

Annual Report 2009–2010

Department of Community Safety



Tomorrow's Queensland:
strong, green, smart, healthy and fair

Toward **2**
Tomorrow's Queensland

 **Queensland**
Government

Letter of compliance

16 September 2010

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

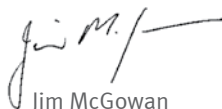
I am pleased to present the Annual Report 2009-10 for the Department of Community Safety.

I certify that this Annual Report complies with:

- » the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- » the detailed requirements set out in the Annual Report Requirements for Queensland Government Agencies.

A checklist outlining the annual reporting requirements can be found at page 168 of this Annual Report or accessed at www.communitysafety.qld.gov.au

Yours sincerely



Jim McGowan
Director-General
Department of Community Safety

Emergency Services Complex
Cnr Park and Kedron Park Roads Kedron
Queensland 4031
GPO Box 1425 Brisbane
Queensland 4001 Australia

Telephone +61 7 3247 8531
Facsimile +61 7 3247 8535

Website www.communitysafety.qld.gov.au
ABN 19 823 962 345

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Contact details

Director, Organisational Performance and Evaluation Branch
Strategic Policy Division
GPO Box 1425, Brisbane Qld 4001
Telephone: 07 3247 8107
Fax: 07 3109 5064
www.communitysafety.qld.gov.au



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 and 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.

About us

Welcome to our annual report

The Department of Community Safety (DCS) Annual Report 2009-10 details our social, corporate, economic and environmental performance throughout the financial year. Our aim is to provide an annual report which discloses our performance in an accountable and transparent way, and outlines how we will continue to deliver essential front-line services across Queensland. We showcase the exceptional work and commitment of over 52,700 staff and volunteers in delivering quality ambulance, corrective, disaster management and fire and rescue services.

Who we are

DCS was established in March 2009 following machinery of government changes which facilitated the achievement of operational efficiencies through the merger of the corporate and policy areas of the former Department of Emergency Services (DES) and Queensland Corrective Services. The department delivered its first annual report for the period 27 March 2009 to 30 June 2009 following implementation of these changes.

The department has four operational divisions which are the Queensland Ambulance Service (QAS), Queensland Corrective Services (QCS), Emergency Management Queensland (EMQ) and the Queensland Fire and Rescue Service (QFRS).

These operational divisions provide pre-hospital patient care and patient transport services, custodial and community correctional services, disaster management services and fire mitigation and management services. The department also has two support divisions, Strategic Policy Division (SPD) and Corporate Support Division (CSD),

which provide strategic leadership and guidance, and professional business services to support the delivery of operational services throughout Queensland.

Our vision

Safe and secure communities.

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 strategic direction

The department's Strategic Plan 2010-14 sets out our strategic direction over the next four years to support our vision. Through the Strategic Plan we recognise the following strategic challenges:

- » managing demand for services and heightened community expectations of government's role for safe communities
- » streamlining offender management practices and efficient use of facilities
- » promoting social responsibility through offender reparation
- » supporting community resilience and limiting loss under conditions of increasing severity of natural disasters
- » accessing high performing information technology to improve service delivery
- » influencing land use planning to mitigate the adverse effects of floods, bushfires and landslides
- » responding to changing demographics including an ageing population and urban/rural shifts.

Where we are

We serve approximately 4.5 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 291 ambulance service locations, 46 probation and parole offices, 10 high security correctional centres and eight low security facilities, 19 EMQ offices, three EMQ Helicopter Rescue air bases, 243 urban fire and rescue stations, 442 rural fire stations, one special operations centre, the Queensland Combined Emergency Services Academy (QCESA) in three locations, the QCS Academy, and communication centres in 11 locations.

The Kedron Park Complex, in Brisbane's northern suburbs and the State Law Building in Brisbane's Central Business District, 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 have more than 2,500 operational vehicles stationed throughout Queensland. These include nine protective response vehicles, 34 prisoner escort vehicles, 490 urban fire appliances, 942 rural fire brigade appliances, 1,114 ambulance vehicles including general purpose ambulances, patient transport vehicles, operational support vehicles and special operations vehicles. EMQ also maintains five helicopters.

Our people and volunteers

As at 30 June 2010 we employed 10,644 full-time equivalent (FTE) staff supported by approximately 42,110 dedicated volunteers across Queensland.

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

- » Honorary ambulance officers (including Ambulance Attendants, Community First Responders and Volunteer Drivers)
- » Corrective services volunteers
- » State Emergency Service (SES) volunteers
- » Emergency Service Unit (ESU) volunteers
- » Emergency Services Cadets
- » Rural Fire Service (RFS) volunteers
- » QFRS Scientific Branch volunteers.

Financial snapshot

The department has continued to provide world-class services relating to the key community safety areas of ambulance, corrections, disaster management and fire and rescue 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 \$13 million.

Full year comparative data for last financial year is not available as the department was formed on 26 March 2009. Future reports will provide comparative data between financial years.

An overview of our financial performance for 2009-10 is provided at page 150. A comprehensive set of financial statements covering all of the department's activities is also available electronically via our website www.communitysafety.qld.gov.au or on CD with all printed copies of our annual report. For those unable to access an electronic copy via our website or CD, a printed copy may be obtained on request by contacting us directly - refer to our contact details at page 3 of this report.

Financial overview Whole of Department	Total 2009-10
Income	\$1.606 billion
Expenses	\$1.593 billion
Operating surplus	\$13 million
Capital acquisitions	\$470 million
Total assets	\$3.423 billion
Equity	\$3.283 billion

Financial overview By Output	Total Income 2009-10	Total Expenses 2009-10
Ambulance Service	\$493 million	\$489 million
Facility-Based Containment Services	\$394 million	\$397 million
Community Supervision Services	\$73 million	\$73 million
Correctional Intervention Services	\$89 million	\$90 million
Emergency Management	\$112 million	\$107 million
Fire and Rescue Service	\$449 million	\$440 million

Our operating environment

The department operates in an environment where issues have a profound impact on the strategic challenges that we already face. These impacts include:

- » increasing service demand from a population that is both growing rapidly and ageing
- » the availability, training and retention of volunteers
- » the consequences of climate change on the demand for patient services and the incidence of natural disasters
- » an unfolding national agenda notably in the areas of Closing the Gap on Indigenous disadvantage, resilience to natural disasters, and adaptation to climate change
- » the need for high-performing information and communications technology.

To counteract these impacts and at the same time meet our strategic objectives, the department has a focussed approach on:

- » supporting front-line officers and programs, including service delivery in rural and remote areas and managing demand for ambulance and fire and rescue services
- » supporting community resilience and volunteer organisations through funding initiatives and community education and awareness programs
- » utilising high performing information technology in providing 'real-time' data to improve interoperability, incident management, damage assessment and manage early warning systems
- » demonstrating a commitment to improving the safety and security of Aboriginal and Torres Strait Islander people through the implementation of activities and initiatives at state and national levels
- » delivering more effective and innovative programs and services in offender management and offender reparation to the community.

Our accountability

We are committed to providing open and accountable services and infrastructure in supporting the delivery of our four key front-line services to the community. As a government department, we are accountable to external scrutiny by many sources. A summary of external reports on our performance is provided at page 128.

We want to ensure that our performance is clearly portrayed and understood. In order to achieve this commitment we have applied both compliance and best practice reporting standards to our annual report. As a Queensland Government department we are bound to comply with annual report requirements for Queensland Government agencies. We demonstrate on page 168 that we adhere to these requirements.

The Australasian Reporting Awards Inc. is an independent not-for-profit organisation supported by volunteer professionals from the business community and professional bodies concerned about the quality of financial and business reporting. This year we have again applied the Australasian Reporting Award criteria to demonstrate our commitment in delivering an annual report that is transparent and accountable to stakeholders.

The Global Reporting Initiative (GRI) Framework provides guidance on how organisations can disclose their sustainability performance and the GRI G3 Guidelines are the foundation of the framework. The G3 Guidelines are applicable to organisations of any size, constituency or location and in applying the G3 Guidelines we have self assessed that our annual report has achieved an application level C. An index of GRI coverage is located at page 170.

We invite your feedback

Feedback is important to us and contributes to improving the value of future reports for our readers. Our readers and stakeholders comprise a diverse group including members of parliament, staff, volunteers, industry, community-based organisations and individual citizens. We welcome your comments about this annual report and ask you to forward them to us through the links on our website www.communitysafety.qld.gov.au or in writing to the Director, Organisational Performance and Evaluation Branch, GPO Box 1425, Brisbane Qld 4001.

Feedback is welcome on any aspect of the report and we encourage readers to use the following key aspects as a guide:

- » presentation of content
- » ease of navigation
- » value of information
- » style of language
- » level of detail provided
- » suggestions for improvement
- » overall rating.

This annual report can be found on our website or for those unable to access via our website, a printed copy may be obtained on request using the contact details provided above or alternatively you can telephone **(07) 3247 8107**.

Our values

Accountability – We are accountable for our decisions and our performance.

Community Service – Our people have a strong commitment to the communities we service and community safety.

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

Integrity – We act ethically, honestly, impartially and in the best interest of the community.

Leadership – We value and foster leadership based on our common vision, strategic direction and high standards of ethical behaviour.

Learning – We value creativity, innovation, flexibility and continual improvement in the pursuit of excellence.

Safety – We encourage a workplace culture that has safety as an absolute priority.

Sustainability – We are efficient with our use of energy and water and our management of waste.

Teamwork – We encourage a work environment based on teamwork, mutual support, common purpose, trust, and respect for the history and culture of community safety and volunteer services.

Highlights

We are proud to highlight some of our achievements during 2009-10 against our 2009-13 Strategic Plan.

▣ Key focus area 1:

Focus on front-line service delivery

- » Recruited 50 additional ambulance officers in 2009-10
- » Revised Road Crash Rescue protocols resulting in a reduction of unnecessary QFRS attendance at traffic incidents since implementation in September 2009
- » Commenced the Secondary Triage and Referral (STAR) pilot system in July 2009, resulting in a reduction of, on average, 30 ambulance transports per week in the Brisbane Region
- » Installed video conferencing facilities in remote areas to support staff and link the community with incarcerated family members
- » Implemented the 'Emergency Alert' telephone warning system which enables communities to be alerted to disaster events by voice message to landline telephones and text message to mobile telephones
- » Rolled out Request for Assistance (RFA) online to improve the SES's ability to respond to requests for help during emergencies and disasters.

▣ Key focus area 2:

Strengthen community safety, capability and resilience

- » Finalised funding through the Natural Disaster Resilience Program to help minimise the impact of natural disaster on Queensland communities
- » Commenced implementation of the disaster management review recommendations
- » Developed a new bushfire preparedness campaign PREPARE.ACT.SURVIVE. for implementation in 2010-11
- » Progressed the Integrated Transitional Support Model and Offender Reintegration Support Service under the National Partnership Agreement on Homelessness to help participants integrate into the community upon release.

