

Annual Report 2008–09

Department of Community Safety



Letter of compliance



**Queensland
Government**

Office of the
Director-General

Department of
Community Safety

30 October 2009

The Honourable Neil Roberts MP
Minister for Police, Corrective Services and Emergency Services
Level 24, State Law Building
50 Ann Street
Brisbane Queensland 4000

Dear Minister

I am pleased to present the Annual Report for the Department of Community Safety for the period 27 March 2009 to 30 June 2009.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997*, and
- the detailed requirements set out in the Annual Reporting Guidelines for Queensland Government Agencies.

A checklist outlining the annual reporting requirements is located at page 142.

Yours sincerely

Jim McGowan
Director-General
Department of Community Safety

Creating a safer Queensland

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Welcome to our annual report

This is the first annual report for the newly formed Department of Community Safety (DCS). Due to Machinery of Government changes which came into effect on 26 March 2009, the former Department of Emergency Services (DES) and former Queensland Corrective Services (QCS) amalgamated to create DCS.

The successful integration into DCS has resulted in a broader agency with a wider scope of business. The Machinery of Government changes facilitated the achievement of operating efficiencies through the merger of the corporate and policy areas of the former DES and QCS. We provide every possible assurance that, under our new arrangements, Queenslanders will continue to receive the high standard of service and safety to which they have become accustomed.

We are proud to present our annual report for the period 27 March 2009 to 30 June 2009.

Who we are

DCS is responsible for providing community safety and crime prevention through the humane containment, supervision and rehabilitation of offenders, and ensuring Queensland communities are supported by, and benefit from, an effective disaster and emergency management system and essential response services. The department has four operational arms that provide pre-hospital patient care and patient transport services, custodial and community correctional services, disaster management services and fire mitigation and management services.

Our vision

To support healthy, safe and secure communities through public safety, emergency management, and secure and appropriate corrective services.

Our role

Keeping the community safe by protecting lives and property through emergency services and the humane containment, supervision and rehabilitation of offenders through corrective services.

Our priorities

Our priorities are to:

- address demand for services through innovative, best-value service delivery and management strategies to ensure safety is maintained for all parts of the community
- improve operational systems in early warning systems, evacuation planning, communications, incident management, damage assessment, and the management of offenders
- ensure best practice capability, competency, and safety practices that support our staff and volunteers
- manage preparedness and responses, including impacts of climate change
- work with a range of community and business groups, and government agencies to mitigate the consequences of emergencies and to achieve optimum management of offenders.

Our communication to you

This annual report showcases the exceptional work and commitment of close to 55,000 staff and volunteers in delivering quality ambulance, corrective, disaster management and fire and rescue services.

This report provides you with information on what we delivered this year 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
- the challenges affecting all Queenslanders and our contribution to meeting these challenges
- current 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.

This annual report can be found on our website www.communitysafety.qld.gov.au.

Our readers and stakeholders

Our readers and stakeholders comprise a diverse group including members of parliament, staff, volunteers, industry, community-based organisations and individual citizens. We aim to meet best practice reporting standards in bringing this report to our readers and stakeholders and invite feedback on the document and its contents. We gladly welcome any suggestions for improvement that you may care to submit via our website www.communitysafety.qld.gov.au or the Organisational Performance and Evaluation Branch, GPO Box 1425, Brisbane Qld 4001.

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact the Translating Interpreting Service on telephone number 131 450 from anywhere in Australia for the cost of a local call and they will arrange an interpreter to effectively communicate the report to you.

Reporting on 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 a sustainable society.

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

We have used a widely accepted standard – the Global Reporting Initiative (GRI) – to ensure that we report on our levels of sustainability by using a framework of common concepts, consistent language and measurement.

This annual report endeavours to review our performance by addressing the Sustainability Reporting Guidelines version 3 (G3) published on the GRI website at www.globalreporting.org. This year we have achieved a level C application of the GRI framework. An index of GRI coverage is at page 143.

Financial snapshot

The department has continued to provide world-class services relating to the key community safety areas of Ambulance, Corrections, Emergency Management and Fire to the people of Queensland in an operating environment where costs and demand for services are increasing. The department has managed its fiscal responsibility in a professional manner by delivering its agreed outputs and achieving an operating surplus of \$1.979 million.

A comprehensive set of financial statements covering all of the department’s activities commences at page 89 of this report.

Financial overview	2008-09 (27 March to 30 June 2009)
Revenue	\$420.853 million
Expenses	\$418.874 million
Operating surplus	\$1.979 million
Capital acquisitions	\$126.82 million
Total assets	\$3.083 billion
Equity	\$2.934 billion

Highlights

Key focus area 1: Focus on front-line service delivery

We worked closely with Queensland Health to plan for and respond to the Pandemic H1N1.

The State Disaster Coordination Centre (SDCC) provided whole-of-Government coordination of resources and managed all requests for assistance through the disaster management system for the heavy rainfall and associated flooding in the Sunshine Coast and hinterland in April, and the East-Coast low in May.

The new SES Volunteer Portal which enables SES volunteers to access enhanced functionality and promote greater communication was launched in May.

Over the whole financial year the Queensland Ambulance Service (QAS) recruited a total of 253 full-time equivalents (FTEs) against the full year target of 250.

Construction was commenced in June of the Queensland Emergency Operations Centre (QEOC), a \$76.1 million project which will provide for the future growth of emergency services via a state-of-the-art integrated communications and emergency operations centre to more effectively coordinate day to day emergency responses and large scale incidents and disasters.

We achieved substantial progress in delivery of key initiatives arising from the QAS Audit 2007 and Queensland Fire and Rescue Service (QFRS) Efficiency Review 2008 to enhance our response to Queensland's environment of high and increasing demand for service and to improve the efficiency and effectiveness of our service delivery.

We completed full delivery of the QFRS tactical command kits in June, providing standardised equipment and incident information management resources across the organisation.

QCS worked with the Department of Justice and Attorney-General on the development and implementation of a Special Circumstances Court in Brisbane which is part of the Homeless Persons Diversion program aimed at diverting homeless people and those at risk of homelessness from the criminal justice system.

QCS recruited 128 new custodial officers who will supervise prisoners in correctional centres across the State and trained a further 180 custodial and probation and parole staff in areas including leadership development, cultural awareness and control and restraint.

Key focus area 2: Strengthen community safety, capability and resilience

EMQ participated in "Exercise Ausnami" in June, a two day national exercise which tested both the Australian Tsunami Warning System and EMQ's ability to effectively manage the threat of tsunamis.

QFRS continued to actively engage with the community to educate and promote the requirement to have an operational smoke alarm installed in residential dwellings and promoted the annual "Don't Be An April Fool" campaign, sponsored by the Duracell battery company.

A total of 46,140 community service hours were undertaken by prisoners in Work Camps and prison farms, representing reparation to regional communities to the value of approximately \$690,000.

QCS continued to manage offenders subject to continuing supervision orders under the *Dangerous Prisoners (Sexual Offenders) Act 2003*. Offenders on these orders are subject to a range of stringent conditions imposed by the court as terms of their orders.

Key focus area 3: Support volunteer organisations

We significantly progressed a departmental Volunteer Management Strategy to support and develop our volunteers. This is a key commitment towards achieving the Government's objective under *Toward Q2: Tomorrow's Queensland* to increase the proportion of Queenslanders involved in their communities as volunteers.

We implemented a new Portal for volunteers allowing online learning, e-books, procedures and maps, including a new external access solution with self service kiosk. There are approximately 2,000 registered users across the Rural Fire Service, Local Ambulance Committees, State Emergency Service and Volunteer Cadet Portal.

The first QAS Community First Responder Group with Volunteer Marine Rescue capabilities was established at Jacobs Well, enhancing the response capability for the communities surrounding Jacobs Well and the Broadwater.

We purchased three heavy appliance cab chassis and built 21 medium fire fighting appliances for rural fire crews.

Key focus area 4: Build organisational capability and resilience

We continued the \$40 million upgrade of perimeter security systems in all correctional centres with completion expected in the 2009-10 financial year.

New policy documents including the Code of Conduct, Financial Delegations and the Human Resource (HR) Policy Management Framework were developed following Machinery of Government changes.

An Information Technology (IT) Blueprint was developed to identify and prioritise Information Communication Technology (ICT) work and projects for the department following Machinery of Government changes.

Our divisions

- Queensland Ambulance Service (QAS)
- Queensland Corrective Services (QCS)
- Emergency Management Queensland (EMQ)
- Queensland Fire and Rescue Service (QFRS)
- Corporate Support Division (CSD)
- Strategic Policy Division (SPD)

Our staff and volunteers

The department employed 10,435 FTE staff as at 30 June 2009 and is supported by approximately 41,700 volunteers across Queensland.

Our volunteers include:

- Honorary ambulance officers (including Ambulance Attendants, Community First Responders, volunteer emergency drivers as well as a number of health service providers)
- SES volunteers
- Emergency Service Unit volunteers
- Emergency Services Cadets
- RFS volunteers
- QFRS Scientific Unit volunteers.

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

Where we are

We serve over 4.3 million Queenslanders across our vast state of 1.77 million square kilometres. Our services are delivered from over 1,000 locations throughout Queensland. These include 287 ambulance service locations, 44 probation and parole offices, 15 correctional centres, 19 EMQ offices, 3 EMQ Helicopter Rescue air bases, 239 urban fire and rescue stations, 415 rural fire brigade stations, 1 special operations centre, the Queensland Combined Emergency Services Academy (QCESA) (in three locations), the QCS Academy and 11 communication centres.

The Kedron Park Complex, in Brisbane's northern suburbs, and the State Law Building in Brisbane, house the emergency services and corrective services central management including the Corporate Support and Strategic Policy Divisions. Communication, coordination and collaboration in strategic planning, service delivery and disaster management are strongly enhanced by having central management co-located in these facilities. The Kedron Park Complex also houses the State Operations Coordination Centre and State Disaster Coordination Centre.

We currently have approximately 2,500 operational vehicles stationed throughout Queensland. These include 10 protective response vehicles, 36 prisoner escort vehicles, 492 urban fire appliances, 926 rural operations appliances, 1,088 ambulance vehicles including general purpose ambulances, patient transport vehicles and operational support vehicles. EMQ maintains seven helicopters.



Director-General's report

Emergency and corrective services entered a bold new era in Queensland in 2008-09 through the formation of the Department of Community Safety.

Machinery of Government changes in March 2009 brought together the Department of Emergency Services and Queensland Corrective Services to enhance the delivery of public health, emergency response, community safety and corrective services across the State.

The creation of the Department of Community Safety provides an opportunity to enhance the focus on front-line service delivery for all four of the department's operational divisions.

The delivery of front-line services will be under constant review to ensure divisional operating principles are world class. Moreover, the strongly recognised and respected entities of QAS, QCS, EMQ and QFRS will continue along with their unique structures, uniforms, identities and cultures.

We will strive to ensure that we concentrate upon those things which unite our services; i.e. service to the public; safeguarding community safety; providing value for money services, etc.

Volunteers will continue to play a major role in the new Department and focus will be maintained on attracting and retaining volunteers in our emergency and correctional services sectors.

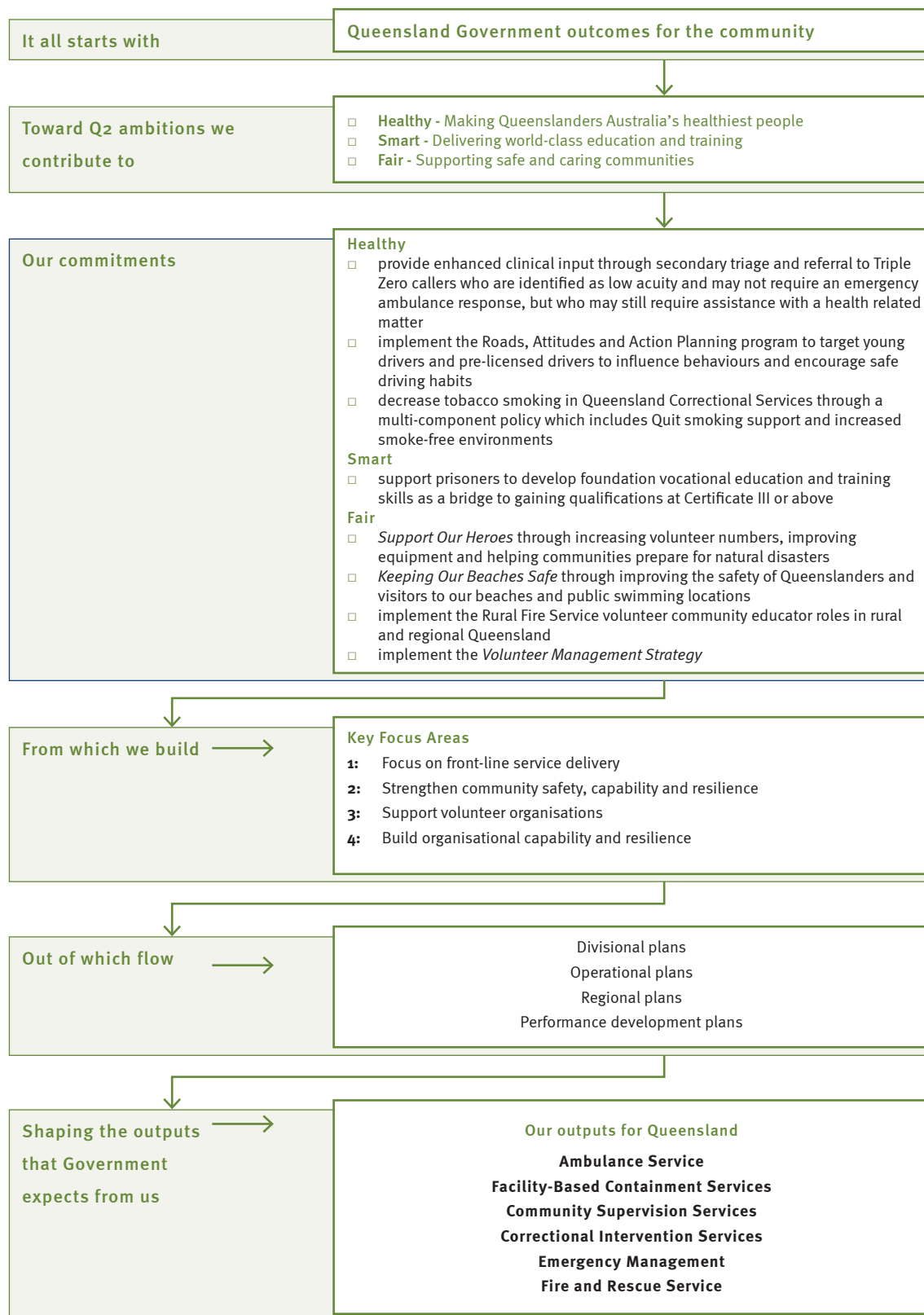
While the Department of Community Safety is a new department I am confident the structures put in place during its formation will help to make 2009-10 a landmark year for emergency and correctional services in Queensland.

We commit to ensuring that the Department of Community Safety focuses on services which ensure personal and community safety.

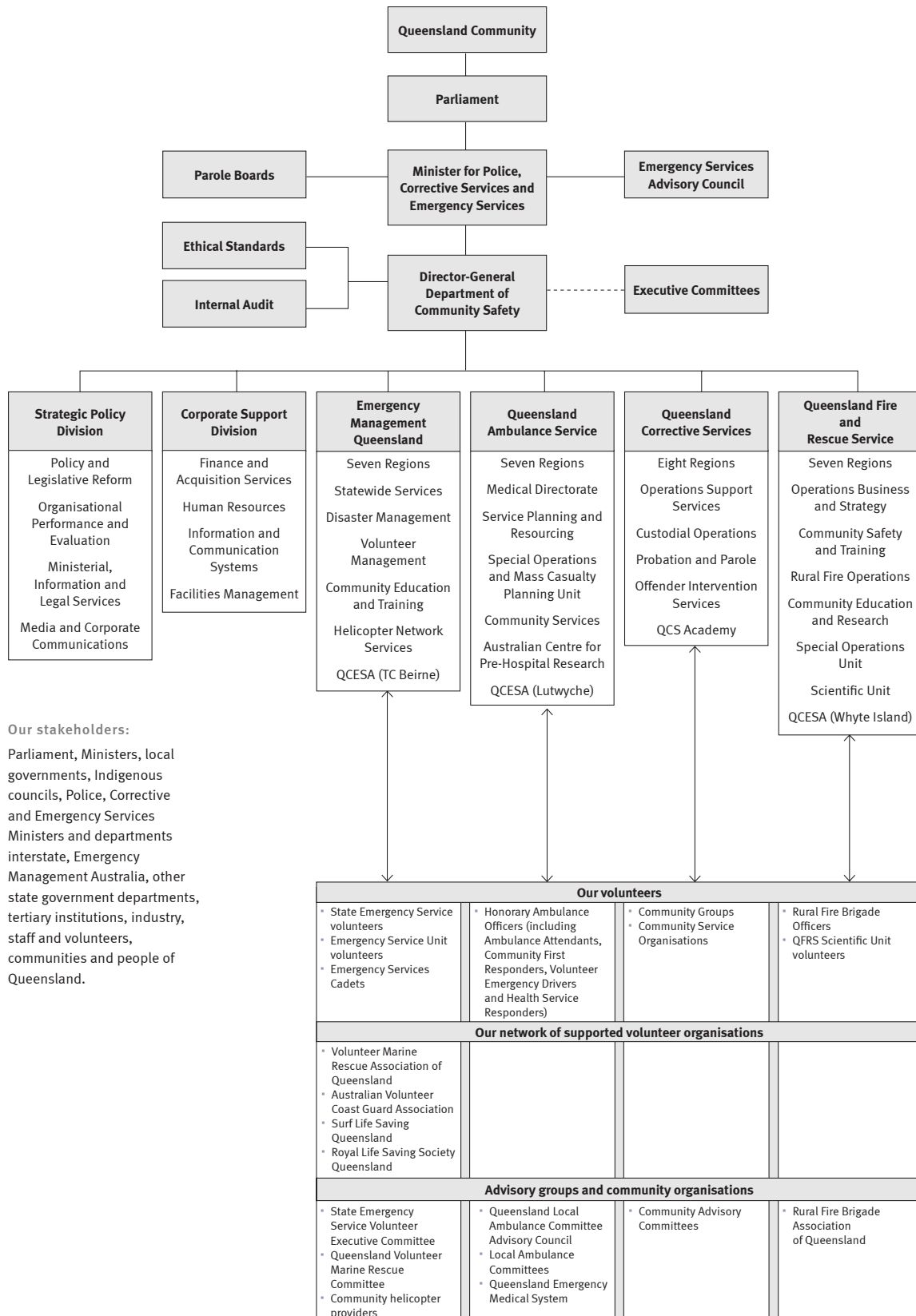
A handwritten signature in black ink, appearing to read 'Jim McGowan' with a stylized flourish at the end.

JIM MCGOWAN
Director-General

How we focus our **service delivery**



Our organisational structure



Executive management team



*(Back row from left) Frank Pagano, Kelvin Anderson, Gary Taylor, Arthur O'Brien
(Front row from left) Lee Johnson, Jim McGowan, David Melville, Gary Mahon.*

Jim McGowan B Econ, Dip Ed, C Dec

Director-General

Jim was appointed as the Director-General of the Department of Community Safety in March 2009 as a result of Machinery of Government changes. Prior to that appointment, he was Director-General of the Department of Emergency Services from 2007. 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. Jim is the Government Champion for Woorabinda.

Frank Pagano AFSM, Grad Cert AM, GFireE

Executive Director, EMQ

Frank was appointed as Executive Director of EMQ in November 2005. Previous 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, State Fire Service Medal and Centenary 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 Queensland Police Service (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.

Kelvin Anderson PSM, BA, Executive Fellow, ANZSOG, Fellow IPAA (Victoria)

Commissioner, QCS

After serving as Commissioner of Corrections Victoria since 2002, Kelvin was appointed Director-General of Queensland Corrective Services in December 2008, he then became the Commissioner following the establishment of the Department of Community Safety in March 2009. During his 25 year career in corrective services, Kelvin has worked in both community and custodial operations, proving himself as one of the best corrective services leaders in the country. His achievements in the Victorian system included an increased focus on the case management of prisoners and offenders to assess, stream and treat people according to their offending behaviour. Kelvin was awarded the Public Service Medal in the Queen's Birthday Honours list in 2008 for Outstanding Contribution to Correctional Services and is playing a crucial role in placing Queensland as the best provider of correctional services in Australia. Kelvin is the government champion for Hopevale.

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

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 also held firefighting, officer and management positions in the fire services on the Gold Coast, Rockhampton and in Brisbane. He is a member of the Executive Management Council of the Australasian Fire and Emergency Service Authorities Council (AFAC), holding the position of Deputy President. Additionally, he represents Queensland as a Director on the board of the National Aerial Firefighting Centre. Lee has been awarded the Australian Fire Service Medal and the National Medal.

Gary Mahon EMPA, JP (Qual)

Assistant Director-General, SPD

Gary joined the former Department of Emergency Services in 2006 as the Executive Director, Strategic Policy and Executive Services and was appointed to the position of Assistant Director-General in March 2009 following MOG changes. 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. Gary has initiated and driven many 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 Masters in Public Administration (EMPA) from the Australian and New Zealand School of Government and is committed to ensuring SPD continues to provide an influential contribution to the department in climate change, policy and legislative reform, and national and whole-of-Government directions. Gary holds the Australian Defence Medal.

Gary Taylor MBA, Grad Dip Government Accounting, Grad Dip EDP, B Bus (Acc)

Assistant Director-General, CSD

Gary joined the former Department of Emergency Services in December 1994 as Chief Financial Officer and was appointed to the position of Executive Director in June 2008. Following Machinery of Government changes in March 2009, Gary's position became known as Assistant Director-General. Gary was previously the Chief Financial Officer for Corrective Services before joining the former Department of Emergency Services. Gary has also 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 delivering corporate and business support services to our operational divisions.

Arthur O'Brien M Bus (Professional Accounting), B Bus (HRM)

Chief Financial Officer (CFO)

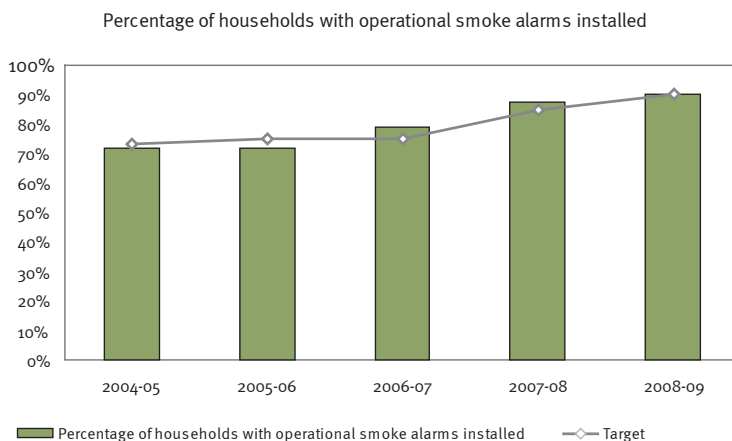
Arthur was appointed as Chief Financial Officer in October 2008 and has held various senior positions with the department since January 2000. He has over 26 years experience providing services to the people of Queensland and over 14 years experience in senior management roles in a variety of Queensland 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.

Five year trends – a snapshot

Listed below is a snapshot of our key performance measures. More specific detail is at Appendix 1.

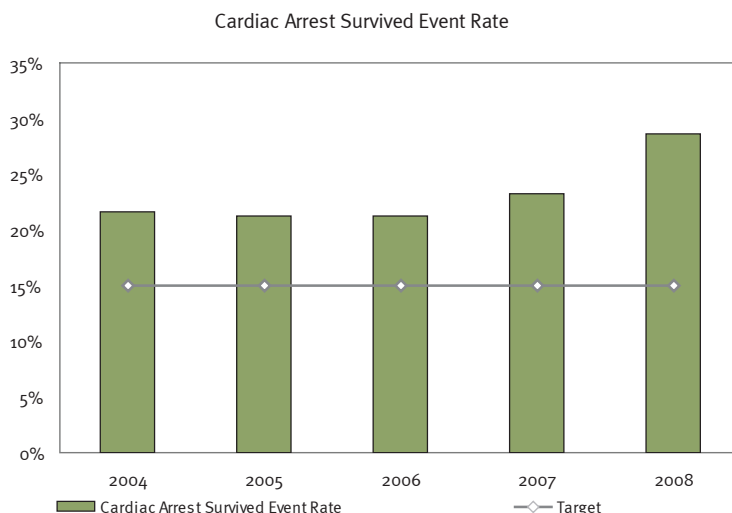
Smoke alarms save lives

The increase in the percentage of households with operational smoke alarms installed, from 87.6 per cent in 2007-08 to 90.1 per cent in 2008-09, means that more Queenslanders are now safer in their homes.



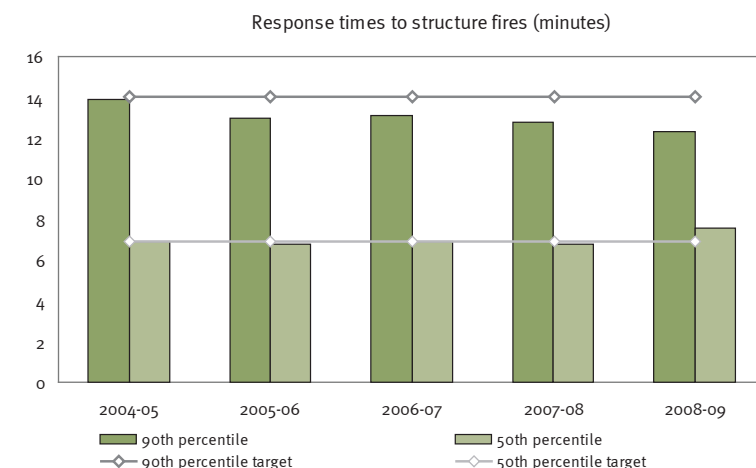
Improving the likelihood of surviving heart attack

The Cardiac Arrest Survived Event Rate 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.

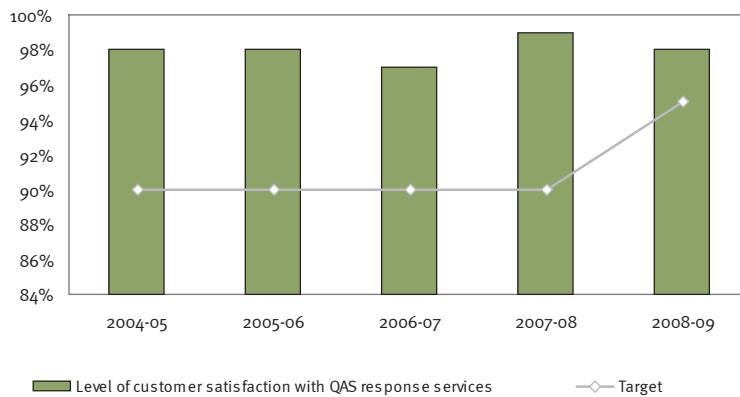


Fire response

Our firefighters have continued to improve their response time performance for structural fires with a 90th percentile response time of 12.3 minutes, approximately 30 seconds faster than in 2007-08. The 50th percentile response time increased to 7.6 minutes.



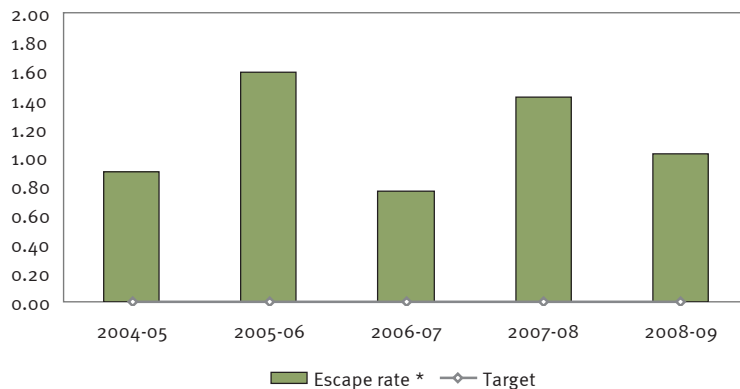
Patient satisfaction with ambulance response services



Maintaining our professionalism

Our paramedics have consistently maintained the support and satisfaction of those who have called upon their services, with a result of 98 per cent satisfaction. Our staff strive to provide an effective and professional response, together with personal care in moments of crisis.

Escape rate (low security facilities)



Escape rate

There have not been any escapes from high security facilities in Queensland since 1998. The escapes all occurred at low security facilities that are without the external perimeter fencing and state-of-the-art security and surveillance provided at high security facilities.

* Escape rate per 100 prisoners.

Death rate (unnatural cause only - high security facilities)



Deaths in custody

There were no deaths from apparent unnatural causes of Indigenous prisoners in Queensland. The department remains vigilant to minimise the occurrence of deaths in custody.

* Death rate per 100 prisoners.

Our history and legislation

- 1890 The first corrective services legislation, *Prisons Act 1890*, was passed by the Queensland Parliament after an 1887 Commission of Inquiry into prisons in Queensland. The Act came into force on 1 January 1891.
- 1937 The Parole Board was established to examine applications for early release and make recommendations to the Governor-in-Council.
- 1959 The *Offenders Probation and Parole Act 1959* was enacted. The Act placed parole in the hands of a Parole Board comprising five public officials and outsiders and chaired by a Supreme Court judge.
- 1984 *Parole Orders (Transfer) Act 1984* was enacted as part of a national scheme for parole transfer. The Act allowed parolees to transfer the supervision of their parole from one state or territory to another.
- 1988 Cabinet approved the terms of reference for a Commission of Review into corrective services and appointed Mr J. J. Kennedy to lead it. The Kennedy Report led to major changes in the way sentences of imprisonment were managed and the way prisoners and offenders were housed and treated. The review resulted in the establishment of the Queensland Corrective Services Commission (QCSC) on 15 December 1988. The QCSC had responsibility for prisoners, offenders and correctional centres.

The *Corrective Services Act 1988* was passed replacing separate Acts dealing with prisons, and probation and parole with integrated corrective services legislation. Prisons became known as correctional centres and the Probation and Parole Board was replaced by the Queensland Community Corrections Board and four regional boards.
- 1989 The Bureau of Emergency Services formed within the Police and Emergency Services portfolio.

Ambulance services were provided by brigades run by 96 separate local committees.

Fire services were provided through 81 local Fire Brigade Boards with urban and rural services operating as separate organisations.
- 1990 *Fire and Rescue Service Act 1990* proclaimed, replacing the Boards and creating a single statewide Queensland Fire Service under a single Commissioner and incorporating the Rural Fire Division.
- 1991 *Ambulance Service Act 1991* proclaimed, creating a single statewide organisation.

Corporate Services Division created to support the operational services.
- 1993 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.
- 1996 QES renamed as the Department of Emergency Services.

Support Service Business Unit established to enhance support to operational arms.

Did you know?

QAS was the first Australian ambulance service to introduce thrombolysis on a state-wide basis for treating heart attack patients in the field.

- 1997-98 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.
- 1998 A review of the QCSC was undertaken pursuant to legislative requirements. This review was concerned with the effectiveness of the operation of the *Corrective Services (Administration) Act 1988*, the *Corrective Services Act 1988* and the QCSC.
- 1999 Review of the QCSC was finalised in January 1999 and recommended a number of changes to corrective services in Queensland. The Department of Corrective Services was established in May 1999.
- 2001 *Dangerous Goods Safety Management Act 2001* enacted.
Emergency Services Legislation Amendment Act 2001 changed the status of the Authorities to divisions of the department.
The *Corrective Services Act 2000* came into force repealing the *Corrective Services Act 1988*.
- 2003 *Disaster Management Act 2003* enacted, the purpose of which is 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.
- 2006 The Department of Corrective Services underwent a name change to become Queensland Corrective Services and Community Corrections was restructured into Probation and Parole.
The *Corrective Services Act 2006* came into force, repealing the *Corrective Services Act 2000*. The Act established a Queensland Parole Board and two regional parole boards for South and North Queensland.
- 2007 The *Health and Other Legislation Amendment Act 2007* amended the *Ambulance Service Act 1991* to allow for the conduct of root cause analyses of systems and processes.
- 2008 *Building Fire Safety Regulation 2008* enacted for the purpose of ensuring buildings make sound provision for safe evacuation of people and maintenance of fire installations.
Emergency Services Legislation Amendment Act 2008 amended the *Ambulance Service Act 1991* and *Fire and Rescue Service Act 1990* to, among other things, bring into effect the recommendations of the Queensland Ambulance Service Audit 2007 Report and to improve arrangements for dealing with false calls for ambulance and fire services.
On 1 October 2008, the responsibility of the *Dangerous Goods Safety Management Act 2001* was transferred to the then Department of Employment and Industrial Relations.
- 2009 Machinery of Government changes resulted in the establishment of the Department of Community Safety through the amalgamation of DES and QCS on 26 March 2009.

Did you know?

QFRS is the oldest formal volunteer brigade in Australia undertaking its first operation in October 1860.

Social Sustainability: our divisions profiled

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



Photo by Michael Marston

Our divisions profiled

Queensland Ambulance Service 18

Section 3D of the *Ambulance Service Act 1991* states that the functions of the service are:

- to provide, operate and maintain ambulance services
- for ambulance services provided during rescue and other related activities – to protect persons from injury or death, whether or not the persons are sick or injured
- to provide transport for persons requiring attention at medical or health care facilities
- to participate with other emergency services in counter disaster planning
- to coordinate all volunteer first aid groups for major emergencies or disasters
- to adopt and put into effect all necessary measures (including systems of planning, management and quality control) to best ensure the efficient and economic operation and use of its resources in providing ambulance services
- to provide casualty room services
- to refer a person to another health service
- to provide community and workplace education in first aid, cardiopulmonary resuscitation and other related matters, to the extent that the service's personnel and equipment can reasonably be deployed or used for the purpose
- to identify and market products and services incidental to its other functions
- to perform other functions given to the service under this Act or another Act
- to perform functions incidental to its other functions.

Queensland Corrective Services 20

Queensland Corrective Services manages offenders in accordance with the *Corrective Services Act 2006*.

