The final delivery of the last of the 140 operational ambulance vehicles in September 2008 will bring this figure to 90.15%.

## 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. These measures reflect the 2007-08 DES Ministerial Portfolio Statement.

Measures	Notes	2006-07 Actual	2007-08 Target	2007-08 Actual
<b>Quantity</b>				
Number of Community Education Certificates issued/year		65,410 (1)	65,000 (2)	63,687 (6)
Number of baby capsule hires/year		12,487 (1)	10,000 (2)	13,434 (6)
Number of education qualifications achieved by QAS staff		4121 (1)	3000 (2)	4389 (7)
<b>Quality</b>				
Level of employee satisfaction (access to and quality of training programs – surveys)	3	38.1%	>75%	..
Level of satisfaction (survey) with community and workplace education programs	3	98.5%	>90% (4)	95.7% (5)
<b>Cost</b>				
% 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		101.9%	100%	105.6%
Total baby capsule revenue as a % of baby capsule hire service costs		32.4%	25.4%	64.5%
Revenue from contracted services (as a % of Total Operating Revenue)		\$5.8m (1.6%)	\$5.5m (1.3%)	\$4.8m (1.2%)

#### Notes:

1. Source: 2006-07 Annual Report Appendix.
2. Source: 2007-08 Ministerial Portfolio Statement, page 17.
3. Staff satisfaction was not measured during 2007-08.
4. Source: Service Delivery Statement 2008-09 pages 2-97.
5. Source: Service Delivery Statement 2008-09 pages 2-100.
6. Source: Community Services Unit.
7. Source: QCESA, School of Ambulance and Paramedic Studies.

## 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 specialty training and build community capacity to prevent, prepare for, respond to and recover from an emergency. These measures reflect the 2007-08 DES Ministerial Portfolio Statement.

Measures <sup>1</sup>	Notes	2006-07 Actual	2007-08 Target	2007-08 Actual
<b>Quantity</b>				
Number of people receiving disaster management training incorporating disaster mitigation concepts		1551	1500-2000	2696
Number of community disaster awareness and education activities conducted	2	483	400-600	321
Number of gazetted Major Hazard Facilities audited	3	9	8-12	8
Number of Major Hazard Facility safety reports assessed	3	4	6-8	8
Number of Emergency Services Cadet Groups supported	4	49	48-50	49
Number of stakeholders completing hazardous materials safety management training	3	90	60-120	55
Number of local, district and state disaster management plans developed/reviewed	5	96	Discontinued	Discontinued
<b>Quality</b>				
Level of stakeholder satisfaction with community safety initiatives	6	83%	>75%	83%
Level of community disaster preparedness	7	64%	>70%	64%
Percentage of Disaster Management Groups with current Disaster Management Plans	5	New Measure	100%	84%

#### Notes:

- As part of the Emergency Services Annual Management Cycle, EMQ undertook a review of its performance measures and will replace the discontinued measures (notes 2 to 7) with new measures in 2008-09 to ensure they are relevant to desired outcomes and align with the strategic direction of the department.
- This measure will be discontinued in 2008-09 as number of activities does not accurately reflect impact on level of community/household awareness.
- Discontinued as a measure in 2008-09 to demonstrate change in business focus to reflect maturity of DES's implementation of the Dangerous Goods Safety Management Act.
- Support of the Emergency Services Cadet Groups has reached maturity and will no longer be targeted for growth.
- The Number of local, district and state disaster management plans developed/reviewed has been discontinued as a measure in 2008-09 and has been redefined as Percentage of Disaster Management Groups with current Disaster Management Plans. In 2008-09 the measure (Percentage of Local Disaster Management Groups with current Disaster Management Plans) will include the word 'local' to reflect the legislative requirement that amalgamated Councils will have consolidated disaster management plans by March 2009; each Local Disaster Management Group is a Local Government Council.
- A review of the survey instrument for this performance measure found the measure too complex to target areas for improvement and will be discontinued in 2008-09. The Queensland Household Survey of May 2008 will provide the basis for developing a new and different measure for 2009-10.
- Measure will be discontinued in 2008-09 as it does not accurately reflect the level of community disaster preparedness. Survey funding for 2007-08 was re-directed towards Queensland Household survey instruments, which allows higher methodological robustness and improved validity in results. New baseline and target will be set in 2008.