□ Key focus area 3: Support volunteer organisations

- » Commenced delivery of the *Volunteer Management Strategy 2009-2013* which was launched in November 2009 focussing on strengthening volunteer management in terms of recruitment, retention, support and recognition
- » Progressed commitments under the *Support Our Heroes* initiative with the provision of equipment and training for SES groups and enhancements to the Rural Fire Service fleet to support existing volunteers, attract new volunteers and prepare communities for natural disasters
- » Appointed seven mitigation and education officers across the state to support the implementation of Volunteer Community Educator roles to deliver bushfire education to local communities, an initiative of the *ClimateQ: toward a greener Queensland* strategy
- » Donated a twin-engine EC135 helicopter to Surf Life Saving Queensland (SLSQ), valued at more than \$6 million, and provided ongoing funding to SLSQ under the *Keeping Our Beaches Safe* initiative.

□ Key focus area 4: Build organisational capability and resilience

- » Commenced delivery of the Positive Workplaces Program for front-line managers to enhance managerial and leadership skills
- » Conducted the QCS Building Better Workplaces Program in five separate workplaces since September 2009 including Toowoomba Probation and Parole, Capricornia Correctional Centre, Lotus Glen Correctional Centre, Redcliffe Probation and Parole and Pine Rivers Probation and Parole
- » Progressed a number of initiatives aimed at supporting and encouraging the health and well-being of our staff and volunteers.

Director-General's report

The Department of Community Safety has completed its first full year of operation in 2009-10 after the merger of the Department of Emergency Services and Queensland Corrective Services last year. The ability to maintain world class standards in front-line service delivery for all four of the department's operational divisions during this time of enormous organisational change is a credit to all DCS staff and volunteers.

I thank everyone involved for their support and commitment in facilitating this smooth transition.

The department's operational divisions, the Queensland Ambulance Service (QAS), Queensland Corrective Services (QCS), Emergency Management Queensland (EMQ) and the Queensland Fire and Rescue Service (QFRS) have all been very busy in 2009-10.

QCS had a strong focus on the future with the completion of work at the new Townsville Women's Correctional Centre and expansion work at the Townsville Correctional Centre during the year. There was also an upgrade and expansion of Probation and Parole services across the state. This work will continue in 2010-11 with work on the expansion and redevelopment of the Lotus Glen Correctional Centre near Mareeba, the new South Queensland Correctional Precinct development at Gatton and further expansion of Probation and Parole services.

EMQ and QFRS were particularly busy for sustained periods managing a range of disasters, including one of our worst ever fire seasons on record, widespread flooding across the state and an active cyclone season. The efforts of staff and volunteers during these extended periods in supporting Queensland communities were outstanding. These results reflect the significant planning required to properly manage natural disasters.

However, we cannot rest on our past efforts and must continuously review and improve our disaster response processes and procedures to ensure a coordinated approach to disaster management. As a consequence of the Disaster Management Review, legislation which will strengthen our disaster management framework is currently before the Legislative Assembly. New arrangements are expected to be in place before the start of this year's storm/cyclone season.

In addition to domestic disaster responses DCS also contributed strongly to the international response to the tsunami in Samoa and the earthquake in Sumatra. The efforts of QAS and QFRS personnel in the Urban Search and Rescue teams, as they witnessed a great deal of human suffering and tragedy, were a credit to the department and the divisions and a tribute to the years of training spent preparing for such disasters.

During the year we also saw the introduction and successful use of the new telephone warning system, Emergency Alert, during a number of natural disasters, including the marine environment tsunami warning on the Gold Coast and extensive flooding to a number of western Queensland towns.

The Emergency Alert system provides authorities with another tool to warn communities, however the department must continue to promote the message that it does not replace the need to prepare for disasters in the community.

This coming year will also see the introduction of a new bushfire preparedness campaign PREPARE.ACT.SURVIVE. The campaign will promote the new Bushfire Danger Ratings, introduced nationally as part of the interim recommendations of the 2009 Victorian Bushfires Royal Commission. The fire danger ratings include the new categories of 'severe' and 'catastrophic' and Queenslanders will need to know what they should do during these fire conditions.

The key messages include the need to prepare a bushfire survival plan and in extreme and catastrophic ratings, leaving early is the only option.

This year also saw the final report on the QAS Audit considered by Government and the effect the audit has had on front-line service delivery has been outstanding. The post-audit focus on front-line service delivery has achieved outstanding results with QAS having the highest number of ambulance operatives per head of population. I thank all involved in making QAS a leading ambulance service.

While 2009-10 has seen a significant number of positive outcomes for our front-line operations and improved community safety for Queenslanders, we have even more to look forward to in 2010-11.

These include the final recommendations from the 2009 Victorian Bushfires Royal Commission and the Public Accounts and Public Works Committee report on the Management of Rural Fire Services in Queensland. Both of these will undoubtedly lead to positive impacts on the operations of our vital Rural Fire Service volunteers.

Importantly, 2010-11 will also see QCS implement its framework for reform *Delivering Justice – Improving Corrections* and the QCS Social Responsibility Charter. Both the *Charter* and *Delivering Justice* are major advances towards making Queensland the leading provider of corrections in Australia by 2014. QCS has set six priorities over the next five years.

These priorities include:

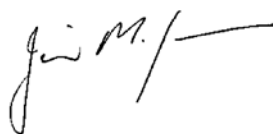
- » **Serving the community:** Offenders will complete more reparation work in the community and there will be a greater focus on providing more information to victims
- » **Closing the Gap on Aboriginal and Torres Strait Islander over-representation:** Reducing the number of Aboriginal and Torres Strait Islander offenders in correctional centres compared to community supervision
- » **Partners in Rehabilitation:** Greater involvement of families and communities in rehabilitation and reintegration programs and increasing the number of volunteers in correctional services
- » **Pathways for Corrections:** Breaking the cycle of re-offending, a stronger focus on each offender and their behaviour and greater rewards for socially responsible behaviour

- » **Green Corrections:** Reducing QCS' carbon footprint and developing offenders' skills which are appropriate for the environmental industry
- » **Becoming an Agile and Accountable Organisation:** Strengthen the QCS system for continuous improvement and increased transparency and accountability.

Delivering Justice – Improving Corrections provides a clear focus for QCS for the next five years and will result in staff being safer, better equipped and more supported than ever.

The DCS will continue to provide open and accountable services and focus on the development of infrastructure to support the four operational divisions in delivering key front-line services to the community.

We commit to the task of delivering quality and responsive services on behalf of the Queensland community in 2010-11 and beyond.

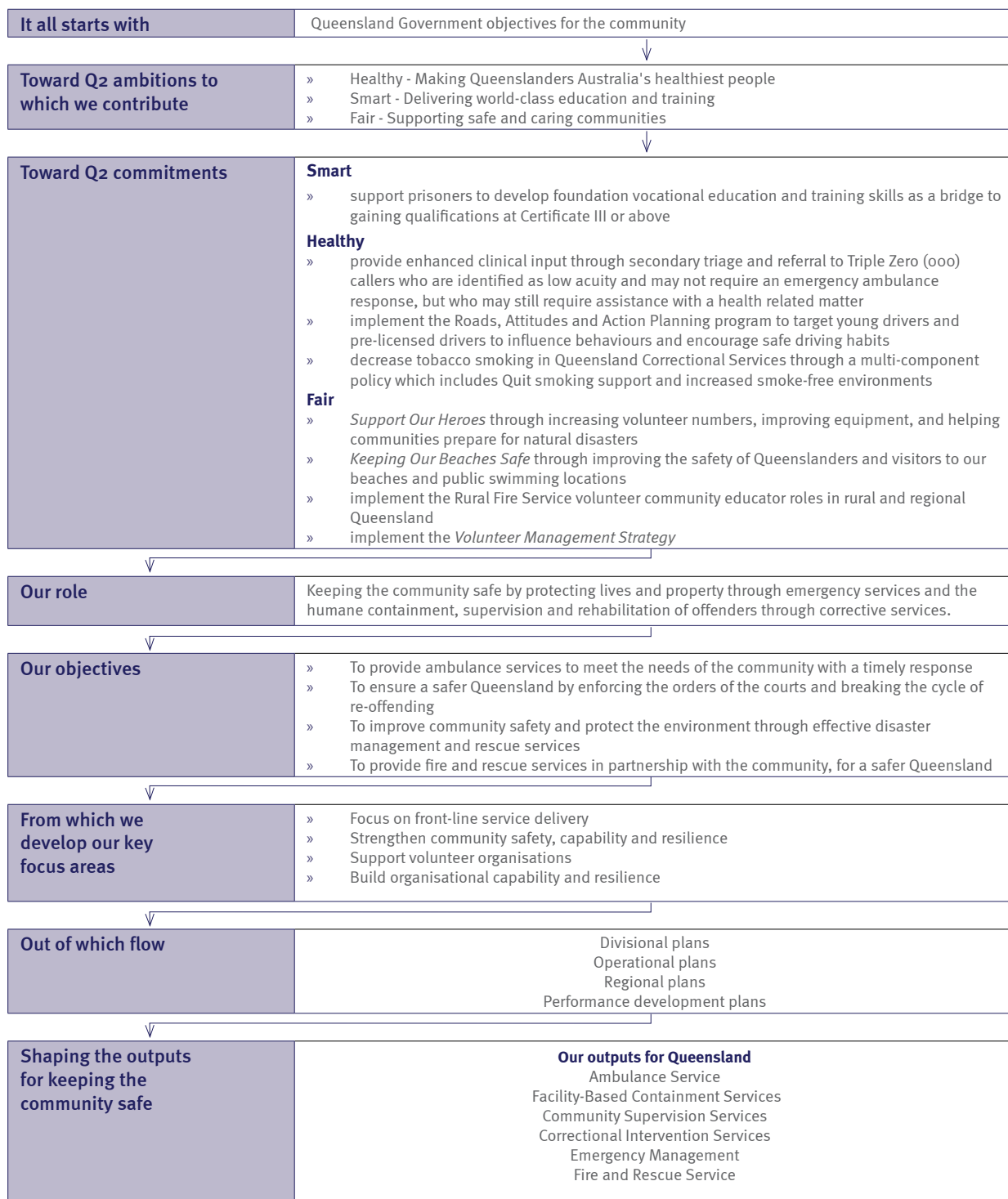


Jim McGowan

Director-General
Department of Community Safety

Our outputs

How our 2009-10 outputs were derived



Our outputs explained

As a result of machinery of government changes in March 2009, the Department of Emergency Services and the Queensland Corrective Services were amalgamated. The new Department of Community Safety, incorporating emergency services and corrective services, was established on 26 March 2009.