Section 3(1) of the Act states that:

- the purpose of corrective services is community safety and crime prevention through the humane containment, supervision and rehabilitation of offenders.

Emergency Management Queensland 22

Emergency Management Queensland operates under the auspices of the *Disaster Management Act 2003*.

Section 3 of the Act states its objects as:

- to help communities:
 - mitigate the potential adverse effects of an event
 - prepare for managing the effects of an event
 - effectively respond to, and recover from, a disaster or an emergency situation
- to provide for effective disaster management for the State
- to establish a framework for the management of the State Emergency Service and emergency service units to ensure the effective performance of their function.

Queensland Fire and Rescue Service 24

Section 8B of the *Fire and Rescue Service Act 1990* states that the functions of the service are:

- to protect persons, property and the environment from fire and hazardous materials emergencies
- 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
- to provide an advisory service, and undertake other measures, to promote:
 - fire prevention and fire control
 - safety and other procedures if a fire or hazardous materials emergency happens
- to cooperate with any entity that provides an emergency service
- to perform other functions given to the service under this Act or another Act
- to perform functions incidental to its other functions
- to identify and market products and services incidental to its functions.

The operational and mitigatory intent of the above legislation is clearly reflected in the department's key focus areas shown in the Strategic Plan 2009-13:

1. Focus on front-line service delivery
2. Strengthen community safety, capability and resilience
3. Support volunteer organisations
4. Build organisational capability and resilience

Corporate Support Division 26

Strategic Policy Division 28



Queensland Ambulance Service

www.ambulance.qld.gov.au



Bronze Award 2005

2005 State

Winner
QUEENSLAND TRAINING AWARDS

Objective

To provide ambulance services to meet the needs of the community with a timely response

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 injury
- 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 capsule hire and installation services
- pre-hospital care research.

QAS provides its services through 3,388 FTE employees and approximately 420 honorary ambulance officers, including ambulance attendants, Community First Responders, volunteer emergency drivers as well as a number of health service providers. Our services are delivered in collaboration with the other divisions of the department.

Locations

QAS maintains 287 ambulance service locations throughout Queensland, including:

- 227 ambulance stations*
- 28 honorary ambulance stations
- 4 field offices
- 28 Community First Responder locations

*includes permanent ambulance stations, air bases and mine sites.

Kedron Park office details

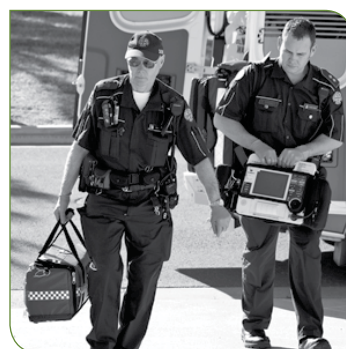
Queensland Ambulance Service
Kedron Park Complex
Cnr Park and Kedron Park Roads
Kedron QLD 4031

Postal address

GPO Box 1425, Brisbane QLD 4001
Ph: 1300 369 003

Website

www.ambulance.qld.gov.au



Key achievements

We successfully:

- continued to implement a range of demand management strategies focused on increasing the efficiency and effectiveness of QAS response
- over the whole financial year the Queensland Ambulance Service (QAS) recruited a total of 253 full-time equivalents (FTEs) against the full year target of 250
- conducted statewide Regional Performance Reviews to increase accountability for performance and enhance operational and clinical ambulance service delivery across the State
- completed two QAS stations and commenced or continued work on 10 QAS stations and facilities
- commissioned an additional 67 ambulance vehicles to complete the full financial year target of 145
- developed and implemented a business model to implement Queensland Health Authorised Transport (QHAT) arrangements in 2009-10
- implemented a clinical decision support system in AFCOM to enable the commencement of the Secondary Triage and Referral (STAR) pilot
- provided ongoing planning and support to respond to the Pandemic H1N1
- commenced trial use of a pre-hospital ultrasound enabling the early detection and pre-hospital management of injuries not usually identified until reaching a medical facility
- continue rollout of navigation devices to all operational vehicles.

Future directions

We will:

- progress the efficiency and service delivery strategies implemented following the 2007 QAS Audit
- pilot a Secondary Triage And Referral (STAR) system in the Brisbane region communication centre to enable specially trained clinicians to provide further clinical assessment to low-acuity Triple Zero (000) callers who may not require an emergency ambulance
- implement the Queensland Health Authorised Transport (QHAT) arrangements to manage Queensland Health's demand for ambulance transport across Queensland
- employ 50 additional ambulance officers to continue the provision of quality and timely services
- provide an additional 150 ambulance vehicles to ensure the ambulance fleet continues to be maintained at the highest possible level and to meet increasing community needs
- commence or complete two additional ambulance stations and replace or redevelop 18 facilities
- implement a specialist bariatric ambulance service to enhance transport services in the Northern and South-Eastern areas of Queensland
- replace mobile data terminals in ambulance vehicles in South-East Queensland's mobile data network
- commence training for specified Intensive Care Flight Paramedics currently stationed on the AGL Action Rescue Helicopter in the administration of advanced pharmacology and interventions enabling them to transfer carefully selected critically ill patients without the need of a medical escort
- commence training of selected Intensive Care Paramedics in the use of the portable ultrasound device
- implement improved data sharing with Queensland Health to establish better clinical coordination for road transfers.

Did you know?

In 1944 the first ambulance vehicle in Biloela was a Buick sedan. The rear seats had been removed and a floor and cupboards installed.

Queensland Corrective Services

www.correctiveservices.qld.gov.au

QPSARA® 2008

Queensland Public Sector Annual
Report Awards

Objective

To ensure a safer Queensland by
enforcing the orders of the courts and
breaking the cycle of re-offending.

QCS' key challenge is to maximise community safety and security of all Queenslanders by ensuring prisoners are securely and humanely contained in the custodial environment, and careful monitoring and management of offenders under community-based supervision. We are also responsible for delivering programs and services that will help rehabilitate offenders so that they can lead law-abiding lives following their release.

QCS delivers its services through 3,347 FTE employees. To ensure and maintain the quality of our service, QCS employs fully trained correctional staff as well as professionals across a range of disciplines, including psychologists and vocational and educational training instructors and counsellors.

Locations

Full details of all QCS centres and offices can be found on pages 155 - 156 of this report.

Office details

Queensland Corrective Services
State Law Building
Cnr Ann and George Streets
Brisbane QLD 4000

Postal Address

GPO Box 1054, Brisbane QLD 4001
Ph: 07 3227 7111

Website

www.correctiveservices.qld.gov.au



Key achievements

We successfully:

- continued the development of the South Queensland correctional precinct at Gatton. Stage 1 of the project will comprise a \$485.1 million women's correctional centre
- continued the expansion of the \$445 million Lotus Glen Correctional Centre
- maintained state of the art security systems in all correctional centres with the \$40 million upgrade of the perimeter security systems
- signed a Memorandum of Understanding with the New Zealand Department of Corrections Inmate Employment to share information to improve service delivery to the community
- became the first State in Australia to trial saliva testing technology of offenders in the community
- installed video equipment linking correctional centres to health specialists across Queensland
- raised \$22,000 for people affected by the Victorian bushfires. Prisoners contributed almost \$15,000 of this amount
- raised \$4,000 for the Queensland Cancer Council at the Darling Downs Correctional Centre
- convened the Business Improvement Forum where staff from across QCS came together to share innovative ideas to make QCS the best provider of corrective services in the country.

Future Directions

We will:

- strengthen throughcare and reduce the risk of homelessness for offenders exiting custody by expanding the Integrated Transitional Support Model and the Offender Reintegration Support Service, in partnership with the Commonwealth Government
- engage with Indigenous communities to develop a way forward to close the gap on the over-representation of Indigenous people in corrections
- review service delivery to Indigenous communities and establish permanent Probation and Parole offices in more Indigenous communities
- work with other agencies to review the Return Home Program where QCS assists Indigenous people who have insufficient funds to return home
- better manage offenders for their level of risk and increase the utilisation of low security capacity
- improve the identification and case management of offenders with intellectual and cognitive disability
- create a healthier correctional environment by prohibiting smoking indoors in all correctional centres
- implement the Building Better Workplaces Together project to improve work environments
- implement regional performance reviews to enhance local services
- develop a Charter of Social Responsibility to set out the principles of social responsibility that QCS and every staff member must work toward.

Did you know?

Offenders serving community-based orders complete 1,000 hours of community service each day.



Emergency Management Queensland

www.communitysafety.qld.gov.au/emq



Objective

To improve community safety and protect the environment through effective 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, and the Emergency Services Cadets program
- response and recovery services by SES volunteers, EMQ Helicopter Rescue and state disaster response management
- supporting volunteer marine rescue organisations as well as contract and community helicopter providers.

Staffing and volunteers

EMQ delivers its services through 237 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:

EMQ delivers its services from:

- the Kedron Park Complex
- 19 EMQ offices, including:
 - 7 regional offices
 - 12 area offices
- 3 EMQ Helicopter Rescue air bases (plus regional community air bases)
- numerous volunteer locations.

Kedron Park office details

Emergency Management Queensland
Kedron Park Complex
Cnr Park and Kedron Park Roads
Kedron QLD 4031

Postal Address

GPO Box 1425, Brisbane QLD 4001
Ph: 07 3247 8511

Website

www.communitysafety.qld.gov.au/emq



Key achievements

We successfully:

- established agreements regarding SES functions and minimum required membership with the 68 Queensland local governments that have SES Groups. This process will assist with service delivery planning and management of the SES
- launched the '*new look*' SES Volunteer Portal to enhance functionality and greater communication and collaboration between EMQ and SES members
- provided continuous monitoring of the disaster management system through the State Disaster Coordination Centre (SDCC) during the Sunshine Coast, Gympie and Fraser Coast flooding in April and May
- provided ongoing planning and logistical support to respond to the Pandemic H1N1
- participated in conducting a national Tsunami warning exercise 'Ausnami' which tested the Australian Tsunami Warning System
- continued to support 65 Surf Life Saving Queensland (SLSQ) clubs and branches, and 47 Australian Volunteer Coast Guard Association and Volunteer Marine Rescue Association Queensland units
- continued to support volunteers through the Safeguarding Cyclone Communities initiative to enhance the delivery of SES functions by providing increased levels of equipment, personal protective clothing and vehicles.

Future directions

We will:

- as part of the '*Support Our Heroes*' policy, strengthen SES capability to respond to Queensland communities during natural disasters and emergencies
- as part of the *Keeping Our Beaches Safe* policy, donate to Surf Life Saving Queensland (SLSQ) a twin-engine EC135 helicopter and provide ongoing operating costs to ensure SLSQ has a greater capacity for surf rescues and patrols along beaches from Coolangatta to Noosa
- as part of the *Keeping Our Beaches Safe* policy, provide funding of \$200,000 to SLSQ per annum over four years for additional beach patrol and lifeguard services, expanded communications and camera surveillance networks for regional beaches north of the Sunshine Coast
- support partnerships between volunteer groups to increase emergency response capability and positively contribute to the *Toward Q2: Tomorrow's Queensland* target on volunteerism
- continue representation on national and state-based initiatives, including the National Climate Change Adaption Research Facility, to promote emergency management planning including mitigation and response
- strengthen Queensland's disaster management system through the provision of disaster management training
- as part of the *ClimateQ: toward a greener Queensland* initiative, commence implementation of community safety and education strategies across Queensland through the Disaster Preparedness in Vulnerable Communities package.

Did you know?

The State Emergency Service was formerly known as the Queensland Civil Defence Organisation that had been in operation since 1961.



Queensland Fire and Rescue Service

www.fire.qld.gov.au



Finalist Award 2006



Strategy and Planning
Award 2006

Objective

To provide fire and rescue services in partnership with the community, for a safer Queensland.

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

- landscape fire
- structural fire
- all hazards rescue
- community risk mitigation
- building and infrastructure.

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

Staffing and volunteers

Our staff consists of 2,860 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 integral to 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 urban-rural interface (iZone) areas throughout the State. Rural Operations supports approximately 34,000 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

QFRS delivers its services from:

- the Kedron Park Complex
- 7 regional offices
- 239 urban fire and rescue stations
- 1 special operations centre
- 1,483 operational volunteer rural fire brigades, of which 415 have rural fire brigade stations.

Kedron Park office details

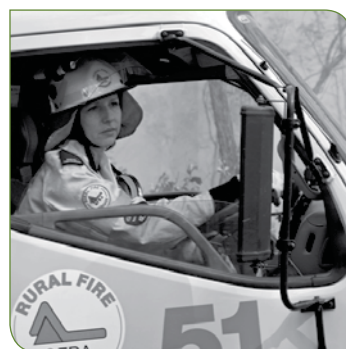
Queensland Fire and Rescue Service
Kedron Park Complex
Cnr Park and Kedron Park Roads
Kedron QLD 4031

Postal address

GPO Box 1425, Brisbane QLD 4001
Ph: 07 3247 8100

Website

www.fire.qld.gov.au



Key achievements

We successfully:

- implemented recommendations following the QFRS Efficiency Review in 2008
- established an Operational Improvement Unit and Operational Capability Unit to proactively manage the current and emerging response capability across various service delivery areas
- managed improvements to the *Fire and Rescue Service Act 1990* with reference to unwanted call outs to buildings
- purchased three heavy appliance cab chassis and built 21 medium fire fighting appliances for rural fire crews
- continued to work with building owners to remove or reduce unwanted alarms in existing buildings
- installed a number of repeater sites across the regions to improve radio communications and remove black spots
- rolled out portable radios across the regions to volunteer and permanent staff
- completed one QFRS station, and construction commenced or continued on three QFRS stations, and design work completed for two QFRS stations.

Future directions

We will:

- continue to monitor the 2009 Victorian Bushfires Royal Commission to ensure Queensland policies and procedures are updated where applicable
- commence implementation of the Queensland Government's 2009 election commitment funding to 'Support Our Heroes'
- continue to implement the 2008 recommendations of the Queensland Audit Office which undertook a performance management systems audit of the systems and frameworks that support the Rural Fire Service
- review the integration of planning, performance and reporting across the service with the view to create efficiencies in achieving goals identified within strategic plans and to enhance performance
- continue to develop protocols to minimise response demand to road crash rescue incidents in partnership with QAS and the Queensland Police Service
- continue to monitor strategies implemented as a result of the QFRS Efficiency Review
- instigate the continued development and use of information and data collection, analysis and dissemination for planning and decision making
- commence or complete nine QFRS stations
- acquire land for relocation of South Townsville QFRS station.

Did you know?

During recent flash flooding on the north side of Brisbane, 48 people were rescued in under 2 hours by QFRS Technical Rescue personnel using the newly developed Swift Water Rescue capability.



**Queensland
Government**

Corporate Support Division

www.communitysafety.qld.gov.au

Objective

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

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

- human resources
- industrial relations
- workplace health and safety
- finance, including budget development
- procurement
- information and communication systems and support
- capital works
- warehousing and distribution
- assets and facilities management, including leasing
- corporate governance arrangements including HR, finance and information and communication technology (ICT).

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

Staffing

CSD has 457 FTE employees, the majority of whom are involved in delivering ICT projects and whole-of-Government and whole-of-department systems enhancement. The staff of CSD represents less than 5 per cent of the department's total paid workforce.

Locations

The division delivers its services from:

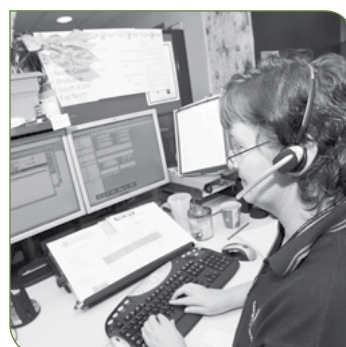
- the Kedron Park Complex
- TC Beirne Building, Fortitude Valley
- Gabba Towers, Woolloongabba
- the State Law Building
- Hamilton
- Brendale.

Kedron Park office details

Corporate Support Division
Kedron Park Complex
Cnr Park and Kedron Park Roads
Kedron QLD 4031

Postal address

GPO Box 1425, Brisbane QLD 4001
Ph: 07 3247 8604



Key achievements

We successfully:

- developed new policy documents including the Code of Conduct, Financial Delegations and the HR Policy Management Framework following Machinery of Government changes
- developed an IT Blueprint to identify and prioritise ICT work and projects for the department following Machinery of Government changes
- oversaw the financial management of the department and coordinated the implementation of the 2008-09 departmental budget
- managed delivery of the departmental capital program
- maintained a strong focus on staff health and wellbeing through the promotion of a ZEROharm safety culture in the workplace
- continued to implement the influenza vaccination program across the State for departmental staff and volunteers
- implemented a new Portal for volunteers allowing online learning, e-books, procedures and maps, including a new external access solution with self service kiosk. There are approximately 2,000 registered users across the Rural Fire Service, Local Ambulance Committees, State Emergency Service and Volunteer Cadet Portal
- managed negotiations for the 2009 QFRS Enterprise Bargaining Agreement and the arbitration of the QAS industrial determination.

Future directions

We will:

- in conjunction with QFRS, deliver the new Operations Management System initially replacing four technically obsolete systems with a contemporary integrated system supporting station management
- support the development of the integrated state-of-the-art Queensland Emergency Operations Centre (QEOC) and the Queensland Combined Emergency Services Academy
- manage the department's capital program which will invest \$561.3 million in capital acquisitions and grants and in collaboration with QAS and QFRS develop a set of standard designs for fire and ambulance stations, with a focus on reducing project costs
- support the implementation of the new Whole-of-Government finance and human resource systems and leverage off this investment in order to deliver real business benefits to the department
- establish new Finance, HR and Workplace Health and Safety (WH&S) governance arrangements for DCS
- implement the outcomes of the arbitrated QAS determination
- implement the second stage of the Safety Health and Environment (SHE) management system.

Did you know?

Virtualising 100 servers is equivalent to planting up to 2000 trees or taking up to 150 cars off the road.



**Queensland
Government**

Strategic Policy Division

www.communitysafety.qld.gov.au

Objective

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

SPD provides policy and executive services to the Minister's Office, Director-General, senior management and the department as a whole with strategic coordination and advisory services related to:

- land use development planning
- corporate governance
- strategic planning and management
- management of the annual budget process
- strategic policy development and implementation
- organisational performance and evaluation
- corporate communications and media services
- legal representation including advice, advocacy and negotiation
- administrative law functions including freedom of information releases and privacy legislation
- Parliamentary and Cabinet services
- management of information flow to and from the Minister and Director-General
- business improvement
- risk management
- special projects to add value to the portfolio's operational areas.

SPD plays a key role in influencing and shaping a number of

high-level forums, committees and councils including the Ministerial Council for Police and Emergency Management; Australian Emergency Management Committee; Emergency Management Working Group for the Report on Government Services; National Climate Change Adaptation Research Facility and supporting the Emergency Services Advisory Council.

Staffing

SPD has 128 FTE staff. This number represents just over 1 per cent of the department's total paid workforce.

Locations

SPD delivers its services from:

- the Kedron Park Complex
- the State Law Building
- the Indigenous Coordination Unit, Cairns.

Kedron Park office details

Strategic Policy Division
Kedron Park Complex
Cnr Park and Kedron Park Roads
Kedron QLD 4031

Postal address

GPO Box 1425, Brisbane QLD 4001
Phone: 07 3247 8791



Key achievements

We successfully:

- led the Machinery of Government transition arrangements
- substantially reviewed the Forward Policy Program to guide direction for new and ongoing strategic policy and planning initiatives
- led the department in managing the impacts of climate change initiatives in line with the Office of Climate Change *ClimateQ: toward a greener Queensland* strategy
- managed responsibilities under State Planning Policy (SPP) 1/03: Mitigating the Adverse Impacts of Flood, Bushfire and Landslide
- contributed to reviews and policy at the national level, for example, the development of the National Emergency Warning System (NEWS)
- prepared, in consultation with operational divisions, the department's Volunteer Management Strategy 2009-2013, which supports *Toward Q2: Tomorrow's Queensland* and includes the 2020 target of increasing by 50 per cent the proportion of Queenslanders involved in their communities as volunteers
- implemented a publications scheme and disclosure log to improve public access to departmental information under the *Right to Information Act 2009*.

Future directions

We will:

- implement the Forward Policy Program in partnership with the operational divisions and CSD
- coordinate the whole-of-Government response to the Interim Report of the 2009 Victorian Bushfires Royal Commission and lead the department in developing policy positions on a range of recommendations including the use of refuges and sirens in Queensland
- assist the department to implement the National Framework for Scaled Advice and Warnings to the Community, including replacing the 'Stay or Go' policy with the new 'Prepare, Act, Survive' message in time for Queensland's 2010-2011 bushfire season
- work with State, territory and federal authorities on the use of the Standard Emergency Warning System (SEWS) and implementation of the NEWS
- lead reform of low security custody in Queensland
- continue to deliver services that will contribute to and advance priorities under the *Toward Q2: Tomorrow's Queensland* performance management framework and Target Delivery Plans
- strengthen accountabilities for organisational performance
- further enhance governance arrangements to improve practices and strengthen accountability
- promote partnerships with business organisations to achieve program sponsorship
- establish systems that support the new requirements under the *Right to Information Act 2009*
- continue to provide advice and representation to the divisions on legal matters.

Did you know?

The Emergency Services Complex at Kedron was previously a racetrack in the 1800's, a camp for the Engineers Corps in World War II and a Teacher's Training College in the 1960's, 70's and 80's.

Social **Sustainability:** our performance



Our performance

Reviewed by each key focus area

Following the Machinery of Government changes in March 2009, DCS was in a transition phase in amalgamating. As a result, a draft strategic plan was under development and the following is a representation of the DCS Strategic Plan 2009-2013. We have four key focus areas that we derive from the priorities set and outcomes required by the Queensland Government. Our strategies directly support the achievement of the *Toward Q2: Tomorrow's Queensland* ambitions 'Smart', 'Healthy' and 'Fair'. In this section we review what has been achieved under each key focus area. Our performance summaries report quantitative and qualitative measures for each of our outputs, providing evidence of our progress towards achieving our strategies.

Our key focus areas

Key focus area 1: Focus on front-line service delivery 32

Strategies:

- Implement effective and efficient demand management strategies for front-line emergency services
- Effectively supervise and manage offenders in the community
- Ensure prisoners are safely managed in facilities most appropriate for their level of risk to the community
- Improve operational information and communication technology systems to enhance emergency service capability
- Recruit and retain a diverse workforce with the right competencies to effectively deliver emergency services.

Key focus area 2: Strengthen community safety, capability and resilience..... 39

Strategies:

- Ensure communities have effective and responsive emergency and disaster management systems in place
- Ensure communities, including remote Indigenous communities, have the resources and capacity to prepare for and respond to emergencies and disasters
- Leverage strategic partnerships with government, community and business sectors
- Promote social responsibility through offender reparation to the community
- Provide offender interventions which increase opportunities for successful reintegration.

Key focus area 3: Support volunteer organisations..... 44

Strategies:

- Ensure volunteers have the appropriate training, equipment and infrastructure to undertake their role safely and effectively
- Ensure effective recruitment and retention of emergency service volunteers
- Strengthen coordinated development and management of Emergency Services Units
- Support partnerships between volunteer groups to increase emergency response capability and positively contribute to the Q2 target on volunteerism.

Key focus area 4: Build organisational capability and resilience 45

Strategies:

- Strengthen and maintain our corporate governance processes
- Engage in continuous quality improvement with strategic planning, risk and performance management and accountability within our organisation
- Ensure effective central-regional collaboration to provide better services for communities
- Maintain a strong focus on staff health and well-being
- Incorporate contemporary and sustainable legislative and policy development
- Increase workforce capability by providing staff development opportunities
- Apply predictive modelling in order to respond to demand for future services
- Increase judicial and community confidence by effectively administering orders made by the court.

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Key focus area 1: Focus on front-line service delivery

QAS demand management

Demand growth for urgent incidents was less than projected for the reporting period. This reflects the success of the demand management strategies put in place following the Government's comprehensive QAS Audit 2007, to ensure as many resources as possible were deployed to front-line service delivery. Demand management strategies included:

- continuation of the Clinical Deployment Supervisor role in Brisbane and South Eastern Regions' communication centres to provide input into decisions about dispatching an emergency ambulance or specialist Intensive Care Paramedics
- recruited a total of 253 FTEs throughout the year against the full year target of 250
- the development of regional Special Response Teams
- a strengthened supervision model with a focus on front-line service delivery.

Further, a 12 month pilot Secondary Triage and Referral Service which will enable specially trained staff to provide further clinical assessment, advice and other referral options to low acuity Triple Zero (000) callers who may not require an emergency ambulance, will commence in July 2009 in Brisbane Region.

QFRS Tactical Command Kits

The delivery of front-line emergency services has been supported by the full delivery of the QFRS tactical command kits in June 2009, which provide standardised equipment and incident information management resources across the organisation.

Operational Mobilisation Planning

QFRS operational capability across 'All Hazards' has involved a broader

range of incidents than ever before.

The QFRS Special Operations Unit has enhanced mobilisation plans in order to support a variety of incidents including, but not limited to, structural collapse, swift water rescue, major road/rail, technical search, logistics support, command support and rapid damage assessment. This pre-incident planning process enables rapid support to regions and other agencies in periods of peak demand.

QFRS has also enhanced operational plans and service delivery structures to provide improved capability in emergency response through Incident Control Centres and Incident Management Teams across the State.

Road Crash Rescue

The protocols on Road Crash Rescue have been reviewed by QFRS and QAS and work is continuing on protocols with the Queensland Police Service (QPS). The DCS State Rescue Policy defines Road Crash Rescue as the employment of specialist skills, techniques and equipment required to locate, access, stabilize, extricate and evacuate persons from road transport vehicles in situations involving entrapment. The employment of these skills, techniques and equipment are also commonly used for rescue of persons involved in rail and land based aircraft incidents. QFRS Urban Operations has full road crash rescue capability for urban and semi-urban areas serviced by a permanent (full-time) or auxiliary (part-time) station. In specified rural locations, QFRS Rural Fire Brigades are provided with road crash rescue awareness training and provide a support role to QFRS Urban Operations.

In May 2009, the State Challenge was held in Cairns and teams from across the State were assessed in road crash rescue skills, techniques and safety procedures. Toowoomba, representing the South West Region, once again took the title and competed in the National Challenge held in Sydney in July 2009.

Disaster response coordination

EMQ worked closely with Queensland Health to plan for and respond to the Pandemic H1N1, including assisting with the State Health Emergency Coordination Centre (SHECC) through the provision of a whole-of-Government liaison officer and the implementation of a logging and task tracking system for the centre.

During an extended storm season, EMQ conducted continuous operations and provided leadership for the State's response to a series of severe weather events. The SDCC provided whole-of-Government coordination of resources and managed all requests for assistance through the disaster management system for the heavy rainfall and associated flooding in the Sunshine Coast and hinterland in April 2009, and the East-Coast low in May 2009.

Volunteer Marine Rescue First Responder capability

Volunteer Marine Rescue (VMR), in collaboration with QAS, established the first QAS Community First Responder group 'on the water' in Queensland at VMR Jacobs Well. This has enhanced first response capability for the communities surrounding Jacobs Well and the Broadwater, improving medical response for users of the adjacent waterways.

Using research to boost practice

The Australian Centre for Pre-hospital Research (ACPHR) continued its significant success in securing external competitive research grants, collaborating on a number of Australian Resuscitation Council Linkage Grants in the areas of ambulance and emergency health service demand, and health impacts of global warming. Three

grants secured in collaboration with academic and public sector research partners will facilitate significant work on managing demand for emergency medical and pre-hospital services. External grants also assisted the ACPHR to continue its work on the management of major traumatic injury in the pre-hospital sector to complement work with the statewide Trauma Clinical Network and the Queensland Injury Prevention Council. ACPHR continued to monitor survival from cardiac arrest rates and continued auditing data on emergency pre-hospital lysis.

Clinical Advancements

The QAS has demonstrated strong performance in the area of cardiac arrest survival, one of its key performance indicators. In 2008, QAS achieved its highest ever survival rate (28.6%), an impressive achievement and a substantial advance over its previously highest reported survival rate of 23.3% in 2007. Refinement of the cardiac outcomes project has ensured that this important program continues to provide relevant and accurate data on cardiac arrest survival outcomes for the QAS.

The Coronary Reperfusion Strategy, introduced in February 2008, has proved to be very successful with 382 cases of patients diagnosed having S-T elevation myocardial infarct (STEMI) attended to by Intensive Care Paramedics (ICPs). Many of these patients have been suitable candidates for pre-hospital reperfusion therapy through the administration of Tenecteplase, a clot dissolving drug that improves survival and long term outcomes for these patients. Additionally, many patients have been transported directly to specialised cardiac treatment centres where life saving cardiac diagnostic and surgical procedures are undertaken. This initiative has significantly decreased time delays for some patients requiring this type of treatment resulting in improved health outcomes. From inception in February 2008 until 30 June 2009, of the 382 cases of patients diagnosed as having STEMI, there have been 115 administrations of Tenecteplase and 59 patients referred to facilities.

The rollout of Ketamine, a potent analgesic agent to be used by Intensive Care Paramedics for severe trauma was completed with 46 instances of administration submitted to the Office of the Medical Director for audit. This program will continue to significantly improve the ability of paramedics to provide pain relief to patients with severe orthopaedic injuries.

Aboriginal and Torres Strait Islander Strategy

As in other Australian jurisdictions, Indigenous people are over-represented in the correctional system. To address this, QCS initiated the *Aboriginal and Torres Strait Islander Strategy* in 2007-08. As part of the Strategy, QCS has established new and permanent Probation and Parole offices in Doomadgee, Mornington Island, Normanton, Thursday Island, Weipa, Aurukun, Woorabinda and Cooktown. These offices provide culturally appropriate avenues for offenders to address their offending behaviour and greater sentencing support to the Judges and Magistrates who visit these remote centres to divert Indigenous people from prison and enable them to be supervised and monitored in their own community.

As part of the roll-out of these new offices, Probation and Parole has worked with community justice groups, women's groups, men's groups, the local Council and other stakeholders in these communities to ensure that offenders are better supervised while they are on a community-based order or following their release from custody.

Did you know?

An accident on the Brisbane showgrounds in Show Week of August 1892, gave birth to the idea of the need for a civil ambulance service.

Support relationships with Indigenous groups

QCS officers regularly attend meetings at Negotiation Tables in the 21 discrete Indigenous communities that are held to discuss the delivery of services within these communities.

In a number of communities including Mornington Island, Doomadgee and recently Lockhart River, DCS has been named as one of the partner agencies working with the Government Champion, the Department of Communities and others to deliver on the priorities contained within the Local Indigenous Partnership Agreement.

QCS staff also attend meetings with other government and non-government agencies in these communities to coordinate services such as the Queensland Indigenous Alcohol Diversion Program and Murri Courts.

QCS' Probation and Parole are assisting in the development of new Murri Courts in locations such as Inala. The Probation and Parole presence in Indigenous communities has been expanded with new reporting centres being opened at Woorabinda, Weipa and Cooktown.

QCS worked closely with the Family Responsibilities Commission (FRC) in training local coordinators from Aurukun, Coen and Mossman Gorge to deliver the Ending Offending and Ending Family Violence Program to persons who come before the Commission.

QCS is also working with the FRC to develop a strong partnership in supporting offenders and other people who are subject to FRC orders. A Memorandum of Understanding is currently under development.

Support for female offenders

QCS collaborates with a variety of stakeholders to address the needs of female offenders in the

community. For example, the Logan District Office attends monthly meetings with the Integrated Community Response Group in the local area liaising with the Working Against Violence Support Services organisation about the development of specific domestic violence counseling and programs for female offenders.

Townsville Women's Correctional Centre worked with Indigenous community elders to establish an Indigenous Oral History Laboratory. A library and recording area has been provided for offenders who wish to tell their story about their family and cultural heritage.

The Indigenous Oral History Laboratory is an Australian first inside a correctional facility. It will assist communities to preserve their cultural history and will provide an important resource to assist future studies of Indigenous culture.

Support for Culturally and Linguistically Diverse (CALD) offenders

Cultural awareness training continues to be delivered as part of entry level training for new corrective services officers across the State. QCS continues to engage with the Aboriginal and Torres Strait Islander Legal Services (ATSILS) and the KAMBU organisation to provide cultural awareness training for staff.

Communication continues to occur with stakeholders including culturally specific counselling groups, ATSILS, and staff from the Murri Court. Further links have been created with support groups and Elders, including the South Pacific Community Service Workers and Samoan Elders in Redcliffe.

In Brisbane South, offenders continue to be referred to multicultural services offered by the Annerley Mental Health Service and the Queensland Program of

Assistance to Survivors of Torture and Trauma. Staff at Brisbane South District Office have also engaged with a Vietnamese counselling group as a new referral source for Vietnamese offenders. Liaising with appropriate agencies is important to ensure referrals can be made to address specific individual and cultural needs. The Inala District Office is currently achieving this through liaison with the Samoan Community Advisory Council and Vietnamese Resource Network.

Managing High Risk (Sexual) Offenders

The High Risk Offender Management Unit was fully established in the Probation and Parole Directorate in September 2008. The unit is responsible for overseeing and directing QCS' involvement in the *Dangerous Prisoners (Sexual Offenders) Act 2003* (DPSOA) process, from the time serious offenders are identified and referred to the Attorney-General to the point at which the offenders complete their supervision orders. In 2008, the unit expanded to incorporate a specialist case management team dedicated to the management of high risk sexual offenders in the community.

In order to effectively manage sexual offenders in the community, QCS:

- employ a range of specialised case management and supervision techniques including electronic monitoring, targeted surveillance and intelligence toward the goal of protecting the community
- closely liaise with the Queensland Police Service
- extend networks among treatment providers to engage with offenders to address their offending behaviours
- engage with accommodation service providers and other reintegration support providers to assist in meeting reintegration needs.

QCS also chaired an inter-departmental committee to consider the management of offenders who are subject to orders under the *Dangerous Prisoners (Sexual Offenders) Act 2003* with the view to developing a Whole-of-Government response to this group.