## 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, and volunteer marine rescue organisations through service level agreements. These measures reflect the 2007-08 DES Ministerial Portfolio Statement.

Measures <sup>1</sup>	Notes	2006-07 Actual	2007-08 Target	2007-08 Actual
<b>Quantity</b>				
Number of SES volunteer hours of operation		64,932	50,000-75,000	74,227
Number of Surf Life Saving Queensland Clubs and Branches supported	2	65	65	65
Number of Australian Volunteer Coast Guard Association and Volunteer Marine Rescue Association of Queensland Units supported	2	47	47	47
Number of EMQ Helicopter Rescue hours of operation within the specific tasks undertaken:	3			
□ Aeromedical		1840	1800-1900	1776
□ Counter disaster		8	10-30	62
□ Search and Rescue		284	250-300	227
□ Other (including activated cancelled)		462	400-450	748
Number of EMQ Helicopter Rescue tasks within the specified categories undertaken:	3			
□ Aeromedical		1482	1450-1550	1339
□ Counter disaster		7	10-30	27
□ Search and Rescue		142	110-130	143
□ Other (including activated cancelled)		537	400-500	677
<b>Quality</b>				
Level of stakeholder satisfaction with Queensland Government Helicopter Rescue (EMQ Helicopter Rescue) Service	4	96%	>80%	96%
Level of volunteer satisfaction	5	88%	>75%	88%
<b>Timeliness</b>				
State Disaster Coordination Centre operational within one hour of activation notice	6	100%	100%	100%

#### Notes:

- As part of the Emergency Services Annual Management Cycle, EMQ undertook a review of its performance measures and will replace the discontinued measures (notes 2 to 6) with new measures in 2008-09 to ensure they are relevant to desired outcomes and align with the strategic direction of the department.
- This measure will be discontinued in 2008-09. However DES will continue to provide support.
- Number of tasks does not accurately reflect demand and therefore costs for helicopter rescue. Hence this measure will be discontinued in 2008-09. Number of hours more accurately reflects demand and remains as the key measure.
- Measure did not provide effective feedback for improvement and therefore will be discontinued in 2008-09.
- Revised survey instrument for the measurement of volunteer satisfaction effective 2008. New baseline and target to be identified. Revised survey to be conducted triennially.
- Measure did not appropriately reflect level of activity to effectively monitor, assess and disseminate information through the State Disaster Coordination Centre and will be discontinued in 2008-09. This measure will be replaced with a new measure which more accurately reflects the level of information monitoring, assessment and dissemination through the State Disaster Coordination Centre.

## 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 developing 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 Queensland Government to purchase three Agusta Westland 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 2007-08. 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 2007-08 include:

- support by the Tianjin Emergency Centre for two QAS officers to assist in the delivery of the Communications Officer Course in China
- funding by Emergency Management Australia for a QFRS officer to attend the International Search and Rescue Advisory Group Team Leaders Meeting in the United Kingdom (UK)
- sponsorship from BP for two QFRS officers to participate in and research petrochemical firefighting and operational command in Texas, United States of America.

This travel is detailed in Table 3.