The new department had six outputs in 2009-10 – Ambulance Service, Facility-Based Containment Services, Community Supervision Services, Correctional Intervention Services, Emergency Management and Fire and Rescue Service.

- The **Ambulance Service** contributes to the safety and well-being 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, disasters and casualty room services.
- **Facility-Based Containment Services** operate a secure and humane custodial environment that contributes to the safety of the community, staff and prisoners.
- **Community Supervision Services** provide for the supervision of offenders on community-based orders and parole.

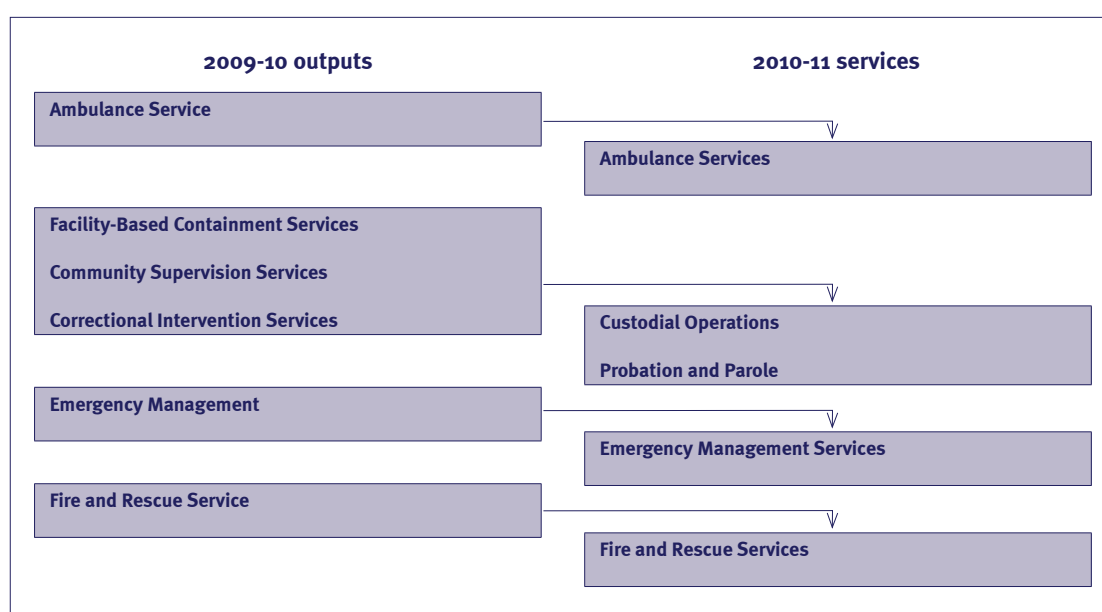
- **Correctional Intervention Services** reduce re-offending by providing effective programs and services to assist in the rehabilitation of offenders and reparation to the community.

- **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.

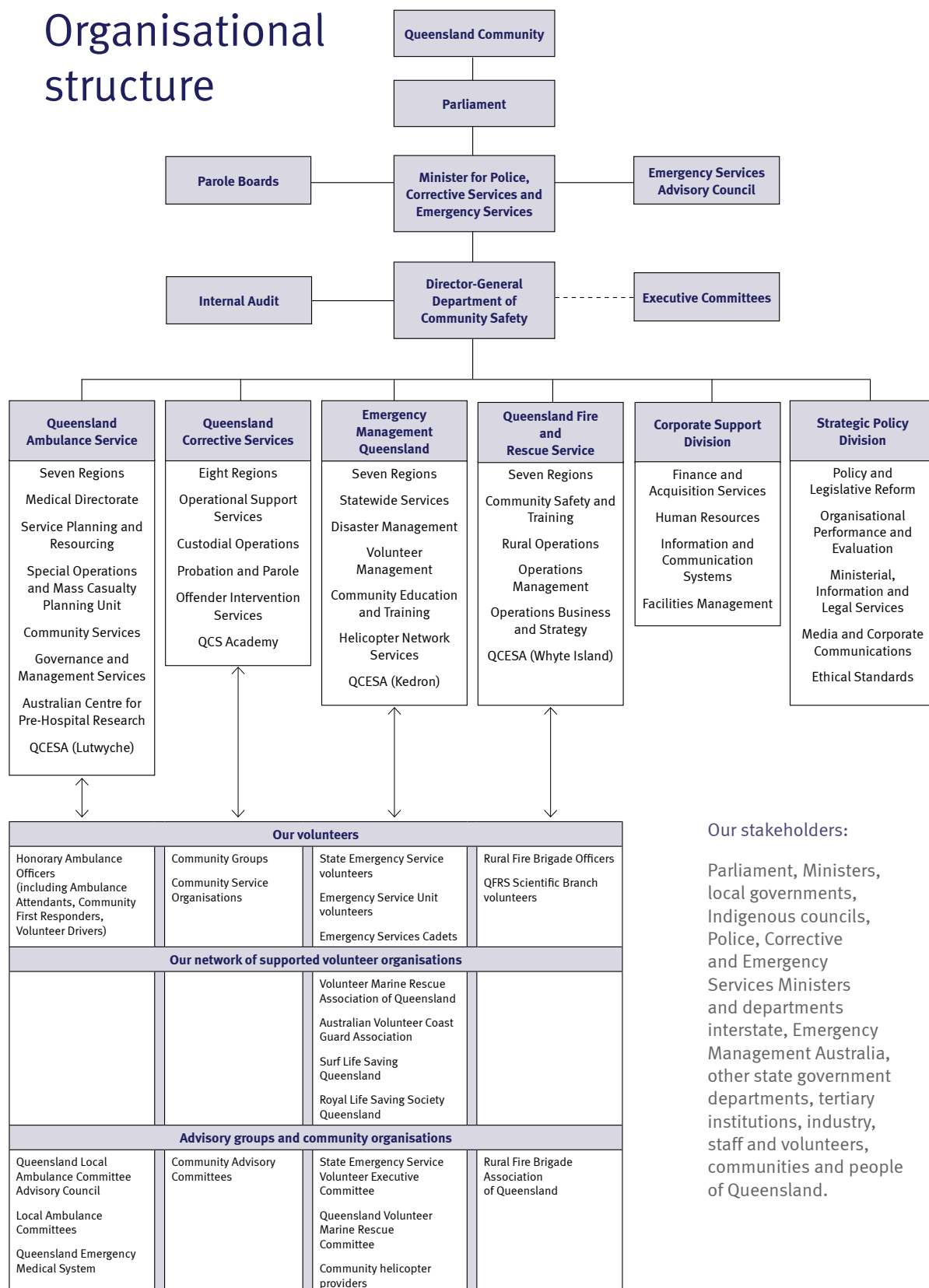
- The **Fire and Rescue Service** provides essential emergency services and enhances community safety and security through activities designed to protect persons, property and the environment from fire and hazardous materials emergencies and to rescue persons trapped in motor vehicles, buildings and in other emergencies.

The Government's Performance Management Framework, which is being progressively implemented, no longer uses the concepts of 'outputs'. From 2010-11, they are replaced with 'services'.

The following representation outlines the transition to these new services from the previous output structure.



Organisational structure



Our stakeholders:

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

Feature

Urban Search and Rescue



Two major natural disasters in the Asia-Pacific region within 36 hours thrust the QFRS's Urban Search and Rescue (USAR) Task Force into the international arena.

On 29 September 2009 an 8.3 magnitude earthquake caused a series of tsunamis that wreaked destruction on the nations of Samoa and American Samoa. Little more than a day later – on 30 September – a 7.6 magnitude earthquake struck off the west coast of the Indonesian island of Sumatra, collapsing buildings and wrecking infrastructure in and around the city of Padang.

An 11-member task force was the first to be deployed from QFRS Special Operations, leaving in the early hours of 1 October. Their operations were to include rapid damage assessment, search for missing victims and support for a 30-member Australian medical team.

In response to a request from the Indonesian government, a 36-member USAR task force left Brisbane in a RAAF C17 on 2 October, bound for Padang to commence search and rescue operations in the stricken region.



The Queensland task force also coordinated the search operations of teams from Great Britain, Turkey, Germany, France and Russia; supported a Slovenian team from the International Rescue Dogs Association; and provided humanitarian assistance to local citizens and aid groups. So successful was the USAR task force's efforts that it received a congratulatory message praising its professionalism from the United Nations Disaster Assessment and Coordination team in Sumatra.

For me what stood out the most was how well the Queensland team worked together. The work ethic and standard of professionalism was second to none for the entire deployment and this was noted by not only other teams, but representatives of the Australian Government. Every team member put in the hard yards despite difficult working conditions with extreme heat and humidity.'

**SO Rob Boniwell Rescuer,
USAR Task Force 1 Sumatra**

Executive leadership team



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.



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

Kelvin was appointed Director-General of QCS in December 2008 and became the Commissioner following the establishment of the Department of Community Safety in March 2009 after serving as Commissioner of Corrections Victoria since 2002. During his 26 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 leading provider of correctional services in Australia. Kelvin is the government champion for Hope Vale.



Frank Pagano
AFSM, ESM, Grad Cert AM, GFireE

Chief Officer, Assistant Director-General, EMQ

Frank was appointed as Executive Director of EMQ in November 2005 and in December 2009, Frank's title changed to Chief Officer, Assistant Director-General. 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, Centenary Medal and the Emergency Services Medal.



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 Services Authorities Council (AFAC), currently holding the position of 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 department in 2006 as the Executive Director, Strategic Policy and Executive Services. 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 major policy and strategic reform initiatives in the transport, road safety, and emergency management arena at state and national levels. Gary is committed to ensuring SPD continues to provide an influential contribution to department policy in climate change, emergency management, legislative reform, and national and whole of government directions.



Gary Taylor

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

Assistant Director-General, CSD

Gary joined the department in December 1994 as Chief Finance 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 Finance 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

PNA, M Bus (Professional Accounting), B Bus (HRM)

Chief Finance Officer

Arthur was appointed as Chief Finance Officer in October 2008 and has held various senior positions with the department since January 2000. He has over 28 years experience providing services to the people of Queensland and over 15 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.

Toward Q2: Tomorrow's Queensland

Toward Q2 is the Queensland Government's 2020 vision framed around five ambitions for a strong, green, healthy, smart and fair Queensland. Within each of the ambitions there are long-term measurable targets which the Government is setting out to achieve by 2020.

During 2009-10 our department directly contributed toward the smart, healthy and fair ambitions and supported the 2020 targets:

- » Smart - Three out of four Queenslanders will hold trade, training or tertiary qualifications

- » Healthy - Queensland will have the shortest public hospital waiting times in Australia
- » Healthy - Cut by one-third obesity, smoking, heavy drinking and unsafe sun exposure
- » Fair - Increase by 50 percent the proportion of Queenslanders involved in their communities as volunteers.