Prisoner Initiatives

A number of initiatives have been designed and implemented to manage prisoners including:

- a 12-hour operational day which delivers sufficient time for offenders to complete work, programs and services at all publicly owned correctional facilities
- a First Timer's Unit in the Brisbane Correctional Centre where assessments occur and alternatives to placing prisoners on protection status are identified
- development and introduction of local multicultural initiatives and events such as NAIDOC week in correctional centres
- implementation of strategies in the Women's Offender Policy and Action Plan
- implementation of the DCS approved HIV/HepC/STI Strategy as a Whole-of-Government initiative to prevent the spread of blood borne viruses and sexually transmitted infections
- the production of the new male prisoner uniform has commenced and is expected to be completed by December 2009. Prisoners from Capricornia Correctional Centre are now wearing the uniform.

Healthy Prison Test

QCS uses a Healthy Prisons methodology which assesses whether custodial centres provide a safe and predictable environment where prisoners are:

- treated with respect as individuals
- purposefully occupied

- expected to improve themselves
- able to strengthen links with their families and prepare themselves for release.

QCS also has the Official Visitor Scheme that provides a regular, easily accessible and independent program of visitation to assist prisoners to manage and resolve their complaints. There are currently 20 Official Visitors engaged by QCS throughout the State. The Official Visitors include community, Indigenous and legal visitors.

Computer-Aided Dispatch

The Emergency Services Computer-Aided Dispatch (ESCAD) system continues to provide a centralised dispatch system with all incident and dispatch data managed through a single system with off-site redundancy backup designed to improve operational communications capacity. The system combines road mapping, resources and response plans to ensure the fastest, most appropriate response to an incident.

National State Emergency Service (SES) hotline number – 132 500

The 132 500 SES emergency response telephone number provides a single point of public contact for the SES to enhance emergency service responsiveness for flood and storm emergencies and similar events. The communications infrastructure is capable of directing calls to the appropriate SES unit or other agency and providing a coordinated overview of caller demand, resulting in an ability to identify and manage resource allocation and prioritisation. Calls received 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 Call Centre. In 2008-09, 53,120 calls were made to this number including 11,382 calls from March to June. The Hotline has proven invaluable in supporting Queenslanders impacted by natural disasters, particularly during January to May 2009 when a number of storm and flood events occurred across the State.

Electronic Incident Action Plan

Collaboration is ongoing with a number of Australasian Fire Agencies towards creating an electronic incident management tool, the electronic Incident Action Plan (eIAP), which will improve operational information and enhance incident management by replacing antiquated hard copy reporting mechanisms with an electronically streamlined process.

Urban Search and Rescue (USAR) Capabilities

USAR has expanded technological and decision making capabilities enabling it to rapidly gather, process and disseminate disaster impact information into the broader disaster response system which in turn enables strategic and tactical decision making to be made in a more informed manner.

SES Volunteer Portal Launch

The new SES Volunteer Portal was launched in May 2009. The portal enables SES volunteers to access enhanced functionality and promotes greater communication with our SES members.

Communications Blueprint

QAS developed a Communications Blueprint which identifies the key areas of focus for QAS communications as well as key performance indicators. The Blueprint will continue to guide QAS operational improvement in the areas of Triple Zero (000) and non-urgent call taking and vehicle dispatch and forms a key strategy in the QAS commitment to continue improvement in this area. This Blueprint has now rolled out to all regions and outlines the guiding principles in relation to communication centre service delivery and performance standards.

QAS opportunities for clinical improvement – Clinical Audit and Review Tool

The Clinical Audit and Review Tool (CART) has been implemented with 18,033 cases reviewed from 27 March 2009 to 30 June 2009. This software program, developed by QAS, assists in managing the review of cases on a statewide basis allowing early identification and review of high risk cases and development of improvements. The tool has also been demonstrated to Victoria Ambulance Services, Tasmania Ambulance Service and Ambulance Services NSW. Feedback was extremely positive and demonstrates the reliance upon and the need for continued support of a dynamic clinical governance tool in the pre-hospital environment.

Queensland Emergency Operations Centre

The Queensland Emergency Operations Centre (QEOC) project continued through increasingly sophisticated stages, incorporating ICT and operational synergy. Construction commenced in June 2009 and is expected to be finished in December 2010 with commissioning planned by June 2011. When completed, QEOC will provide for the future growth of emergency services via a state-of-the-art integrated communications and emergency operations centre to more effectively coordinate day to day emergency responses and large scale incidents and disasters.

Clever Networks

DCS is working in partnership with Queensland Health and the e-Health Research Team as part of the Commonwealth-funded \$11 million Cooeenet@qld Clever Networks project. This project is providing Emergency Communication Systems for all forms of transport, enabling applications and services to be delivered at the point of demand, rather than at an explicit location. DCS has been developing generic and modular communications systems that can manage higher communication demands and be expanded to meet future needs.

Emergency Vehicle Pre-Emption technology

DCS has been working with the Department of Transport and Main Roads and the QPS to examine ways of managing traffic to enhance emergency vehicles' ability to negotiate traffic when responding to call outs. This Emergency Vehicle Pre-Emption technology has been trialled in Bundaberg and will be evaluated further. Preliminary results indicate improvements in response times of approximately 20 per cent. Investigations are underway into the possibility of conducting a trial in South East Queensland. This will occur in the South Coast area due to traffic volumes and intersection types identified.

Did you know?

Since the launch of the 132 500 telephone number in Queensland on 2 July 2007, approximately 80,000 calls have been made to the number to 30 June 2009.

Recruitment and retention

QAS continued to implement its recruitment strategy to meet operational service delivery demand. As at 30 June 2009, the target of 250 additional officers for the 2008-09 financial year was exceeded.

QAS has been conducting regular national and international recruitment campaigns to help meet service demand. These campaigns target qualified ambulance professionals including qualified paramedics, emergency medical dispatchers and patient transport officers. Between 27 March 2009 and 30 June 2009, QAS appointed 20 qualified paramedics. Six of these were recruited internationally including three from the UK. Also, between 27 March 2009 and 30 June 2009, a total of 37 qualified ambulance officers who were previously appointed, commenced employment with the QAS. Nineteen of the 37 were recruited internationally, including 11 from the UK, and the remaining 18 were recruited from interstate. These 37 ambulance professionals comprised 34 paramedics and three patient transport officers.

The QFRS utilises a continuous recruitment process. A total of 16 firefighters began a recruitment course in May which included female and Auxiliary Firefighters from across the State. On completion of the course the firefighters will be posted to Brisbane, Charters Towers, Maryborough, Mount Isa and Warwick.

Peer Support for our volunteers and employees

Peer Support training was delivered to 60 Volunteer Peer Supporters and emergency service specific professional development was delivered to 11 Peer Support Supervision Counsellors.

Peer Support is an integral part of the Embrace Program managed by EMQ. Peer Supporters are selected staff specifically trained to assist and support fellow workers with either work related or personal difficulties.

SES Service Delivery

During 2008 and 2009, EMQ undertook an SES Service Delivery Analysis which entailed EMQ signing agreements with 68 local governments in Queensland regarding the functions and membership required for each SES Group (note that there are 74 local governments in Queensland but six do not have SES Groups). This will enable EMQ to plan for the skills, training and equipment that each SES Group requires to respond to localised and statewide emergencies and disasters.

Queensland Combined Emergency Services Academy (QCESA)

QCESA comprises three elements, with all three parent divisions holding Registered Training Organisation (RTO) status:

- School of Fire and Rescue Service Training
- School of Ambulance and Paramedic Studies
- School of Emergency Management.

The **School of Fire and Rescue Service Training** maintained and built on a 'continuous improvement' philosophy for QFRS professional development. The following were achieved:

- improved systems to ensure training quality increased
- accommodation of changes in increasing scope of service delivery
- increased focus on meeting organisational needs through training policy, program and system development
- improved policy and standards in support of RTO requirements.

Following is a training summary for the QFRS for the period 27 March to 30 June 2009:

- Completed Mandatory Firefighter Training (Diploma of Fire and Rescue Operations) – 20
- Completed Recruit Training at SFRST (Certificate II in Public Safety Firefighting and Emergency Management) – 30
- Completed Auxiliary Pre-operational component - 27
- Completed Senior Firefighter Program – 35
- Completed Station Officer 1 Development Program – 12
- Completed S.O. 2 Development Program – 9
- Completed S.O. 3 Development Program – 11
- Rural Fire Volunteers Completed FM1/FM2 – 897
- Total Urban Activity (Persons/Units completed) – 8,131
- Total Rural Training Activity (persons/Units completed) – 9,883.

Operational guides are available to staff with information and clarification on operational systems and processes.

The **School of Ambulance and Paramedic Studies** continued to prepare staff for service and enhanced the performance levels of all ambulance personnel. The School's Lutwyche campus, in collaboration with seven Regional Staff Development Units, provided recruit training, and in-service and professional development of Community First Responders, patient transport officers, emergency medical dispatchers, paramedics, intensive care paramedics and managers. QAS continued to deliver nationally accredited and non-accredited courses using the vocational education and training model, and currently has scope of registration to deliver:

- Certificate II in Emergency Medical First Response
- Certificate III in Non-Emergency Client Transport
- Certificate III in Ambulance Communication (Call Taking)

- Certificate IV in Ambulance Communication (Despatch)
- Certificate IV in Health Care (Ambulance)
- Diploma of Paramedical Science (Ambulance).

QAS directly supported the Queensland University of Technology in the delivery of the following tertiary programs:

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

QAS also supported the University of the Sunshine Coast in delivery of the Bachelor of Paramedic Science, and the Australian Catholic University in the delivery of the Bachelor of Nursing/Bachelor of Paramedicine dual degree.

QAS graduated the following number of students from 27 March to 30 June 2009:

- Certificate III and IV in Communication - 19
- Qualified Induction Course – 31.

The **School of Emergency Management** continues to strive to increase the capability and capacity of its volunteers in line with the operational functions of the SES. To achieve this, the School continues to implement its new training policies through the development of robust training procedures and the rolling out of new training resource kits and other supporting resources to its SES volunteers across the state.

QCS Academy

The QCS Academy was established in May 2006 to develop QCS' workforce capability to enable its people to become leaders in corrections and partners in criminal and social justice. The Academy has 26 full-time equivalent staff who provide education, training and development.

The Academy's achievements for the period 27 March to 30 June 2009 include:

- three Custodial Entry Level Programs that catered for 128 recruits
- 22 QCS staff trained as instructors in areas of firearms, chemical agents, control and restraint, and fire management
- development of Probation and Parole Community Supervisors Multimedia Training resource package
- three training courses for Probation and Parole, including regional programs in Cairns and Townsville, resulting in 49 officers trained
- 69 staff undertook the full Certificate IV Training and Assessment course
- 40 staff participated in Management and Leadership Development programs
- delivery of the Custodial Awareness Program to 100 QBuild staff and external contractors.

Did you know?

Queensland's Probation and Parole officers supervise approximately 14,700 offenders in the community every day.

Key focus area 2: Strengthen community safety, capability and resilience

Capital investments

\$561.1 million was committed for capital acquisitions and grants for 2008-09. The major features of this program include substantial investment in: the new South East Queensland Correctional Centre at Gatton; the expansion and upgrade of the Lotus Glen Correctional Centre; and a new Queensland Emergency Operations Centre at Kedron.

Tsunami Preparation

Tsunami awareness workshops were conducted with GeoScience Australia and the Bureau of Meteorology on Thursday Island for Torres Strait Communities and in Brisbane for marine users. These workshops were sponsored by the Australian Tsunami Warning System project as part of a national Tsunami awareness campaign.

A two day national exercise designed to test the Australian Tsunami Warning System (ATWS), was conducted in Canberra in June. The objectives included testing the technical capacity of EMQ to effectively manage ATWS warnings; validating that warnings are being disseminated to the correct stakeholders within Queensland; validating the comprehension of warnings by State and Local Government agencies; and reviewing the Queensland tsunami warning notification process and media holding statement arrangements. Outcomes identified that the SDCC disseminated all warnings in accordance with the established standard operating procedures.

Community partnerships and services

QAS continued to recognise the Local Ambulance Committee (LAC) community partnership as an important community interface and worked closely with the LACs

in area, regional and state level meetings and forums. Support continued through the LAC Coordination Unit located at Kedron Park. QAS continued to deliver first aid services and the Baby Capsule Hire Service to assist with community preparedness, with 14,115 first aid certificates issued, 5,033 baby capsules hired out and 1,116 private restraint checks or fittings conducted during the reporting period.

Regional planning

The department ensured that regional plans acknowledge natural hazards as development constraints and take into consideration the impacts of climate change on community safety. DCS contributed to the review of the South-East Queensland Regional Plan by advocating a coordinated and consolidated approach towards addressing the region's most significant natural hazards (flood, storm surge, severe storm, cyclone and bushfire). In doing so, the department has supported the uptake of climate change adaptation within the Plan under the banner of 'sustainability and climate change'. The department continued to engage Regional Planning and Coordination Teams in the Regional Planning Process, thus promoting the development of responsive planning outcomes at regional level.

Bushfire mitigation

QFRS continued to engage at-risk communities through the delivery of the Bushfire Prepared Communities program. A Regional Wildfire Mitigation Plan (RWMP) has been developed for the South West and Far Northern Regions for introduction to all regions in 2009-10. The Regional Interdepartmental Committees managed by the Regional Managers, Rural Operations will focus on implementation of plans and

activities contained in the RWMP. Pre-fire season audit and readiness assessments are being undertaken in high risk areas.

The QFRS also works in partnership with local governments to assist them in developing bushfire preparedness operational guidelines and procedures which have been incorporated into fire action plans for selected conservation areas.

Road Crash Rescue Information DVD

QFRS developed an instructional DVD, for national distribution, on the B pillar rip technique, which provides instruction to QFRS Road Crash Rescue officers on how to extricate persons involved in a motor vehicle incident (specific to VE Commodores). QFRS will continue to create DVDs for other motor vehicle models.

Community and Local Business Engagement

The QFRS continues to engage with local communities, industries and government agencies in providing an effective community response to emergencies and disasters, through participation in exercises, higher levels of fire safety compliance and awareness, and more widely in Australasian Fire and Emergency Service Authorities Council (AFAC) sponsored national initiatives to minimise loss of communities' economic base.

Commercial Development Unit (CDU, QFRS)

The CDU trained 345 external customers in the Fire Safety Adviser Course to achieve a greater understanding of the regulatory compliance to business and community. Fire Officers, through the CDU, provide training and consultancy services to over 2,000 Queenslanders per month.

Learning from others

The 2009 Victorian Bushfires Royal Commission continues to be monitored to ensure that any relevant outcomes are incorporated into Queensland policies and procedures. Additionally, all operational divisions continued to engage in benchmarking and other developmental activity through their respective industrial groupings. Ongoing contribution to and benefit from the national Report on Government Services occurred, particularly through greater alignment of performance measures and analysis of comparative data.

Community Resilience

The Australian Government has replaced the Natural Disaster Mitigation Program, the Bushfire Mitigation Program and (from 2010) the National Emergency Volunteer Support Fund (NEVSF) with a single stream of funding called the Disaster Resilience Program (DRP). New governance arrangements, which involve the Local Government Association of Queensland, will ensure the best outcomes for Queensland communities through strategic direction setting. The DRP will target Queensland's unique natural hazard risk profile. Funding will be directed to mitigating the impacts of flood, stormtide and cyclone, severe storm and bushfire. Eligible state and local government agencies will apply for funds to undertake mitigation works and community awareness activities under the DRP.

Urban-Rural Interface (iZone) Readiness

In conjunction with Rural Operations, Bushfire Prepared Communities is a presentation given to community groups on the key messages of bushfire preparedness within an iZone area. It is supplemented with street walks and home visits to reinforce

how bushfire preparedness can be applied around the home. The program aims to:

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

A number of regional councils have opted to embed an iZone Officer within their area to monitor bushfire hazards and develop responsive action plans to mitigate the risk of bushfire outbreaks in high risk areas.

Rural and Remote Communities

QFRS engaged with communities to strengthen capability and resilience through targeting identified gaps that present potential community based risk related to fire safety in remote and rural settings. After consultation with key industry groups and volunteer stakeholders, a new Primary Producers Brigade (PPB) classification and service delivery model was initiated based around "arms length" relationships, more in keeping with the infrequent and episodic nature of the activities of those brigades.

Smoke Alarms

QFRS has continued to actively engage with the community and businesses to educate and inform the Queensland community of the requirement to have an operational smoke alarm installed in all residential dwellings. This is supported and promoted by initiatives such as the "Don't Be An April Fool" campaign, sponsored by the Duracell battery company, which reinforces the message to reduce the unfortunate tragic

losses that too often occur within our communities. This initiative saw firefighters installing new batteries into smoke alarms and demonstrating testing of smoke alarms to members of the community.

QAS Field Officers

The service delivery model for QAS includes the deployment of QAS Field Officers to strategic locations within the Cape York and Torres Strait region. QAS currently deploys four Field Officers within the Cape York and Torres Strait region located at Coen, Kowanyama, Cooktown and Horn Island. The primary role of the Field Officer is to work with Indigenous communities to increase the capacity of community members to respond effectively and appropriately to health care emergencies and injuries, and develop strategies to prevent them. This is facilitated by ensuring that members of the community have the opportunity to receive training and ensuring this training is regularly upgraded. Other strategies include providing training in advanced first aid, life support and injury prevention for at least two members of each clan/family group, and to ensure training is regularly updated. Island communities are also visited regularly to assist family groups to establish arrangements for responding to health care emergencies and injury prevention.

Risk profiles and climate change planning

The department is implementing a number of new initiatives announced as part of the Government's ClimateQ funding commencing in the 2009-10 financial year, to improve communities' resilience to climate change impacts. These include: \$13 million for the Support Our Heroes policy to strengthen the

response capacity of the SES and RFS; \$7.7 million for disaster preparedness in vulnerable communities; \$4.6 million for a bushfire community training package; \$3.4 million for disaster management warehouses and caches; and \$2 million for the Keeping Our Mob ClimateSafe initiative to help remote Indigenous communities prepare for the impacts of extreme weather.

Disaster Management Alliance

In June 2009, the inaugural Disaster Management Conference "Building Community Resilience through Collaboration" was held in Emerald. This event was an initiative of the Disaster Management Alliance between the Department of Community Safety and the Local Government Association of Queensland. The conference reviewed the lessons learnt from recent events as well as exploring issues such as risk assessments, climate change and evacuation.

Financial assistance for disaster affected communities

The cost share between the State and Commonwealth governments under the Natural Disaster Relief and Recovery Arrangements have provided and will continue to provide financial assistance to communities affected by the South East Queensland low in May 2009 and the Sunshine Coast, Gympie and Fraser Coast Flooding in April 2009 with a total expenditure estimated to be over \$10.8 million.

Strategic partnerships

The department continued to build strategic partnerships across all stakeholder groups. In accordance with the QAS Audit 2007 recommendations, QAS is developing a Memorandum of Understanding with Queensland

Health for the transport of patients authorised by Queensland Health under the Queensland Health Authorised Transport (QHAT) arrangements. Under these arrangements Queensland Health will be well placed to manage its demand for QAS services, and QAS will have better information to plan for service provision. The QHAT arrangements commence on 1 July 2009. LACs also continued to play an effective role as a link with Queensland communities.

QFRS engaged with the Department of Infrastructure and Planning, the Department of Public Works and the Queensland Building Services Authority to provide Queensland input into the 2010 and 2011 year versions of the Building Code of Australia.

QCS has a range of stakeholders throughout the State, including government organisations such as Centrelink, Department of Communities, non-Government organisations such as legal aid, mental health advocacy, and religious organisations.

Roads, Attitudes and Action Planning (RAAP)

The RAAP program is delivered to Year 12 students and to the community both independently by QFRS and in conjunction with other agencies such as the QAS and the QPS who are major stakeholders in road safety. The RAAP program has undergone regular reviews and updates to ensure its relevance to young adults about to become part of the road user community. This has included the screening of hard-hitting and provocative videos detailing the emotions and thoughts of friends, relatives and those individuals involved in road crash trauma.

Reduction in Unwanted Fire Alarms

QFRS has been instrumental in reducing false alarm activations through community engagement and recommendations to building owners and corporate bodies such as upgrading range hoods that direct exhaust outside.

The QFRS Community Safety Steering Committee Alarm Management Team has created an invoicing system which provides debt management and achieves cost recovery of unwanted fire alarm charges.

Xstrata Mount Isa Mine

There is a permanently based Inspector Level Fire Fighter on-site at the Xstrata Mount Isa Mining Facility which provides the benefit of on-call emergency management and high level compliance advice, and in the case of an emergency a senior officer is already on site with local knowledge of the facility. Through this arrangement, QFRS has gained a significantly reduced risk for the Mount Isa community and a greater understanding of industry and mining issues. Further, as a result of a major overhaul of alarm panels at the Xstrata Facility and regular servicing and maintenance, the facility achieved a zero activation rate of fire alarms and therefore did not require any QFRS emergency attendance during the reporting period.

External scrutiny and disclosure

Stakeholders play an important role in the services that governments provide. Communication and ongoing consultation with the community assists the department to address current issues and plan for the future.

Judicial Liaison Unit, QCS

QCS's Judicial Liaison Unit (JLU) is the first point of contact for judicial and legal stakeholders regarding corrective services' operational and strategic matters and provides a link between the work of corrective services and the courts. The JLU facilitates visits to Correctional Centres and Probation and Parole District Offices for members of the judiciary to provide the opportunity for them to experience the work of QCS in action.

In April 2009, the JLU commenced the Court Workload Project in collaboration with Probation and Parole to explore the range and extent of court work undertaken by Probation and Parole. This project aims to develop a service delivery plan and engagement strategy for working with the courts.

Vocational Training

In accordance with prisoners' assessed risk and needs, they are encouraged to develop increased levels of self responsibility by undertaking education, work, vocational training and programs designed to address their offending behaviour. Accordingly, the emphasis is on progression through the custodial system towards successful reintegration into the community.

Work Camps

Following appropriate assessment, suitable low risk prisoners, both male and female, progress to work camps where they provide a service to regional communities by performing community service work on approved meaningful projects. In partnership with local regional councils and Community Advisory Committees, correctional centres continually implement new work projects on an ongoing basis through the Work Camp Program.

The Winton Work Camp's involvement in the Age of

Dinosaurs Q150 government project and the six kilometre River Walk at Mitchell are examples of how work camps are supporting local initiatives. In addition, the clean-up after floods and other disasters, such as cyclones create further opportunity for offenders to make reparation to a number of Queensland communities. In the period 27 March to 30 June 2009, 46,140 community service hours were undertaken by prisoners from farms and work camps.

Community Service Rejuvenation Project

QCS is working to increase the reparation opportunities for Queensland offenders including:

- a Brisbane City Council graffiti pilot where offenders have been involved in graffiti removal around Brisbane
- the staff and prisoners at Wolston Correctional Centre assembled four purpose built graffiti trailers and donated them to the Brisbane City Council. These trailers are available for purchase by other regional councils
- the Community Service Local Government Engagement Strategy has resulted in the establishment of community advisory committees across the State to engage local government and identify new community service projects with a local focus
- working closely with the judiciary in community service rejuvenation. The judiciary remain a key stakeholder in community service rejuvenation and local engagement is continuing at both regional and district levels.

Pups in Prison Program

The Pups in Prison program provides prisoners with new opportunities for rehabilitation

while giving something worthwhile back to the community by helping raise, care for and train dogs to support people with disabilities. The program is currently conducted in two South-East Queensland correctional centres and investigations have commenced to determine the feasibility of expanding the program to the Capricornia Correctional Centre.

QCS Programs

Queensland correctional centres deliver criminogenic programs to offenders in custody to address their assessed rehabilitation needs. A range of rehabilitation programs are delivered in secure correctional centres which address substance abuse, violent offending, sexual offending, general offending, and in some cases programs contain cultural components for Indigenous Australians. In accordance with international best practice, programs are targeted at those offenders most likely to re-offend.

Correctional centres also facilitate the delivery of the Transitional Support Service and the Transitions Release Preparation Program to enhance offender prospects for successful reintegration into the community. Correctional centres deliver work skills, employment, education and other programs designed to increase offenders' skills and increase their likelihood of finding employment when they are released.

Transitions support

Research confirms that providing throughcare and transitional support services for offenders resettling in the community after a period in custody is an important means of reducing recidivism.

QCS continues to deliver the Integrated Transitional Support Model at every correctional centre with a total of 683 offenders accessing support from 27 March to 30 June 2009.

The Offender Reintegration Support Service provides specialist pre-release and aftercare support to high risk and high need offenders' re-settling in the community. Offenders are assisted with housing needs, addiction and substance abuse problems, reconnecting with family, health issues and transport requirements. The service is available at all secure correctional centres and between 27 March and 30 June 2009, a total of 185 offenders accessed the service, including a number of offenders with physical or intellectual impairments and offenders who had served long periods of incarceration.

At Woodford Correctional Centre, QCS is working in partnership with Relationships Australia to deliver the Wundurra Koolin Murri Men's group program to assist Indigenous men to develop a positive cultural identity and to reconnect with their families and communities prior to release. QCS is currently undertaking a review of Indigenous services to inform future throughcare service delivery models for Indigenous offenders.

Commencing in April 2009, QCS has funded Court Network Australia to deliver the "Restart" program for remand offenders who are discharged directly from the Brisbane Magistrates, District or Supreme Courts. This pilot service will assist those offenders to address their immediate community resettlement needs.

Sexual Offender Interventions

Sexual offending programs aim to address those issues shown to be related to sexual offending. All eligible sexual offenders are referred to these programs after undergoing specialised assessment to determine their risk of sexual re-offending and offending related needs.

A comprehensive range of intervention programs for sexual offenders was available in 2008-09 including preparatory programs, medium and high intensity intervention programs, culturally appropriate intervention programs for Indigenous sexual offenders, a specially designed program for low intellectually functioning sexual offenders and maintenance programs.

To ensure that all eligible sexual offenders in custody are identified, assessed and offered the opportunity to participate in a sexual offending program, a statewide process is used to coordinate the allocation of assessments and program places.

During the period 27 March to 30 June 2009, a total of 189 completions were achieved in sexual offending programs across both custodial and Probation and Parole locations.

Drug Strategy

Since 2006, the QCS Drug Strategy 2006 has focused on keeping drugs out of prisons, while simultaneously providing effective treatment interventions to offenders to reduce demand and the harm caused by drug use. Detection and deterrence are critical in keeping drugs out of prison. Queensland correctional centres undertake regular drug testing of offenders and maintain tight barrier controls by screening staff and visitors for contraband.

A Drug Treatment Unit is currently being trialled at Borallon Correctional Centre. This provides a structured drug treatment program to motivated offenders who reside in separate drug-free accommodation with other program participants. Once offenders have successfully completed the intensive intervention, they are slowly reintegrated into the mainstream prison population to

act as mentors to motivate other offenders in addressing addiction issues.

All offenders are provided access to Alcoholics Anonymous and Narcotics Anonymous and an Addictions module is included in the Transitions Program.

Employment

Prison industries currently provide opportunities for an average of 1,160 prisoners, or 31% of the eligible prisoner population. An average of 1,756 prisoners undertook the provision of services in support of the correctional centres' operation, such as:

- preparation of meals for staff and prisoners
- landscaping
- prisoner laundry
- cleaning
- a range of administrative tasks to support the library, education and stores functions.

Advance2Work

Since 1 July 2000, the employment assistance program (Advance2Work) has been provided to prisoners in all correctional centre locations in Queensland.

The program is an initiative of the Queensland Government and is provided through a partnership between QCS and the Department of Employment, Economic Development and Innovation (DEEDI).

From 27 March to 30 June 2009, 755 prisoners and discharged prisoners were supported by three contracted service providers. 120 of the 755 prisoners were placed into employment with 77 of them maintaining ongoing employment beyond 13 weeks.

Key focus area 3: Support volunteer organisations

DCS Volunteer Management Strategy 2009-2013

A departmental Volunteer Management Strategy has been developed in recognition of the range of emerging issues affecting volunteering at a state and national level and supports the Queensland Government's *Toward Q2: Tomorrow's Queensland* ambition to increase by 50% the proportion of Queenslanders involved in their communities as volunteers. Supporting documentation to the Volunteer Management Strategy outlines 53 volunteer initiatives around recruitment, support and retention of our volunteers.

The Strategy outlines anticipated service standards, performance indicators, goals and strategies. It reflects the five areas of challenge that will be addressed to ensure the sustainability of and growth in emergency management volunteers: time, training, cost, recognition and people.

The Strategy and supporting documentation reflects the Department's commitment into continuing to work towards the goal of Q2 and to capitalise on the substantial work already undertaken in supporting the Department's volunteers.

Volunteer support

The department has continued its support to enhance the capacity for the SES to deliver efficient and effective services through supporting, training and resourcing SES members. Key initiatives included upgrades to emergency communications equipment, ongoing provision and upgrading of personal protective equipment, and the supply of additional vertical rescue equipment, general

rescue equipment, rescue trailers and floodboats. SES volunteer training has been improved through the provision of training and assessment qualifications for volunteer trainers; maintaining compliance by EMQ as a Registered Training Organisation and the development of new training materials and resources. EMQ continued to develop SES doctrine to standardise all aspects of SES operations management.

The Technical Rescue Unit has developed an instructional DVD on Swift Water Rescue Response which has been made available to Rural Fire and SES volunteers. The DVD provides awareness training on responding safely to Swiftwater Rescue incidents and improves the understanding and safety of crews out in the field.

The department has developed an extended range of flexible learning products to provide options to volunteers undertaking training to supplement face to face training. Options include workbooks, podcasts, DVD and online courses. The recently redeveloped DCS Volunteer Portal provides direct access to these flexible learning options.

Volunteer Marine Rescue

The department has continued to support Volunteer Marine Rescue associations through service level agreements and supplementary funding agreements. This funding provided 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.

Community Education Officers

Planning occurred in 2008-09 to develop, train and support a network of Volunteer Community Education Officers who will deliver messages to their local communities regarding awareness of the nature and risk of bushfires, preparing for and protecting lives, property and the environment, and the timely provision of operational and safety information to the public. The program will be implemented in the 2009-10 financial year.

Rural Fire Appliances

21 new medium fire fighting appliances were built which marks a milestone with the first dual cab chassis being commissioned and the new medium appliances meeting the Euro 4 emission standards and fitted with diesel pumps instead of petrol. In addition, three heavy appliance cab chassis were purchased.

Emergency Service Units

Evaluation of the four pilot Emergency Service Units (ESUs) located at Rolleston, Talwood, Tambo and St Pauls was conducted in consultation with respective local governments, Regional Planning and Coordination Teams, ESU members and other internal and external stakeholders. The finalised evaluation presents an assessment of benefits and challenges of shared resources and collaborative models of service delivery for emergency services volunteer groups. The evaluation report offers recommendations about best options for future delivery of emergency services in rural and remote communities. The recommendations will be progressed in 2009-10.

Key focus area 4: Build organisational capability and resilience

Strengthening corporate governance

A self-assessment of the former Department of Emergency Services governance structures was completed in June 2009. This self-assessment found that generally Executive Committees are operating effectively within the scope of their terms of reference. While terms of reference for all Executive Committees and the Corporate Governance Framework have been updated to reflect the Machinery of Government changes, a full review of the department's governance arrangements will commence in the new financial year.

Operational improvements

QFRS is working to streamline strategic planning and performance processes and improving the integration of key safety principles within the QFRS operational standards. QAS continued to monitor governance and compliance issues raised through audits and reviews undertaken by the departmental Internal Audit unit. A Governance and Management Framework has been implemented which supports the individual business, clinical and operational components of the core functions of the QAS. EMQ continues to develop SES doctrine which will serve to standardise administrative and operational procedures for SES Groups across the State.

Standing Offer Arrangements

CSD provided governance advice on and control of the departmental Standing Offer Arrangements and contracts for the provision of goods and equipment to support operational divisions.

Performance measures and targets

Our performance measures and targets, established through the 2008-09 Budget process, have been aligned where possible with national emergency management benchmarks including those measures contained within the Report on Government Services. They provide an indication of the demand for our services and the quality, timeliness and cost of our front-line service delivery. We have increased our focus on accountability and transparency for performance management through a dedicated Organisational Performance and Evaluation Branch.

Business Improvement Review

DCS divisions continue to address business improvement at that level. Following on from the successful SPD Organisational Self Assessment (OSA) which was completed in March, an improvement program has been developed to address the opportunities for improvement identified in the OSA. QCS is currently looking into applying the Business Excellence Framework (BEF) to the division for the first time to identify their areas and opportunities for improvement.

Risk management and business continuity

Implementation of the department's revised Risk Management Framework commenced with the restructure of the Corporate Risk Register. The revised framework provides a contemporary approach to the practice of risk management with greater emphasis on risk response and the evaluation of the effectiveness of mitigation strategies.

The review of Communications Centre Business Continuity Plans during April and May has provided opportunities to implement greater consistency in the approach to business continuity management across these centres.

The development and ongoing review of business continuity plans for all other critical services, facilities, and regional and divisional operations, continues across the department. These plans will reduce the potential impact of an incident and support continued service delivery in the event of a business interruption.

Leadership development

The former Departments of Emergency Services and Corrective Services have begun collaborating on the continued enhancement of leadership capability across the new Department. The QAS established collaborative links with QPS and developed a revised Management Continuing Education Program aimed at QAS middle managers. QAS also engaged in partnerships to provide opportunities for attendance at a range of professional and clinical development courses. The creation of QFRS Success Profiles that support the Command, Leadership and Management framework is underway. QCS continues to deliver a range of accredited leadership and management programs through the QCS Academy.

Systems support

We continued to work with CorpTech to prepare the department for the implementation of the Whole-of-Government human resources and finance information systems.

Policy development

The department maintains a Forward Policy Program that tracks strategic planning and policy development priorities, planned and underway, and an indication of key resourcing commitments. It is a key management resource in scheduling strategic initiatives proceeding to the Minister for consideration. The Program is influenced by many factors including, but not limited to local, state and national planning agendas.

Victims Register

The QCS Victims Register is a confidential information service for victims of crime where the offender is serving a term of imprisonment for offence/s committed against them. The purpose of the Victims Register is to provide timely and accurate information to eligible persons regarding the progress of an offender through the correctional system.