*Modern appliances operated by well trained professionals give us a leading edge in service delivery.*

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
Christopher Broomfield Area Director, QAS  Stephen Rashford Medical Director, QAS  Matthew Green Acting Regional Manager Staff Development, QAS	UK	Successful ongoing recruitment activities for UK qualified paramedics.	\$24,869	Nil
Iain MacKenzie Deputy Commissioner, QFRS	United States of America (USA) and Canada	To attend the 17th World Congress on Disaster Management and visit Emergency Operations Centres to examine their approach to building community resilience.	\$14,508	Nil
Curtis Murray Audit Manager, Office of the Director-General  David Appo Senior Audit Consultant, Office of the Director-General	New Zealand (NZ)	To attend the 2007 Oceania Computer Audit Control and Security Conference.	\$5782	Nil
Steven McKee Senior Firefighter, QFRS	NZ	To attend the Seventh International Conference of the Society of Fire Protection Engineers.	\$3534	Nil
Chris Broomfield Area Director, QAS  Jeff Self Intensive Care Paramedic, QAS  Lucinda Clarke Intensive Care Paramedic, QAS  Simone Gillespie HR Consultant, QAS	UK	To interview and complete application process for 100 UK paramedics who have applied to QAS.	\$54,000	Nil
Craig Emery Area Director North Coast Region, QAS	NZ	To enable completion of a work-based project as part of Executive Masters Public Administration program through Australia and NZ School of Government.	\$1130	Nil
<b>TOTAL</b>			<b>\$103,823</b>	<b>Nil</b>

Table 2—Travel for Queensland Rescue Helicopter Acceptance and Training

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Rodger Cooper Pilot, EMQ Helicopter Rescue, Brisbane  Phil Frost Pilot, EMQ Helicopter Rescue, Brisbane  Peter Row Pilot, EMQ Helicopter Rescue, Brisbane  David Given Pilot, EMQ Helicopter Rescue, Brisbane	Italy	To complete pilot ground school training on the Agusta Westland AW139 helicopter.	\$34,460	Nil
Frank Pagano Executive Director, EMQ  Trevor Wilson Chief Pilot, EMQ Helicopter Rescue  Anthony Hodgkinson Chief Engineer, EMQ Helicopter Rescue	Italy	To undertake contract management duties and oversee the acceptance inspection of the second Agusta Westland AW139 helicopter.	\$30,253	Nil
Alex Wright Base Manager, EMQ Helicopter Rescue, Townsville  Jeff Martin Pilot, EMQ Helicopter Rescue, Townsville  Michael Toms Pilot, EMQ Helicopter Rescue, Townsville  Russell Pyers Pilot, EMQ Helicopter Rescue, Townsville  Tim Kesteven Pilot, EMQ Helicopter Rescue, Townsville  John Edwards Pilot, EMQ Helicopter Rescue, Townsville  Robert Rider Pilot, EMQ Helicopter Rescue, Cairns  Christopher Maehl Pilot, EMQ Helicopter Rescue, Cairns  Mark Morrison Acting Base Manager EMQ Helicopter Rescue Cairns  Peter Pawsey Pilot, EMQ Helicopter Rescue, Cairns  Gregory Kempton Chief Pilot, EMQ Helicopter Rescue, Cairns	Italy	To complete pilot ground school training on the Agusta Westland AW139 helicopter.	\$109,354	Nil
Brad Harrold Base Engineer, EMQ Helicopter Rescue, Townsville        Cameron Boyd Base Engineer, EMQ Helicopter Rescue, Cairns	Italy	To complete a 5-day Pratt & Whitney engine course and further specialised engine and airframe training on the Agusta Westland AW139 helicopter.  To complete specialised engine and airframe training on the Agusta Westland AW139 helicopter.	\$39,911	Nil
Frank Pagano Executive Director, EMQ  Trevor Wilson Chief Pilot, EMQ Helicopter Rescue  Anthony Hodgkinson Chief Engineer, EMQ Helicopter Rescue	Italy	To undertake contract management duties and oversee the acceptance of the third Agusta Westland AW139 helicopter.	\$33,738	Nil
<b>TOTAL</b>			<b>\$247,716</b>	<b>Nil</b>