Our achievements for 2009-10 are set out below.

Smart

Delivering world-class education and training

Our commitment	Our achievements	Page
Support prisoners to develop foundation vocational education and training skills as a bridge to gaining qualifications at a Certificate III or above	Provided literacy, numeracy and vocational education training programs to prisoners	75-76

Healthy

Making Queenslanders Australia's healthiest people

Our commitment	Our achievements	Page
Provide enhanced clinical input through secondary triage and referral to Triple Zero (000) callers who are identified as low acuity and may not require an emergency ambulance response, but who may still require assistance with a health related matter	Implemented the pilot Secondary Triage and Referral System (STAR) in Brisbane	61
Implement the Roads, Attitudes and Action Planning program to target young drivers and pre-licensed drivers to influence behaviours and encourage safe driving habits	Delivered the Roads, Attitudes and Action Planning program to Year 12 students	73
Decrease tobacco smoking in Queensland Correctional Services through a multi-component policy which includes Quit smoking support and increased smoke-free environments	Continued implementation of anti-smoking strategies in correctional centres	83-84

Fair

Supporting safe and caring communities

Our commitment	Our achievements	Page
<i>Support Our Heroes</i> through increasing volunteer numbers, improving equipment, and helping communities prepare for natural disasters	Delivered critical equipment and training to support our volunteers	77
<i>Keeping Our Beaches Safe</i> through improving the safety of Queenslanders and visitors to our beaches and public swimming locations	Provided funding to Surf Life Saving Queensland (SLSQ) to support delivery of additional beach patrol and lifeguard services Donated a twin-engine rescue helicopter to SLSQ	77
Implement the Rural Fire Service volunteer community educator roles in rural and regional Queensland	Recruited Volunteer Community Educators and Mitigation and Education Officers	78
Implement the <i>Volunteer Management Strategy</i>	Launched the <i>Volunteer Management Strategy 2009-2013</i> and progressed implementation of initiatives	77, 108

Feature

New resources focus on disaster preparedness for the disabled

When disaster strikes seconds count, and understanding the needs of a person with a disability and how to get help can save precious time, save lives and make an emergency situation less stressful.

On 28 May 2010, EMQ and the Australian Red Cross officially launched the Queensland version of REDiPlan, a resource designed to educate people with a disability, their carers and their families on how to prepare for, respond to and recover from disasters.

EMQ Chief Officer Frank Pagano said protecting Queenslanders from the impact of disaster was a shared responsibility, which could not be borne by the emergency management sector alone.

‘The Australian Red Cross REDiPlan initiative developed in partnership with EMQ is a step toward building a more resilient state and further maintaining the safety and well being of Queensland communities during disaster,’ Mr Pagano said.

‘Queensland has well-developed emergency management plans and the Australian Red Cross plays a vital role in assisting with disaster recovery operations across the state.

‘This can range from running an evacuation centre to providing emotional support and advice to people in need.’

More than 800,000 Queenslanders have a disability and REDiPlan is focused on guiding them on how to strengthen their existing support networks and informing individuals how to improve their preparedness and resilience to risks such as severe storm, cyclone and bushfire.

Australian Red Cross Executive Director for Queensland, Greg Goebel, welcomed the partnership, which he said brought together the strengths of government and the Red Cross as providers of information and support to vulnerable



communities. ‘We are pleased to have the support of the Department of Community Safety on the REDiPlan project,’ he said.

‘This collaboration extends our reach to people more vulnerable to the impacts of emergencies, as well as their families and carers, and ensures they have access to appropriate information and materials to assist them to prepare their households for an emergency.’ The resources available outline four steps to prepare, which include being informed, making a plan, getting an emergency kit, and knowing your neighbours.

The REDiPlan resources, which include worksheets for each of the four steps, will be provided to all Queensland local and government libraries, all independent schools and state special schools.

Reference copies will also be provided to networks and associations who provide support to people with disabilities.

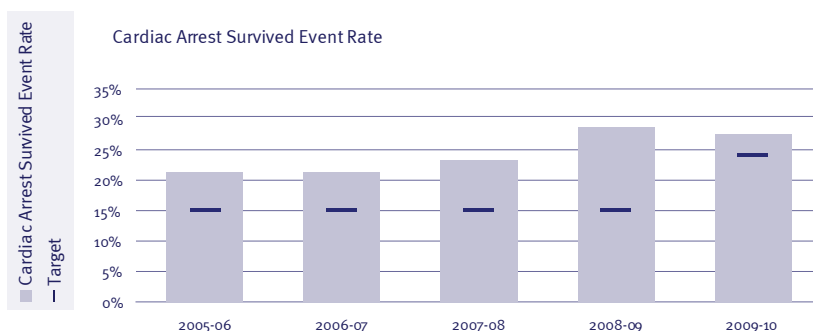
For further information, follow the links at www.disaster.qld.gov.au or www.redcross.org.au

Five year trends – a snapshot

Provided below is a snapshot of some of our key performance measures. Further detail is available under 'Our Performance' on page 50 and our 'Five year performance measures summary' on page 92.

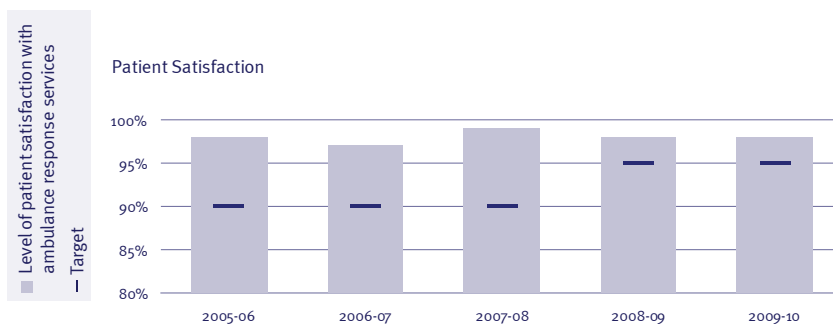
Improving the likelihood of surviving a heart attack

The Cardiac Arrest Survived Event Rate is an indicator of the effectiveness and quality of clinical interventions and treatments provided by our dedicated ambulance service. The QAS strives to maintain improvements in patient outcomes through innovation in this area.



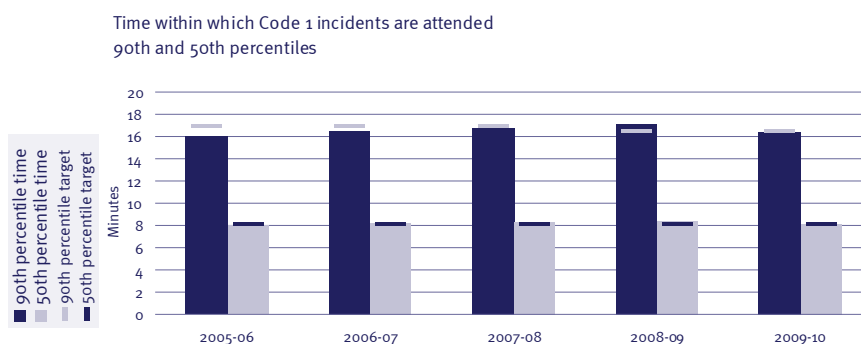
Maintaining our effectiveness and professionalism

Our paramedics have consistently maintained the delivery of high quality, responsive ambulance services to those who have called upon them in their time of need. This is highlighted through the continued high rate of patient satisfaction, with a result of 98 percent for 2009-10.



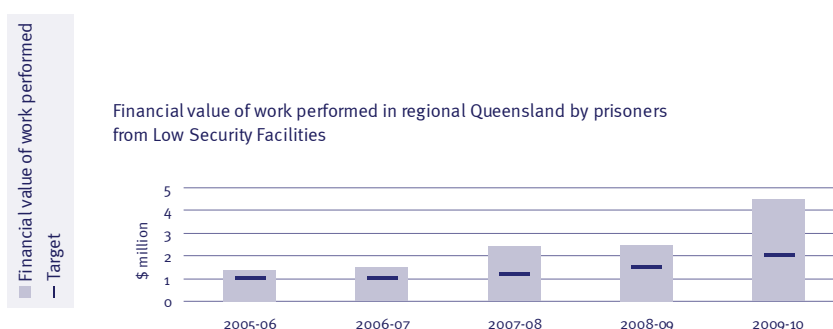
Ambulance response

The QAS continues to provide timely ambulance response services to the Queensland community with a 90th percentile response time of 16.4 minutes and a 50th percentile response time of 8.1 minutes, improving on last year's results.



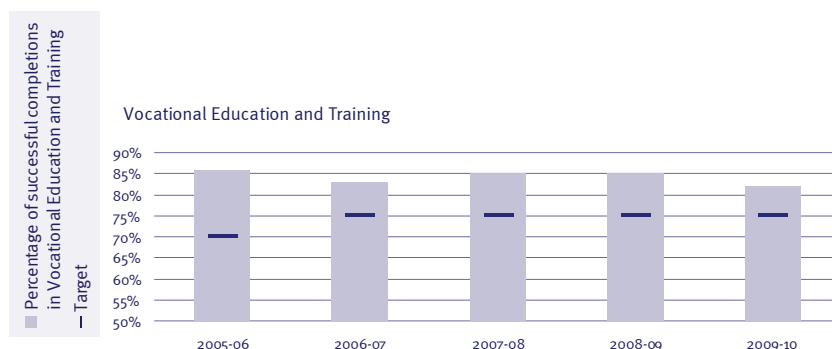
Rehabilitation through increased reparation

Prisoners in low security facilities are provided with the opportunity to give back to the community by participating in community service work. There has been a marked increase in the financial value of work performed by prisoners for the community in 2009-10.



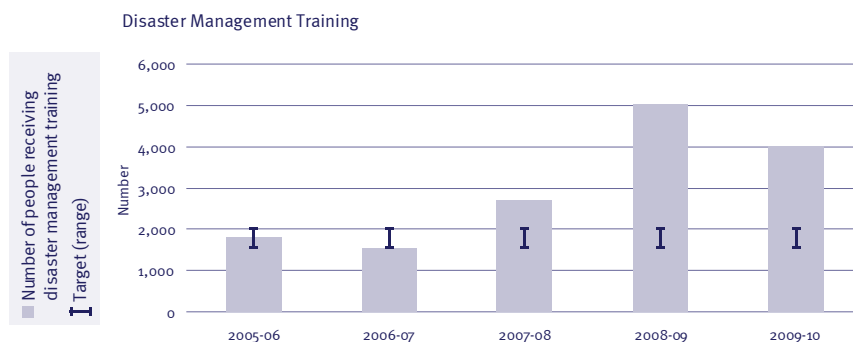
Education and training in corrections

Vocational education and training plays an important role within the Queensland correctional system. The participation of prisoners in education and training contributes to their ability to gain and retain employment upon release, maximising their chance of successful reintegration into the community.