Since inception in 1997, the Victims Register has provided services to 4,465 victims of violent or sexual offenders. The Victims Register currently provides information to 1,600 eligible victims. The Victims Register has registered more victims of violent or sexual offences than in any other Australian State.

The Victims Register requests feedback from victims at the completion of their registration. Data collected indicates that:

- 96% of respondents agreed or strongly agreed that they benefited from the service; and
- 90% were satisfied with the extent of information provided.

During the 2008-09 financial year, the priority of the Victims Register has been to increase Aboriginal and Torres Strait Islander Peoples access to the service.

Regional Planning Framework

Regional performance review processes have led to an enhanced focus on service delivery to Queensland regional communities. The department's Regional Planning Framework supports the achievement of effective strategic planning outcomes through better central/regional engagement. The framework ensures closer cooperation between those engaged in strategic planning and performance monitoring and Regional Planning and Coordination Teams who provide strategic leadership and coordination of planning and performance at a regional level. The Framework ensures that whole-of-government commitments are addressed at the operational level.

Industrial Relations partnerships

QAS remained committed to working in partnership with the Liquor, Hospitality and Miscellaneous Union to achieve the necessary results to provide better service for communities.

Did you know?

The first full time firemen were employed in 1889 forming a permanent brigade that was based in Ann Street, Brisbane.

QFRS Regional Coordinators

The QFRS Technical Rescue Unit maintains a network of coordinators located within each region who provide the link between state office and regional operations. Continuous communications occur with these personnel and Senior Instructors provide support to this network. An annual workshop is held to report on events and provide direction for the next twelve months.

Staff Health and Wellbeing

The Workplace Health and Safety Strategy 2007-10 remains a high priority for the department underpinned by the ZEROharm initiative. The strategy aims to systematically control workplace hazards and risks with an ultimate goal of zero harm to departmental personnel.

The QFRS Wellness Program is designed to improve and monitor the occupational health and fitness of personnel, thus improving the ability of QFRS personnel to respond to incidents safely and effectively whilst contributing to longevity of our operational personnel. The 2009 Fighting Fit Challenge, a 12 week weight loss and healthy choices program ran from April through June and provided exercise and nutritional education and support. Approximately 200 staff undertook the challenge. Feedback gained by way of an online survey will ensure a bigger and better challenge in 2010.

Legislative Reform Initiatives

The department has undertaken legislative reform initiatives to improve its ability to provide effective emergency and disaster management services to the people of Queensland.

These included:

- a review of the disaster management legislation and policy to provide recommendations to improve delivery of effective and coordinated responses to disasters by the Queensland Government
- preparation of issues and options papers for policies or legislative amendments where required
- a review of the implementation (in 2007) of smoke alarm provisions, contained within the *Fire and Rescue Service Act 1990*, to ensure that the legislative goals were achieved
- participation in the whole of government implementation of the new amalgamated civil and administrative tribunal for Queensland (QCAT)
- policy direction and implementation of Climate Smart initiatives
- the oversight of consequential amendments to departmental legislation arising out of various Queensland Government reviews and CPI increases for fees and levies.

A planned three year review of the total suite of legislation designed to simplify and identify legislative reform initiatives to provide benefits to the operational divisions, business, the community and the Queensland government.

Office of the Chief Inspector

The Chief Inspector is a statutory office that was created under the *Corrective Services Act 2006*. The Chief Inspector has three key functions:

- provide independent scrutiny regarding the treatment of prisoners and the delivery of prisoner services through the inspection and assessment of correctional centres against established Healthy Prison standards

- conduct and/or coordinate investigations into significant incidents that may occur in corrective services facilities
- coordinate the Official Visitor Scheme.

The Chief Inspector reports to executive management on issues and systemic trends that may be identified through the above activities.

All correctional centres are subjected to full announced inspections every three years. Further, the Chief Inspector undertakes a follow-up inspection of each centre 12 months after the original inspection to monitor and report on the implementation of recommendations.

During 27 March to 30 June 2009, the Chief Inspector undertook a total of two incident investigations and reviews, which resulted in 11 recommendations relating to matters such as training, procedural compliance and operational practices.

Did you know?

The Department receives an average of 2,133,174 e-mails a week.

Performance summaries

Our performance measures and targets, established through the 2008-09 Budget process, have been aligned where possible with national benchmarks including those measures contained within the Report on Government Services. They provide an indication of the demand for our services and the quality, timeliness and cost of our front-line service delivery.

Output name: Ambulance Service

This table provides a summary of performance under the Ambulance Service output. The Ambulance Service contributes to the safety and wellbeing of Queenslanders by providing pre-hospital ambulance response services, emergency and routine pre-hospital patient care, coordination of aeromedical services, inter-facility ambulance transport, planning and coordination of multi-casualty incidents and disasters, and casualty room services. These measures reflect the 2008-09 Service Delivery Statement.

Performance measure	Notes	2007-08	2008-09 Target/ Estimate	2008-09 Actual (01/07/08 to 30/06/09)	2008-09 Actual (27/03/09 to 30/06/09)
Quantity					
Urgent incidents (Code 1 and 2):	1,2,3	-	130-136	116	31
• Number of incidents attended per 1,000 population					
• Number of incidents		503,909	550,000-575,000	502,293	132,133
Non-urgent incidents (Code 3 and 4):	1,2,4	-	51-53	56	15
• Number of incidents attended per 1,000 population					
• Number of incidents		220,133	215,000-225,000	241,711	63,975
Quality					
Cardiac Arrest Survived Event Rate	5,6	23.3%	>15%	28.60%	-
Level of patient satisfaction (survey) with ambulance response services		99%	>95%	98%	98%
Timeliness					
Percentage of Triple Zero calls answered within 10 seconds	1	-	90%	90.27%	91.28%
Time within which Code 1 incidents are attended:					
• 90th percentile response time	7	16.7 minutes	16.5 minutes	17.2 minutes	17.2 minutes
• 50th percentile response time	1	8.3 minutes	8.2 minutes	8.4 minutes	8.3 minutes
Percentage of non-urgent incidents attended to by the appointment time		70.99%	>70%	70.67%	72.73%
Location					
Ambulance service locations (total)	8	287	289	287	287
Cost					
Gross cost per incident	3	\$542	\$563	\$615	\$683
Gross cost per head of population	1,2,9	\$96.74	\$107.65	\$105.91	-

Notes:

1. New measure in 2008-09 to achieve consistency with national emergency management benchmarks.
2. Population figure for 2008-09 of 4,320,088 used for calculation of this measure. This figure is derived from the Queensland Office of Economic and Statistical Research "Australian Demographic Statistics September Quarter 2008" Report.
3. Demand growth was less than projected for the reporting period and can be attributed to demand management strategies. Historical incident data has been revised to exclude standby locations.
4. Demand for medically authorised transports, such as inter-facility transports, increased during 2008-09. Measures including the Queensland Health Authorised Transport arrangements are expected to mitigate this demand in 2009-10. Historical incident data has been revised to exclude standby locations.
5. This measure was previously reported as 'survival rate for out-of-hospital cardiac arrest'.
6. Cardiac Arrest Survived Event Rate is not available for the period 27 March 2009 to 30 June 2009 due to the lag time between the event and access to the data.
7. As operators become more proficient in the use of the new ESCAD system, implemented in 2008, performance is expected to meet the targets set for 2009-10.
8. The target for 2008-09 included two stations (Ashgrove/The Gap and Springfield) which are now planned to be completed in 2009-10 due to delays in finalising land acquisitions.
9. This is an annual measure.

Output name: Facility-Based Containment Services

This table provides a summary of performance under the Facility-Based Containment Services output. This output relates to the management and supervision of prisoners in custody and the security of correctional centre infrastructure and operations. Prisoners in Queensland are held in either high or low security facilities. These measures reflect the 2008-09 Service Delivery Statement.

Performance measure	Notes	2007-08	2008-09 Target/ Estimate	2008-09 Actual (01/07/08 to 30/06/09)	2008-09 Actual (27/03/09 to 30/06/09)
Number of male prisoners	1				
• High Security Facilities	2	4,533	4,700	4,674	4,741
• Low Security Facilities	3	551	540	519	556
Number of female prisoners	1				
• High Security Facilities	2	326	370	368	376
• Low Security Facilities	3	81	80	68	58
Indigenous status (proportion)					
• Male prisoners Indigenous		27%	26%	27%	28%
• Male prisoners non-Indigenous		73%	74%	73%	72%
• Female prisoners Indigenous		26%	27%	28%	28%
• Female prisoners non-Indigenous		74%	73%	72%	72%
Short sentence profile	4				
• Proportion of prisoners with sentence ≤ 1 yr (non-violent, non-sexual offenders)		23%	37%-41%	32%	30%
• Proportion of prisoners with sentence ≤ 1 yr (all sentenced prisoners)		37%	23%-27%	20%	19%
Escape rate	5,6				
• High Security Facilities	2	0	0	0	-
• Low Security Facilities	3,7	1.42	0	1.02	-
Abscond rate	3,6,8				
• Low Security Facilities		0.16	0.32	0	-
Assault rate – Major (prisoner on staff)	6,9				
• High Security Facilities	2	0.04	0	0.06	-
• Low Security Facilities	3	0	0	0	-
Assault rate – Minor (prisoner on staff)	6,9				
• High Security Facilities	2	0.86	1.10	0.99	-
• Low Security Facilities	3	0	0	0	-
Assault rate – Major (prisoner on prisoner)	6,9				
• High Security Facilities	2	0.74	0.85	0.87	-
• Low Security Facilities	3	0	0	0.68	-
Assault rate – Minor (prisoner on prisoner)	6,9				
• High Security Facilities	2	4.88	5.9	6.84	-
• Low Security Facilities	3	2.69	1.8	1.87	-
Death rate (unnatural cause only)	6,10				
• High Security Facilities	2	0.02	0	0.08	-
• Low Security Facilities	3	0	0	0	-
Completion of immediate risk needs on day of admission	6,11	99%	100%	98%	-
Completion of offender management plan reviews (OMPRs)	6,12	90%	100%	93%	-
Cost of containment per prisoner per day	13	\$181.45	\$172.94	\$180.56	\$177.41

Notes over

Notes:

1. *Average number of prisoners held for the year by facility type (referred to as the annual average daily state).*
2. *High security facilities are defined as a custodial facility where the regime for managing prisoners requires them to be confined by a secure perimeter physical barrier, regardless of the individual classifications of the prisoners held within the facility.*
3. *Low security facilities are defined as a custodial facility where the regime for managing prisoners does not require them to be confined by a secure perimeter, irrespective of whether a physical barrier exists and regardless of the individual classifications of the prisoners held within the facility.*
4. *The short sentence profile measures are used to monitor sentencing patterns. Both measures include sentenced prisoners only (i.e. remand prisoners are excluded from the calculation). The first measure excludes sex offenders and violent offenders from the calculation. The second measure includes all sentenced offenders for comparative purposes.*
5. *Number of escapes divided by the annual average daily state multiplied by 100.*
6. *This is an annual measure.*
7. *Escape investigations conducted by the Office of the Chief Inspector make recommendations in regard to operational procedures that could be improved to prevent any future escapes occurring.*
8. *Number of absconds divided by the annual average daily state for facility type multiplied by 100.*
9. *Number of victims of assault, classified by degree of injury (major/minor), and divided by the annual average daily state for each facility type multiplied by 100.*
10. *Number of unnatural cause deaths divided by the annual average daily state for each facility type multiplied by 100.*
11. *Number of risk needs assessments completed on day of admission divided by the number of offenders admitted expressed as a percentage completed.*
12. *Percent of offenders who have their OMPR requirements met.*
13. *Calculated by dividing the State contribution by the annual average daily state divided by the number of days.*

There are ten high security centres providing for the management of prisoners across Queensland. Eight of these are government operated and two are managed by private companies. These centres have a secure perimeter to ensure containment.

There are eight low security facilities across Queensland. Six of these facilities are managed by and/or attached to high security centres. Low security facilities are less reliant on physical containment. Prisoners in these facilities require a low security classification and an assessment as to their suitability for placement.

Low security risk prisoners can also progress to Work Camps in regional communities which provide opportunities for prisoners to make reparation to the community by performing community service work on projects. Two female and 11 male Work Camps are in operation throughout Queensland and are supervised by regional Correctional Centres.

Prisoners in Queensland's correctional system undergo constant safety and risk evaluation and are given a high, medium or low security classification. This classification determines the levels of supervision and containment they will be subject to while in custody.

Output name: Community Supervision Services

This table provides a summary of performance under the Community Supervision Services output. This output relates to the supervision of offenders in the community. The Probation and Parole service manages and supervises offenders in the community and supports the Toward Q2 ambition of supporting safe and caring communities. The methods that are used include surveillance techniques, stronger links with the courts and the delivery of rehabilitation programs to help offenders get their lives back on track. The Probation and Parole service also has an enhanced presence in the remote communities of northern Queensland by providing permanent offices. These measures reflect the 2008-09 Service Delivery Statement.

Performance measure	Notes	2007-08	2008-09 Target/ Estimate	2008-09 Actual (01/07/08 to 30/06/09)	2008-09 Actual (27/03/09 to 30/06/09)
Number of male offenders on orders (distinct count)					
Supervision orders	1				
• Probation Orders		6,430	6,370	6,633	6,648
• Parole Orders (excluding court ordered)		835	915	855	834
• Court Ordered Parole Orders		1,968	2,570	2,624	2,593
• Intensive Correction Orders		361	410	294	291
• Intensive Drug Rehabilitation Orders		91	85	90	77
Reparation Orders	1				
• Community Service Orders		1,430	1,355	1,398	1,419
• Fine Option Orders		446	435	347	383
Number of female offenders on orders (distinct count)					
Supervision orders	1				
• Probation Orders		1,838	1,890	1,875	1,865
• Parole Orders (excluding court ordered)		89	90	96	96
• Court Ordered Parole Orders		321	410	439	447
• Intensive Correction Orders		76	75	70	76
• Intensive Drug Rehabilitation Orders		13	15	12	13
Reparation Orders	1				
• Community Service Orders		396	380	387	386
• Fine Option Orders		169	170	122	108
Indigenous status (proportion)					
• Male offenders Indigenous		18%	18%	19%	18%
• Male offenders non-Indigenous		82%	82%	81%	82%
• Female offenders Indigenous		24%	23%	23%	23%
• Female offenders non-Indigenous		76%	77%	77%	77%
Number of Courts to which advisory services delivered		111	111	111	111
Percentage of successfully completed orders					
Supervision orders	2				
• Probation Orders		65%	65%	66%	62%
• Parole Orders (excluding court ordered)		71%	70%	63%	60%
• Court Ordered Parole Orders		70%	69%	68%	63%
• Intensive Correction Orders		68%	65%	64%	64%
• Intensive Drug Rehabilitation Orders		30%	25%	21%	39%
Reparation Orders	2				
• Community Service Orders		57%	60%	60%	58%
• Fine Option Orders		54%	60%	56%	55%
Completion of offender management plan reviews (OMPRs)	3,4	94%	100%	93%	-
Number of District Offices		34	34	34	34
Number of Reporting Centres		106	108	117	117
Cost of supervision per offender per day	5	\$10.64	\$11.93	\$12.82	\$12.80

Notes:

1. Actual offender numbers for 2008-09 are derived by averaging the number of offenders on orders at the end of each month.
2. Calculated as the number of successfully completed orders divided by the number of completed orders (successful or otherwise) for each category and expressed as a percentage.
3. Percent of offenders who have their OMPR requirements met.
4. This is an annual measure.
5. Calculated by dividing the State contribution by the estimated average number of offenders divided by the number of days.

Output name: Correctional Intervention Services

This table provides a summary of performance under the Correctional Intervention Services output. This output relates to the programs, services and activities offered to offenders to maximise their chances of rehabilitation and reintegration into the community. These interventions are guided by the principle of throughcare, which aims to support an offender's rehabilitation while being supervised by QCS. These measures reflect the 2008-09 Service Delivery Statement.

The interventions are tailored to meet the needs of prisoners in correctional centres and offenders under community supervision. Interventions include literacy and numeracy training, offending behaviour programs, vocational education and training, employment in prison industries, cultural and religious activities, psychological, medical and health services and transitional support programs or services.

Performance measure	Notes	2007-08	2008-09 Target/ Estimate	2008-09 Actual (01/07/08 to 30/06/09)	2008-09 Actual (27/03/09 to 30/06/09)
Financial value of Community Service work performed (court ordered)	1	\$5.1 million	\$5.5 million	\$5.0 million	\$1.34 million
Financial value of work performed in regional Queensland by prisoners from Low Security Facilities	1	\$2.4 million	\$1.5 million	\$2.5 million	\$0.7 million
Annual hours curriculum (AHC)	2				
<ul style="list-style-type: none"> Vocational Education and Training Literacy/ Numeracy 		219,924 262,790	200,000 200,000	259,840 196,835	88,640 44,735
Program completions	3				
<ul style="list-style-type: none"> Sex offender programs Transition support Other programs 		285 2,292 867	260 2,000 900	361 2,634 1,238	189 581 426
Prisoners employed	4				
<ul style="list-style-type: none"> Commercial industries Prison services 		1,114 1,674	1,455 1,885	1,160 1,756	1,299 1,776
Hours of community service performed per offender per month		11	12	12	11.7
Percentage of successful completions in Vocational Education and Training	5	85%	75%	85%	-
Number of community service project sites	6	649	700	587	587
Correctional Intervention Services as a proportion of budget	7	13%	13.7%	16%	16%

Notes:

1. Financial value is calculated by taking the total number of community service hours worked in the period and then multiplying the number by \$15.00.
2. Annual Hours Curriculum (AHC) is calculated by multiplying the number of participants by the competency/module hours.
3. The measure focuses on the number of program completions rather than the number of enrolments in programs or participation in programs.
4. This measure is calculated by averaging the number of prisoners employed during the year in the categories of commercial industries and prison services.
5. This is an annual measure.
6. This is a count of community service project sites where community service work was conducted during the year.
7. Calculated by determining the proportion of output revenue allocated to this output.

Output name: Emergency Management

This table provides a summary of performance under the Emergency Management output. Emergency Management contributes to safer, more resilient and sustainable communities by delivering services in relation to effective disaster management, including a statewide network of volunteers and the provision of helicopter rescue services. These measures reflect the 2008-09 Service Delivery Statement.

Performance measure	Notes	2007-08	2008-09 Target/ Estimate	2008-09 Actual (01/07/08 to 30/06/09)	2008-09 Actual (27/03/09 to 30/06/09)
Quantity					
Number of people receiving disaster management training incorporating disaster mitigation concepts	1	2,696	1,500-2,000	5,012	673
Number of SES volunteers	2,3	6,430	7,000	6,300	6,300
Number of SES volunteer hours of operation	4,5	74,227	50,000-75,000	109,381	16,377
Number of EMQ Helicopter Rescue hours of operation:					
• Aeromedical		1,776	1,800-1,900	1,777	520
• Counter disaster		62	10-30	61	4
• Search and rescue		227	250-300	273	61
• Other	4,6	748	500-600	762	187
Number of warnings, advices, bulletins received and assessed through the State Disaster Coordination Centre	7	-	1,500	2,862	475
Number of warnings, advices, bulletins requiring follow-up action by the State Disaster Coordination Centre	7	-	975	639	62
Quality					
Percentage of Local Disaster Management Groups with current Disaster Management Plans		84%	100%	49%	49%

Notes:

1. There has been a considerable increase in stakeholder demand for disaster management training to support response and recovery from significant events, combined with increased focus on training by EMQ in order to meet legislative requirements.
2. Approximate number of SES volunteers reported for 2008-09 includes active volunteers only. The 2008-09 target includes both active and reserve volunteers.
3. New measure in 2008-09 to achieve consistency with national emergency management benchmarks.
4. The 2008-09 Actual for the full year does not equal the sum of the figure provided in the DES Final Report 2008-09 and the 27 March 2009 to 30 June 2009 figure, due to lag in data availability for the Final Report.
5. Queensland experienced significant impacts from natural events in 2008-09.
6. "Other" includes training, charter, familiarisation/safety presentation, law enforcement, maintenance/ferry, police, public relations, and support to other government agencies.
7. New measure introduced in 2008-09 to more accurately reflect the level of information monitoring, assessment and dissemination through the SDCC.

Output name: Fire and Rescue Service

This table provides a summary of performance under the Fire and Rescue Service output. The Fire and Rescue Service provides essential emergency services and enhances community safety and security through activities designed to protect persons, property and the environment from fire and hazardous materials emergencies and to rescue persons trapped in motor vehicles, buildings and in other emergencies. These measures reflect the 2008-09 Service Delivery Statement.

Performance measure	Notes	2007-08	2008-09 Target/ Estimate	2008-09 Actual (01/07/08 to 30/06/09)	2008-09 Actual (27/03/09 to 30/06/09)
Quantity					
Number of road rescue extrications	1,2	2,183	2,000-2,500	2,382	670
Number of road rescue incidents	1,2	8,192	8,500-9,000	8,436	2,324
Total number of incidents	2	67,946	68,000-73,000	70,030	17,735
Number of accidental residential structural fires	1,2	1,058	960-1,370	999	301
Number of system initiated false alarms	2,3	21,203	18,000-24,000	21,264	5,666
Number of landscape fires	1,2,4	8,093	8,500-9,500	7,358	1,137
Number of hazardous materials incidents	1,2	415	550-650	430	100
Percentage of building premises inspected and deemed complete and compliant	1	-	33%	41.7%	62%
Number of building approvals processed	1,2,5	-	4,929	3,076	738
Quality					
Households with fire safety measures	1	-	43%	41.9%	41.9%
Percentage of households with operational smoke alarms installed		87.6%	90%	90.1%	90.1%
Percentage of structure fires confined to the object / room of origin		64.5%	70 - 80%	67.2%	65.6%
Timeliness					
Response times to structure fires:					
• 90th percentile	1	12.8 minutes	14 minutes	12.3 minutes	12.6 minutes
• 50th percentile	1,6	6.8 minutes	6.9 minutes	7.6 minutes	7.8 minutes
Cost					
Cost per incident	1	-	\$5,531	\$5,689	\$4,830
Median dollar loss per structure fire	1	-	\$3,500-\$4,000	\$2,000	\$1,000
Property loss from structure fire per person	1,7,8	-	\$28-\$35	\$29.60	\$7.70
Fire Service organisations' expenditure per 1,000 people	1,8,9	-	\$98,849	\$96,221	-

Notes:

1. New measure in 2008-09 to achieve greater consistency with national benchmarks.
2. The 2008-09 Actual for the full year does not equal the sum of the figure provided in the DES Final Report 2008-09 and the 27 March 2009 to 30 June 2009 figure, due to lag in data availability for the Final Report.
3. Previously measured as the "number of unwanted alarm activations through an automatic fire alarm system".
4. The number of landscape fires now includes the number of fires attended by Rural Brigades and Urban stations. The number of landscape fires provided in the DES Final Report 2008-09, for the period 1 July 2008 to 26 March 2009 only includes fires attended by Urban stations.
5. The number of building approval applications decreased in 2008-09. The target has been adjusted for 2009-10.
6. The target for 50th percentile response times to structure fires has been revised for 2009-10 because the new computer-aided dispatch system (ESCAD) demands a defined sequence of operator actions to trigger the start of the time-measured "incident". This is typically some 30 to 90 seconds earlier than with the previous system when the operator could dispatch a vehicle prior to pressing the function key that signalled the start of the "incident". In addition, more detailed response modelling across all classes of fire services (permanent, composite and auxiliary) reveals that 7.6 minutes is a realistic target.
7. Measure previously calculated as total value (\$) of property lost per 100,000 population.
8. Population figure for 2008-09 of 4,320,088 used for calculation of this measure. This figure is derived from the Queensland Office of Economic and Statistical Research "Australian Demographic Statistics September Quarter 2008" Report.
9. This is an annual measure.



Social **Sustainability:** our volunteers and partners



Photo by Michael Marston

Our volunteers and partners

Ordinary people, extraordinary contribution

Our department is focused on supporting safe and caring communities, 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 58

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

Partners 62

- 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

Volunteering is a key feature in the *Toward Q2: Tomorrow's Queensland* initiative. The department relies heavily on its volunteers and others who partner with DCS in providing for a safer Queensland. This section of the report addresses those vital people and organisations.

QAS volunteers

In many of the remote parts of Queensland, some ambulance services are provided to communities with trained volunteers undertaking a range of roles. There are approximately 420 honorary ambulance officer volunteers across the State including:

- Honorary 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
- Community 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
- Emergency 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

Did you know?

Forty local government areas, which represent approximately 70% of Queensland's land mass, were activated for Natural Disaster Relief and Recovery Arrangements (NDRRA) during the Queensland Monsoonal Flooding and Tropical Cyclone Charlotte & Ellie, January-February 2009 event.

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 670 Cadets supported by 270 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, SPD, Surf Life Saving Queensland, Volunteer Marine Rescue Association of Queensland (VMRAQ) and the Australian Volunteer Coast Guard Association (AVCGA).

How to get involved

To qualify for enrolment as an Emergency Services 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.

To qualify for enrolment as an Adult Member the adult must:

- be 18 years of age or over
- undertake a Working with Children Check in order to obtain a current valid 'blue card' to work with children
- have a commitment to upholding youth friendly work practices
- satisfactorily meet the requirements of the application process
- be committed to participating in ongoing education and training to improve their knowledge and skills to work more effectively with young people
- have a demonstrated interest in youth training and activities and an ability to work effectively with young people
- possess or have the ability to quickly obtain sufficient knowledge to effectively supervise the activities of Cadets
- be medically fit to cope with the

relatively demanding task of supervising and participating in activities involving young people

- have sufficient time and level of commitment to give to the program.

For further information, please contact EMQ on (07) 3635 1877 or visit: www.emergency.qld.gov.au/cadets.

Volunteer Marine Rescue (VMR)

VMR 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 VMRAQ and the 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 and six branches throughout the State, and a state headquarters that provides management, administration and training coordination. Surf Life Saving Queensland volunteers conduct beach patrols, surf rescue, surveillance, resuscitation and limited medical evacuation and provide public awareness and

education campaigns concerning surf safety.

How to get involved

For further information, please contact EMQ on (07) 3247 8357 or visit www.emergency.qld.gov.au/vmr.

Emergency Service Units

Emergency Service Units were established under the *Disaster Management Act 2003*. These units are volunteer emergency services groups located in rural and remote areas of Queensland providing their communities with some or all of the functions traditionally associated with rural fire brigades, SES units and QAS Community First Responder groups.

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, Talwood, Rolleston and Tambo.

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. State and local governments maintain an important partnership in assisting SES volunteers to provide a valuable volunteer emergency service to their local communities.

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.

During the year, approximately 6,300 active SES volunteers from 342 Groups in Queensland committed 109,381 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 numerous weather events in Northern, Central and South-East Queensland since November 2008.

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.

How to get involved

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.

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 approximately 34,000 volunteers in 1,483 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.

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 incidents.

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.

The unit 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 approximately 40 on-call scientific volunteers located across regional Queensland.

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

How to get involved

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

Our departmental volunteers

Volunteer Service	Number of units/ groups	Number of volunteers	Division responsible
Honorary ambulance officers (including first responders and emergency drivers)	*	420	QAS
State Emergency Service	342 groups	6,300 active volunteers	EMQ
Emergency Service Units	4		EMQ
Emergency Services Cadets	49 groups	670 (cadet members) 270 (adult leaders)	EMQ
Rural Operations	1,483	34,000	QFRS
QFRS Scientific Unit	1	40	QFRS
Approximate sub-total:	1,879	41,700	
Our network of supported volunteer organisations			
Surf Life Saving Queensland	59 clubs and 6 branches	33,950	EMQ
Royal Life Saving Society Queensland	2 clubs	120	EMQ
Volunteer Marine Rescue Association Queensland	25 squadrons	1,490	EMQ
Australian Volunteer Coast Guard Association	22 flotillas	1,550	EMQ
Approximate sub-total:	114	37,110	
Approximate total:	1,993	78,800	

* Various response locations.

Our partners

State Disaster Management Group

Established under the *Disaster Management Act 2003*, 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 state disaster management arrangements.

Following the Machinery of Government changes the SDMG membership has been reviewed. As a result, Governor-in-Council has appointed all State Government Department Chief Executive Officers as members of the SDMG. The SDMG includes the Director-Generals' of the 13 Queensland Government departments as well as the Executive Officer (the Executive Director of EMQ). The Director-General of the Department of the Premier and Cabinet is the Chair and our Director-General is the Deputy Chair. The SDMG reports to the Minister for Police, Corrective Services and 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, QLAC members serve as a conduit for QAS to identify the needs and expectations of the community. They offer options to achieve desired outcomes.

QLAC continues to provide valuable input on community feedback to the Commissioner on the delivery of ambulance services throughout Queensland by providing reports, attending meetings, teleconferences and conferences.

Local Ambulance Committees

LACs 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
- carrying out fundraising activities for the benefit of ambulance services in their community
- managing money held in trust for the benefit of ambulance services in their community.

LACs 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. LACs have raised considerable funds which have been used to provide medical and training equipment to enhance the delivery of the ambulance service throughout the State.

Contributions of \$99,134 were received by LACs through the

Gambling Community Benefit Fund during the period 27 March to 30 June 2009.

How to get involved

Community members interested in joining or establishing a LAC should telephone 1300 369 003 for further information.

SES Volunteer Executive Committee (VEC)

The SES VEC 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 SES VEC 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 of priorities and recommendations for funding.

Achievements: The VEC has recently gone through an election process and elected new delegates. The newly invigorated committee met in April 2009 where doctrine, equipment and operational issues were discussed.

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, SPD, Surf Life Saving Queensland, VMRAQ and AVCGA.

The committee supports Queensland communities by enabling the provision of personal development opportunities for Queensland's young people through a volunteer emergency services skills development program, the Emergency Services Cadet program.

Achievements include:

- initiation of a statewide award ceremony for Cadets and adult volunteers in 2009
- supporting nominations for the Queensland Youth Alliance Awards in July 2008
- supporting statewide adult leader workshops throughout the year
- supporting the development of resources to support volunteer adult members and Cadets.

The Queensland Volunteer Marine Rescue Committee

The Queensland Volunteer Marine Rescue Committee is a multi agency committee established by Queensland Cabinet on 18 May 1987 to provide advice to the Queensland Government and voluntary organisations involved in maritime rescue activities, investigate and provide advice on matters referred to the committee and to provide a forum to achieve coordinated volunteer marine rescue services in Queensland.

The committee comprises two representatives each from VMRAQ; AVCGA; Surf Life Saving Queensland; QPS and one representative each from Maritime Safety Queensland and the Australian Communication and Media Authority (ACMA). The committee met four times during the year to discuss volunteer issues and address issues affecting the marine industry.

Achievements include:

- providing recommendations on the implementation of amber flashing lights on rescue vessels
- ongoing negotiations with ACMA regarding traffic congestion on Very High Frequencies (VHF) marine channels
- providing advice to VMRAQ and AVCGA units regarding the misuse of VHF marine channel 16
- agreement to assist Maritime Safety Queensland with the distribution of Marine Incident Reports to mariners who require them
- distribution of information on the new 406 MHz distress beacons and the associated *Transport Operations (Maritime Safety) Amendment Regulation (No. 1) 2008* which was enforced on 1 November 2008
- investigation of appropriate signage for the boating community for installation at selected boat ramps
- clarification of the regulation relating to use of lights and shapes when towing vessels.

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 2008-09 to provide QFRS Rural Operations advice on policy, training, equipment and safety issues.

Did you know?

Following disastrous Bushfires in Central and Southern Queensland in the 1920s the Rural Fires Board was formed, this was the genesis of what is now QFRS Rural Operations with approximately 34,000 volunteers.

Corporate **Sustainability**: managing our business

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



Photo by Michael Marston

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	66
Our staff	73
Knowledge capital	76
Environmental matters	81

Governance arrangements

Corporate governance outcomes

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

Effective corporate governance is crucial to ensure that the department is accountable for decision-making and performance. Outcomes of good corporate governance for DCS will be:

- alignment of the department's objectives and outcomes to meet Queensland Government priorities
- high levels of stakeholder confidence (both internal and external to the department)
- collaborative and transparent decision-making
- leadership, ethical conduct and a performance culture that is maintained
- governance arrangements, procedures and practices that are well integrated, maintained and supported.

During the reporting period, DCS conducted a preliminary review of its corporate governance arrangements to ensure they reflect the recent Machinery of Government changes, improve existing practices and promote a better understanding of corporate governance across the department.

As part of the preliminary review process all executive committee Terms of Reference were reviewed and updated to reflect the Machinery of Government changes.

Corporate governance principles

The department is committed to upholding principles that support the delivery of good governance outcomes and manage the performance of its functions and operations. These principles include:

- **Openness and Accountability** will be supported by having

a clear understanding of our responsibilities and having clearly defined roles. We are accountable for our decisions and our performance.

- **Transparency** will ensure that stakeholders have confidence in the decision-making processes and actions of the department, in the management of our activities and in the individuals within them. Transparency is achieved through consultation and communication of full, accurate and clear information, both laterally and downwards through the organisation.
- **Integrity and Ethical Behaviour** is based on honesty and objectivity with high standards of propriety and probity and is dependent on the effectiveness of the department's control framework. It is reflected in decision making procedures and in the quality of our financial and performance reporting. The department's governance arrangements uphold the ethics principles in the *Public Sector Ethics Act 1994* of:
 - Respect for the law and the system of government
 - Respect for persons
 - Integrity
 - Diligence
 - Economy and efficiency.
- **Due Care and Stewardship** of state government agencies is controlled by the accountable officer who exercises powers on behalf of the government. Resources to govern the agencies are held in trust. Accountable officers exercise their powers on behalf of the state. Good governance arrangements supporting the Director-General will ensure DCS is governed so that the capacity to serve the government and the public interest is maintained and improved over time.
- **Leadership** is critical to achieving an organisational

wide commitment to good governance. Leaders have dual responsibilities for governance: to ensure implementation, evaluation and improvement of good governance structures and practices; and to enact good governance through their own performance and behaviours. We value and foster leadership based on a common vision, strategic direction and high standards of ethical behaviour.