## Table 3—Externally Sponsored Overseas Travel

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Sheree Canning Senior Communications Educator, QAS	China	To complete work associated with the Communications Officer Course at Tianjin Emergency Centre.	Nil	\$3700 (Tianjin Emergency Centre)
Gary Littlewood Acting Manager, Special Operations, QFRS  John Cawcutt Acting Executive Manager, State Operations Directorate, QFRS  Peter Dawson Area Director, Gold Coast Command, QFRS	NZ	To attend the On-site Operations Coordination Centre Course for the coordination of Humanitarian Affairs.	\$2786	\$600 (United Nations Office)
Sheree Canning Senior Communications Educator, QAS  Richard Galeano Project Manager, QAS	China	To assist in the delivery of the Communications Officer Course at Tianjin Emergency Centre.	Nil	\$7400 (Tianjin Emergency Service)
Gary Littlewood Acting Manager, Special Operations, QFRS	Japan	To participate as an observer in the Japan International Cooperation Agency exercise.	Nil	\$3067 (AusAid)
Mark Walker Station Officer, QFRS  Steve Bunney Station Officer, QFRS  John Oliver Firefighter, QFRS	USA	To attend the International Association of Firefighters Redmond Symposium.	\$8523	\$19,036 (United Firefighters Union)
Vivien Tippet Director, Australian Centre of Pre-Hospital Research, QAS	USA	To lecture at the Mayo Clinic's Emergency Medical Service Institute's Expert Course on research and quality improvement.	Nil	\$4407 (Mayo Clinic)
Michael Albrow Station Officer, Hendra Fire Station, QFRS  Kerry Tupper Area Director, Caboolture, QFRS	Texas	To attend the December session of the BP Corporate Fire School to participate in a research petrochemical firefighting and operational command utilised by BP.	\$1706	\$18,800 (BP)
Gary Littlewood Manager Special Operations, QFRS	UK	To attend the International Search and Rescue Advisory Group Team Leaders Meeting.	Nil	\$14,157 (Emergency Management Australia)
Dr Michael Logan Scientific Unit Manager, QFRS	USA	To attend the Bilateral Science and Technology Meeting for the Assessment of a Prototype Electronic Hydration Monitoring Tool.	Nil	\$11,717 (Emergency Management Australia)
<b>TOTAL</b>			<b>\$13,015</b>	<b>\$82,884</b>
<b>TOTAL ALL TRAVEL</b>			<b>\$364,554</b>	<b>\$82,884</b>

## Appendixes 3, 4 and 5

### Appendix 3: Consultancies

Consultants contribute expertise to the department by helping us complete particular projects that enable us to achieve 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 2007-08 included:

Category	Cost
Professional and technical	\$255,805
Management	\$37,050
HR services	\$244,127
<b>Grand Total</b>	<b>\$536,982</b>

In line with the department's commitment to direct funds to frontline service delivery the engagement of consultants has been reduced, with any proposals now requiring Director-General approval.

### Appendix 4: Shared Service Initiative

The Shared Service Initiative is a whole-of-Government approach to corporate service delivery. The vision is partnering in corporate services to support and connect government. Shared Services are underpinned by standardising business processes, consolidating technology and pooling resources and expertise.

Under the shared service model, government agencies joined together to share corporate services and resources through shared service providers (SSPs). The SSPs service their existing customer agencies through operating level agreements.

In 2007-08, Queensland Treasury led the refinement of the whole-of-Government model for shared service delivery and provided policy and program management for the Shared Service Initiative.

From 21 September 2007 the SSA was transferred from Queensland Treasury to the Department of Public Works through a machinery of government change.

The SSA now services a number of departments, agencies and other entities across government. For more information on the SSA, refer to the Department of Public Works Annual Report at: [http://www.public.qld.gov.au/about/annual\\_report\\_06-07.cfm](http://www.public.qld.gov.au/about/annual_report_06-07.cfm)

SSPs for Queensland Health (Queensland Health Shared Service Partner) and the Department of Education, Training

and the Arts (Corporate and Professional Services and the Corporate Administration Agency) and the Parliamentary Services continue to operate under their existing hosts.