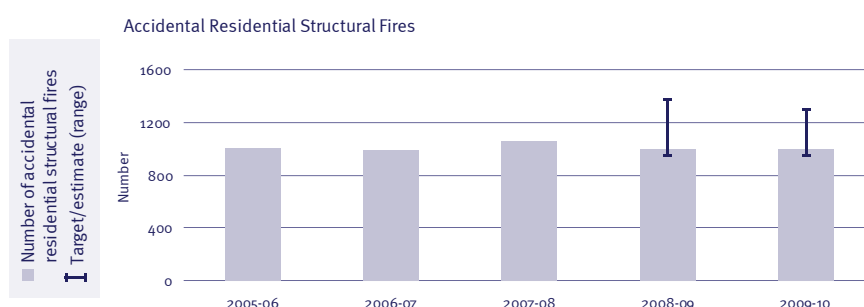
Building community resilience

Due to a rise in the number and severity of natural disaster events in recent years, there has been an increase in stakeholder demand for disaster management training to increase community resilience. EMQ is committed to improving community safety outcomes through its support of an effective disaster management system.



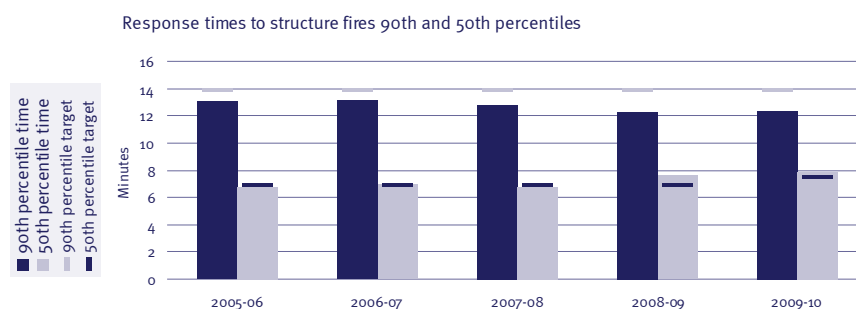
Mitigation and education

The QFRS is dedicated to working with the community to mitigate the adverse effects of fire through education and fire safety activities. Since 2005-06, there has been a decrease of approximately 1.5 percent in the number of accidental residential structure fires, despite an increasing population.





Fire response

The QFRS continues to deliver timely fire and rescue services to the Queensland community with the 90th percentile response time improving from 13 minutes in 2005-06 to 12.4 minutes in 2009-10, well within the long-established service delivery model for responding within 14 minutes. The 50th percentile response time has slightly increased to 7.9 minutes.



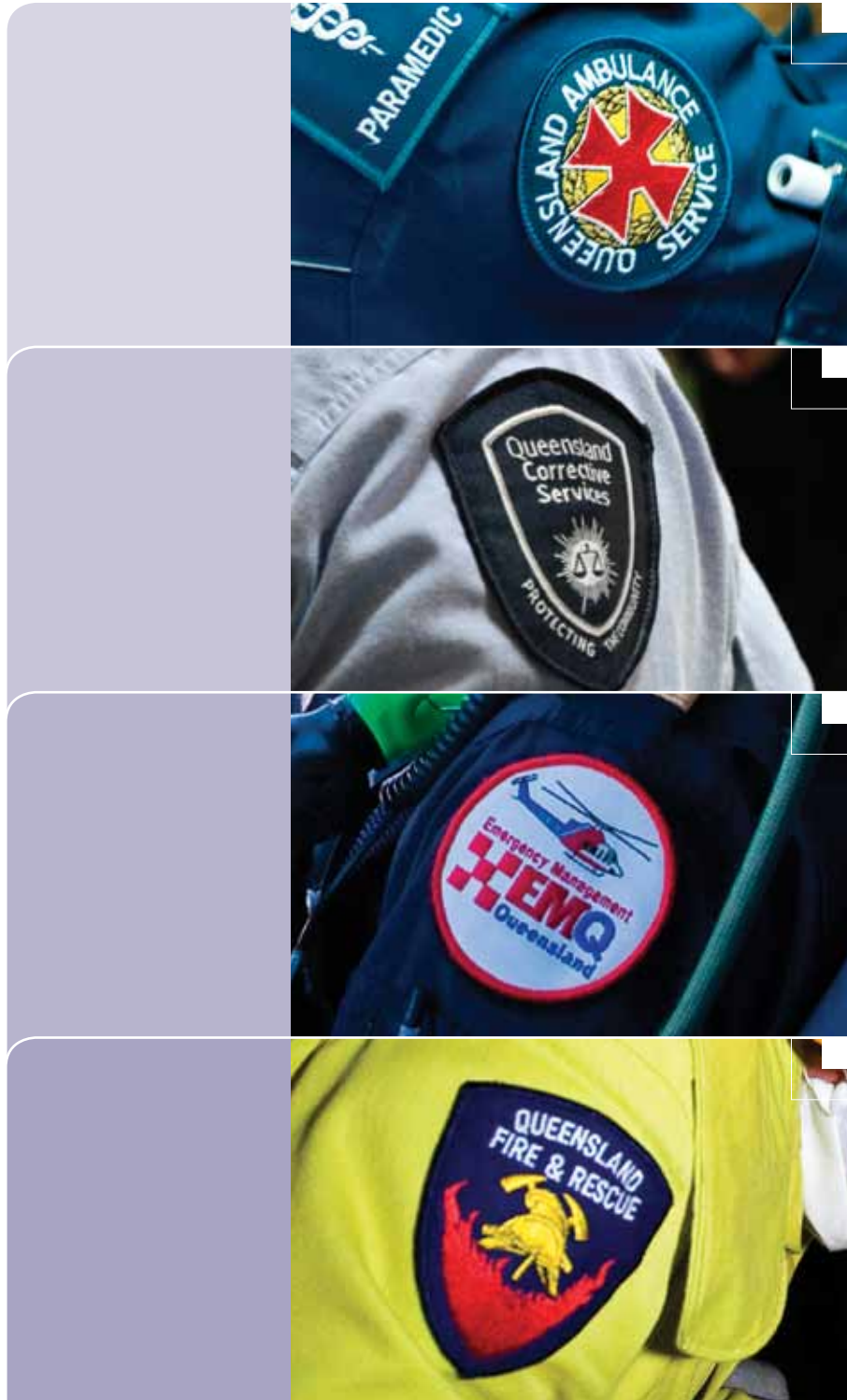
overview

	1889	<p>The first full time firefighters were employed forming a permanent brigade that was based in Ann Street, Brisbane.</p> <p>An accident at the Brisbane showgrounds in Show Week of August gave birth to the idea of the need for a civil ambulance service.</p>		1860	<p>Queensland established the oldest formal volunteer fire brigade in Australia, undertaking its first operation in October.</p>
	1892			1890	<p>The first corrective services legislation, <i>Prisons Act 1890</i>, 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.</p>
	1959	<p>The <i>Offenders Probation and Parole Act 1959</i> 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.</p>		1937	<p>The Parole Board was established to examine applications for early release and make recommendations to the Governor-in-Council.</p>
	1975	<p>The <i>State Counter Disaster Organisation Act 1975</i> was enacted. The Act underpins the current Queensland Disaster Management System, establishing an umbrella body to ensure effective coordination and collaboration in the event of disasters, the State Emergency Service (SES) as the primary community-based volunteer organisation to provide a dedicated response capability in support of statutory emergency services; and provides for 'special' legal powers that can be used to enhance the preservation of human life such as ordering an evacuation from an unsafe area or the 'commandeering' of assets (earthmoving equipment etc) to be used to save lives.</p>		1961	<p>The Queensland Civic Defence Organisation commenced operation - now known as the State Emergency Service (SES).</p>
	1988	<p>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.</p> <p>The <i>Corrective Services Act 1988</i> 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.</p>		1984	<p><i>Parole Orders (Transfer) Act 1984</i> 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.</p>
	1990	<p><i>Fire and Rescue Service Act 1990</i> was proclaimed, replacing the Boards and creating a single statewide Queensland Fire Service under a single Commissioner and incorporating the Rural Fire Division.</p>		1989	<p>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.</p>
				1991	<p><i>Ambulance Service Act 1991</i> was proclaimed, creating a single statewide organisation. Corporate Services Division created to support the operational services.</p>

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.	1993	1996	QES renamed as the Department of Emergency Services (DES). Support Service Business Unit established to enhance support to operational arms.
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.	1997-98	1998	A review of the QCSC was undertaken pursuant to legislative requirements. This review was concerned with the effectiveness of the operation of the <i>Corrective Services (Administration) Act 1988</i> , the <i>Corrective Services Act 1988</i> and the QCSC.
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.	1999	2001	<i>Dangerous Goods Safety Management Act 2001</i> was enacted. <i>Emergency Services Legislation Amendment Act 2001</i> changed the status of the Authorities to divisions of the DES. The <i>Corrective Services Act 2000</i> came into force repealing the <i>Corrective Services Act 1988</i> .
<i>Disaster Management Act 2003</i> enacted, repealing the <i>State Counter Disaster Management Act 1975</i> , 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.	2003	2006	The Department of Corrective Services underwent a name change to become Queensland Corrective Services (QCS) and Community Corrections was restructured into Probation and Parole. The <i>Corrective Services Act 2006</i> came into force, repealing the <i>Corrective Services Act 2000</i> . The Act established a Queensland Parole Board and two regional parole boards for south and north Queensland.
The <i>Health and Other Legislation Amendment Act 2007</i> amended the <i>Ambulance Service Act 1991</i> to allow for the conduct of root cause analyses of systems and processes if the delivery of response services was found to be significantly lacking.	2007	2008	<i>Building Fire Safety Regulation 2008</i> enacted for the purpose of ensuring buildings make sound provision for safe evacuation and maintenance of fire installations.
<i>Emergency Services Legislation Amendment Act 2008</i> amended the <i>Ambulance Service Act 1991</i> and <i>Fire and Rescue Service Act 1990</i> 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 <i>Dangerous Goods Safety Management Act 2001</i> was transferred to the then Department of Employment and Industrial Relations.	2008	2009	<i>Administrative Arrangements Order (No.1) 2009</i> effected machinery of government changes resulting in the establishment of the Department of Community Safety through the amalgamation of DES and QCS on 26 March 2009.
The <i>Corrective Services and Other Legislation Amendment Act 2009</i> was passed, updating and clarifying the <i>Corrective Services Act 2006</i> and other legislation in a number of areas, including resettlement and reintegration leave of absence, prisoner artwork, visits to corrective services facilities and timeframes for decisions by the parole boards.	2009		



social sustainability



Our divisions profiled

Queensland Ambulance Service 27

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

- a. to provide, operate and maintain ambulance services
- b. 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
- c. to provide transport for persons requiring attention at medical or health care facilities
- d. to participate with other emergency services in counterdisaster planning
- e. to coordinate all volunteer first aid groups for major emergencies or disasters
- f. 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
- g. to provide casualty room services
- h. to refer a person to another health service
- i. 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
- j. to identify and market products and services incidental to its other functions
- k. to perform other functions given to the service under this Act or another Act
- l. to perform functions incidental to its other functions.