- **Efficiency** is the best use of resources to further the aims of DCS with a commitment to evidence-based strategies for improvement.
- **Public Defensibility** will be maintained by ensuring that all activities and decisions are open to reasonable scrutiny and can withstand a 'public defensibility' test in the context of fairness, equity and 'value for money'.

Links to Queensland Government Outcomes and Priorities

The corporate governance framework provides the internal mechanisms to deliver services aligned with the Queensland Government priorities relating to community safety and to improve transparency and accountability in the management of resources.

The Queensland Government Ambitions which the department contributes to are:

- **Smart:** We want to deliver world-class education and training
- **Healthy:** We want to make Queenslanders Australia's healthiest people
- **Fair:** We want to support safe and caring communities.

Roles and Responsibilities

Director-General

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

As the accountable officer, the Director-General is bound by statutory responsibilities outlined in the *Financial Administration and Audit Act 1977*, *Public Service Act 2008*, and the *Financial Management Standard 1997*.

Executive Management

Each head of division, together with the Chief Financial Officer, support 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, QFRS and QCS are undertaken in accordance with the specific provisions of their relevant legislation - the *Ambulance Service Act 1991*, the *Fire and Rescue Service Act 1990* and the *Corrective Services Act 2006*.

Executive Management Team

The Executive Management Team (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 (DG)
- Commissioner, Queensland Ambulance Service (QAS)
- Commissioner, Queensland Corrective Services (QCS)
- Executive Director, Emergency Management Queensland (ED, EMQ)
- Commissioner, Queensland Fire and Rescue Service (QFRS)

- Assistant Director-General, Strategic Policy Division (ADG, SPD)
- Assistant Director-General, Corporate Support Division (ADG, CSD)
- Chief Financial Officer (CFO).

Executive Committees

An integral part of the DCS 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 DCS executive committees operate in the department. (Note: the chair of each committee is indicated 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 meets every month and, in the reporting period, met on three occasions.

Individual attendances are shown below.

Name	No. Attended	Maximum possible
Jim McGowan, DG	3	3
David Melville, Commissioner, QAS	1	3
Kelvin Anderson, Commissioner QCS	2	2
Lee Johnson, Commissioner, QFRS	1	3
Frank Pagano, ED, EMQ	2	3
Gary Mahon, ADG, SPD	2	3
Gary Taylor, ADG, CSD	2	3
Arthur O'Brien, CFO	1	3

During this reporting period, EMT:

- oversaw and endorsed the Machinery of Government transition arrangements
- oversaw accountability of governance arrangements for executive committee quarterly reporting
- endorsed the Indigenous Priority Statement
- oversaw and endorsed the forward implementation of the *Right to Information Act 2009* and *Information Privacy Act 2009*
- endorsed the draft Volunteer Management Strategy
- oversaw the monthly organisational performance reporting.

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 1977*, *Public Service Act 2008*, and the *Financial Management Standard 1997*.

The committee is responsible for:

- approval of the department's annual budget submission to Cabinet Budget Review Committee (CBRC) including the prioritisation of service delivery enhancements, revenue submissions and capital projects
- management and oversight of the financial position, issues and risks faced by the department
- oversight of the approved capital program of the department
- approval of the department's Mid Year Budget Review submission to CBRC and Queensland Treasury
- consideration and approval of funding requests supported by divisional Finance Committees, in excess of those already included in the approved budget estimates, which arise through the course of the year.

A significant focus of the Finance Committee during the reporting period was to develop a consolidated reporting format incorporating both Queensland Corrective Services and the former Department of Emergency Services. The committee was also responsible for the preparation of Financial Statements for the Department of Emergency Services' and Queensland Corrective Services' Final Report.

Corporate Planning and Performance (Assistant Director-General, Strategic Policy Division)

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.

During this reporting period the committee provided oversight for:

- development and communication of the DCS Business Model
- dissemination of the Business Improvement Policy
- development of the Strategic Planning Framework for DCS
- annual assessment of Executive Committees
- commenced review of governance arrangements for the new DCS.

Policy and Legislative Review (Assistant Director-General, Strategic Policy Division)

The Policy and Legislative Review Committee manages the forward policy and legislative programs for the department including consideration of matters requiring strategic policy development, or likely to result in legislative change, and determination of appropriate further action. The committee:

- ensures departmental policy and legislative initiatives align with corporate objectives
- provides departmental direction regarding matters that are being developed in conjunction with other agencies
- identifies emerging issues and change in policy direction
- considers matters that are likely to result in legislative change for the department and determines appropriate further action including:
 - the legislative forward program and referral for commencement of legislative change processes
 - referral for strategic policy development
 - referral for operational policy change
 - ensuring that matters are addressed in a manner that provides the best opportunity for appropriate, efficient, effective, equitable and workable outcomes.

During the reporting period this committee endorsed:

- the department's commitment to developing the DCS response to the Regulatory Simplification Plan that aims to provide \$5 million in annual savings by 2012-2013 by reform initiatives within legislation, administration and procurement. A three year plan will include a total review of the department's suite of legislation.
- the DCS False Calls Policy that aims to deter false callers and the incidents which see services needlessly diverted from genuine life saving work. This policy was reviewed in the period to accommodate post Machinery of Government changes.

Audit and Risk Management (Director-General)

This committee provides independent and expert advice and support to assist the Director-General, as the accountable officer, and the divisional heads to discharge their financial management and operational responsibilities within DCS. The *Financial Administration and Audit Act 1977*, *Public Service Act 2008*, *Financial Management Standard 1997*, Queensland Treasury's Audit Committee Guidelines, and various policies govern its activities.

The committee exercises strong and effective oversight of organisational performance and risk management and is responsible for:

- overseeing internal audit functions
- reviewing audit findings and recommendations and their implementation
- accounting and financial management policy compliance
- adequacy of internal control structures and processes
- the departmental risk management framework, including agency preparedness for counter-terrorism.

The membership of the committee comprises the senior executive of the department 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 focus of this committee during the reporting period was the monitoring and reporting on the status of both financial and non-financial Queensland Audit Office recommendations.

Ongoing challenges for the committee include strengthening of the relationship between the department's corporate governance structures and processes and integration of risk management within these structures and processes.

Capital Works (Executive Director, Emergency Management Queensland)

This committee meets monthly and provides a full range of expert advice and support to assist the Director-General with procurement and management of new and existing DCS assets, excluding ICT.

This committee is responsible for:

- providing strategic direction on the department's facilities and other major assets including fleet, but excluding information and communication technologies
- strengthening the existing communications, protocols and interaction between operational arms of DCS and state wide asset management and procurement service providers
- ensuring that relevant legislation and whole-of-Government policies are complied with during the delivery of the Capital Works program.

During the reporting period, the committee oversaw:

- endorsement of plans for the Facilities Management Branch (FMB) to develop a suite of standard designs for QFRS and QAS stations, with a view to reduce project costs
- endorsement for the FMB to negotiate with Queensland Government Office Accommodation to determine if an extension of the lease for the TC Beirne building is possible and refer findings to EMT
- endorsement of strategies to ensure DCS complies with mandatory targets and timeframes for reducing energy consumption established for all Government buildings
- endorsement for the FMB to undertake office accommodation relocations in accordance with the implementation of Machinery of Government changes approved by the Director-General.

Communication and Information (Commissioner, Queensland Fire and Rescue Service)

This committee is responsible for setting the strategic direction for ICT.

During this period, the committee oversaw:

- establishment of a Department of Community Safety Information Management Reference Group, with particular focus on the Right to Information Policy direction
- progression of the DCS Radio Technicians Apprenticeship Scheme initiative
- development of a Radio Technology Strategy consistent with the final ACMA 400MHz UHF Frequency Band Policy.

Workplace Health and Safety (Commissioner, Queensland Ambulance Service)

This committee provides strategic direction and leadership to workplace health and safety (WH&S) management across the

department and meets every two months. Its objective is to facilitate a departmental approach to WH&S management to deliver the department's ZEROharm strategy.

The committee's responsibilities are to ensure that DCS meets its legislative obligations and requirements of the whole-of-Government *Safer and Healthier Workplaces Strategy 2007-12* to reduce the incidence of workplace injury. In addition to working towards delivery of key objectives for improving safety compliance across the department, the committee will undertake an extensive review of the strategy beyond 2010.

During the reporting period, the committee provided oversight for:

- the implementation of the new WH&S governance structure across DCS
- the completion of stage 1 of the People at Work Project identifying risk factors for the psychological injury across DCS
- the establishment of the WH&S Divisional operational plans
- the completion of the Safer and Healthier Workplace desktop audit for 2008-09
- the ongoing development of the WH&S Management System including endorsement of: WH&S Policy 2008, WH&S Accountabilities Policy and matrix and Workplace Inspections Policy
- the commissioning of a desktop audit of QCS.

Regional Planning and Coordination Team

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

A significant focus for the Regional Planning and Coordination Team for this reporting period includes:

- planning for the new

- regional office relocation and operational requirements at William McCormack Place II, Cairns
- joint tours by divisional heads to DCS facilities
- joint careers markets displays across regions.

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
- Parliamentary Estimates Committee
- Queensland Audit Office
- Freedom of Information
- Judicial Review of Administrative Decisions
- Queensland Government Ombudsman
- Crime and Misconduct Commission.

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 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. The unit is subject to external peer review every five years, the last review being in 2006.

Outcomes achieved by the unit this year include:

- completion of a substantial portion of the approved 2008-

- 09 annual audit plan
- full acceptance of audit reports by the Audit and Risk Management Committee (ARMC)
- significant and positive contribution to improving the administrative processes that support payroll for the operational divisions
- ongoing consultation surrounding the risk management framework being adopted across the department
- maintenance of a watching brief over the whole-of-Government HR and finance business systems solutions
- oversight of departmental innovative business solutions and policy changes through ongoing contribution to governance forums and project working parties.

The unit's customer survey results for this year showed strong positive feedback on the professionalism of staff and the conduct of, and succinct and timely reporting on, the respective reviews.

This, in conjunction with client acceptance or partial acceptance of all recommendations made this year, indicates that internal audit is assisting management in achieving improved governance and internal control across the department.

Risk Management

Risk management supports organisational performance and effective decision-making, as well as enabling the department to better prepare for the future. It is a mechanism that supports accountability.

The department's risk management function supports:

- coordination of risk information across the department
- provision of information on emerging risks to the Audit and Risk Management Committee and Corporate Planning and Performance Committee
- development and maintenance

- of the risk management framework, policy and guidelines to ensure a contemporary approach to risk management within corporate and operational areas
- provision of support to divisions in risk and business continuity management practice
- coordination and facilitation of management response to whole-of-department audit issues
- development of tools to ensure a consistent and thorough approach to risk management and business continuity management across the department.

Outcomes achieved during the reporting period include:

- restructure of the corporate risk register
- review of all Communication Centre Business Continuity Plans
- continued support to divisions in embedding risk and business continuity management practices
- review of documentation supporting risk, business continuity and audit management to incorporate the structural changes to the department following the Machinery of Government changes.

Ethical Standards

The Ethical Standards Branch (ESB) is responsible for the management and/or oversight of all matters which involve alleged or suspected serious/official misconduct by DCS personnel.

The ESB reports directly to the Director-General and regularly liaises with all operational divisions within the department. The branch is also available to provide advice to management and staff about ethical/integrity related matters.

The branch is the department's primary point of liaison with

the Crime and Misconduct Commission (CMC) and discharges the obligation placed on the department by the *Crime and Misconduct Act 2001*, which requires that all matters which may involve official misconduct must be reported to the CMC.

The branch plays a vital role in the criminal history screening process in relation to persons seeking employment or seeking to be a volunteer with the department. Where such a person is identified as having a criminal history, the branch undertakes an assessment and makes recommendations regarding the person's suitability.

The branch delivers training programs aimed at promoting ethical behaviour across the department and equipping managers to effectively resolve misconduct matters at the local level, where appropriate.

The branch also manages public interest disclosures made by staff pursuant to the *Whistleblowers Protection Act 1994*, and assists with assessing and addressing the potential risks of reprisal that such staff may face.

Statement of affairs

We are required, under Section 18 of the *Freedom of Information Act 1992*, to provide a statement of affairs of the department. 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.

We also produce information sheets, brochures and reports and corporate publications including *Emergency* and *Corrections News*.

Further information can be obtained on our website at www.emergency.qld.gov.au/publications or <http://www.correctiveservices.qld.gov.au/Publications/index.shtml>.

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 communication centres), and amendment of departmental documents concerning the personal affairs of members of the community, are available under legislation. The application fee for non-personal applications is currently set at \$38.00. Processing and photocopying charges may also apply. Personal applications do not attract fees or charges. From 1 July 2009, the *Right to Information Act 2009* will replace requirements under the *Freedom of Information Act 1992*.

All applications, whether for access to or amendment of documents, should be forwarded to the Information Rights Unit, Department of Community Safety, GPO Box 1054, Brisbane Qld 4001. By appointment, applicants are able to view and read documents at the Information Rights Unit,

State Law Building, 50 Ann Street, Brisbane.

QAS reports and audit trails from ambulance communication 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 Community Safety, GPO Box 1425, Brisbane Qld 4001.

Some categories of documents are available administratively to offenders in correctional centres or under supervision by Probation and Parole. These documents are described in the procedure Disclosure of Confidential Information located at http://www.correctiveservices.qld.gov.au/Resources/Procedures/Offender_Management/documents/ofmproconfinfo.shtml. There is no charge for access to these documents.

FOI statistics

Type	2006-07	2007-08	2008-09 to 26 March 2009	2008-09 from 27 March 2009
Applications received to process	944	959	776	278
Applications completed (includes carry-overs)	971	992	766	244
Applications processed within statutory timeframes	58%	60%	63%	76%

The most common types of application received are requests for access to documents relating to offender files (including parole documents), fire reports, grievance investigations, recruitment and selection documents and disciplinary matters.

Legislation

Our governance framework is focused on our key services of Ambulance Service, Queensland Corrective Services, Emergency Management and Fire and Rescue Service. We are responsible for administering the following legislation:

- *Ambulance Service Act 1991*
- *Corrective Services Act 2006*
- *Parole Orders (Transfer) Act 1984*
- *Disaster Management Act 2003*
- *Fire and Rescue Service Act 1990.*

Shared Service

During the reporting period, the Shared Service Agency provided finance and human resource transactional services to DCS. The activity of the Shared Service Agency and CorpTech are reported in the annual report of the Department of Public Works.

Did you know?

Each month prisoners in correctional centres across Queensland undertake approximately 37,500 hours of vocational and education training.

Our staff

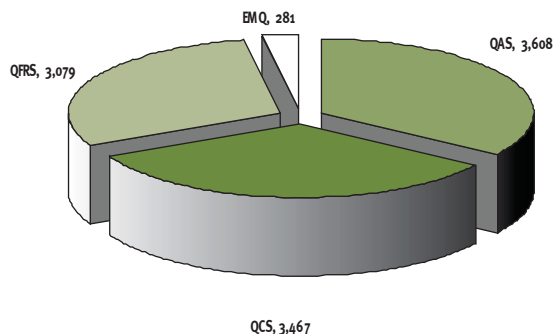
The total number of FTE staff for the DCS is 10,435. Between 27 March 2009 and 30 June 2009, our permanent retention rate was 97.82% and our permanent separation rate was 1.20%.

The following tables and pie chart show the breakdown of our staff across our four operational divisions. These figures include the department's corporate service personnel, which comprises the staff in CSD and SPD allocated across operational divisions.

An FTE represents the hours equivalent to 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 2009

Division	Actual FTE 30-Jun-09	Estimated FTE 30-Jun-10
QAS	3,608	3,658
QCS	3,467	3,583
EMQ	281	275
QFRS	3,079	3,106
Total	10,435	10,622



Profile by operational division

Queensland Ambulance Service	Actual FTE 30-Jun-09
Ambulance Operatives	
Qualified Ambulance Officers	1,819
Student and base level Ambulance Officers	613
Patient Transport Officers	175
Clinical Other	1
Communications Staff	380
Operational Support Personnel	244
Corporate Support Personnel	156
Corporate Service Allocation	220
Total	3,608

Queensland Corrective Services	Actual FTE 30-Jun-09
Custodial Officers	1,770
Trade Instructors	192
Probation and Parole Personnel	509
Centre-based Support Personnel	678
Operational Support Personnel	198
Corporate Service Allocation	120
Total	3,467

Emergency Management Queensland	Actual FTE 30-Jun-09
Regional Operations (including Helicopter Rescue)	152
Disaster Management (including Operations and Mitigation)	26
State Emergency Service and Training	35
Corporate Support Personnel	24
Corporate Service Allocation	44
Total	281

Queensland Fire and Rescue Service	Actual FTE 30-Jun-09
Firefighting Staff	
Firefighters and Station Officers	1,990
Rural Fire Officers	78
Commissioner/Deputy Commissioner/Assistant Commissioners	12
Senior Officers	115
Auxiliary	158

Did you know?

The department's 545 network routers across the State process around 686.2GB of data each day.

Queensland Fire and Rescue Service (cont)	Actual FTE 30-Jun-09
Non-Firefighting Staff	
Maintenance	64
Communications	110
Administration	333
Corporate Service Allocation	219
Total	3,079

QAS Audit 2007

The recommendations of the QAS Audit 2007 involved the redirection of resources to front-line operations. As a result a number of non-operational QAS employees were provided with individual assistance by the HR Branch to find ongoing roles within the public service. During 2008-09 the HR Branch continued to assist the department to implement the outcomes of the QAS Audit 2007.

Initiatives for women

DCS continues to support the Women's Reference Group (WRG) whose vision is to 'Promote equity within the Department and empower women to reach their full potential'. The WRG meets on a bimonthly basis. A key activity of the group was its support of activities celebrating International Women's Day.

Work-life balance

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

DCS is currently developing ways to expand the range of flexible work practices throughout the department.

Equal employment opportunity targets and actual representation

	DCS Total
Aboriginal and Torres Strait Islander people (Target of 2.4%)	
Actual	1.9%
Culturally and Linguistically Diverse people (Target of 13.5%)	
Actual	3.4%
People with a Disability	
Actual	5.7%
Women	
All Women	32.6%
Women in the Senior Executive Service Actual	26.3%
Women in Management Actual	32.4%

Knowledge capital

A strategic approach to managing our people

Consultation has commenced across the new department to integrate the Workforce Capability Framework. The Framework articulates the component parts of a workforce strategy aimed at building capabilities for the organisation in the future and to position the department as:

- an employer of choice for our current and future employees
- an organisation of choice for volunteers.

The Framework is a dynamic model and will continue to be enhanced through partnership arrangements with all divisions, in recognition of the unique workforce challenges each faces, while also being part of an overarching community safety organisation.

Remaining central to the Framework is the identification of strategic HR objectives which will drive the identification and development of initiatives across the core workforce strategic themes of:

- leadership and succession
- diversity and equity
- workforce capability development and learning
- workforce performance
- workforce sustainability.

The next phase of the Framework enhancement will see the department developing targets and measures to determine the successful implementation of key initiatives. These targets and measures will be developed in consultation with key department 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 employed under the terms and conditions of the *Public Service Act 2008*, the *Fire and Rescue Service Act 1990*, or the *Ambulance Service Act 1991*. The main awards applicable within the department include the former Department of Corrective Services – Correctional Employees Award – State 2005; 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.

Departmental staff 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 2008* and Public Service Commissioner Directives. Senior executive service staff and equivalents are employed on individual contracts signed between the officer and the Director-General.

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 and retrenchments

There were no voluntary early retirements or retrenchments in this reporting period.

Health and safety matters

Our WH&S practices

The WH&S 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 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** (LTIFR) which is a measure of the number of lost time injuries (one day or greater) per million hours worked
- the **injury downtime rate** (IDR) 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 20 per cent as its performance targets over the next two years of the strategy. Achieving these targets will realise a reduction in the whole-of-department LTIFR, to 18.44, and IDR to 0.496 per cent by June 2010.

DCS (excluding QCS due to the absence of comparable performance data) achieved a decrease in LTIFR (6.6%) and IDR (7.8%) rates for the 2008-09 year compared to 2007-08 performance.

The DCS workers' compensation premium for 2009-10 is forecast to decrease by approximately 7.68 per cent, largely due to proactive injury management.

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 the corporate HR Branch. The strategy is focused on meeting the needs of service units, meeting whole-of-Government obligations and delivering correctional, emergency and disaster management service to the community through effective partnerships with all stakeholders, including employee representative bodies.

The Workforce Management Framework is characterised by a complex framework of employment 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

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

The main industrial unions are:

- QCS – Queensland Public Sector Union
- QFRS—United Firefighters Union of Australia and the Senior Officers Union of Employees
- 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 will better align management levels with new functional organisational structure in delivering more effective and efficient services 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 and Productivity Guide*.
- Public Service
 - Developing proposed new Hours of Work arrangements for public service divisions
 - Organising in conjunction with the Public Service Commission, appropriate flexible work practices to generate better work life balance for employees.
- Queensland Ambulance Service
 - Coordinated and professionally supported QAS in enterprise bargaining negotiations for ambulance officers, patient transport officers

and emergency medical dispatchers to achieve fair and reasonable outcomes for employees and an efficient service delivery focus for the QAS. Enterprise bargaining negotiations failed to conclude in an agreement between the parties with the matters at issue between the parties becoming the subject of arbitration by the Queensland Industrial Relations Commission.

- Successfully provided professional support and advocacy regarding a dispute concerning the delivery of services to a rural community through on-call arrangements.
- Undertaken a significant project to reduce the complexity of industrial instruments within the QAS, which will be addressed through the arbitration process.

- Queensland Corrective Services
 - QCS continued implementing many of the outcomes identified through the Enterprise Bargaining Interest based bargaining process undertaken in 2006 which encouraged participatory management models, including staff involvement in the Commission's decision making processes. QCS uses an interest based bargaining approach where practical in Agency Consultative Committee (ACC) meetings. QCS is focussing on more effective communication strategies in change management processes, engaging the Queensland Public Sector Union in such processes on a participatory / consultative basis.
 - QCS uses these initiatives as an opportunity to

continue to improve the quality of its workplaces and the relationship between the department and staff.

- Following on from the successful introduction of an Attendance Management Strategy which provides consistent, state-wide management of absenteeism and assistance to staff, QCS introduced an Achievement and Development Planning framework across QCS. This framework allows staff to reach their full potential and supports the achievement of key priorities. QCS continued to revitalise recognition processes and systems by awarding medals recognising long service of staff.

Conduct and ethical standards

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.

External complaint management

DCS has developed an overarching departmental policy for the management of complaints from internal and external sources as a component of a central complaints management system.

A code of conduct for all our people

The code of conduct is under review and an integrated departmental code of conduct is in the final stages of development and approval. The updated departmental code of conduct will be available on the website upon its release.

Working with the Crime and Misconduct Commission

Our Ethical Standards Branch continued to foster a cooperative relationship with the Crime and Misconduct Commission (CMC) in relation to reporting and dealing with matters involving suspected official misconduct by staff. The Ethical Standards Branch regularly meets and liaises with the CMC to discuss significant cases in that regard.

Whistleblower protection

During the reporting period, the Ethical Standards Branch received six matters which were assessed as constituting public interest disclosures pursuant to the *Whistleblowers Protection Act 1994*. Each of those matters involved disclosures by staff concerning alleged/suspected official misconduct by other staff.

Privacy

Consistent with our commitment to provide the highest levels of community service, we are conscious of the need to protect the privacy of staff and clients.

Did you know?

On 16 June 1916, Dayboro's first ambulance service was provided by a horse, sulky and a rubber-tyred litter.

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. From 1 July 2009, the privacy scheme will be replaced by the *Information Privacy Act 2009*.

Our Privacy Statement is published on the departmental intranet, and identifies 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.

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

Knowledge capital in DCS

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.

DCS' knowledge capital is demonstrated through its research and publication functions, and practical application in the field.

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.

The capability of the web-based planning and performance portal that came on line in 2008 has been enhanced with the addition of climate change, and diversity and equity (including Indigenous, multicultural and disability links). This has improved the department's capability for information exchange between divisions and the regions on planning, performance reporting,

business continuity, Organisational Self Assessment outcomes, risk management and governance.

Divisional initiatives

QFRS utilises a robust knowledge management review process model to ensure that information is captured, reviewed by content experts and disseminated providing access to current and accurate information.

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

The unit has also established a Central Operations Reporting Environment (CORE) which provides access to information for a consistent approach to reporting, planning and enhanced service delivery.

As at 30 June 2009, there were 22 active projects with an estimated total budget expenditure of \$17.4 million with a current focus on community safety.

In May 2009 QFRS Rural Operations launched the updated Rural Fire Service Volunteer Portal. The RFS Volunteer Portal is a dynamic and interactive communication tool designed to keep volunteers up-to-date with all the important news and information that assists them in their role. The site provides e-learning opportunities through the training toolbox, along with a range of other tools to assist volunteers including the map shop, Fire Danger Rating Graphic, Wildfire Alert Levels and more.

In QAS, the School of Ambulance and Paramedic Studies has implemented a variety of systems which enhance management of records and delivery of training,

thereby increasing further its accumulated knowledge capital.

In 2009, QAS Collaborative Learning Online (QASCLO) was implemented. QASCLO utilises a freeware software called Moodle. This course management system enables facilitated online delivery. Currently QASCLO is utilised for the following delivery and functionality:

- online Diploma case problem discussions
- online self assessments for diploma students
- working party collaboration
- educational group "communities of practice" and meeting platforms for dissemination and sharing of education-related documentation.

Web conferencing capability has been enabled through the use of *lluminate Live!* which has been utilised by QAS since 2007. QAS uses a web conferencing platform for the following:

- Ambulance Education Committee and working party meetings
- delivery of educational updates
- inservice and regional educational course and professional development sessions
- student tutorial sessions.

QAS further enhanced its e-learning capabilities through replacement of the Online Campus with the DCS Learning Management System (LMS).

DCS Learning Management System

The DCS LMS is a tool that assists the department in managing its learning and development activities for all employees and volunteers. It has the capacity for:

- effective management and recording of employees' training activities
- provision of online learning to both employees and volunteers
- enabling prescriptive learning capabilities to ensure employees acquire the right

- knowledge and skills at the right time
- tracking currency of individuals' "Certificates of Practice", "Competency Validations" and any other required certification
- enrolments in all RTO courses
- delivery of online self paced learning (Shareable Content Object Reference Model (SCORM) - compliant courses)
- electronic self assessment/sign off checklists
- delivery of online (open book) multiple choice assessments (SCORM compliant courses)
- production of Certificates and Statements for course completions.

DCS LMS allows many individuals to complete training courses without having to travel long distances. The system does not eliminate classroom training but offers a blended learning solution where appropriate. Planning is underway to include EMQ training where possible to support that division's training efforts. A departmental library supports all divisions with both general support and specialised research support capabilities, including networked inter-library electronic and manual loan systems.

A videoconferencing capability which supports the DCS LMS has been implemented across the State generally, and for QAS specifically, it is utilised for statewide delivery of clinical professional development and training which requires greater video capability than is available through web conferencing.

Australian Centre for Pre-hospital Research

ACPHR in QAS continues its successful history of delivering a range of research products and successfully attracts external grant funding through independent and collaborative research activities.

Projects (and their funding bodies)

for 2008-09 included:

- Long-term survival from Out of Hospital Cardiac Arrest (Laerdal, Norway)
- Trauma linkage project (Queensland Trauma Clinical Network)
- Phase 2: Robina Emergency Department Impact Study (Queensland Emergency Medical Research Foundation – with Queensland Health)
- Ramping Study (with Queensland Health).

Longer term research projects include:

- Emergency Health Services Demand (Australian Resuscitation Council (ARC) Linkage Grant—with the Queensland University of Technology (QUT) and James Cook University (JCU))
- Environmental Health Risk of Heat Waves associated with Global Warming (ARC Linkage Grant – with QUT and JCU)
- Reducing the Impact of Traffic Incidents (ARC Linkage Grant—with University of Melbourne and University of Queensland).

Intranet Portal

The departmental intranet is an integral part of a knowledge management system and includes both generic department wide access, and division-specific Gateway Paged portals. The content is managed utilising Web Content Management System technology allowing information versioning and release management.

Examples of use include:

- policies and procedures
- contact details and administrative forms
- course and program descriptions of all QAS educational programs
- delivery of a range of online self-paced learning
- management and accessibility of recorded training such as videoconferences and audio

recordings

- organisation and delivery of supplemental course material such as readings
- links to other internet-based systems
- news releases
- function-specific shared electronic workspaces such as the Planning and Performance Portal (SharePoint).

Environment matters

Our environment 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

In December 2007, the Queensland Government approved the QFleet ClimateSmart Action Plan 2007-2010 which sets CO₂ emissions targets for QFleet leased vehicles. The department has continued to implement strategies to reduce our CO₂ emissions. Following rationalisation of our leased fleet we reduced the leased fleet size by 6 per cent. This, in conjunction with the strategies below, means the department is on track to meet its 2010 ClimateSmart CO₂ emission reduction targets. We:

- ensure vehicle leasing is consistent with use and purpose and where appropriate, we are endeavouring to replace the light commercial fleet with diesel and /or LPG fuelled vehicles, and passenger vehicles with diesel, hybrid, micro, light or small vehicles
- ensure new (replacement) vehicles meet or exceed the minimum QFleet ClimateSmart GVG rating. Passenger vehicles must have a 5.5 GVG and above and for light commercial vehicles the DCS minimum standard is a 5 GVG rating
- have reviewed our motor vehicle policies for vehicle usage, home garaging and have established a car pool at the Kedron Park Complex. Staff are also encouraged to utilise public transport for travel

between Kedron and Brisbane City wherever possible.

The carbon footprint of our owned fleet is being minimised through the purchase of Euro 4 fire appliances and ambulances. Euro 4 vehicles meet Australian emission standards relating to the control of nitrogen oxide, hydrocarbons, carbon monoxide and particulate matter emissions. We are also undertaking trials to improve the fuel efficiency of QFRS's long life fire appliance fleet.

World-class training facility with world-class environmental management

Our commitment to clean environment and waste management initiatives is most powerfully demonstrated at our multi-service training facility, the Whyte Island campus of QCESA. It 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, beginning service in March 2008. Consultation took place with stakeholders, including the Environmental Protection Agency, which 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 the Whyte Island campus 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, 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.

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.

Corrective Services radio network

QCS has established a digital radio network at Wolston, Brisbane Women's, Borallon and Arthur Gorrie Correctional Centres as well as the Escort and Security Branch. Analogue radios are being recycled.

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 and the majority have had water tanks installed. 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 gardens, which feature drought-resistant native plant species as part of an overall water conservation strategy. We utilise water management strategies to reduce consumption at every opportunity with a 50 per cent reduction in water consumption at the Kedron Park Complex for 2009 in comparison to 2005.

QFRS approved the use of Class “A+” recycled water for firefighting. The United Firefighters Union has endorsed this decision and operational policies, procedures, protocols and guidelines are in place to ensure the safety of firefighters using recycled water for firefighting.

QCS has introduced state-of-the-art water management systems in all new correctional centres. The Brisbane Correctional Centre was the first centre to utilise water harvesting and conservation measures followed by Townsville Correctional Centre (Women’s).

The High Priority Asset Maintenance Initiative has enabled QAS and QFRS stations within South-East Queensland to be water wise including the installation of water efficient devices.

Building management system at Kedron Park

We conserve energy and water at the Kedron Park Complex by using a building management system that controls the lighting, hot water units and air conditioning. The building management system is seasonally adjusted and automatically switches off after hours activations after two hours.

Information available for staff

Departmental environmental management guidelines, policies and principles are accessible to staff online. 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.

To promote environmental sustainability we are developing a comprehensive training package on how we can conserve water and energy across the State.

Energy management

The whole-of-Government ClimateSmart Buildings initiative requires us to reduce our energy consumption in office buildings by 5 per cent by 2010 and 20 per cent by 2015, using 2005-06 financial year energy consumption figures as a baseline. To meet these targets the department has developed a Strategic Energy Management Plan that outlines strategies to reduce energy consumption in its many assets. These strategies include:

- focusing initial energy reduction strategies on the highest energy using assets to achieve the greatest energy reduction
- implementing a Sustainable Procurement Strategy that details environmental and sustainable procurement rules and benchmarks for capital and building maintenance, fleet, and ICT services
- developing or enhancing existing strategies for energy reduction within DCS. This will include education strategies for switching off personal computers, printers and lights, and other electrical appliances when not in use.

As correctional centres are the largest consumers of the department’s energy, Energy Performance Contracts (EPC) for each centre are being developed. EPCs have been and are being undertaken to identify and quantify energy savings, reduce energy consumption and greenhouse gas emissions. Reductions are being achieved through retrofitting energy efficient lighting, heating, ventilation and air conditioning. EPCs are being progressed at

Woodford, Wolston and Brisbane Women’s Correctional Centres. A contract is under negotiation for Borallon Correctional Centre.

QCS use gas in the form of Natural and LPG at all sites. For the period of March 26 to June 30 2009 the total consumption was 20,029,753 Mj at a cost of \$386,020.

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 department’s 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.

We are investigating initiatives to reduce the level of consumption across the State. Departmental electricity consumption was approximately 19,758,991 Kwh and expenditure was \$1,884,266 for the reporting period. This excludes repeater towers and rural fire and SES facilities.

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 identified and continue to work with the Queensland Emergency Medical System Clinical Coordination Centre to lessen the impact of late-night helicopter operations.

Greenhouse Gas emissions and DCS

The Department of Community Safety is committed to supporting the Queensland Government's *Toward Q2 – Tomorrow's Queensland* target to cut Queensland's greenhouse gas emissions by one third by 2020. This commitment includes implementation of the Government's climate change and other environmental strategies such as the *ClimateQ: toward a greener Queensland* strategy.

Six gases have been identified under the Kyoto Protocol as the main greenhouse gas emissions that need to be reduced. The gases are carbon dioxide, hydrofluorocarbons, methane, nitrous oxides, perfluorocarbons and sulphur hexafluoride. As part of standard emission measurement practices these gases are mainly reported as carbon dioxide equivalent emissions (CO₂-e).