PartnerOne provides finance and human resource transactional services to the department. During 2007-08 the Department of Justice and Attorney-General hosted PartnerOne as a separate entity and will report on its activities in its annual report.

### Appendix 5: Recordkeeping

DES's Records Management Policy and procedures were consultatively revised and rewritten to comply with the *Public Records Act 2002* and *Information Standard 40* (IS40). The primary purpose of IS40 is to help public authorities meet their recordkeeping obligations under the Act. This Standard is managed by Queensland State Archives.

This initiative was accompanied by a comprehensive records management implementation strategy across DES.

The deliverables of this initiative include:

- a fully revised and compliant Public Records Management Policy
- control and audit tools to support records management activities
- an ongoing training program directed at new employees, management and staff 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, Partner One personnel
- clearly articulated records management standards, supported by processes to ensure ongoing understanding and compliance
- development of procedures for the management of electronic records, including email and electronically generated documents and inclusion within the Records Management Policy
- development of procedures for storage and protection of vital departmental records.

With the introduction of the *Public Records Act 2002*, an Operational Recordkeeping Implementation Plan and a Strategic Recordkeeping Implementation Plan were developed. As a result, a Business Classification Scheme and AAA Thesaurus for DES record management processes were implemented that facilitate document creation and retention.

## Appendix 6

### Appendix 6: Operational and information systems

DES's information systems play an integral role in supporting day-to-day emergency response and dispatch and situational intelligence supporting major incident coordination and logistical planning. We are increasingly reliant on information and communication technology to deliver its services.

#### Goal 1: Strengthen community safety, prevention capability and resilience

QAS currently offers online access to bookings for First Aid courses at the link: <http://www.ambulance.qld.gov.au/firstaid/bookings.asp>

The management of these courses is supported by a system that records information on scheduled courses, provides facilities for booking individuals and corporate clients into courses and facilitates financial management associated with the courses and printing of certificates.

QAS currently offers to the community a baby capsule hire service that is supported by a booking system which is accessible online at: <http://www.ambulance.qld.gov.au/babycapsule/> or by contacting Smart Services Queensland on 1300 369 003. Similarly, a free check of privately owned child restraints may be requested by ringing the above number.

QFRS utilises a range of information systems supporting community safety. These include systems supporting building fire safety, the Fight Fire Fascination program, unwanted alarm management and the QFRS compliance and prosecution database.

QFRS also undertakes fire investigations and is supported in this process by an information system that assists in determining causation. Outcomes of these investigations determine areas to facilitate enhancement to fire safety and prevention programs.

The department extensively uses online services for the promotion of emergency services and community safety and prevention programs. The departmental website also provides direct links to the divisional websites.

#### Goal 2: Enhance operational service delivery

We are progressively implementing the consolidated ESCAD system to replace three separate technically obsolete CAD systems with one departmental system supporting emergency response and dispatch. This critical system is supported by 'state-of-the-art' information and communication technology, including a business continuity

capability to ensure emergency response and dispatch in times of crisis for the Queensland community.

QAS paramedics currently utilise the electronic Ambulance Reporting Form across the state to collect patient treatment information on durable tablet computers. Currently 660 tablet computers are in use by all crews and shifts. To date, more than one million electronic patient records have been collected in a secure data warehouse. A number of enhancement modules are being progressed for this system including integration with the ESCAD system; device-to-device transfer of information; an interface with the QAS standard defibrillator; and integration of the pre-hospital patient and treatment information with the Queensland Health Emergency Department Information System.

We utilise an extensive range of communications equipment supporting delivery of the triple zero (000) emergency response and dispatch service, radio, mobile data, paging, Caller Line Identification, Station Turnout and Alarm Telemetry.

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. 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 (e.g. by postcode).