Queensland Corrective Services 31

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

Section 3 of the Act states that:

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

Emergency Management Queensland 35

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

Section 3 of the Act states that its main objects are:

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

Queensland Fire and Rescue Service 39

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

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

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 | 3. Support volunteer organisations |
| 2. Strengthen community safety, capability and resilience | 4. Build organisational capability and resilience |

Corporate Support Division 43

Strategic Policy Division 47



Queensland Ambulance Service



QAS provides essential emergency ambulance services including pre-hospital care and related services across Queensland. The QAS objective is to provide ambulance services to meet the needs of the community with a timely response.



Bronze Award 2005

2005 State Winner
QUEENSLAND TRAINING AWARDS

Queensland Ambulance Service

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 3,547 FTE employees and approximately 330 honorary ambulance officers, including Ambulance Attendants, Community First Responders and Volunteer Drivers, and health service responders. Our services are delivered in collaboration with the other divisions of the department and Queensland Government stakeholders.

Locations

QAS maintains 291 ambulance response locations throughout Queensland, including:

- » 219 ambulance stations
- » 27 honorary ambulance stations
- » 4 field offices
- » 27 Community First Responder locations
- » 9 air bases
- » 5 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

Telephone

1300 369 003

Website

www.ambulance.qld.gov.au



Achievements

- » Recruited an additional 50 ambulance officers to continue the provision of quality and timely ambulance services to Queenslanders
- » Completed nine replacement and two refurbished ambulance facilities and commenced construction on two new, three replacement and one refurbished ambulance facilities
- » Commissioned 150 new and replacement ambulance vehicles to ensure the ambulance fleet continues to be maintained at the highest possible level
- » Addressed all accepted recommendations from the QAS Audit 2007 including \$12 million ongoing savings from non-essential areas re-assigned to boosting frontline services and implementation of strategies to manage demand
- » Implemented a new Drug Management Policy providing a solid foundation for drug management within the Service
- » Progressed the replacement of mobile data terminals in ambulance vehicles
- » Commissioned three bariatric ambulances, two in south east Queensland and the third located in Townsville.



Future direction

- » Enhance ambulance service delivery through demand management strategies, enhanced communication and related technologies, ongoing fleet and equipment replacement, strategic workforce planning and more flexible working arrangements as well as developing enhanced organisational capability and resilience
- » Recruit 75 additional ambulance officers in 2010-11
- » Commence design for the \$7 million Spring Hill emergency services complex including redevelopment of the ambulance station
- » Continue strategic land acquisitions to enable QAS to plan for the delivery of services to meet the future needs of the Queensland community
- » Commence, continue or complete six new ambulance stations at Ashgrove/The Gap, Coomera, Ningi, Pinjarra Hills, Springfield, and North Lakes and 14 replacement, redeveloped or refurbished ambulance facilities
- » Commence planning and purchase of ambulance staff housing in the Surat and Bowen Basins
- » Commission 165 new or replacement ambulance vehicles to ensure the ambulance fleet is effectively maintained to meet increasing community needs
- » Allocate \$6.1 million towards operational and communications equipment to maintain and enhance levels of service delivery to the community.





Queensland Corrective Services



The key challenges for QCS are to maximise community safety and security by ensuring prisoners are securely and humanely contained in the custodial environment and through careful monitoring and management of offenders under community-based supervision. We are committed to delivering programs and services that will help rehabilitate offenders enabling them to participate in society within the law upon their release.

Queensland Corrective Services

QCS delivers its services through 3,349 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, vocational and educational training instructors and counsellors.

Locations

QCS manages prisoners in 10 high security correctional centres and eight low security facilities across Queensland. We have 46 probation and parole offices throughout the state focussing on the delivery of supervision and intervention to offenders subject to community-based orders. Location details of all correctional centres and Probation and Parole offices can be found from page 183 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

Telephone

07 3227 7111

Website

www.correctiveservices.qld.gov.au



Achievements

- » Substantially changed QCS governance arrangements to assist in co-ordinating the three major operating arms, Custodial Operations, Probation and Parole and Offender Intervention Services. The new governance structure contributes to QCS' overall performance and program delivery and ensures QCS meets its conformance and compliance responsibilities
- » Commenced Regional Performance Meetings in July 2009 to manage performance at the regional level and enhance the agency's framework for monitoring and reporting performance. Since July 2009, six Regional Performance Meetings have been conducted in Far Northern, Northern, Central, North Coast, Metro South and North Regions
- » Completed the construction of four major prison infrastructure projects in the Wacol and Townsville precincts and upgraded the security perimeter systems throughout the State
- » Managed growth in demand for Probation and Parole services including services by Parole Boards to improve supervision and reparation to the community
- » Continued to deliver the Sexual Offender Treatment program, ensuring the continuation of appropriate intervention for sexual offenders
- » Continued the \$442.8 million expansion and redevelopment of the Lotus Glen Correctional Centre in Far North Queensland and the \$485.6 million first stage of the development of the South Queensland Correctional Precinct at Gatton
- » Expanded transitional support for prisoners to reduce their risk of homelessness upon release through the National Partnership Agreement on Homelessness with Australian Government funding of \$6 million over four years from 2009-10
- » Continued to efficiently manage correctional centre capacity in response to changes in prisoner numbers
- » Enhanced case management processes to ensure offenders in the community receive supervision that is appropriate to their level of risk

- » Reduced the QCS carbon footprint by implementing smart water, waste and energy conservation strategies in correctional centres across the State including Brisbane, Borallon, Wolston, Woodford, Lotus Glen, Arthur Gorrie and Brisbane Women's and greening projects at Numinbah, Palen Creek and Capricornia
- » Developed the QCS Social Responsibility Charter setting out the standards of behaviour expected to meet our social responsibilities.

Future direction

- » Launch and implement the QCS framework for reform *Delivering Justice - Improving Corrections*
- » Continue offender reparation to the community through rejuvenation of community service, working with courts, council, non-government organisations and other partners
- » Launch and implement a Social Responsibility Charter setting out the commitment to rehabilitating offenders to become productive citizens who can participate in society within the law
- » Continue construction of the South Queensland Correctional Precinct development at Gatton and the expansion and redevelopment of the Lotus Glen Correctional Centre
- » Continue to reduce the carbon footprint of correctional centres and Probation and Parole offices
- » Continue to enhance community safety and maintain the confidence of the judiciary by enhancing Probation and Parole presence in the community and working in partnership with other agencies to prevent offenders from re-offending
- » Continue to explore new ways of delivering services to ensure community supervision of offenders is relevant to their level of risk to community safety
- » Continue to closely monitor offenders who are subject to orders under the *Dangerous Prisoners (Sexual Offenders) Act 2003* with intensive supervision, dedicated surveillance, electronic monitoring and partnerships with other agencies, and return offenders who breach conditions to custody if necessary
- » Continue the Sexual Offender Treatment Program ensuring the continuation of appropriate intervention for sexual offenders.



Emergency Management Queensland



EMQ's services aim to improve community safety and protect the environment through comprehensive disaster management arrangements, helicopter rescue services and an effective State Emergency Service.



Finalist Award 2003

Emergency Management Queensland

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

- » leading and coordinating activities undertaken before, during and after a disaster or emergency to minimise adverse community impacts
- » disaster awareness and hazard reduction services including community safety and education programs, 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 and contract and community helicopter providers.

Staffing and volunteers

EMQ delivers its services through 242 FTE employees and a range of volunteers and community organisations:

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

In 2009-10 we provided 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 (in 2010-11, administrative responsibilities and funding of community helicopter providers will be transferred to Queensland Health).

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

Telephone

07 3247 8511

Website

www.emergency.qld.gov.au/emq



Achievements

- » Procured 21 vehicles, four floodboats, two trailers and six Safety-at-Heights kits as part of the *Support Our Heroes* initiative, to strengthen SES capability
- » Provided funding of \$0.27 million to the Central Highlands Regional Council to establish an emergency services centre in Rolleston
- » Provided funding of \$0.49 million to the Isaac Regional Council for the upgrade of the SES facility at Moranbah
- » Continued to support SLSQ by providing funding of \$0.31 million, as part of the *Keeping Our Beaches Safe* initiative, for additional beach patrol services and equipment for regional beaches north of the Sunshine Coast; and donation of a twin-engine EC135 helicopter to SLSQ valued at more than \$6 million, with annual funding of \$0.4 million to support the helicopter's aerial patrol capabilities along beaches from the Gold to Sunshine Coasts.
- » Provide training and equipment including personal protective clothing, vehicles, floodboats and trailers, as part of the *Support Our Heroes* and *Safeguarding Cyclone Communities* initiatives, to strengthen the SES capability to respond to Queensland communities during natural disasters and emergencies
- » Build community resilience and help minimise the impact of natural disasters through the Natural Disaster Resilience Program
- » Employ four Indigenous Disaster Management Field Officers in remote communities to support disaster management planning, purchase a disaster management warehouse in the North Queensland region, and provide education to assist vulnerable communities adapt to the effects of climate change as part of the *ClimateQ: toward a greener Queensland* strategy.

Future direction

- » Enhance the engineering program to maximise the helicopter fleet with continued additional engineering staff for EMQ Helicopter Rescue to maintain appropriate levels of aircraft availability to meet demand expectations
- » Enhance disaster management training, support community resilience and minimise loss to the community by implementing recommendations from the review of the disaster management system
- » Transfer administrative responsibilities and funding for community helicopter providers to Queensland Health
- » Continue to work with local governments to ensure contemporary local disaster management plans are in place
- » Continue planning with Maranoa Regional Council to construct a new SES building in Mitchell and fit-out the SES building in Surat
- » Continue the *Guarding Our Beaches - Saving Lives* initiative with the provision of \$1.7 million to SLSQ for the SLSQ Life Saving Services Development Fund and WorkCover payments and \$0.3 million to Royal Life Saving Society Queensland to provide water safety education programs to young Queenslanders

Frank Pagano AFSM, ESM



After 35 years with the Emergency Services, Frank Pagano the Chief Officer of Emergency Management Queensland retired on 17 September 2010.

Frank has made an outstanding contribution to the department over his 30 year career with the Queensland Fire and Rescue Service and his five year career with Emergency Management Queensland. His professionalism, commitment, dedication and strong leadership are part of Frank's trademark.