The Queensland Government continues to develop and improve whole-of-Government data collection processes and systems to standardise reporting of its greenhouse gas emissions. The basis for this reporting is consistent with acknowledged national and international standards, including the definitions outlined in the AS ISO 14064 standards and the Australian Government's *National Greenhouse Accounts Factors Workbook*. These standards establish the following different categories of emissions that organisations (such as government agencies) need to consider, taking into account the particular organisation's operational boundaries:

- Scope 1 - emissions that occur *directly* from sources which are owned or controlled by an organisation (eg. emissions from departmental vehicles, on-site diesel generators, gas boilers etc);
- Scope 2 - emissions that occur

indirectly due solely to an organisation's consumption of electricity or steam or heating/cooling (which has been generated by the burning of fuels such as coal, natural gas, etc at power stations or other facilities not controlled by the organisation); and

- Scope 3 - emissions that occur *indirectly* due to actions of the organisation, but from sources which are not owned or controlled by the organisation (ie. outside its operational boundary). Some common examples of these sources include employee business travel (in vehicles or aircraft not owned or controlled by the reporting organisation); employees commuting to and from work; out-sourced activities; and transportation of products, materials and waste. Note: inclusion of these emissions in any reporting needs to be based on the relevance to the operations of the organisation.

For DCS the key greenhouse gas emissions are those that are linked to the following business activities:

- vehicle usage
- electricity consumption
- air travel.

In addition to these the Department of Community Safety has also calculated its emissions for the operation of the Emergency Management Queensland Helicopter fleet and this is included in the emissions table below.

It should be noted that comprehensive reporting of greenhouse gas emissions by agencies is sometimes limited due to the complexity of the operational boundaries of agencies within the public sector, especially in situations where internal government shared service providers are used.

While the best available data has been used, in some instances

estimates have been reported due to the limitation of data collection systems. For example, in those government-owned office buildings where there are multiple government agency tenants and the electricity usage cannot be solely attributed to any one particular agency, the electricity usage by the tenanted agencies is proportioned based on the floor area they occupy.

The following table outlines the emissions relating to DCS established following the Machinery of Government changes. The emissions presented for DCS have been calculated by combining emissions created by:

- the service areas that were absorbed into the newly formed agency - for the post Machinery of Government period (approximately three months) in 2008-2009.

Note: the emissions created by the abolished departments during the period prior to the Machinery of Government period (approximately nine months) in 2008-2009 were provided in the final reports.

Activity	Greenhouse gas emissions (tonnes of CO ₂ -e)	Explanatory Notes
Scope 1 Vehicle usage		
• QFleet vehicles	1,307	1a
• Agency-owned vehicles	3,778	1b
• EMQ helicopter air travel	892	1c
Scope 2 Electricity consumption		
• Purchased directly from an electricity retailer	17,773	2a
• Sourced through a third party	1,325	2b
Scope 3 Air travel		
• Domestic air travel on commercial airlines	302.4	3
• International travel on commercial airlines	26.3	3
Hired vehicles	45.2	4

Notes:

- 1a The CO₂-e figure was estimated from actual kilometres used by the department's vehicles multiplied by grams of CO₂ emitted per kilometre plus allowance for methane and nitrous oxide emissions in proportion to the emissions factors published by the National Greenhouse Accounts (NGA) for post-2004 vehicles.
- 1b The DCS owned fleet is predominantly made up of ambulance and fire appliances. The CO₂-e emissions have been aggregated from the fuel consumption figures maintained by DCS Acquisition Services and have been calculated using the NGA Factors.
- 1c. Helicopter emissions for the reporting period have been aggregated from fuel usage records kept by EMQ Helicopter Services. The fuel used by the helicopter fleet is Jet A1 and this is listed as "kerosene for use as fuel in an aircraft" in the NGA Factors contained in Table 4 "Fuel combustion emission factors-fuels used for transport energy purposes".
- 2a. This figure is largely based on available actual building electricity consumption records for the period 1 April 2009 to 30 June 2009. For these records, the emissions reported are limited to those linked to electricity purchased directly from an energy retailer for this department's own buildings and any space it leases. Incomplete electricity consumption records have been extrapolated where necessary. All electricity consumption has been converted to carbon emissions using the Scope 2 conversion factor of 0.89 kg CO₂-e/kWh as currently recommended in the Australian Government's NGA Factors Workbook.
- 2b. This figure is largely based on emissions associated with electricity use in leased spaces where electricity is not directly purchased by this department from an energy retailer eg. the electricity costs form part of lease charges.

This figure includes estimated consumption (where specific details are not available) and actual electricity records received from government and private sector landlords. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary.

For example, in those major government office buildings owned by the Department of Public Works that do not have separate electricity sub-metering for tenants, the emissions associated with electricity consumption have been apportioned 45% to the landlord, and 55% to the tenants – in line with industry practice and historical benchmarking.
3. Air travel includes all flights recorded by the Queensland Government Chief Procurement Office (QGCPPO) during the period 1 April 2009 to 30 June 2009, specifically:
 - (1) International air travel on all airlines; and
 - (2) Domestic air travel on all airlines.
 For all air travel, with the exception noted at (b) below, the following methodology is used:
 - From data provided the 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 kms. A factor of 5 has been used for all air travel. The use of this method gives the average litres of fuel burnt for a flight, per passenger. This figure is subsequently converted from litres into kilograms and then from kilograms into tonnes, before being multiplied by 3.157 (which represents the amount of CO₂ tonnes produced by burning one tonne of aviation fuel; sourced from the International Civil Aviation Organisation).
4. The hire car vehicle emissions only show emissions for vehicles booked under the Standing Offer Arrangement managed by the QGCPPO.

Economic **Sustainability:** our finances explained

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



Photo by Michael Marston

Our finances explained

Understanding financial statements is not 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

The State's increasing population is generating increased demand for housing, health care, schools, transport, other essential services and vital infrastructure throughout Queensland's regions. This demand impacts on the provision of departmental services all over Queensland, particularly in areas of fast-growing population and expansion.

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

Departmental planning processes ensure that the department's budget continues to meet the present and future needs of the Queensland community. Most importantly, careful planning ensures our finances are spent effectively.

Financial performance

Surplus (funds left over for future spending)	=	Total Income (Funds In)	-	Total Expenses (Funds Out)
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In the period 27 March to 30 June 2009, the department delivered its agreed outputs and realised an operating surplus of \$1.979 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 infrastructure across the State.

Our income

(where our money comes from)

The department's total income for the period was \$420.853 million.

The department received additional funding including wages increases in line with government wages policy, election commitment initiatives of 'Supporting our Marine Volunteers' and 'Safeguarding Cyclone Communities'. Additional funding was also obtained through the Community Ambulance Cover Levy and the Fire Levy.

Our expenses

(where our money is spent)

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 was \$239.895 million.

Supplies and services expenses were \$112.587 million, being expended mainly on patient care consumables 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 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.

Non-current assets were \$2.950 billion as a result of significant capital programs and the effect of the revaluation of assets. Major capital items constructed or

Did you know?

Work Camp prisoners contribute approximately \$2.5 million worth of labour to regional Queensland communities each year.

acquired in 2008-09 include the continued modernisation of the ambulance and fire vehicle fleets, the upgrade of ambulance and fire stations, expansion and redevelopment of prison infrastructure, continued investment in information and communication technology and the replacement of the Bell helicopters. Capital acquisitions for the period totalled \$126.82 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. Liabilities totalled \$148.989 million.

Our equity

(what we are worth)

Equity (departmental wealth)	=	What the department owns	-	What the department owes
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Our department's net worth (what we own less what we owe others) is \$2.934 billion.

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.

Financial Statements



Financial Statements Explained

Department of Community Safety Financial Statements 2008-09

for the period 27 March 2009 to 30 June 2009

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our finances explained

Notes to and forming part of the financial statements

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Statement of comprehensive income

	Notes	2009 \$'000
Income from continuing operations		
Revenue		
Output revenue	3	281,413
User charges, fees and fines	4	34,668
Fire levies	5	76,362
Grants and other contributions	6	21,738
Other revenue	7	5,775
Gains		
Gain on sale of property, plant and equipment	8	386
Gain on impairment reversal	8	511
Total income from continuing operations		420,853
Expenses from continuing operations		
Employee expenses	9	239,895
Supplies and services	10	112,587
Depreciation and amortisation	11	37,901
Grants and subsidies	12	15,782
Impairment losses	13	1,759
Finance / borrowing costs	14	92
Other expenses	15	10,858
Total expenses from continuing operations		418,874
Operating result from continuing operations		1,979
Other comprehensive income		
Increase (decrease) in asset revaluation surplus		-
Sale of revalued assets, and transfers to held for sale		-
Total other comprehensive income		-
Total comprehensive income		1,979

* Refer to note 2(a) regarding the Machinery of Government changes that led to the establishment of the Department of Community Safety.

The accompanying notes form part of these statements.

Statement of financial position

	Notes	2009 \$'000
Current assets		
Cash and cash equivalents	16	28,625
Trade and other receivables	17	73,842
Inventories	18	9,482
Biological assets	19	56
Other current assets	20	19,758
		<u>131,763</u>
Non current assets classified as held for sale	22	1,065
Total current assets		<u>132,828</u>
Non current assets		
Biological assets	19	875
Other financial assets	21	79
Intangible assets	23	38,216
Property, plant and equipment	24	2,910,576
Total non current assets		<u>2,949,746</u>
Total assets		<u>3,082,574</u>
Current liabilities		
Trade and other payables	25	85,381
Other financial liabilities	26	1,455
Accrued employee benefits	27	40,926
Other	28	17,167
Total current liabilities		<u>144,929</u>
Non current liabilities		
Other financial liabilities	26	4,060
Total non current liabilities		<u>4,060</u>
Total liabilities		<u>148,989</u>
Net assets		<u>2,933,585</u>
Equity		
Contributed equity		2,931,606
Retained surpluses		1,979
Asset revaluation surplus	29	-
Total equity		<u>2,933,585</u>

* Refer to note 2(a) regarding the Machinery of Government changes that led to the establishment of the Department of Community Safety.

The accompanying notes form part of these statements.

Statement of changes in equity

	Contributed Equity	Retained Surpluses	Asset Revaluation Surplus (Note 29)
	2009 \$'000	2009 \$'000	2009 \$'000
Balance as at 27 March			
Total comprehensive income	-	-	-
	-	1,979	-
<i>Transactions with owners as owners:</i>			
Equity withdrawals	(40,777)	-	-
Net assets transferred through Machinery of Government (note 30)	2,971,510	-	-
Assets transferred (to) from other departments	873	-	-
	2,931,606	1,979	-
<i>Total transactions with owners as owners</i>			
	2,931,606	1,979	-
Balance as at 30 June			

* Refer to note 2(a) regarding the Machinery of Government changes that led to the establishment of the Department of Community Safety.

The accompanying notes form part of these statements.

Statement of cash flows

	Notes	2009 \$'000
Cash flows from operating activities		
<i>Inflows:</i>		
Output receipts		294,867
User charges, fees and fines		75,707
Fire levies		119,576
Grants and other contributions		12,631
GST collected from customers		5,500
GST input tax credits from ATO		18,245
Interest receipts		235
Other		4,908
<i>Outflows:</i>		
Employee expenses		(227,847)
Supplies and services		(135,409)
Grants and subsidies		(15,782)
Finance / borrowing costs		(2)
GST paid to suppliers		(23,319)
GST remitted to ATO		(3,215)
Other		(4,637)
Net cash provided by (used in) operating activities	31	121,458
Cash flows from investing activities		
<i>Inflows:</i>		
Sales of property, plant and equipment		29,045
<i>Outflows:</i>		
Payments for property, plant and equipment		(103,113)
Payments for intangibles		(3,694)
Net cash provided by (used in) investing activities		(77,762)
Cash flows from financing activities		
<i>Inflows:</i>		
Equity injection		3,815
<i>Outflows:</i>		
Borrowing redemptions		(349)
Equity withdrawals		(46,782)
Net cash provided by (used in) financing activities		(43,316)
Net increase in cash and cash equivalents		380
Cash and cash equivalents at beginning of reporting period		-
Cash and cash equivalents transferred through Machinery of Government (note 2(a))		28,245
Cash and cash equivalents at 30 June	16	28,625

* Refer to note 2(a) regarding the Machinery of Government changes that led to the establishment of the Department of Community Safety.

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

Statement of income by outputs

	Facility- based Containment Services	Correctional Intervention Services	Community Supervision Services	Qld Ambulance Service	Emergency Management Queensland	Qld Fire and Rescue Service	Inter Output Eliminations	Total
	2009 \$'000	2009 \$'000	2009 \$'000	2009 \$'000	2009 \$'000	2009 \$'000	2009 \$'000	2009 \$'000
Income from continuing operations**								
Revenue								
Output revenue	97,918	19,682	18,436	101,551	25,788	18,038	-	281,413
User charges, fees and fines	-	2,870	-	20,495	2,006	9,297	-	34,668
Fire Levies	-	-	-	-	-	76,362	-	76,362
Grants and other contributions	-	430	12	11,451	2,877	6,968	-	21,738
Other revenue	2,734	34	16	1,455	243	1,302	(9)	5,775
Gains								
Gains on sale of property, plant and equipment	4	-	-	133	26	223	-	386
Gain on impairment reversal	511	-	-	-	-	-	-	511
Total income	101,167	23,016	18,464	135,085	30,940	112,190	(9)	420,853
Expenses from continuing operations**								
Employee expenses	45,756	13,362	12,682	86,787	8,056	73,261	(9)	239,895
Supplies and services	38,654	8,313	4,140	33,414	5,840	22,226	-	112,587
Depreciation and amortisation	14,947	985	1,197	9,938	1,078	9,756	-	37,901
Grants and subsidies	394	101	45	1,768	13,153	321	-	15,782
Impairment losses	-	93	-	1,245	24	397	-	1,759
Finance / borrowing costs	-	2	-	8	13	69	-	92
Other expenses	1,251	130	370	2,038	1,498	5,571	-	10,858
Total expenses	101,002	22,986	18,434	135,198	29,662	111,601	(9)	418,874
Operating result from continuing operations	165	30	30	(113)	1,278	589	-	1,979

** Allocation of income and expenses from corporate services to ordinary activities (disclosure only):

Income	469	87	85	1,182	252	1,178	-	3,253
Expenses	12,758	2,366	2,309	8,661	1,753	8,596	-	36,443

* Refer to note 2(a) regarding the Machinery of Government changes that led to the establishment of the Department of Community Safety.

Statement of financial position by outputs

	Facility-based Containment Services	Correctional Intervention Services	Community Supervision Services	Qld Ambulance Service	Emergency Management Queensland	Qld Fire and Rescue Service	Total
	2009 \$'000	2009 \$'000	2009 \$'000	2009 \$'000	2009 \$'000	2009 \$'000	2009 \$'000
Current assets							
Cash and cash equivalents	17,916	3,954	3,184	18,148	12,943	(27,520)	28,625
Trade and other receivables	8,863	4,115	1,573	12,751	5,124	41,416	73,842
Inventories	2,033	2,428	-	3,179	1,290	553	9,482
Biological assets	-	56	-	-	-	-	56
Other	7,619	922	1,114	4,184	2,474	3,446	19,758
	36,431	11,475	5,871	38,261	21,831	17,894	131,763
Non current assets classified as held for sale	-	-	-	770	-	295	1,065
Total current assets	36,431	11,475	5,871	39,031	21,831	18,189	132,828
Non current assets							
Biological assets	-	875	-	-	-	-	875
Other financial assets	-	79	-	-	-	-	79
Intangibles	5,014	1,106	891	12,879	186	18,140	38,216
Property, plant and equipment	1,758,546	104,240	12,897	434,439	85,435	515,019	2,910,576
Total non current assets	1,763,560	106,300	13,788	447,318	85,620	533,159	2,949,746
Total assets	1,799,991	117,775	19,659	486,349	107,451	551,348	3,082,574
Current liabilities							
Trade and other payables	40,396	622	1,659	20,846	6,815	15,044	85,381
Other financial liabilities	-	66	-	311	580	497	1,455
Accrued employee benefits	6,421	990	1,188	20,236	1,379	10,712	40,926
Other	282	(194)	54	797	13,710	2,518	17,167
Total current liabilities	47,099	1,484	2,901	42,190	22,483	28,771	144,929
Non current liabilities							
Other financial liabilities	-	-	-	113	283	3,665	4,060
Total non current liabilities	-	-	-	113	283	3,665	4,060
Total liabilities	47,099	1,484	2,901	42,303	22,766	32,436	148,989
Net assets	1,752,892	116,291	16,758	444,047	84,685	518,913	2,933,585

* Refer to note 2(a) regarding the Machinery of Government changes that led to the establishment of the Department of Community Safety.

Notes to and forming part of the financial statements

1. Objectives and principal activities of the department

The Department of Community Safety was established on 27 March 2009 and includes the Queensland Ambulance Service, the Queensland Fire and Rescue Service, Queensland Corrective Services and Emergency Management Queensland.

The objectives of the department are to support healthy, safe and secure communities through public safety, emergency management and secure and appropriate correctional services.

We are responsible for saving lives, protecting property, helping preserve the natural environment and delivering humane containment, supervision, and interventions for offenders.

Funding for the outputs delivered by the department has come from parliamentary appropriations and the following revenue sources:

- Advisory and consultancy services;
- Commercial and community training;
- Commercial contract services;
- Commonwealth grants;
- Contributions, including donations and sponsorships;
- Fees for attendance at incidents and events;
- Fire levies;
- Prison industries; and
- Specialised patient transport charges.

2. Summary of significant accounting policies

(a) Basis of accounting

The Department of Community Safety was established as a result of the Public Service Departmental Arrangements Notice (No.2) 2009. Under this notice, responsibility for all the functions of the former Department of Emergency Services and the former Department of Corrective Services were transferred to the newly established Department of Community Safety. The effect of this transfer was from 27 March 2009.

This financial report is a general purpose financial report and has been prepared in accordance with the Australian accounting standards. In addition the statements comply with the Treasurer's *Minimum Reporting Requirements for Queensland Government Agencies* for 2008-09 and other prescribed requirements.

Unless otherwise stated, the financial statements have been prepared in accordance with the historical cost convention.

(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.

In the process of reporting the department as a single economic entity, all material transactions and balances between outputs have been eliminated.

The outputs and major activities undertaken by the department are disclosed in Note 2(z).

(c) Administered transactions and balances

Where the department administers, but does not control, certain resources on behalf of the Government, it has responsibility and is accountable for administering related transactions and items. It does not have the discretion to deploy the resources for the achievement of the department's objectives.

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.

Notes to and forming part of the financial statements

(d) Trust and agency transactions and balances

The department undertakes certain trustee transactions on behalf of trust beneficiaries and also performs certain agency transactions.

As the department acts only in a custodial role in respect of these transactions and balances, they are not recognised in the financial statements, but are disclosed in Note 38. Applicable audit arrangements are also shown in Note 38.

(e) Output revenue

Appropriations provided under the Annual Appropriation Act are recognised as revenue when received or receivable.

Where approved, appropriation revenue is recorded as receivable if amounts are not received at the end of the reporting period.

(f) User charges, fees and fines

User charges and fees controlled by the department are recognised as revenues when the related services are provided. User charges and fees are controlled by the department where they can be deployed for the achievement of departmental objectives.

Taxes, fees and fines collected but not controlled by the department are reported as administered revenue. Refer Note 37.

(g) Grants and other contributions

Grants, contributions, donations and gifts that are non reciprocal in nature are recognised as revenue in the year in which the department obtains control over them. Where grants are received that are reciprocal in nature, revenue is accrued over the term of the funding arrangements.

Contributed assets are recognised at their fair value. Contributions of services are recognised only when a fair value can be determined reliably and the services would be purchased if they had not been donated.

(h) Cash and cash equivalents

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques receipted but not banked at 30 June as well as deposits at call with financial institutions. It also includes investments with short periods to maturity that are readily convertible to cash on hand at the department's option and that are subject to a low risk of changes in value.

(i) Receivables

Trade debtors are recognised at the amounts due at the time of sale or service delivery. Settlement of these amounts 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 Notes 13 and 17. All known bad debts were written off as at 30 June 2009.

Other debtors generally arise from transactions outside the usual operating activities of the department and are recognised at their assessed values. Settlement terms depend on the nature of the receivable. No interest is charged and no security is obtained.

(j) Inventories

Inventories held for sale are valued at the lower of cost and net realisable value. These include harvested agricultural produce held by correctional centre farms, and raw materials, work in progress and finished goods of correctional centre industries. Cost of these inventories is assigned on a weighted

Notes to and forming part of the financial statements

average basis and includes expenditure incurred in acquiring the inventories and bringing them to their existing condition, except for training costs which are expensed as incurred.

Net realisable value is determined on the basis of the department's normal selling pattern. Expenses associated with marketing, selling and distribution are deducted to determine net realisable value.

Inventories held for distribution are valued at cost or 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 in the ordinary course of business. The cost of inventories held for distribution is adjusted, where applicable, for any loss of service potential.

(k) Biological assets

Under AASB 141 Agriculture, biological assets are defined as 'living animals and plants'. The department's assets falling into this category are livestock of beef and dairy cattle, sheep, goats and horses. Livestock are valued at market value (fair value) less point of sale costs. Market value is the price expected to be received if sold in normal market conditions on the day of valuation.

(l) Non current assets classified as held for sale

Non current assets held for sale consist 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. These assets are not depreciated.

(m) 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.

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.

Assets under construction are recorded as capital work in progress until the date of practical completion, at which time they are transferred to the appropriate asset class.

(n) Property, plant and equipment

Items of 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:

Buildings & land improvements	\$10,000
Heritage and cultural	\$5,000
Land	\$1
Major plant & equipment	\$5,000
Plant & equipment	\$5,000

Land improvements undertaken by the department are included with buildings.

(o) Revaluations of non current physical assets

Heritage and cultural assets, 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*. Other asset classes are measured at cost. The carrying amounts of assets measured at cost should not materially differ from their fair value.

Land and buildings 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 is valued based on valuations determined by internal costings and departmental personnel who are suitably qualified in their respective field or using market based evidence and fair value principles.

Any revaluation increment arising on the revaluation of an asset is credited to the Asset Revaluation Surplus 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.

When prison buildings are comprehensively revalued, accumulated depreciation is calculated on the basis of expired useful life in relation to the useful life provided by the independent valuer.

For all other revaluations, 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.

(p) Intangibles

Intangible assets with a cost or other value equal to or greater than \$100,000 are recognised in the financial statements, items with a lesser value being expensed. Each intangible asset is amortised over its estimated useful life to the agency, less any anticipated residual value. The residual value is zero for all the department's intangible assets.

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 no 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.

Purchased software

The purchase cost of this software has been capitalised and is being amortised on a straight-line basis over the period of the expected benefit to the department (refer Note 23).

Internally generated software

Training costs and expenditure on research activities related to internally generated intangible assets are recognised as an expense in the period in which they are incurred.

Costs associated with the development of computer software have been capitalised and are amortised on a straight-line basis over the period of expected benefit to the department (refer Note 23).

(q) 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.

Notes to and forming part of the financial statements

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate and are depreciated accordingly.

Heritage and Cultural Assets comprise principally buildings and art work. They are depreciated 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.

Assets under construction are not depreciated until they have reached their 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. The unexpired period of leases includes any option period where the exercise of that option is probable.

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 2009.

For each class of depreciable asset the following depreciation rates were used:

Class	Depreciation rate %
Buildings & Land Improvements	0.90 to 16.67
Heritage & Cultural	1.25 to 10.00
Land	Nil
Major Plant & Equipment	3.70 to 10.00
Plant & Equipment	2.50 to 33.33
Intangibles	
Software - Purchased	9.10 to 33.33
Software - Internally Generated	11.54 to 25.00
Intellectual Property	10.00 to 20.00

(r) 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 Statement of Comprehensive Income, 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 Surplus 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 Notes 23 and 24.

Notes to and forming part of the financial statements

(s) 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 Statement of Comprehensive Income in the periods in which they are incurred.

(t) Other financial assets

The department holds shares in Dairy Farmers Milk Co-operative Limited and Dairyfields Milk Suppliers Co-operative Limited. These instruments are not traded on an active market, thus, fair value cannot be reliably measured and they are carried at cost.

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 21.

Derivative transactions are entered into as a means of hedging against foreign exchange exposure and for no other purpose.

(u) 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.

(v) Financial instruments

Specific accounting policies relating to the financial instrument classes are disclosed elsewhere in these notes.

Recognition

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the department becomes party to the contractual provisions of the financial instrument.

Classification

Financial instruments are classified and measured as follows:

Cash and cash equivalents - held at fair value
 Receivables - held at amortised cost
 Shares – held at cost
 Payables - held at amortised cost
 Borrowings - held at amortised cost
 Derivatives - held at fair value through profit and loss

Loans payable are recognised at the face value of the principal outstanding, with interest or borrowing costs being expensed or added to the carrying amount of the borrowing to the extent they are not settled in the period in which they arise. The fair value of these loans is disclosed in Note 26.

Derivative transactions are entered into as a means of hedging against foreign exchange exposure and for no other purpose.

The department enters into contracts with overseas suppliers. These contracts are subject to price risk. Price risk is reflected by price variation changes due to foreign currency movements. Only significant contracts between the department and suppliers are hedged to counteract potential adverse foreign currency fluctuations. Exposure to price risk on these transactions at balance date is, therefore mitigated.

Notes to and forming part of the financial statements

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 period.

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. The department has purchased foreign currency as a strategy to mitigate the risk of foreign currency exposure.

The department is permitted to operate a bank overdraft to an approved limit. Under current Government arrangements, no interest is payable by the department on that overdraft.

All other disclosures relating to the measurement basis and financial risk management of financial instruments held by the department are included in Note 36.

(w) Employee benefits

Wages, salaries and sick leave

Salary and wages due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates. Payroll tax and workers' compensation insurance are a consequence of employing employees, but are not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses. Employer superannuation contributions, annual leave levies and long service leave levies are regarded as employee benefits. The liabilities for salaries and wages entitlements expected to be paid within 12 months are recognised at their undiscounted values.

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees 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 department is part of the Queensland Government's Annual Leave Central Scheme. Under this scheme a levy is made on the department to cover the cost of employees annual leave (including leave loading and on-costs). The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears.

No provision for annual leave is recognised in the department's financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

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 AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Superannuation

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by the State Actuary. Contributions are expensed in the period in which they are paid or payable. The department's obligation is limited to its contribution to QSuper.

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 AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Time off in lieu of overtime (TOIL) and accrued time

Liabilities for TOIL and accrued time are recognised in the Statement of Financial Position 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. A liability for TOIL or accrued time is only recognised in the Statement of Financial Position where payment for that time vests in the employee. No liability is recorded in circumstances where the employee has no right to payment for the TOIL or accrued time.

Executive Remuneration

The executive remuneration disclosures in the employee expenses note (Note 9) in the financial statements include:

- the aggregate remuneration of all senior executive officers appointed under the *Public Service Act 2008* and classified as SES1 and above (including the Chief Executive Officer) whose annual remuneration is \$100,000 or more. That annual amount has been pro rated so that the threshold used for the reporting period is \$25,000 or more; and
- the number of senior executives, whose total remuneration for the reporting period 27 March 2009 to 30 June 2009 falls within each successive \$5,000 band, commencing at an amount of \$25,000.

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 period, 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 period;
- accrued superannuation (being the value of all employer superannuation contributions during the period, 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 period, 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 period, 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.

'Remuneration' means any money, consideration or benefit, but excludes amounts:

- paid to an executive by the department where the person worked during the period 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 reporting period to senior executives includes any accumulated leave balances paid on separation/redundancy/termination.

Notes to and forming part of the financial statements

(x) Finance/borrowing costs

Finance costs are recognised as an expense in the period in which they are incurred.

Finance costs include:

- Interest on short-term and long-term borrowings;
- Ancillary administration charges.

No borrowing costs are capitalised into qualifying assets.

(y) Allocation of corporate services to departmental outputs

The department discloses revenues and expenses attributable to corporate services in the Statement of Income by Outputs.

(z) Outputs of the department

The identity and purpose of the six outputs of the department during the period were:

- **Ambulance service – provided by the Queensland Ambulance Service (QAS)**

QAS provided 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.

- **Community supervision services – provided by the Queensland Corrective Services (QCS)**

This output impacts on community safety by supervising offenders in the community. It includes regional service delivery (supervision, restricted movements and reparation orders) and advisory and support services for courts and parole boards.

- **Correctional intervention services – provided by the Queensland Corrective Services**

This output increases the likelihood of offenders re-integrating successfully into the community and reducing the chance that they will re-offend. It includes the development and delivery of offender interventions designed to address offending behaviour, counselling and psychological services, prison industries, education, reparation in response to conditions of non custodial orders and research and evaluation services.

- **Emergency management – provided by Emergency Management Queensland (EMQ)**

EMQ coordinated Queensland's disaster management arrangements and disaster mitigation programs. EMQ provided the core staffing for the Queensland disaster management system and managed the State Emergency Service (SES), emergency helicopter services and hazardous materials advisory and coordination services. EMQ supported community and contract helicopter providers and managed Government support to Volunteer Marine Rescue (VMR) associations.

- **Facility-based containment services – provided by the Queensland Corrective Services**

This output impacts on community safety by keeping prisoners in custody. It includes secure custody correctional centres, low security correctional centres and operational support services.

- **Fire and rescue service – provided by the Queensland Fire and Rescue Service (QFRS)**

QFRS provided 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 provided expert advice and services for environmental and hazard mitigation, community education, fire prevention, hazardous materials management, fire fighting and rescue services including vehicle extrications, swift water rescue, confined space rescue, vertical rescue and urban search and rescue.

The Department of Community Services was established as a result of the Public Service Departmental Arrangements Notice (No.2) 2009. Under this notice responsibility for all the functions of the former Department of Corrective Services and the former Department of Emergency Services were transferred to the newly established department. To support this transfer, total assets valued at \$3,154.48 million, and total liabilities valued at \$182.97 million were also transferred at 27 March 2009 (refer Note 30 Transfer of Assets and Liabilities). The affect of this transfer of net assets is accounted for in these financial statements as an adjustment to equity as disclosed in Note 30.

Budgeted appropriation revenue of \$252.30 million and budgeted equity adjustments of \$217.62 million was also transferred from the former departments to the Department of Community Safety.

(aa) 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.

(ab) 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.

(ac) 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.

(ad) 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). FBT and GST are the only taxes accounted for by the Department of Community Safety. As such, GST credits receivable from/payable to the Australian Tax Office are recognised and accrued.

(ae) Issuance of financial statements

The financial statements are authorised for issue by the Director-General and the Chief Finance Officer at the date of signing the Management Certificate.

(af) Judgements and assumptions

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions and management judgements that have a potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant affect are outlined in the following financial statement notes:

Valuation of property, plant and equipment – Note 24;
Impairment provisions – Notes 23 and 24;
Contingencies – Note 33.

(ag) Rounding and comparatives

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where the amount is \$500 or less, to zero, unless disclosure of the full amount is

Notes to and forming part of the financial statements

specifically required. Sub-totals and totals may not add due to rounding, but the overall discrepancy is no greater than two.

The reporting period covered by these financial statements is 27 March 2009 to 30 June 2009. No prior period balances are reported as these are the inaugural financial statements for the Department of Community Safety.

(ah) **New and revised accounting standards**

The department did not voluntarily change any of its accounting policies during the reporting period. The significance of those new and amended Australian accounting standards that were applicable for the first time in the 2008-09 financial year and have had a significant impact on the department's financial statements is as follows.

An amended version of AASB 101 *Presentation of Financial Statements* applies to reporting periods beginning on or after 1 January 2009. The main impacts of the amended standard have been reviewed and it is considered that these financial statements fairly represent the disclosures required by the amended standard.

AASB 1004 *Contributions* has been reviewed and it is considered that the financial statements adequately reflect the matters required to be disclosed, given the department's circumstances.

Note 37 confirms the broad identity of recipients of transfer payments classified as administered expenses consistent with the disclosure requirements of AASB 1050 *Administered Items*.

The new accounting standard AASB 1052 *Disaggregated Disclosures* requires disclosure of the amounts of controlled assets and liabilities attributable to each departmental output. This is now set out in the new Comprehensive Statement of Assets and Liabilities by Outputs.

The department is not permitted to early adopt a new or amended accounting standard ahead of the specified commencement date unless approval is obtained from 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.

2009
\$'000

REVENUE FROM CONTINUING OPERATIONS

3. Reconciliation of payments from consolidated fund to output revenue recognised in Statement of Comprehensive Income

Budgeted output appropriation	-
Transfers from/to other departments	251,165
Treasurer's transfers	43,702
Total output receipts	<u>294,867</u>
Less: output revenue receivable transferred in	(13,839)
Plus: closing balance of output revenue receivable	385
Output revenue recognised in Statement of Comprehensive Income	<u>281,413</u>

Reconciliation of payments from consolidated fund and equity adjustment recognised in contributed equity (refer Statement of Changes in Equity)

Budgeted equity adjustment appropriation	-
Transfers from/to other departments	217,620
Transfers from/to other headings	(43,702)
Lapsed equity adjustment	(216,885)
Equity adjustment receipts	<u>(42,967)</u>
Less: equity adjustment receivable transferred in	2,190
Plus: closing balance of equity adjustment receivable	-
Equity adjustment recognised in contributed equity	<u>(40,777)</u>

4. User charges, fees and fines

Interhospital ambulance road transfers	10,095
Ambulance transport charges	6,182
Fees for services	12,798
Commercial contract revenue	1,690
Public education	1,689
Other receipts for goods and services rendered	2,214
Total	<u>34,668</u>

5. Fire levies

Gross fire levy revenue	77,510
Less: pensioner discount	(1,148)
Net fire levy revenue	<u>76,362</u>

Notes to and forming part of the financial statements

	2009 \$'000
6. Grants and other contributions	
Constituted Local Ambulance Committee contributions	63
Commonwealth receipts	919
Motor Accident Insurance Commission	2,978
Gambling Community Benefit Fund	239
Donations - assets	1,231
Donations - other	2
Rural fire brigade contributions	152
Sponsorships	201
Services received below fair value	725
Grants from State Government departments	912
Appropriation reallocation from former Department of Emergency Services	13,727
Other	589
Total	21,738
7. Other revenues	
Airport link recovery of costs	1,271
Asset adjustments/write-ons	700
Energy grants credit scheme	33
Gain on change in fair value of derivative	(105)
Goods and services provided to prisoners	2,661
Insurance recoveries	446
Interest	235
Property rental	469
Other	65
Total	5,775
8. Gains	
Gain on sale of property, plant and equipment	386
Gain on impairment reversal - buildings	511
Total	897
EXPENSES FROM CONTINUING OPERATIONS	
9. Employee expenses	
Employee benefits	
Wages and salaries	176,716
Employer superannuation contributions *	19,868
Long service leave levy *	3,610
Annual leave expense *	17,297
Employee related expenses	
Workers' compensation premium *	4,610
Payroll tax expense *	9,976
Fringe benefits tax expense	581
Training expenses	3,738
Other employee related expenses	3,499
Total	239,895

* 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, the annual leave levy and the long service leave levy are regarded as employee benefits.