#### Goal 3: Develop and support our staff and volunteers

Our divisions provide counselling and support services to their respective staff and the department utilises a number of information systems to support delivery of these programs.

QFRS and QAS utilise information systems 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.

#### Goal 4: 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 which are completed by officers in the delivery of service and ambulance case data that has been extracted from the CAD system. Ambulance incident response information is now collected electronically. This 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 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 across the state.

These programs include:

- Natural Disaster Risk Management Studies Program
- Natural Disaster Mitigation Program
- 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.

DES 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, HR management and payroll, and ministerial and Director-General correspondence tracking.

Similarly, there are a number of performance management systems in operation. These include:

- an audit issues tracking system
- a performance reporting system.

The latter records key result areas and performance indicators and facilitates the tracking of services outcomes against the designated key result areas and performance indicators.

DES also utilises a national and international Emergency Policy Online collaboration portal of which it was the instigator.

DES is an ongoing contributor 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.

DES 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.



## 2 mins with James Smith

<b>Job Title</b>	Supervisor, Maintenance Control Services, BSS
<b>Location</b>	Spring Hill
<b>Years of Service</b>	10
<b>Best part of your job</b>	Solving problems and managing a statewide maintenance program that reduces the likelihood of breakdowns of telecommunications assets supporting operational in-field services.
<b>Most interesting incident</b>	Coordinating a helicopter to deliver solar batteries to a mountain top site.
<b>Last book you read</b>	Between Silk and Cyanide - World War 2 story about decoding radio messages from agents operating in occupied Europe.
<b>Favourite Movie</b>	The Bourne Ultimatum
<b>Favourite Music</b>	Beatles and Rolling Stones
<b>Your ideal weekend</b>	Returning to Daydream Island in the Whitsundays

## Annual report compliance

Our annual report is prepared in accordance with the Financial Administration and Audit Act, Financial Management Standard and other Queensland Government requirements.

Financial legislative requirements	Pages
<b>The Financial Administration and Audit Act requires the annual report to contain:</b>	
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	Financial statements 93-133
<b>The Financial Management Standard requires the annual report to contain:</b>	
Goals, functions, Acts, outputs of the agency	Throughout
Location of principal office and regional offices	Inside back cover
Organisational structure	7
Review of performance	11-15, 31-57
Overseas travel	143-146
Consultancies	113, 147
Agency operations	Throughout
Proposed forward operations	14-15, 21, 23, 25, 27, 29
Information about efficiency and effectiveness in carrying out operations	Throughout
Performance information systems	148-149
Risk management committees	68-71
Availability of the report	1

Other requirements	Pages
Whistleblowers Protection Act	80
Public Sector Ethics Act	80
Summary of financial data	2, 89-91
Remuneration of agency's executives	106-107, 113
Cost of boards and committees	not applicable (no cost)
Audit committees	68-71
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## 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](http://www.globalreporting.org). The guidelines provide for the incremental adoption of the framework over time. This year we have aimed for the C level of application of the framework. 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	6, 74
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	6, 7
2.8	Scale of the reporting organisation, including: <ul style="list-style-type: none"> <li>□ number of employees</li> <li>□ net revenues</li> <li>□ quantity of products or services provided</li> <li>□ total assets</li> </ul>	63 (volunteers) 75 (FTE) 2,90, 94, 98 11-13, 136-142 90-95
2.9	Significant changes during the reporting period regarding size, structure, or ownership including the location of, or changes in operations and facility openings, closings or expansions	47 and various
2.10	Awards received in the reporting period	55-56
3.1	Reporting period (e.g. fiscal/calendar year) for information provided	1, front cover
3.2	Date of most recent previous report	2006-07
3.3	Reporting cycle	Annual
3.4	Contact point for questions regarding the report	1
3.5	Process for defining report content, including: determining materiality, prioritising topics within the report, and identifying stakeholders that the organisation expects to read the report	1-2, 6-7, 10
3.6	Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	1, 3, 64-65