Frank led EMQ during a time of unprecedented disasters in Queensland and during these events, his operational leadership and ability to find solutions to ensure the best outcomes for disaster affected communities was outstanding. It is these skills that saw Frank leading the Operational Recovery Management Group in Innisfail following the impact of Tropical Cyclone Larry in 2006 and leading the recovery of the north west Queensland floods in Normanton during February 2009.

During his career with the Emergency Services, Frank worked in a variety of locations and positions throughout Queensland and has made a significant contribution to the department. Frank and his wife Debbie now embark on the next phase of their lives and we wish them well.



Queensland Fire and Rescue Service



QFRS has a focus on reducing risks in the community and each time we respond to an incident our mission is undertaken with safety and efficiency. We are creating a safer Queensland through our mission-driven focus that prepares and informs us and our communities to reduce incidents through risk reduction and readiness while also building response capability and capacity. We strive to be the best by looking for innovative solutions to solving problems.



Finalist Award 2006



Strategy and Planning
Award 2006

Queensland Fire and Rescue Service

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

- » providing responsive structural fire services to the urban community
- » delivering rescue services across all hazards
- » managing the risk and impact of landscape fires
- » partnering with the community to mitigate risks through education and fire safety
- » supporting risk owners in building and infrastructure safety.

Staffing and volunteers

Our staff consists of 2,922 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
- » 243 urban fire and rescue stations
- » 1 special operations centre
- » 1,477 operational volunteer rural fire brigades, of which 442 have rural fire 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

Telephone

07 3247 8100

Website

www.fire.qld.gov.au

www.ruralfire.qld.gov.au



Achievements

- » Redirected efficiencies identified in the QFRS Efficiency Review 2008 towards staffing and the construction of new fire stations at Redland Bay and Nerang
- » Developed a Bushfire Survival Plan and Self Assessment tool, located on the Rural Fire Service (RFS) website with a link from the QFRS website to the RFS website, to enable the community to prepare and plan in advance for the impact of bushfires
- » Constructed two new, two replacement and one redeveloped QFRS stations and commenced construction of one new and two replacement QFRS stations
- » Supported extensive use of aerial operations in the 2009 Queensland bushfire season saving many properties
- » Implemented revised Road Crash Rescue protocols in September 2009 that reduced non-essential attendance by QFRS at mobile property crashes
- » International deployment of the Queensland Urban Search and Rescue (USAR) Task Force 1 in response to the Samoan tsunami, and also the Sumatra (Pandang) earthquake during September and October 2009
- » Interstate deployment of QFRS staff and resources to assist with the New South Wales wildfires during December 2009, following their support during our bushfire season in September/October 2009
- » Progressed the construction of six appliances and retrofitting of radiant heat reflective curtains, and retrofitted 61 rural fire appliances with diesel pump sets as part of the *Support Our Heroes* initiative
- » Enhanced the ability to manage large scale disasters and emergencies with the development of a state of the art Mobile Command and Control Unit (501 Tango)
- » Implemented a range of flexible e-Learning products including First Aid, RFS Awareness, wildfire prediction tools, and training toolbox topics, as part of the Flexible Learning Package, enabling volunteers to access and undertake training through a number of different learning modes

- » Developed a technically advanced alarm management solution for over 6,200 Queensland customers that provides a highly resilient system and reduces unwanted alarm activations.

Future direction

- » Continue implementation of the Bushfire Community Training Package which will see the ongoing recruitment of Volunteer Community Educators
- » Continue to engage 'at risk' communities through the delivery of the PREPARE.ACT.SURVIVE. program, including the development of a public fire incident website and broadcast of a newly developed television commercial in readiness for the 2010 fire season
- » Enhance community safety from bushfires through designation of Neighbourhood Safer Places and rollout of the nationally revised fire danger rating signs
- » Commence a program to progressively enhance the energy and water efficiency of fire and rescue stations and vehicles
- » Develop anti-arson community education strategies to combat the increasing problem of deliberately lit fires
- » Continue implementation of the *Support Our Heroes* initiative with ongoing retrofit of the existing fleet with diesel pump sets and radiant heat reflective curtains, and construction of appliances
- » Continue to develop and implement the Flexible Learning Package for QFRS volunteers
- » Establish a Community Safety Operations Service Improvement Project, which will enhance business process and databases to dramatically improve QFRS's ability to successfully manage fire safety in buildings and commence an e-Lodgement journey for the assessment of building drawings
- » Complete construction of a new fire station at Agnes Water and a new service through the construction of new fire and rescue stations at Ripley and Brassall to replace the existing Ipswich fire station, and commence or complete an additional seven replacement or redeveloped fire stations and a training facility at Dysart.



Corporate Support Division



CSD delivers strategic and professional support services and governance management to the divisions of the department. Through professional advice relating to workforce, finance, logistics, industrial relations, asset and facilities management, corporate governance, information systems and networks, and organisational health and safety we support the delivery of essential front-line services to the community.

Corporate Support Division

CSD provides the department with strategic and professional corporate support, governance management and advice related to:

- » human resources (HR)
- » industrial relations
- » workplace health and safety
- » finance, including budget development
- » procurement
- » warehousing and distribution
- » information and communications technology (ICT) management
- » operational technology field support
- » capital works
- » assets and facilities management, including leasing.

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

Staffing

CSD has 446 FTE employees, the majority of whom are involved in delivering front-line ICT critical systems and services, ICT services and systems and whole of government and whole of department projects and systems support and maintenance. The staff of CSD represent just over four percent of the department's total paid workforce.

Locations

The division delivers its services from:

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

Kedron Park office details

Corporate Support Division
Kedron Park Complex
Cnr Park and Kedron Park Roads
Kedron QLD4031

Postal address

GPO Box 1425, Brisbane Qld 4001

Telephone

07 3247 8604



Achievements

- » Implemented the SAP ECC5 finance solution consolidating and replacing the obsolete SAP version for the financial systems previously used by the DES and QCS
- » Continued construction of the Queensland Emergency Operations Centre (QEOC), a state of the art integrated communications and emergency operations centre which will more effectively coordinate day to day emergency responses and large scale incidents and disasters
- » Continued to progress capital works projects and accommodation changes to meet operational requirements
- » Managed negotiations for Public Service, QAS, QCS and QFRS enterprise bargaining agreements
- » Developed and implemented the DCS Code of Conduct with associated materials and online training
- » Commenced rollout of the Positive Workplaces Program across the State
- » Implemented the new fire alarms interface into the Emergency Services Computer Aided Dispatch (ESCAD) environment
- » Delivered ICT major project milestones including commenced implementation of the Operations Management System and the launch of the Mobile Command and Control Unit (501 Tango) and emergency communications trailer
- » Established a framework of engagement and a strategic roadmap for joint infrastructure development within the public service cluster
- » Established the DCS Information Management Program to deliver information management outcomes and benefits realisation for DCS, based on the Queensland Government approach
- » Implemented the Safety Health Environment (SHE) system to improve Workplace Health and Safety incident reporting and management.

Future direction

- » Continue to develop and deliver upon the agency's information and communication technology deliverables to facilitate higher levels of integration across the department and the Law, Justice and Safety Cluster of Queensland Government agencies
- » Continue work to design and build plans in preparation for implementing a new HR information system
- » Continue to deliver the Positive Workplaces Program to staff across the State
- » Implement new procedures and approaches for recruitment and selection and workforce performance
- » Continue to deliver capital works projects to assist improved operational service delivery
- » Continue to improve communications for operational divisions through the implementation of automatic vehicle location equipment into QFRS appliances and QAS ambulance vehicles
- » Complete construction of the integrated state of the art QEOC
- » Enhance the management of ambulance and emergency service locations through the pilot implementation of CCTV and Ambulance Arrivals Board
- » Continue to develop joint strategic and operational initiatives in partnership with the Queensland Police Service
- » Work collaboratively with Queensland Police Service to provide operational police and DCS personnel with modern telecommunications and real-time access to information in the field through the integration, interconnection and convergence of radio, telephone, satellite and data systems over a 10 year period.



Strategic Policy Division



SPD supports the department's front-line service delivery, leading strategic policy, planning, advocacy, and representation in championing community safety, within government and the community.

Strategic Policy Division

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 analysis and development
- » management of the annual budget and mid-year review process
- » strategic policy analysis and development
- » organisational performance and evaluation
- » corporate communications and media services
- » ethical standards and workplace investigations
- » complaints management and investigation of privacy complaints
- » legal representation including advice, advocacy and negotiation
- » administrative law functions including Right to Information releases and privacy advice
- » parliamentary and Cabinet services
- » management of information flow to and from the Minister and Director-General
- » risk management
- » special projects to add value to the portfolio's operational areas
- » Indigenous Leadership Development Team program
- » cross-agency policy and planning issues
- » coordination and preparation of the department's annual report
- » child safety and associated risk management strategies
- » legislative development.

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; National Emergency Management Committee; Emergency Management Working Group for the Report on Government Services; Australian Council of State Emergency Services; and National Climate Change Adaptation Research Facility. SPD also supports the Emergency Services Advisory Council.

Staffing

SPD has 122 FTE staff. This number represents just over one percent of the department's total paid workforce.

Locations

SPD delivers its services from:

- » the Kedron Park Complex, Kedron
- » the State Law Building, Brisbane
- » William McCormack Place II, 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

Telephone

07 3247 8791

Achievements

- » Managed the Queensland Government response to the 2009 Victorian Bushfires Royal Commission interim report and the National Framework for Scaled Advice and Warnings to the Community
- » Launched the DCS *Volunteer Management Strategy 2009-2013* to support the *Toward Q2: Tomorrow's Queensland* ambition, Fair
- » Finalised departmental initiatives supporting the *Toward Q2: Tomorrow's Queensland* targets in conjunction with the departments of Education and Training, Communities and Queensland Health
- » Led the implementation of the new Right to Information and Information Privacy regimes across the department
- » Developed a new departmental complaints management policy
- » Finalised the department's *Multicultural Plan 2009-2013* and its associated annual *Multicultural Action Plan*
- » Coordinated media and communication support associated with statewide bushfires and deployments to Samoa and Sumatra
- » Contributed to the development of the *Queensland Road Safety Action Plan 2010-2011*
- » Finalised memorandums of agreement between QCS and other agencies for the management of offenders under supervision under the *Dangerous Prisoners (Sexual Offenders) Act 2003*
- » Coordinated the successful review of the disaster management framework
- » Conducted a full review of the department's governance arrangements and implemented a new governance framework
- » Continued to implement the department's *Indigenous Priority Statement 2009-2013 and Action Plan*
- » Finalised the first DCS Strategic Plan and associated policy documents, incorporating emergency management and corrective services.