Notes to and forming part of the financial statements

The number of employees including both full-time employees and part-time employees measured on a full-time equivalent basis is:

	2009
Number of employees:	10,435

Executive remuneration

The number of senior executives who received or were due to receive total remuneration of \$25,000 or more for the period 27 March 2009 to 30 June 2009:

	2009
\$35,000 to \$39,999	4
\$40,000 to \$44,999	1
\$45,000 to \$49,999	4
\$50,000 to \$54,999	1
\$80,000 to \$84,999	1
\$280,000 to \$284,999	1
Total	12
	2009
	\$'000

The total remuneration of executives shown above **	804
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** 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 reporting period paid to executives shown above.	233
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10. Supplies and services

Aircraft related costs	1,083
Communication expenses	2,895
Computer expenses	4,099
Consultancies and contractors	5,726
Cost of goods and services provided to prisoners	2,457
Farm and industry expenses	1,989
Fire levy administration fees	1,044
Maintenance and repairs	13,789
Management fees	14,844
Marketing expenses	882
Materials and consumables	3,860
Motor vehicle expenses	9,187
Natural disaster relief payments	685
Offender expenses	8,040
Operating lease rentals	3,415
Operational and other equipment purchases	15,188
Property expenses	8,710
Public education expenses	711
Shared service provider expenses	5,374
Temporary assistance - staff agency	815
Travel and accommodation	2,460
Other	5,334
Total	112,587

Notes to and forming part of the financial statements

	2009 \$'000
11. Depreciation and amortisation	
Depreciation and amortisation were incurred in respect of:	
Buildings and land improvements	22,165
Heritage and cultural assets	7
Major plant and equipment	4,012
Plant and equipment	10,289
Intellectual property	41
Software purchased	121
Software internally generated	1,266
Total	37,901
12. Grants and subsidies	
State Government	
Department of Health	1,611
Department of Premier and Cabinet	4
Department of Public Works	46
Appropriation reallocation from the former Department of Emergency Services - NDRRA	4,026
Other	
Air sea rescue, coast guard and life saving organisations	100
Community helicopter providers	5,482
Local authorities	2,673
State emergency services	904
State prisoner aid	446
Volunteer rural fire brigades	47
Other organisations	443
Total	15,782
13. Impairment losses	
Bad debts written off	1,633
Impairment losses on trade receivables	126
Total	1,759
14. Finance/borrowing costs	
Interest	91
Borrowing fees & charges	1
Total	92

Notes to and forming part of the financial statements

	2009
	\$'000
15. Other expenses	
Asset write downs	4,866
Bank charges	198
Donations/gifts/sponsorships	55
External audit fees *	240
Foreign exchange loss	28
Goods and services provided below fair value	-
Insurance premiums - other	460
Insurance premiums - QGIF	1,685
Loss on disposal of intangibles	93
Loss on disposal of property, plant & equipment	2,546
Motor vehicle sales preparation expense	53
Revaluation decrement	609
Losses	
Public property	1
Special payments	
Ex-gratia payments	8
Plaintiff damages	15
Compensation payments	1
Total	10,858

* Total external audit fees relating to the reporting period 27 March to 30 June 2009 are estimated to be \$240,000 GST excl. There are no non audit services included in this amount.

ASSETS

16. Cash

Cash at bank	28,532
Imprest accounts	93
Total	28,625

17. Receivables

Trade debtors:	
Fire levies	23,019
User charges	20,780
Less: Provision for impairment	(2,850)
	40,949
 GST receivable	 11,510
GST payable	(3,483)
	8,027
 Annual leave reimbursements	 16,886
Long service leave reimbursements	2,618
Output revenue	385
Motor Accident Insurance Commission	1,333
Accrued revenue	3,644
Total	73,842

Notes to and forming part of the financial statements

	2009 \$'000
Movement in the allowance of provision for impairment	
Balance at beginning of the period	-
Amount transferred through Machinery of Government	2,725
Amount written off during the period	(1,631)
Amounts recovered during the period	25
Increase/decrease in allowance recognised in Statement of Comprehensive Income	1,731
Balance at the end of the period	<u>2,850</u>
18. Inventories	
Agricultural produce	492
Raw materials	670
Work in progress	466
Finished goods	801
Canteen	556
Bedding	150
Bulk fuel	247
Equipment	572
Uniforms/ clothing	3,854
Patient care supplies	1,410
Tarpaulins	196
Ambulance spare parts	68
Total	<u>9,482</u>
19. Biological assets	
Current	
Livestock	56
Total	<u>56</u>
Non current	
Livestock	875
Total	<u>875</u>
20. Other current assets	
Prepayments - general	16,957
Prepayments - salaries and wages	2,376
Advances - travel and other	281
Fair value of derivatives	144
Total	<u>19,758</u>
21. Other financial assets	
Shares - at cost*	79
	<u>79</u>

* These instruments are not traded on an active market, thus fair value cannot be reliably measured (see Notes 2(t) and 36). The department through Darling Downs Correctional Centre holds 78,561 shares at face value of \$1 in Dairy Farmers Milk Co-operative Limited. This was established under a share structure proposal approved by members in May 1993. The department also holds 50 shares at face value of 10c each in Dairyfields Milk Suppliers Co-operative Limited through the Numinbah Correctional Centre. No cash dividends were received in the period 27 March 2009 to 30 June 2009.

Notes to and forming part of the financial statements

	2009 \$'000
22. Non current assets classified as held for sale	
Land	295
Plant and equipment	770
Total	<u>1,065</u>

Land and plant & equipment are surplus to requirement. 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 (I).

23. Intangible assets

Intellectual property - at cost	576
Intellectual property - accumulated amortisation	<u>(553)</u>
	23
Software purchased - at cost	5,890
Software purchased - accumulated amortisation	<u>(3,547)</u>
	2,343
Software internally generated - at cost	45,075
Software internally generated - accumulated amortisation	<u>(27,163)</u>
	17,912
Work in progress - at cost	17,938
Total	<u>38,216</u>

The department has intangible assets with a gross cost of \$19.238 million and a written down value of zero still being used in the provision of services.

Notes to and forming part of the financial statements

23. Intangibles reconciliation

	Intellectual property	Software purchased	Software internally generated	Work in progress	Total
	2009 \$'000	2009 \$'000	2009 \$'000	2009 \$'000	2009 \$'000
Carrying amount at 27 March	-	-	-	-	-
Acquisitions through Machinery of Government (note 2a)	65	2,343	15,393	23,273	41,074
Acquisitions	-	121	-	2,321	2,442
Acquisitions through internal development	-	-	1,074	-	1,074
Donations received	-	-	(93)	-	(93)
Disposals	-	-	-	-	-
Donations made	-	-	-	-	-
Transfers between classes	-	-	2,805	(3,228)	(423)
Revaluation increments	-	-	-	-	-
Other movements *	-	-	(1)	(4,428)	(4,429)
Amortisation	(42)	(121)	(1,266)	-	(1,429)
Carrying amount at 30 June	23	2,343	17,912	17,938	38,216

* Other movements include assets written on/off.

2009
\$'000

24. Property, plant and equipment

Land:	
At management valuation	406,431
	<u>406,431</u>
Buildings and land improvements:	
At management valuation	3,040,516
Less accumulated depreciation	(1,134,889)
Less accumulated impairment losses	(1,490)
	<u>1,904,137</u>
Heritage and cultural assets:	
At management valuation	3,499
Less accumulated depreciation	(3,233)
	<u>266</u>
Major plant and equipment:	
At management valuation	295,168
Less accumulated depreciation	(130,877)
	<u>164,291</u>
Plant and equipment:	
At cost	348,630
Less accumulated depreciation	(164,397)
	<u>184,233</u>
Work in progress - at cost	251,218
Total property, plant and equipment	<u>2,910,576</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 plant and equipment with a gross cost of \$45.086 million and a written down value of zero still being used in the provision of services.

The department has plant and equipment with a gross cost of \$114.685 million that has been written down to residual value of \$22.719 million still being used in the provision of services. These balances include 3 helicopters, which have a total cost of \$43.289 million and a residual value of \$20.051 million.

The department has 30 assets with a value of \$55.039 million which are temporarily idle:

Asset class	Value \$ '000	Number of assets
Land	54.986	12
Other plant and equipment	0.053	18
Total	55.039	30

Notes to and forming part of the financial statements

24. Property, plant and equipment reconciliation

	Land	Buildings and land improvements	Heritage and cultural assets	Major plant and equipment	Plant and equipment	Work in progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 27 March	-	-	-	-	-	-	-
Acquisitions through Machinery of Government (note 2a)	397,474	1,741,401	226	166,995	149,734	373,030	2,828,860
Acquisitions	9,948	909	-	-	8,357	104,093	123,307
Donations received	220	166	-	-	844	-	1,230
Disposals	-	(1,240)	-	(3,870)	(871)	-	(5,981)
Assets reclassified as held for sale	-	-	-	(544)	(367)	-	(911)
Donations made	-	-	-	-	-	-	-
Transfers between classes	(1,211)	184,783	47	5,993	36,638	(225,827)	423
Revaluation increments/decrements	-	(339)	-	(270)	-	-	(609)
Impairment losses reversed in operating result	-	512	-	-	-	-	512
Other movements *	-	109	-	(1)	238	(78)	268
Depreciation	-	(22,164)	(7)	(4,012)	(10,340)	-	(36,523)
Carrying amount at 30 June	406,431	1,904,137	266	164,291	184,233	251,218	2,910,576

* Other movements include assets written on/off.

Notes to and forming part of the financial statements

	2009 \$'000
LIABILITIES	
25. Payables	
Trade creditors	81,872
Tax liabilities	3,509
Total	85,381
26. Other financial liabilities	
(Refer Note 36)	
Current	
Queensland Treasury Corporation borrowings	1,455
	1,455
Non current	
Queensland Treasury Corporation borrowings	4,060
	4,060
27. Accrued employee benefits	
(Refer Note 2(w))	
Annual leave levy payable	19,907
Long service leave levy payable	3,362
Wages and related costs outstanding	12,746
Accrued time	4,520
Other employee benefits	391
Total	40,926
28. Other current liabilities	
Unearned grant revenue	15,914
Other unearned revenue	1,253
Total	17,167

Notes to and forming part of the financial statements

EQUITY

29. Asset revaluation surplus by class

	Land \$'000	Buildings and land improvements \$'000	Heritage and cultural assets \$'000	Major plant and equipment \$'000	Plant and equipment \$'000	Total \$'000
Carrying amount at 27 March	-	-	-	-	-	-
Revaluation increments	-	-	-	-	-	-
Revaluation decrements	-	-	-	-	-	-
Sale of revalued assets, and transfers to held for sale	-	-	-	-	-	-
Carrying amount at 30 June	-	-	-	-	-	-

30. Transfer of assets and liabilities

As a result of the Public Service Departmental Arrangements Notice (No. 2) 2009, dated 26 March 2009, the Department of Emergency Services and Department of Corrective Services were abolished. Under this notice, the responsibility for all functions of these departments was transferred to the Department of Community Safety. As a result of these changes the following assets and liabilities were transferred:

	Emergency Services \$'000	Corrective Services \$'000	Total \$'000
Assets			
Cash	69	74,932	75,001
Receivables	150,549	27,423	177,972
Inventories	5,205	4,215	9,420
Non current assets classified as held for sale	1,216	-	1,216
Biological assets	-	923	923
Other	12,871	7,146	20,017
Property, plant and equipment	1,006,992	1,821,866	2,828,858
Intangible Assets	34,460	6,614	41,074
Total Assets	1,211,362	1,943,119	3,154,481
Liabilities			
Payables	48,736	39,631	88,367
Other financial liabilities	52,399	131	52,530
Accrued employee benefits	26,105	5,986	32,091
Other	9,983	-	9,983
Total Liabilities	137,223	45,748	182,971
Equity transferred	1,074,139	1,897,371	2,971,510

31. Reconciliation of operating surplus to net cash from operating activities

	2009 \$'000
Operating surplus	1,979
Non-cash items:	
Depreciation expense	36,472
Amortisation expense	1,428
Loss on sale of property, plant and equipment	2,639
Gain on sale of property, plant and equipment	(386)
Gain on impairment reversal	(511)
Non current asset donations	(1,231)
Other	4,605
	43,016
Change in assets and liabilities:	
(Increase)/decrease in assets	
Net receivables	80,963
Inventories	(62)
Other	172
GST receivable	(1,391)
	79,682
Increase/(decrease) in liabilities	
Accrued employee benefits	8,834
Accounts payable	(19,237)
Unearned revenue	7,184
	(3,219)
Net cash from operating activities	121,458

Notes to and forming part of the financial statements

32. 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 and are inclusive of any GST.

	2009 \$'000
Payable:	
Not later than one year	12,562
Later than one year and not later than five years	23,260
Later than five years	18,837
	<u>54,659</u>

Operating leases were entered into as a means of acquiring access to office accommodation and storage facilities. Lease payments were generally fixed, but with inflation escalation clauses on which contingent rentals were 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 inclusive of any GST, contracted for at reporting date but not recognised in the accounts are payable as follows:

	2009 \$'000
Ambulance stations	7,702
Ambulances	8,494
Correctional centres	806,353
Fire stations	9,481
Fire appliances	3,497
Plant & equipment for correctional centres	2,124
Software	919
Helicopters	359
Other commitments	6,841
Queensland Emergency Operations Centre	51,511
Flood Abatement	194
	<u>897,475</u>
	2009 \$'000
Payable:	
Not later than one year	387,258
Later than one year and not later than five years	510,217
Later than five years	-
	<u>897,475</u>

(c) Grants and subsidies

As at 30 June 2009, approval has been given in accordance with formal agreements to pay the following grants and subsidies inclusive of any GST, provided certain criteria are met:

	2009 \$'000
Helicopter rescue services	111,270
Royal Life Saving Society of Queensland	433
Surf Life Saving Queensland	14,342
Grants to local government	4,087
Natural Disaster Mitigation Program	22,531
Australian Volunteer Coast Guard Association	1,109
Volunteer Marine Rescue Association Queensland	1,235
Other	302,024
	457,031
Payable:	
Not later than one year	117,211
Later than one year and not later than five years	306,900
Later than five years	32,920
	457,031

33. Contingencies

(a) Employee award claims in progress

As at 30 June 2009 there was one claim made which may reflect in the Department of Community Safety's future liabilities.

The *Queensland Fire and Rescue Service Certified Agreement 2006* provided for a review of senior officer roles and the management structure of the organisation including the introduction of a three tier management structure. This will be back dated to August 2008. At the 30 June 2009 the extent of this adjustment could not be reliably measured. As a result the department has a contingent liability in circumstances where the criteria are met pursuant to the agreement.

(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.

At 30 June 2009, the following cases were on hand naming the department as defendant:

Personal injury claims	126
Judicial reviews	8
Anti-discrimination claims	38
Contractual claims	3
Other litigation	7

The department believes that it would be misleading to estimate the final amounts payable (if any) in respect of these cases. All personal injury claims are covered by the Queensland Government Insurance Fund (QGIF). Each claim has an excess of \$10,000.

Notes to and forming part of the financial statements

(c) Native title claims over departmental land

As at 30 June 2009, the department had potential risk in relation to one native title claim. The land is at Stockyard Point and is owned by the Department of Environment and Resource Management. The department owns a rural fire shed on the property.

(d) Land for new prison precinct

Four parcels of land have been formally resumed as the site for the South East Queensland prison precinct at Gatton. The quantum of the liability and value of the assets that will be acquired as a result of these transactions are uncertain at this stage, as negotiations with the former land owners are still ongoing.

(e) Guarantees and undertakings

The department has no guarantees operable at 30 June 2009.

34. Parole Boards

The outlays of the following statutory authorities established under the Corrective Services Act 2006 have been included within the Financial Statements:

Queensland Parole Board
Southern Queensland Regional Parole Board
Central and Northern Queensland Regional Parole Board

Expenditure incurred under the above arrangements for the current period totalled \$0.68 million.

35. Events occurring after balance date

After 30 June 2009, a contract relating to the maintenance of correctional facilities was executed. Expenditure commitments in respect of this contract are as disclosed below:

	\$'000
Not later than one year	4,706
Later than one year and not later than five years	18,823
Later than five years	-
Total	23,529

Based on the information available, management is not aware of any other event occurring after balance date that could have a material effect on the information disclosed in these financial statements.

36. Financial instruments

(a) Categorisation of financial instruments

The department has the following categories of financial assets and financial liabilities:

Category	Note	2009 \$'000
Financial assets		
Cash and cash equivalents	16	28,625
Receivables	17	73,842
Derivatives (*)	20	144
Shares	21	79
Total financial assets		102,690
Financial liabilities		
Payables	25	85,381
Accrued employee benefits	27	40,926
Other financial liabilities – QTC Borrowings	26	5,515
Total financial liabilities		131,822

(*) 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.

(b) Credit risk exposure

Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

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	2009 \$'000
Total Financial Assets		
Cash and cash equivalents	16	28,625
Receivables	17	73,842
Derivatives	20	144
Shares	21	79
Total Financial Assets		102,690

No collateral was 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 Statement of Financial Position.

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 \$1,759,000 for the reporting period.

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:

2009 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 Overdue	Total Financial Assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables	50,110	14,338	991	1,262	7,141	23,732	73,842
Shares	79	-	-	-	-	-	79
Total	50,189	14,338	991	1,262	7,141	23,732	73,921

Notes to and forming part of the financial statements

2009 Impaired Financial Assets

Financial Assets	Not Overdue	Less than 30 Days	31-60 Days	61-90 Days	More than 90 Days	Total Overdue	Total Financial Assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables	-	14	19	83	2,734	2,850	2,850
Total	-	14	19	83	2,734	2,850	2,850

(c) Liquidity risk

Liquidity risk refers to the situation where the department may encounter difficulty in meeting obligations associated with financial difficulties.

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.

2009 Payable in					Total
	Note	<1 year \$'000	1 -5 years \$'000	> 5 years \$'000	\$'000
Financial Liabilities					
Payables	25	85,381	-	-	85,381
Accrued employee benefits	27	40,926	-	-	40,926
QTC borrowing	26	1,702	2,542	2,385	6,629
Total		128,008	2,542	2,385	132,935

(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.

As the equity instruments held by the department are not traded on an active market, a reliable estimate of fair value cannot be obtained and therefore are not separately disclosed.

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 and is disclosed below:

	2009	
	Carrying Amount	Fair Value
Financial Liabilities	\$'000	\$'000
Financial liabilities at amortised cost:		
QTC borrowings	5,515	5,652
Total	5,515	5,652

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.

Interest-bearing and other financial liabilities

Loans were provided by Queensland Treasury Corporation. The interest rates and repayment terms on the borrowings are as follows:

	Interest rates	Repayment dates
Fixed rate borrowings	5.47% to 7.05%	15 August 2009 to 15 September 2014
Commonwealth Bank (overdraft)	Nil	On demand

The department has authorisation to operate in overdraft with a specified limit in accordance with the *Financial Administration and Audit Act 1977*. The departmental overdraft limit is \$180,000,000.

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 2009 is:

	2009	
	\$'000 Book Value	\$'000 Market Value
Fixed rate borrowings	5,515	5,652
	5,515	5,652

The market value represents the value of the debt if the department repaid the debt as at 30 June 2009. 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:

Interest and finance/borrowing costs	2009
	\$'000
Borrowing fees and charges	1
Interest expense	91
Total	92

Notes to and forming part of the financial statements

37. Schedule of administered items

	TOTAL
	2009 \$'000
Administered revenues	
On-the-spot fines	(3)
Total administered revenues	(3)
Administered Expenses	
Transfer Payments to Queensland Treasury	(3)
Total administered Expenses	(3)
Administered Assets	
Cash at Bank	2
Receivables	23
Total Administered Assets	25
Administered Liabilities	
Payables – Queensland Treasury	25
Total Administered Liabilities	25
Transfers to government of fines	25

38. Trust transactions and balances

The Queensland Ambulance Service, in a trustee capacity, provides administrative support to manage transactions and balances for the Kenneth James McPherson Education and Research Foundation. The Foundation was formed to promote research and education into the improvement of patient treatment in pre-hospital care.

Patrick Hoiberg, Chartered Accountant is the auditor for the Kenneth James McPherson Education and Research Foundation.

A summary of financial transactions and balances for the Kenneth James McPherson Education and Research Foundation are as follows:

Kenneth James McPherson Education and Research Foundation

27 March 2009 to 30 June 2009	\$'000
Income	7
Expenses	-
Net Surplus	7
Assets	46
Liabilities	12
Net Assets	34

The department administers, but does not control, money held in trust on behalf of offenders in custody. As the department performs only a custodial role in respect of these transactions and balances, they are not recognised in the financial statements but are disclosed in these notes as information for financial statements users.

The Queensland Auditor General has audited the department's trust transaction for the reporting period.

Notes to and forming part of the financial statements

Prisoners Trust Fund	TOTAL
	2009
	\$'000
Trust revenue and expenses	
<i>Revenues</i>	
Prisoner remuneration	2,255
Other receipts	2,826
Total	5,081
<i>Expenses</i>	
Prisoner expense payments	4,677
Prisoner discharge payments	443
Total	5,120
Trust assets and liabilities	
<i>Current Assets</i>	
Cash	1,613
Receivables	316
Total trust assets	1,929
<i>Current Liabilities</i>	
Payables – offenders	1,320
Payables – other	609
Total trust liabilities	1,929

Management Certificate

CERTIFICATE OF THE DEPARTMENT OF COMMUNITY SAFETY


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 Community Safety for the period from 27 March 2009 to 30 June 2009 and of the financial position of the department at the end of that period.



Arthur O'Brien
Chief Finance Officer

17 August 2009



Jim McGowan
Director-General

17 August 2009

Independent Auditor's Report

To the Accountable Officer of the Department of Community Safety

Matters Relating to the Electronic Presentation of the Audited Financial Report

The auditor's report relates to the financial report of the Department of Community Safety for the period 27 March 2009 to 30 June 2009 included on the Department of Community Safety's website. The Accountable Officer is responsible for the integrity of the Department of Community Safety's website. I have not been engaged to report on the integrity of the Department of Community Safety's website. The auditor's 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 Community Safety, to confirm the information included in the audited financial report presented on this website.

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 Community Safety, which comprises the statement of financial position and statement of financial position by outputs as at 30 June 2009, and the statement of comprehensive income, statement of changes in equity, statement cash flows and statement of income by outputs for the period 27 March 2009 to 30 June 2009, a summary of significant accounting policies, other explanatory notes and the certificates given by the Director-General and the Chief Financial Officer.

The Accountable Officer's Responsibility for the Financial Report

The Accountable Officer is responsible for the preparation and fair presentation of the financial report in accordance with prescribed accounting requirements identified in the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997*, including compliance with applicable Australian Accounting Standards (including the Australian Accounting Interpretations). This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility to express an opinion on the financial report based on the audit is prescribed in the *Auditor-General Act 2009*. This Act, including transitional provisions, came into operation on 1 July 2009 and replaces the previous requirements contained in the *Financial Administration and Audit Act 1977*.

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.

Independent Auditor's Report

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 *Auditor-General Act 2009* 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 *Auditor-General Act 2009* –

- (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 Community Safety for the period 27 March 2009 to 30 June 2009 and of the financial position as at the end of that period.

O.C. Clare

O C CLARE FCPA
(as delegate of the Auditor-General of Queensland)



Queensland Audit Office
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Appendixes



Construction of the 76.1 million Queensland Emergency Operations Centre at Kedron commenced in June 2009.

Appendixes

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Appendix 1

Appendix 1: Five year performance measures summary

Performance Measure	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Target/ Estimate	2008-09 Actual (01/07/08 to 30/06/09)	2008-09 Actual (27/03/09 to 30/06/09)
Ambulance Service							
Urgent incidents (Code 1 and 2):							
• Number of incidents attended per 1,000 population 1, 2	–	–	–	–	130-136	116	31
• Number of incidents 1, 3	390,361	420,778	459,975	503,909	550,000 - 575,000	502,293	132,133
Non-urgent incidents (Code 3 and 4):							
• Number of incidents attended per 1,000 population 1, 2	–	–	–	–	51 - 53	56	15
• Number of incidents 1, 4	195,334	207,185	212,609	220,133	215,000 - 225,000	241,711	63,975
Cardiac Arrest Survived Event Rate 5, 6	21.6%	21.3%	21.3%	23.3%	>15%	28.60%	–
Level of patient satisfaction (survey) with ambulance response services	98%	98%	97%	99%	>95%	98%	98%
Percentage of Triple Zero Calls answered within 10 seconds 1	–	–	–	–	90%	90.27%	91.28%
Time within which Code 1 incidents are attended							
• 90th percentile response time 7	16 minutes	16 minutes	16.5 minutes	16.7 minutes	16.5 minutes	17.2 minutes	17.2 minutes
• 50th percentile response time 1	8 minutes	8 minutes	8.2 minutes	8.3 minutes	8.2 minutes	8.4 minutes	8.3 minutes
Percentage of non-urgent incidents attended to by the appointment time	71.98%	74.10%	72.17%	70.99%	>70%	70.67%	72.73%
Ambulance service locations (total) 8	279	282	284	287	289	287	287
Gross cost per incident 1, 3	\$499	\$505	\$526	\$542	\$563	\$615	\$683
Gross cost per head of population 1, 2, 9	\$75.29	\$80.24	\$88.51	\$96.74	\$107.65	\$105.91	–

Performance Measure	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Target/ Estimate	2008-09 Actual (01/07/08 to 30/06/09)	2008-09 Actual (27/03/09 to 30/06/09)
Queensland Corrective Services 10							
Facility-Based Containment Services							
Number of male prisoners							
<ul style="list-style-type: none"> High Security Facilities Low Security Facilities 	4,161 810	4,328 742	4,531 694	4,533 551	4,700 540	4,674 519	4,741 556
Number of female prisoners							
<ul style="list-style-type: none"> High Security Facilities Low Security Facilities 	281 77	300 79	334 90	326 81	370 80	368 68	376 58
Escape rate							
<ul style="list-style-type: none"> High Security Facilities 9 Low Security Facilities 9, 11 	0 0.90	0 1.58	0 0.77	0 1.42	0 0	0 1.02	– –
Abscond rate							
<ul style="list-style-type: none"> Low Security Facilities 9 	1.47	0.61	0.26	0.16	0.32	0	–
Death rate (unnatural cause only)							
<ul style="list-style-type: none"> High Security Facilities 9 Low Security Facilities 9 	0.05 0	0 0	0.04 0	0.02 0	0 0	0.08 0	– –
Community Supervision Services 12							
Number of male offenders on orders (distinct count)							
Total Supervision Orders	7,339	7,638	8,242	9,696	–	10,477	10,424
Total Reparation Orders	2,534	2,555	2,203	1,896	–	1,753	1,810
Number of female offenders on orders (distinct count)							
Total Supervision Orders	1,832	1,914	2,037	2,334	–	2,476	2,477
Total Reparation Orders	812	837	745	598	–	569	554
Percentage of successfully completed orders							
Total Supervision Orders 9	70%	63%	60%	68%	–	66%	–
Total Reparation Orders 9	72%	73%	62%	56%	–	57%	–
Correctional Intervention Services							
Financial value of Community Service work performed (court ordered)	\$7.4 million	\$6.7 million	\$6.3 million	\$5.1 million	\$5.5 million	\$5.0 million	\$1.34 million
Annual hours curriculum (AHC)							
<ul style="list-style-type: none"> Vocational Education and Training Literacy/ Numeracy 	173,370 204,385	175,899 176,280	195,818 280,500	219,924 262,790	200,000 200,000	259,840 196,835	88,640 44,735
Prisoners employed							
<ul style="list-style-type: none"> Commercial industries Prison services 	1,285 1,690	1,236 1,789	1,234 1,808	1,114 1,674	1,455 1,885	1,160 1,756	1,299 1,776

Performance Measure	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Target/ Estimate	2008-09 Actual (01/07/08 to 30/06/09)	2008-09 Actual (27/03/09 to 30/06/09)
Emergency Management							
Number of people receiving disaster management training incorporating disaster mitigation concepts 13	1,542	1,811	1,551	2,696	1,500 - 2,000	5,012	673
Number of SES Volunteers 1, 14	12,456	9,290	7,000	6,430	7,000	6,300	6,300
Number of SES volunteer hours of operation 15, 16	67,183	93,210	64,932	74,227	50,000 - 75,000	109,381	16,377
Number of EMQ Helicopter Rescue hours of operation:							
• Aeromedical	1,291	1,743	1,840	1,776	1,800 - 1,900	1,777	520
• Counter disaster	8	96	8	62	10 - 30	61	4
• Search and rescue	298	323	284	227	250 - 300	273	61
• Other 15, 17	586	500	462	748	500 - 600	762	187
Number of warnings, advices, bulletins received and assessed through State Disaster Coordination Centre 18	–	–	–	–	1,500	2,862	475
Number of warnings, advices, bulletins requiring follow-up action by the State Disaster Coordination Centre 18	–	–	–	–	975	639	62
Percentage of Local Disaster Management Groups with current Disaster Management Plans	–	–	–	84%	100%	49%	49%
Fire and Rescue Service							
Number of road rescue extrications 1, 15	717	1,829	2,104	2,183	2,000 - 2,500	2,382	670
Number of road rescue incidents 1, 15	5,360	6,814	7,809	8,192	8,500 - 9,000	8,436	2,324
Total number of incidents 15	60,248	61,613	65,252	67,946	68,000 - 73,000	70,030	17,735
Number of accidental residential structural fires 1, 15	–	–	–	1,058	960 - 1,370	999	301
Number of system initiated false alarms 15, 19	19,277	21,363	19,438	21,203	18,000 - 24,000	21,264	5,666
Number of landscape fires 1, 15, 20	12,989	8,780	10,912	8,093	8,500 - 9,500	7,358	1,137
Number of hazardous materials incidents 1, 15	–	–	–	415	550 - 650	430	100
Percentage of building premises inspected and deemed complete and compliant 1	–	–	–	–	33%	41.7%	62%
Number of building approvals processed 1, 15, 21	–	–	–	–	4,929	3,076	738
Households with fire safety measures 1	–	–	–	–	43%	41.9%	41.9%
Percentage of households with operational smoke alarms installed	72.0%	72.0%	79.0%	87.6%	90%	90.1%	90.1%
Percentage of structure fires confined to the object/room of origin	67.0%	65.2%	67.3%	64.5%	70 - 80%	67.2%	65.6%

Performance Measure	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Target/ Estimate	2008-09 Actual (01/07/08 to 30/06/09)	2008-09 Actual (27/03/09 to 30/06/09)
Fire and Rescue Service (cont)							
Response times to structure fires							
• 90th percentile 1	13.9 minutes	13.0 minutes	13.1 minutes	12.8 minutes	14 minutes	12.3 minutes	12.6 minutes
• 50th percentile 1, 22	6.9 minutes	6.8 minutes	6.9 minutes	6.8 minutes	6.9 minutes	7.6 minutes	7.8 minutes
Cost per incident ¹	–	–	–	–	\$5,531	\$5,689	\$4,830
Median dollar loss per structure fire 1	–	–	–	–	\$3,500 - \$4,000	\$2,000	\$1,000
Property loss from structure fire per person 1, 2, 23	–	–	–	–	\$28 - \$35	\$29.60	\$7.70
Fire Service organisations' expenditure per 1,000 people 1, 2, 9	–	–	–	–	\$98,849	\$96,221	-
Whole-of-Department (excluding Queensland Corrective Services)							
Lost time injury frequency rate 24	24.21	32.08	23.05	28.64	20.75	26.73	26.73
Injury downtime rate 24	0.59%	0.82%	0.62%	0.77%	0.56%	0.71%	0.71%

Notes:

1. New Service Delivery Statement performance measure 2008-09. Where available, historical data has been sourced, including from the Report on Government Services 2009.
2. Population figure for 2008-09 of 4,320,088 used for calculation of this measure. This figure is derived from the Queensland Office of Economic and Statistical Research "Australian Demographic Statistics September Quarter 2008" Report.
3. Demand growth was less than projected for the reporting period and can be attributed to demand management strategies. Historical incident data has been revised to exclude standby locations.
4. Demand for medically authorised transports, such as inter-facility transports, increased during 2008-09. Measures including the Queensland Health Authorised Transport arrangements are expected to mitigate this demand in 2009-10. Historical incident data has been revised to exclude standby locations.
5. This measure was previously reported as 'survival rate for out-of-hospital cardiac arrest'.
6. Cardiac Arrest Survived Event Rate is not available for the period 27 March 2009 to 30 June 2009 due to the lag time between the event and access to the data.
7. As operators become more proficient in the use of the new ESCAD system, implemented in 2008, performance is expected to meet the targets set for 2009-10.
8. The target for 2008-09 included two stations (Ashgrove/The Gap and Springfield) which are now planned to be completed in 2009-10 due to delays in finalising land acquisitions.
9. This is an annual measure.
10. Historical data for Queensland Corrective Services is a selection and does not include all Service Delivery Statement measures.
11. Escape investigations conducted by the Office of the Chief Inspector make recommendations in regard to operational procedures that could be improved to prevent any future escapes occurring.
12. Target/Estimates were not established for the total number of Supervision or Reparation orders. For detailed Supervision and Reparation Order Targets/Estimates, see the Community Supervision Services Performance Summary.
13. There has been a considerable increase in stakeholder demand for disaster management training to support response and recovery from significant events, combined with increased focus on training by EMQ in order to meet legislative requirements.
14. Approximate number of SES volunteers reported for 2008-09 includes active volunteers only. The 2008-09 target includes both active and reserve volunteers.
15. The 2008-09 Actual for the full year does not equal the sum of the figure provided in the DES Final Report 2008-09 and the 27 March 2009 to 30 June 2009 figure, due to lag in data availability for the Final Report.
16. Queensland experienced significant impacts from natural events in 2008-09.
17. "Other" includes training, charter, familiarisation/safety presentation, law enforcement, maintenance/ferry, police, public relations, and support to other government agencies.
18. New measure introduced in 2008-09 to more accurately reflect the level of information monitoring, assessment and dissemination through the SDCC.
19. Previously measured as the "number of unwanted alarm activations through an automatic fire alarm system".
20. The number of landscape fires now includes the number of fires attended by Rural Brigades and Urban stations. The number of landscape fires provided in the DES Final Report 2008-09, for the period 1 July 2008 to 26 March 2009 only includes fires attended to by Urban stations.
21. The number of building approval applications decreased in 2008-09. The target has been adjusted for 2009-10.
22. The target for 50th percentile response times to structure fires has been revised for 2009-10 because the new computer-aided dispatch system (ESCAD) demands a defined sequence of operator actions to trigger the start of the time-measured "incident". This is typically some 30 to 90 seconds earlier than with the previous system when the operator could dispatch a vehicle prior to pressing the function key that signalled the start of the "incident". In addition, more detailed response modelling across all classes of fire services (permanent, composite and auxiliary) reveals that 7.6 minutes is a realistic target.
23. Measure previously calculated as total value (\$) of property lost per 100,000 population.
24. The lost time injury frequency rate and injury downtime rate are cumulative figures as at 30 June 2009 and do not include data from Queensland Corrective Services.