3.7	State any specific limitations on the scope or boundary of the report	not applicable
3.8	Basis for reporting on joint ventures	not applicable
3.10	Explanation of the effect of any re-statements of information provided in earlier reports and the reasons for such re-statement	11-13 136-142
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	11-13 136-142
3.12	Table identifying the location of the Standard Disclosures in the report	150
4.1	Governance structure of the organisation	68-71
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	78-80
4.14	List of stakeholder groups engaged by the organisation	64-65
4.15	Basis for identification and selection of stakeholders with whom to engage	64-65
<b>GRI Reference</b>		
<b>Economic performance indicators</b>		
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EC2	Financial implications/other risks and opportunities due to climate change	83-86
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EN1	Materials used by weight or volume	83-86
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EN26	Initiatives to mitigate environmental impacts of products and services and extent of impact mitigation	83-86
<b>Social performance indicators</b>		
SO1	Nature, scope and effectiveness of any programs and practices that assess and manage the impacts of operations on communities	11-13
<b>Labour practices and decent work</b>		
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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	76

## Abbreviations

ACPHR	Australian Centre for Pre-Hospital Research
ARA	Australasian Reporting Awards
ARC	Australian Resuscitation Council
ARMC	Audit and Risk Management Committee
BSS	Business Support Services
CAD	Computer-Aided Dispatch
CFO	Chief Financial Officer
ChIPP	Child Injury Prevention Project
CMC	Crime and Misconduct Commission
DES	Department of Emergency Services
EMQ	Emergency Management Queensland
EMT	Executive Management Team
ESCAD	Emergency Services Computer-Aided Dispatch
FOI	Freedom of Information
FTE	Full-Time Equivalent
GARS	Greater Alarm Response System
HR	Human Resources
iZone	Urban-Rural Interface
OMS	Operations Management System
OSA	Organisational Self-Assessment
QAS	Queensland Ambulance Service
QCESA	Queensland Combined Emergency Services Academy
QEOC	Queensland Emergency Operations Centre
QFRS	Queensland Fire and Rescue Service
QPS	Queensland Police Service
SDCC	State Disaster Coordination Centre
SES	State Emergency Service
SIOPP	Statewide Integrated Operating Planning Process
SOCC	State Operations Coordination Centre
SPES	Strategic Policy and Executive Services
SSA	Shared Service Agency
WH&S	Workplace Health and Safety

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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
<b>Headquarters</b>		
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 8791
<b>Regional Offices</b>		
Brisbane (EMQ)	Level 3 TC Beirne Building, 315 Brunswick Street, Fortitude Valley, Queensland. GPO Box 2953, Brisbane QLD 4001.	07 3635 1884
Brisbane (QAS)	Level 3 TC Beirne Building, 315 Brunswick Street, Fortitude Valley, Queensland. GPO Box 625, Brisbane QLD 4001.	07 3635 1803
Brisbane (QFRS)	Level 3 TC Beirne Building, 315 Brunswick Street, Fortitude Valley, Queensland.	07 3635 1910
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
<b>Key web addresses</b>		
Our department	<a href="http://www.emergency.qld.gov.au">www.emergency.qld.gov.au</a>	
Disaster information	<a href="http://www.disaster.qld.gov.au">www.disaster.qld.gov.au</a>	
Queensland Fire and Rescue Service	<a href="http://www.fire.qld.gov.au">www.fire.qld.gov.au</a>	
Queensland Ambulance Service	<a href="http://www.ambulance.qld.gov.au">www.ambulance.qld.gov.au</a>	
Emergency Management Queensland	<a href="http://www.emergency.qld.gov.au/emq">www.emergency.qld.gov.au/emq</a>	
Our publications	<a href="http://www.emergency.qld.gov.au/publications">www.emergency.qld.gov.au/publications</a>	
Safer Queensland	<a href="http://www.safer.qld.gov.au">www.safer.qld.gov.au</a>	