Appendix 2

Appendix 2: Overseas travel

Our helicopter pilots are required to maintain flight safety competencies through regular (two yearly) initial and recurrent flight simulator training. This is a cost effective way for pilots to experience a full range of aircraft emergencies and malfunctions in adverse weather conditions without risk to aircraft personnel safety. This travel is detailed in *Table 1*.

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 2008-09 from 27 March 2009 includes attending or participating in international emergency service forums to enhance skills, network and benchmark.

This travel is detailed in *Table 2*.

Table 1 – Travel for Queensland Rescue Helicopter Training

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Philip Head Deputy Chief Pilot, EMQ Helicopter Rescue, Brisbane	USA	To undertake AW139 Helicopter simulator training.	\$16,230	Nil
Rodger Cooper Pilot, EMQ Helicopter Rescue, Brisbane	USA	To undertake AW139 Helicopter simulator training.	\$5,982	Nil
Peter Row Pilot, EMQ Helicopter Rescue, Brisbane	USA	To undertake AW139 Helicopter simulator training.	\$5,835	Nil
Phil Frost Pilot, EMQ Helicopter Rescue, Brisbane	Italy	To undertake AW139 Helicopter simulator training.	\$6,498	Nil
Mark Kempton Base Manager, EMQ Helicopter Rescue, Brisbane	Italy	To undertake AW139 Helicopter simulator training.	\$7,332	Nil
Jeffrey Martin Pilot, EMQ Helicopter Rescue, Brisbane	Italy	To undertake AW139 Helicopter simulator training.	\$7,186	Nil
TOTAL			\$49,063	Nil

Table 2 – Externally Sponsored Overseas Travel

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Stephen Smith Manager Technical Rescue, QFRS Kevin Anderson A/Inspector, QFRS	Nepal	Attendance at the United Nations International Search and Rescue Advisory Group (INSARAG) Regional Earthquake Exercise.	\$1,766	\$11,000 (AusAID)
Gary Littlewood Manager Special Operations, QFRS	Iceland	To attend the International Search and Rescue Advisory Group Annual Urban Search and Rescue Team Leaders Meeting.	Nil	\$15,095 (AusAID & Emergency Management Australia)
TOTAL			\$1,766	\$26,095
TOTAL ALL TRAVEL			\$50,829	\$26,095

Appendixes 3 and 4

Appendix 3: Consultancies

Consultants contribute expertise to the department by helping us complete particular projects that enable us to achieve our objectives. Acquisition Services manages the processes of selection and engagement of consultants to ensure adherence with the requirements of the State Procurement Policy. The nominated divisional project officer manages the performance and deliverables of the engagement.

Consultancy expenditure incurred in the reporting period included:

Category	Cost
Professional and technical	\$67,831.67
Management	\$16,818.50
HR services	\$59,410.93
Grand Total	\$144,061.10

In line with the department's commitment to maximise funding for front line service delivery, the engagement of consultants has been restricted, with any proposals requiring Director-General approval.

Appendix 4: Recordkeeping

Consistent with a departmental approach, DCS is applying the methodology and policy for public records management developed and utilised in the former Department of Emergency Services. This policy meets the compliance requirements outlined in the Public Records Act 2002 (Act) and Information Standard 40 - Recordkeeping (IS40). The primary purpose of IS40 is to help public authorities meet their record keeping obligations under the Act. This Standard is managed by Queensland State Archives.

This initiative is accompanied by a comprehensive records management implementation strategy across DCS which is progressively and proactively being executed.

DCS is actively progressing implementation of the following deliverables consistent with this initiative including:

- a fully compliant Public Records Management environment
- control and audit tools to support records management activities
- delivery of training programs for existing DCS personnel with particular emphasis on understanding of the legislation and requirements for compliance
- an ongoing training program directed at new employees, management and staff to ensure a coherent and consistent understanding of the requirements and practices associated with maintaining a compliant records management strategy
- effective partnerships between local records officers and corporate records personnel
- clearly articulated records management standards, supported by processes to ensure ongoing understanding and compliance
- procedures for storage and protection of vital departmental records
- procedures for disposal and destruction of records in accordance with legal requirements
- development of procedures for the management of electronic records, including email and electronically generated documents and inclusion in the Records Management Policy.

A Business Classification Scheme and AAA Thesaurus for DCS record management processes are under development following MOG changes to facilitate records creation and retention.

Appendix 5

Appendix 5: Operational and information systems

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 ICT to deliver these services.

1: Focus on front-line service delivery

The ESCAD Project completed the deployment of the VisiCAD application in October 2008. This replaced three disparate, legacy Computer-Aided Dispatch (CAD) systems used by QAS and QFRS. The new system provides a single methodology for the mission critical functions of Triple Zero (000) call taking and dispatch. VisiCAD recommends vehicles to incidents based on the actual location of the nearest vehicles, as opposed to the legacy method which was based on the nearest station. This ensures the fastest possible response time to incidents is achieved.

In addition, the system is designed to automatically create incidents for other agencies to respond to where required. For example, a motor vehicle accident requiring both QAS and QFRS to attend is now handled with improved efficiency as resources from both can be deployed using information gained from one call. In the legacy systems which have now been retired, a call received by QAS would be completed prior to a call being made to QFRS to notify them of the incident. The new CAD system does this automatically without the need for a phone call between agencies. The associated incidents functionality and improved incident management processes allow both

agencies access to the same call by automatically sending a notification to the second agency if applicable whilst the call taker is still on the phone, saving valuable time.

The new system is also centralised, which allows any region to manage other regions' incidents if required. This is particularly important in times of natural disasters, or local crisis, where a specific communication centre may become inoperable. When this occurs, a neighbouring region can immediately take over the function of the disabled communication centre.

To assist in the command of incidents QFRS is implementing an "Electronic Command and Control" system to provide decision support, reporting and recording at the front-line. To facilitate this, a new type of Mobile Command Centre vehicle is in prototype. This vehicle has the capability to support a full incident management team with multiple cameras providing situational awareness. The Mobile Command Centre is completely self-contained with all data and communications systems available irrespective of location. The Mobile Command Centre can also act as a mobile call centre with ability to access ESCAD and dispatch resources.

In partnership with Queensland Health the department has implemented portable technology that provides connectivity and access to electronic resources to front-line emergency service delivery personnel at the point of demand. This enhances support to the community during events such as schoolies, V8 Supercar Race and incidents such as the South-East Queensland marine oil spill and North Queensland floods.

QAS paramedics currently utilise the electronic Ambulance Reporting Form across the State to collect patient treatment information on durable tablet computers. Currently 770 tablet computers are in use by all crews and shifts. To date, more than one and a half 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 emergency response and dispatch service, radio, mobile data, paging, Caller Line Identification, Station Turnout and Alarm Telemetry. Each of these are the subject of an ongoing modernisation program which will be enhanced through development of the Queensland Emergency Operations Centre at Kedron, and through ongoing collaboration with other government agencies.

The department has a high dependency on mapping applications to support operational service delivery and for performance review and planning.

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.

2: Strengthen community capability and resilience

QAS currently offers online access for bookings of 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 provides information and dates on scheduled

courses, allows individuals and corporate clients to view and book courses, allows for financial management associated with the courses and printing of First Aid certificates.

QAS currently offers a baby capsule hire service that is supported by a booking system which is accessible by contacting Smart Services Queensland on 1300 369 003 between 8.00am to 6.00pm, Monday to Friday. Similarly, a free check of privately owned child restraints may be requested by ringing this 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.

3: Support volunteer emergency service organisations

Our divisions provide counselling and support services to their respective staff including volunteers 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 including honorary ambulance officers and rural firefighters.

QFRS Rural Operations manages approximately 34,000 volunteers and 1,483 rural fire brigades utilising the Rural Information Management System which also links to the QFRS LMS for recording all training undertaken by volunteers. In addition Rural Operations is -in the process of establishing various delivery mechanisms and products to provide more flexible learning options for its volunteers.

4: Build organisational capability and resilience

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 collected electronically. This information assists in assessing, maintaining and analysing patient care outcomes, monitoring clinical performance, and assisting 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 is rolling out the Request for Assistance system used to coordinate SES jobs resulting from requests for assistance from the public. The system also helps

coordinate and track SES teams, and monitor and report on activities. The Request for Assistance system was used successfully to support The Gap storm response and North Queensland floods.

EMQ has responsibility for administering disaster management grants and subsidies programs in the State.

These programs include:

- Natural Disaster Risk Management Studies Program
- Natural Disaster Mitigation Program
- National Emergency Volunteer Support Fund.

The administration of these programs is supported by an information system that manages the receipt of applications, creation and management of funding agreements, processing grant payments to successful applicants (local and state government) and reporting.

The department utilises a range of systems to support internal financial and business processes such as budget management, accounts receivable and accounts payable, asset management, records management, HR management and payroll, and ministerial and Director-General correspondence tracking.

Similarly, there are a number of performance management systems in operation including an audit issues tracking system.

The department is an ongoing contributor to the Australian Disaster Information Network electronic collaboration portal which continues to provide a collaboration capability for disaster management personnel in jurisdictions across Australia.

The department also utilises a state-level Disaster Management portal and a volunteer portal to facilitate information sharing in relation to local and wider emergency services issues and a collaboration forum on emergency management policy.

Indexes

Annual report compliance

Our annual report is prepared in accordance with the *Financial Administration and Audit Act 1977*, *Financial Management Standard 1997* and other Queensland Government requirements.

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Global Reporting Initiative

This report endeavours to review our economic, environmental and social performance by addressing the Sustainability Reporting Guidelines version 3 (G3) published on the Global Reporting Initiative (GRI) website at www.globalreporting.org. The guidelines provide for the incremental adoption of the framework over time. This year we have achieved a C level 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.

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3.2	Date of most recent previous report	N/A
3.3	Reporting cycle	27 March to 30 June 2009
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Abbreviations

AASB	Australian Accounting Standards Board	EPC	Energy Performance Contracts		Emergency Services Academy
ACC	Agency Consultative Committee	ESB	Ethical Standards Branch	QCS	Queensland Corrective Services
ACMA	Australian Communication and Media Authority	ESCAD	Emergency Services Computer-Aided Dispatch	QCSC	Queensland Corrective Services Commission
ACPHR	Australian Centre for Pre-hospital Research	ESU	Emergency Service Units	QEOC	Queensland Emergency Operations Centre
ADG	Assistant Director-General	FBT	Fringe Benefits Tax	QES	Queensland Emergency Services
AFAC	Australasian Fire and Emergency Service Authorities Council	FMB	Facilities Management Branch	QFRS	Queensland Fire and Rescue Service
AFCOM	Ambulance and Fire Communications	FOI	Freedom of Information	QGCPO	Queensland Government Chief Procurement Office
AHC	Annual Hours Curriculum	FRC	Family Responsibilities Commission	QGIF	Queensland Government Insurance Fund
ARC	Australian Resuscitation Council	FTE	Full-Time Equivalent	QHAT	Queensland Health Authorised Transport
ARMC	Audit and Risk Management Committee	G3	Sustainability Reporting Guidelines version 3	QLAC	Queensland Local Ambulance Committee Advisory Council
AS ISO	Australian and International Standards for Records Management	GB	Gigabyte	QPS	Queensland Police Service
ATSILS	Aboriginal and Torres Strait Islander Legal Services	GST	Goods and Services Tax	QUT	Queensland University of Technology
ATWS	Australian Tsunami Warning System	GRI	Global Reporting Initiative	RAAP	Roads, Attitudes and Action Planning
AVCGA	Australian Volunteer Coast Guard Association	GHG	Greenhouse gas	RFS	Rural Fire Service
BEF	Business Excellence Framework	GVG	Greenhouse Vehicle Guide	ROGs	Report on Government Services
CAD	Computer-Aided Dispatch	H1NI	Pandemic Influenza	RTO	Registered Training Organisation
CART	Clinical Audit and Review Tool	HIV	Human Immunodeficiency Virus	RWMP	Regional Wildfire Mitigation Plan
CBRC	Cabinet Budget Review Committee	HR	Human Resources	SAC	State Assessment Committee
CDU	Commercial Development Unit	ICP	Intensive Care Paramedics	SCORM	Shareable Content Object Reference Model
CFO	Chief Financial Officer	ICT	Information and Communication Technology	SDCC	State Disaster Coordination Centre
CO ₂	Carbon Dioxide	IDT	Injury Downtime Rate	SDMG	State Disaster Management Group
CO ₂ -e	Carbon Dioxide equivalent emissions	INSARAG	International Search and Rescue Advisory Group	SDS	Service Delivery Statement
CMC	Crime and Misconduct Commission	IPPs	Information Privacy Principles	SES	State Emergency Service
CORE	Central Operations Reporting Environment	IT	Information Technology	SEWS	Standard Emergency Warning System
CPI	Consumer Price Index	Izone	Rural and urban interface	SFRST	School of Fire and Rescue Service Training
CSD	Corporate Support Division	ISO	International Organization for Standardization	SHE	Safety Health and Environment
DCS	Department of Community Safety	JCU	James Cook University	SHECC	State Health Emergency Coordination Centre
DEEDI	Department of Employment, Economic Development and Innovation	JLU	Judicial Liaison Unit	SLSQ	Surf Life Saving Queensland
DES	Department of Emergency Services	kWh	Kilowatt-hour	SPD	Strategic Policy Division
DG	Director-General	LAC	Local Ambulance Committee	SPP	State Planning Policy
DPSOA	Dangerous Prisoner (Sexual Offenders) Act 2003	LTIFR	Lost time injury frequency rate	STAR	Secondary Triage and Referral
DRP	Disaster Resilience Program	LMS	Learning Management System	STEMI	S-T elevation myocardial infarct
ED	Executive Director	MOG	Machinery of Government	STI	Sexually Transmissible Infection
eIAP	electronic Incident Action Plan	NAIDOC	National Aborigines and Islanders Day Observance Committee	TOIL	Time in lieu of overtime
EMAP	Executive Masters in Public Administration	NDRRA	Natural Disaster Relief and Recovery Arrangements	USAR	Urban Search and Rescue
EMQ	Emergency Management Queensland	NEVSF	National Emergency Volunteer Support Fund	VEC	Volunteer Executive Committee
EMT	Executive Management Team	NEWS	National Emergency Warning System	VER	Voluntary Early Retirement
		NGA	National Greenhouse Accounts	VHF	Very High Frequencies
		OMPRs	Offender management plan reviews	VMR	Volunteer Marine Rescue
		OSA	Organisational Self-Assessment	VMRAQ	Volunteer Marine Rescue Association Queensland
		PPB	Primary Producers Brigade	WH&S	Workplace Health and Safety
		QAS	Queensland Ambulance Service		
		QASCLO	Queensland Ambulance Service Collaborative Learning Online		
		QCAT	Queensland Civil and Administrative Tribunal		
		QCESA	Queensland Combined		

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Did you know?

The first full time
QFRS female
firefighters were
employed in
1995.

Glossary

Accountable Officer	The chief executive of a department of Government declared under the Public Service Act 2008, section 14(1), is the accountable officer of the department (Financial Administration and Audit Act 1977, S 34(1)).
Activity	Any work performed on a project or as part of a program. It may be a task or a set of tasks to be completed. An activity has a finite duration and will result in one or more deliverables. An activity will generally have cost and resource requirements. Some activities are operational in nature and are often ongoing.
Ambitions	Represent the desired effects on, or consequences of, Government services on the community. Ambitions are more specific goals for change and should be strategic, high-level and measurable.
Annual report	A written report on the operations of the agency during the financial year, as prescribed by the Financial Administration and Audit Act 1977, S 39.
Benchmark	A standard of excellence, achievement etc., against which similar things are measured or judged.
Best practice	A technique, method, process, activity, incentive or reward that is believed to be more effective at delivering a particular outcome than any other.
Business Excellence Framework	The BEF is an integrated leadership and management system that describes the elements essential to sustainable organisational excellence.
Budget	An outline of Government's priorities and plans for the coming year, expressed in terms of financial and non-financial performance information.
Budget submission	Each agency prepares a submission to the Cabinet Budget Review Committee each year highlighting how it plans to apply its Budget, and, where necessary, seeking CBRC's consideration of changes to its Budget allocation to address new or emerging demands.
Business Continuity Plan	A collection of procedures and information that is developed, compiled and maintained in readiness for use in the event of an emergency or disaster.
Cabinet Budget Review Committee (CBRC)	The CBRC has a primary role of considering matters with financial or budgetary implications for the Government. Initiatives or proposals with a material impact on government services or resourcing must be directed to CBRC in the first instance for considerations. At the direction of the Premier or Cabinet, CBRC may also consider other issues that require dedicated or longer-term scrutiny or otherwise might best be considered in the Committee environment. CBRC has a membership of four Ministers, with the Premier and Treasurer as standing members along with two rotational senior Ministers occupying the positions for generally one year.
Capital Works	The construction and management of assets to ensure those assets are best suited to support the delivery of services in accordance with strategic initiatives.
Corporate Governance	The processes by which the department is directed, controlled and held to account. It encompasses accountability, leadership and transparency and influences how the department's goals and objectives are set and achieved; how risk is monitored and assessed and how performance of the department is optimised.
Corporate Governance Framework	A framework established to provide rigor around governance practices and arrangements and introduces an underlying values system to encourage commitment rather than compliance.
Corporate Risk Register	A document for recording identified corporate risks.
Corporate Social	A form of corporate self-regulation whereby business monitors and ensures its adherence to law, ethical standards and international norms.

Demand management	An integrated strategy to reduce pressures on the organisation and its staff to deliver services caused by the community's increasing demand for improved services.
Departmental objective	The effects or impacts that a department seeks to have on its clients, stakeholders, or the broader community.
Disaster management	Management of the potential adverse effects of an event, including arrangements for mitigating, preventing, preparing for, responding to and recovering from a disaster.
Global Reporting	The GRI is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide.
Governance Management Framework	The set of processes, customs, policies, laws, and institutions affecting the way DCS is directed, administered and controlled.
Initiative	'Initiatives' could occur at any level within the performance management framework as ways that an agency intends to enhance, expand, or change its objectives or the way that it achieves them. An 'initiative' could relate to a small process improvement within the agency, or a major policy shift.
Kyoto Protocol	An international agreement linked to the United Nations Framework Convention on Climate Change aimed at combating global warming. The major feature of the Kyoto Protocol is that it sets binding targets for 37 industrialised countries and the European community for reducing greenhouse gas (GHG) emissions.
Machinery of Government (MOG)	From time to time, the Premier will re-align responsibilities across government agencies. These re-alignments are known as Machinery of Government (or MOG) changes.
Memorandum of Understanding	A document describing a bilateral or multilateral agreement between parties.
Operational plan	An agency's operational plan provides for the services the agency intends to deliver during the plan's timeframe. It also includes details about performance information that allows the accountable officer to assess the agency's performance in delivering services. (Financial Management Standard 1997, S 21).
Output	Services that are provided by agencies for clients (including policy advice provided by Ministers). Output details are provided in the Budget documentation (Service Delivery Statements).
Output performance Measure	Units of measurement used to determine and assess the delivery of outputs (services). They measure the quantity, quality, cost, timeliness and location of services. Full details of each agency's performance are provided in the Budget documentation (Service Delivery Statements).
Performance indicator	Measure the extent to which agencies are achieving their objectives.
Performance information	A generic term used to describe information about the performance of an agency or Government at any level of the performance management framework.
Performance management	Considered to be the system, which integrates organisational strategic management, performance information, evaluation, performance measurement, monitoring, assessment and reporting.
Performance Management Framework	The Performance Management Framework is designed to improve the analysis and application of performance information to identify and address risks and opportunities for agencies, Government and the community. The Queensland Government approved that the Managing for Outcomes framework be replaced with a new Performance Management Framework in August 2008.
Performance measure	A quantifiable measure to assess how well DCS carries out specific functions or processes.
Performance target	The expected or desired level of performance for a given period.
Portfolio	A group of departments for which a Minister is responsible.

Pre-hospital care research	Research that focuses on the care and management of patients provided by ambulance services prior to patients' admission to hospital and facilitates action between industry and academics to contribute to the development of the evidence base for pre-hospital care.
Program	A temporary structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver outcomes and benefits related to an organisation's strategic objectives. A program produces an end-state and is finite (albeit often years in duration).
Ramping	Ramping occurs when the receiving hospital is unable to admit patients, therefore paramedics are unable to unload patients into the hospital's Emergency Department, effectively leaving the QAS vehicle, crew and patient on the ramp outside the Emergency Department.
Recidivism	Committing new offences after being punished for a crime; Chronic repetition of criminal or other antisocial behaviour.
Report on Government Services (ROGS)	ROGS provides information on the effectiveness and efficiency of government services in Australia. ROGS was established to provide ongoing comparisons of the performance of government services and to report on service provision reforms that governments have implemented or that are under consideration.
Service Delivery Statement (SDS)	Budget papers prepared on a portfolio basis by agencies reporting to each Minister and the Speaker. The SDS sets out the priorities, plans and financial statements of agencies.
Service standard	<p>Describes the standards of efficiency and effectiveness to which the agency will deliver services within its fiscal limit. Standards are set with the aim of defining a level of performance that is appropriate for the service and is expected to be achieved.</p> <p>Standards of Efficiency – reflect how resources (inputs) are used to produce services and objectives, expressed as a ratio of resources (inputs) to services – technical efficiency, or resources (inputs) to objectives – cost efficiency.</p> <p>Standards of Effectiveness – reflect how well a service achieves its stated objectives through meeting service delivery standards – operational effectiveness, or achieving desired objectives – policy effectiveness.</p>
Services	Services are the deliverables that will help the agency to achieve its objectives. They describe the areas in which an agency delivers services to its clients at a level appropriate to the agency.
Stakeholder	Those parties who have an interest in an organisation, its activities and its achievements, including customers, partners, employees, shareholders, owners, the community, government and regulators.
Standard Operating	A set of instructions having the force of a directive, covering those features of operations that lend themselves to a definite or standardised procedure without loss of effectiveness.
Strategic plan	Each accountable officer and statutory body must develop a strategic plan for the agency to cover a period of at least four years.
Strategy	The way in which an agency intends to pursue its objectives and deliver its services, and assist in achieving the Government's objectives for the community. Strategies can occur at various levels within an agency. Strategies included in an agency's strategic plan would generally be longer term 'strategic' strategies that are pursued over a number of years. Strategies included in an agency's operational plan would generally be shorter.
Triage	Process of prioritising patients based on the severity of their condition.

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Key Locations of the department

General Inquiries	Kedron Park Complex, Cnr Kedron Park and Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001	07 3247 8821
Key web addresses		
Our department	www.communitysafety.qld.gov.au	
Queensland Ambulance Service	www.ambulance.qld.gov.au	
Queensland Corrective Services	www.correctiveservices.qld.gov.au	
Emergency Management Queensland	www.emergency.qld.gov.au/emq	
Disaster information	www.disaster.qld.gov.au	
Queensland Fire and Rescue Service	www.fire.qld.gov.au	
Our publications	www.emergency.qld.gov.au/publications www.correctiveservices.qld.gov.au/publications	
Brisbane Offices		
Office of the Minister for Police, Corrective Services and Emergency Services	Level 24, State Law Building, 50 Ann Street, Brisbane, QLD PO Box 15195, City East, QLD 4002	07 3239 0199
Office of the Director-General	Kedron Park Complex, Cnr Kedron Park and Park Roads, Kedron, QLD. GPO Box 1425, Brisbane, QLD 4001.	07 3247 8532
Queensland Ambulance Service	Kedron Park Complex, Cnr Kedron Park and Park Roads, Kedron, QLD. GPO Box 1425, Brisbane, QLD 4001	1300 369 003
Queensland Corrective Services	State Law Building, 50 Ann Street, Brisbane, QLD GPO Box 1054, Brisbane, QLD 4001	07 3227 7111
Emergency Management Queensland	Kedron Park Complex, Cnr Kedron Park and Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001	07 3247 8511
Queensland Fire and Rescue Service	Kedron Park Complex, Cnr Kedron Park and Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001	07 3247 8100
Corporate Support Division	Kedron Park Complex, Cnr Kedron Park and Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001	07 3247 8604
Strategic Policy Division	Kedron Park Complex, Cnr Kedron Park and Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001	07 3247 8791
Regional Offices		
Queensland Ambulance Service		
Brisbane	GPO Box 625, Brisbane QLD 4001	07 3635 1803
Central	PO Box 1531, Rockhampton QLD 4700	07 4938 4928
Far Northern	PO Box 920, Cairns QLD 4870	07 4039 8761
North Coast	PO Box 249, Caloundra QLD 4551	07 5420 9990
Northern	PO Box 5845, Townsville QLD 4810.	07 4796 9111
South Eastern	PO Box 927, Beenleigh QLD 4207	07 3287 8500
South Western	PO Box 831, Toowoomba QLD 4350	07 4616 1535
Queensland Corrective Services (Probation and Parole)		
Metro North	PO Box 146, Virginia DC QLD 4014	07 3405 5411
Metro South	PO Box 1107, Coorparoo DC QLD 4151	07 3336 0830
Central	PO Box 915, Rockhampton QLD 4700	07 4938 4711
Far Northern	PO Box 599, Cairns QLD 4870	07 4039 8210
North Coast	PO Box 604, Maroochydore QLD 4558	07 5470 8030
Northern	PO Box 606, Townsville QLD 4810	07 4760 7568
South Coast	PO Box 476, Southport QLD 4215	07 5583 5555
Southern	PO Box 559, Toowoomba QLD 4350	07 46161600

Key Locations of the department

Emergency Management Queensland		
Brisbane	GPO Box 2953, Brisbane QLD 4001.	07 3635 1889
Central	PO Box 1407, Rockhampton QLD 4700	07 4938 4988
Far Northern	PO Box 242, Cairns QLD 4870	07 4039 8251
North Coast	PO Box 4068, Caloundra QLD 4551	07 5420 7568
Northern	PO Box 5845, Townsville QLD 4810.	07 4796 9050
South Eastern	Po Box 5128, Eagleby QLD 4207	07 3884 8085
South Western	PO Box 831, Toowoomba, QLD 4350	07 4616 1527
Queensland Fire and Rescue Service		
Brisbane	GPO Box 625, Brisbane QLD 4001	07 3635 1906
Central	PO Box 1531, Rockhampton QLD 4700	07 4938 4988
Far Northern	PO Box 920, Cairns QLD 4870	07 4039 8763
North Coast	98 Lennox Street, Maryborough QLD 4650	07 4190 4818
Northern	PO Box 5845, MSO Townsville QLD 4810.	07 4796 9023
South Eastern	PO Box 927, Beenleigh QLD 4207	07 3287 8500
South Western	PO Box 831, Toowoomba QLD 4350	07 4616 1506
Correctional Centres		
Arthur Gorrie	PO Box 1300, Richlands QLD 4077	07 3212 0411
Borallon	PO Box 782, Ipswich QLD 4305	07 5467 0011
Brisbane	Locked Bag 13101, Sumner Park QLD 4074	07 3274 9444
Brisbane Women's	Locked Bag 2500, Richlands QLD 4077	07 3271 9000
Helana Jones	PO Box 30, Albion QLD 4010	07 3624 8033
Warwick Women's Camp	PO Box 794, Warwick QLD 4370	07 4661 9682
Capricornia	Private Mail Bag 11, Central Qld MC 4702	07 4912 6200
Darling Downs	Locked Bag 9006, Toowoomba QLD 4350	07 4698 5100
Lotus Glen	Private Mail Bag 1, Mareeba QLD 4800	07 4093 3911
Maryborough	Locked Mail Bag 1700, Maryborough QLD 4650	07 4123 7600
Numinbah	Private Mail Bag 1, Nerang QLD 4211	07 5533 4131
Townsville	PO Box 5574, Townsville QLD 4810	07 4799 8444
Wolston	Locked Bag 1800, Richlands QLD 4077	07 3271 9500
Palen Creek	Private Mail Bag 1, Rathdowney QLD 4287	07 5544 3700
Woodford	Private Mail Bag 1, Woodford QLD 4514	07 5496 1111
Probation and Parole Offices		
Far Northern Region		
Cairns District Office	PO Box 599, Cairns QLD 4870	07 4039 8210
Innisfail District Office	PO Box 1110, Innisfail QLD 4860	07 4048 3344
Mareeba District Office	PO Box 146, Mareeba QLD 4880	07 4048 4777
Thursday Island District Office	PO Box 1011, Thursday Island QLD 4875	07 4090 2048
Aurukun Reporting Centre	C/- Post Office, Aurukun QLD 4871	07 4083 4002
Cooktown Reporting Centre	PO Box 14, Cooktown QLD 4895	0409 754 359
Weipa Reporting Centre	PO Box 1010, Weipa QLD 4874	07 4069 8129
Northern Region		
Townsville District Office	PO Box 606, Townsville QLD 4810	07 4760 7568

Key Locations of the department

Probation and Parole Offices		
Mount Isa District Office	8 Miles Street, Mount Isa QLD 4825	07 4747 2044
Thuringowa District Office	PO Box 650, Thuringowa Central QLD 4817	07 4760 9822
Doomadgee Reporting Centre	C/- Post Office Doomadgee QLD 4830	07 4745 8318
Normanton Reporting Centre	PO Box 466, Normanton QLD 4890	07 4745 1243
Mornington Island Reporting Centre	C/- Post Office, Mornington Island QLD 4870	07 4745 7364
Palm Island Reporting Centre	C/- Post Office, Palm Island QLD 4816	07 4760 7699
Central Region		
Rockhampton District Office	PO Box 915, Rockhampton QLD 4700	07 4938 4711
Bundaberg District Office	PO Box 1354, Bundaberg QLD 4670	07 4131 5430
Emerald District Office	PO Box 1167, Emerald QLD 4720	07 4983 7444
Gladstone District Office	PO Box 836, Gladstone QLD 4680	07 4971 2380
Mackay District Office	PO Box 993, Mackay QLD 4740	07 4967 0740
Longreach Reporting Centre	PO Box 161, Longreach QLD 4730	07 4658 0592
Woorabinda Reporting Centre	C/- Post Office, Woorabinda QLD 4713	07 4925 9000
Southern Region		
Toowoomba District Office	PO Box 559, Toowoomba QLD 4350	07 4616 1600
Ipswich District Office	PO Box 317, Ipswich QLD 4305	07 3280 1814
Roma District Office	PO Box 558, Roma QLD 4455	07 4624 3020
Dalby Reporting Centre	PO Box 362, Dalby QLD 4405	07 4672 1800
North Coast Region		
Maroochydore District Office	PO Box 604, Maroochydore QLD 4558	07 5470 8030
Caboolture District Office	PO Box 727, Caboolture QLD 4510	07 5431 2566
Gympie District Office	PO Box 1225, Gympie QLD 4570	07 5480 5400
Hervey Bay District Office	PO Box 965, Hervey Bay QLD 4655	07 4125 9200
Kingaroy District Office	PO Box 1004, Kingaroy QLD 4610	07 4164 0210
Noosa Heads District Office	PO Box 555, Noosa Heads QLD 4567	07 5473 8440
South Coast Region		
Southport District Office	PO Box 476, Southport QLD 4215	07 5583 5555
Beenleigh District Office	PO Box 609, Beenleigh QLD 4207	07 3884 8870
Burleigh Heads District Office	PO Box 315, Burleigh Heads QLD 4220	07 5569 7910
Logan City District Office	PO Box 450, Woodridge QLD 4114	07 3884 9688
Metro North Region		
Brisbane North District Office	PO Box 146, Virginia DC QLD 4014	07 3405 5411
Brisbane Central District Office	PO Box 459, Spring Hill QLD 4004	07 3406 6077
Pine Rivers District Office	PO Box 2141, Strathpine Centre QLD 4500	07 3384 8201
Redcliffe District Office	PO Box 490, Kippa Ring QLD 4021	07 3884 1322
Metro South Region		
Brisbane South District Office	PO Box 1107, Coorparoo DC QLD 4151	07 3336 0830
Cleveland District Office	PO Box 375, Cleveland QLD 4163	07 3383 0700
Inala District Office	PO Box 330, Inala QLD 4077	07 3362 9270
Wynnum District Office	PO Box 242, Wynnum QLD 4178	07 3362 9050
Mt Gravatt District Office	PO Box 2335, Mansfield QLD 4122	07 3243 8500