Future direction

- » Coordinate and progress the National Emergency Services Volunteer Passport project in consultation with the Council for the Australian Federation
- » Develop a memorandum of understanding with Department of Transport and Main Roads for the delivery of driver licensing services to prisoners in the Lotus Glen and Townsville correctional centres
- » Lead a full legislative reform timetable over the next three to four years in accordance with the departmental review agenda and proposed Regulatory Simplification Plan
- » Continue to deliver services that will contribute to and advance priorities under *Toward Q2: Tomorrow's Queensland*
- » Lead the introduction of legislative amendments following the review of disaster management arrangements in Queensland
- » Continue to promote partnerships with business organisations to attract and achieve program sponsorship
- » Develop the DCS Child Safety Policy and review the associated Risk Management Strategy
- » Coordinate the implementation of strategies for Queensland arising from the 2009 Victorian Bushfires Royal Commission Report
- » Contribute to the development of the National Disaster Resilience Strategy being led by the Commonwealth Government.

Our performance



Measuring our performance

Our strategic plan provides a number of performance measures for each of our strategic objectives that we set out to achieve during the year. Our performance measures, established through the annual Budget process, are 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 and timeliness of our front-line service delivery. These indicators inform how we adjust

our measures if necessary to more effectively meet our objectives for the community.

The following scorecard displays our performance against targets for 2009-10.

Further information about how we performed against all 2009-10 Service Delivery Statement (SDS) performance measures, including results over the last five years, is provided at page 92.

Ambulance Services

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

Performance indicator	2009-10 Target/ Estimate	Actual 2009-10
Number of urgent incidents	510,000 - 535,000	516,307
Number of non-urgent incidents	235,000 - 255,000	228,316
Cardiac arrest survived event rate	>24%	27.5%
Time within which code 1 incidents are attended:		
» 90th percentile response time	16.5 mins	16.4 mins
» 50th percentile response time	8.2 mins	8.1 mins
Level of patient satisfaction with ambulance response services	>95%	98%

The achievement of targets for the number of urgent and non-urgent incidents attended during 2009-10 demonstrates the success of ongoing strategies employed to address concerns highlighted in the 2007 QAS Audit relating to escalating demand for services.

Between 2005-06 and 2008-09 there was an increase of approximately 19% in the number of urgent incidents attended and an increase of approximately 16.5% in the number of non-urgent incidents attended. Ongoing strategies have assisted in reducing the rate of increase in the number of incidents attended, with an increase of approximately 3% in urgent incidents attended between 2008-09 and 2009-10, and a decrease of approximately 5.5% in the number of non-urgent incidents attended during this same period.

The QAS is continuing to increase the quality of clinical interventions and treatments with the improvement in CPR techniques and the roll out of adrenaline to advanced care paramedics for the treatment of rate and rhythm deficiencies, resulting in significant improvements in recent years to cardiac arrest survived event outcomes.

The continued delivery of high quality ambulance services to Queenslanders is also demonstrated through the achievement of exceptional patient satisfaction levels and the service's effectiveness in responding to incidents in a timely manner which may lead to a reduction in the severity of injury and loss of life.

Corrective Services

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

Performance indicator	2009-10 Target/ Estimate	Actual 2009-10
Number of prisoners	5,960	5,631
Number of offenders on orders (male):		
» Supervision orders		
– Probation Orders	6,855	6,656
– Parole Orders (excluding court ordered)	860	898
– Court Ordered Parole Orders	2,880	2,697
– Intensive Correction Orders	300	254
– Intensive Drug Rehabilitation Orders	100	83
» Reparation orders		
– Community Service Orders	1,400	1,678
– Fine Option Orders	400	502
Number of offenders on orders (female):		
» Supervision orders		
– Probation Orders	2,030	1,924
– Parole Orders (excluding court ordered)	85	103
– Court Ordered Parole Orders	460	436
– Intensive Correction Orders	80	62
– Intensive Drug Rehabilitation Orders	20	17
» Reparation orders		
– Community Service Orders	400	422
– Fine Option Orders	140	137
Percentage of orders successfully completed:		
» Supervision orders		
– Probation Orders	>65%	68%
– Parole Orders (excluding court ordered)	>65%	69%
– Court Ordered Parole Orders	>69%	69%
– Intensive Correction Orders	>65%	69%
– Intensive Drug Rehabilitation Orders	>25%	25%
» Reparation orders		
– Community Service Orders	>60%	63%
– Fine Option Orders	>60%	64%

Since 2005-06 the number of prisoners has increased by 3%, from 5,449 in 2005-06 to 5,631 in 2009-10. The QCS Capacity Utilisation Strategy aims to deliver more effective and efficient capacity utilisation in high and low security facilities. This is being achieved by assessing and placing prisoners according to the level of supervision required, while still maintaining appropriate community safety standards.

The growth in the number of offenders subject to community based supervision

orders in recent years can be attributed to the success of the new Probation and Parole Service with its diversionary goals and stronger links with the courts. This was complemented by the introduction of Court Ordered Parole from August 2006.

A focus of the new Probation and Parole Service is risk management. It is expected that successful completion rates will continue to improve through targeted assessment and intervention for offenders at risk of failing to comply with the conditions of their order.

Corrective Services (continued)		
Performance indicator	2009-10 Target/ Estimate	Actual 2009-10
Proportion of Indigenous prisoners:		
» Male prisoners	26%	29%
» Female prisoners	27%	30%
Escape rates:		
» High security facilities	0	0
» Low security facilities	0	1.63
Death rate from unnatural causes:		
» High security facilities	0	0.08
» Low security facilities	0	0
Assault rates:		
» Major (prisoner on staff)		
– High security facilities	0	0.06
– Low security facilities	0	0
» Minor (prisoner on staff)		
– High security facilities	<1.10	1.15
– Low security facilities	0	0.15
» Major (prisoner on prisoner)		
– High security facilities	<0.85	1.21
– Low security facilities	0	0.15
» Minor (prisoner on prisoner)		
– High security facilities	<5.9	7.61
– Low security facilities	<1.8	3.12

Closing the gap on Aboriginal and Torres Strait Islander over-representation in correctional services is one of the top priorities identified in our framework for reform, *Delivering Justice – Improving Corrections*. Since 2005-06 the proportion of Indigenous prisoners has increased by three percentage points for males and two percentage points for females. The QCS is developing an Aboriginal and Torres Strait Islander Action Plan that will focus on reducing the over-representation of Indigenous offenders by providing appropriate diversionary measures and rehabilitation opportunities.

The QCS maintains secure custodial infrastructure which has ensured that there have been no escapes from high security facilities since 1998. During 2009-10 there were 11 escapes from low security facilities which is a significant improvement compared to 28 in 1997-98.

QCS endeavours to provide a safe, secure and humane custodial environment. It is regretful that

during 2009-10, there were four deaths in custody from unnatural causes, representing a rate of 0.08 per 100 prisoners. Following any death in custody, immediate attention is given to any operational issues that may be initially identified and an investigation is conducted by the Office of the Chief Inspector. In accordance with the *Coroners Act 2003*, the State Coroner also investigates all deaths in custody.

Acts of violence are not tolerated in Queensland prisons with all cases referred to the Queensland Police Service's Corrective Services Investigation Unit. QCS has implemented a number of measures to minimise assaults and to ensure the safety of staff and prisoners. These measures include a proactive intelligence gathering system to identify potential problem situations; state of the art security systems such as CCTV camera surveillance; and the provision of modern facilities to improve staff capacity to safely supervise and manage prisoners.

Emergency management services

Objective: To improve community safety and protect the environment through effective disaster management and rescue services

Performance indicator	2009-10 Target/Estimate	Actual 2009-10
Percentage of Local Disaster Management Groups with current Disaster Management Plans	100%	86%
Number of SES volunteers	7,000	6,800
Number of SES volunteer hours of operation	50,000 -75,000	70,898
Number of EMQ Helicopter Rescue hours of operation	3,060 – 3,900	3,344

Following a review of Queensland's Disaster Management system in August 2009, recommendations were made to Government on how to deliver better response outcomes for communities impacted by disasters including a continued focus on developing, maintaining and continually improving the State's disaster management framework and its effectiveness. Local Disaster Management Plans are an important element of Queensland's emergency management system to help communities prepare for, mitigate, effectively respond to and recover from a disaster or emergency situation.

As at 30 June 2010, 86% of Local Disaster Management Groups had current Local Disaster Management Plans. EMQ continues to actively support local governments in the review and development of their plans, a key contributor to building community resilience, and has commenced an initiative to assist those councils without current plans.

SES volunteers are also a vital part of Queensland's emergency management

system, contributing to the resilience of Queensland communities to disaster events. The DCS *Volunteer Management Strategy 2009-2013* launched in November 2009, is essential in strengthening our volunteer management in terms of recruitment, retention, support and recognition.

Since 2008-09, there has been an increase of approximately 8% in the number of active SES volunteers. EMQ is continuing to work closely with local governments to achieve optimal active membership based on assessed requirements and functional agreements with local governments.

2009-10 saw a decrease of approximately 35% in the number of volunteer hours of operation, from 109,381 in 2008-09 to 70,898 in 2009-10. This provides an indication of the varying impacts of natural disasters and events requiring the support and assistance of our volunteers.

EMQ Helicopter Rescue continued to meet the growing demand for helicopter rescue services across Queensland in 2009-10 with an increase in activity of approximately 26% since 2005-06.

Fire and rescue services

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

Performance indicator	2009-10 Target/Estimate	Actual 2009-10
Number of accidental residential structure fires	950 - 1,300	994
Response times to structure fires:		
» 90th percentile	14 mins	12.4 mins
» 50th percentile	7.6 mins	7.9 mins
Percentage of structure fires confined to the object/room of origin	70% - 80%	71.2%
Percentage of households with operational smoke alarms installed	95%	89.2%
Percentage of building premises inspected and deemed complete and compliant	33%	67.1%

A substantial amount of time and resources is dedicated by the QFRS into partnering with the community to mitigate risks through education and fire safety activities. These activities have helped to keep the number of structure fires low with a decrease of approximately 1.5% in the number of accidental residential structural fires since 2005-06 despite an increasing population.

The QFRS has demonstrated its commitment to providing responsive structural fire services to the urban community and has a long-established service delivery model for responding within 14 minutes. The QFRS has reduced its 90th percentile response time from 13 minutes in 2005-06 to 12.4 minutes in 2009-10. The 50th percentile response time has slightly increased since 2007-08 however, this is attributed to the introduction of a new Computer-Aided Dispatch system in 2008-09 which allowed for the recording of incidents earlier than operators would have previously manually entered.

The percentage of structure fires confined to the object or room of origin for 2009-10 was 71.2% demonstrating QFRS's commitment to the

provision of responsive structure fire services to the urban community.

In July 2007, legislation requiring the compulsory installation of smoke alarms in all Queensland homes was introduced in Queensland. Since that time, there has been a significant increase in the number of Queensland homes with an operational smoke alarm; from 79% before the legislation to 89.2% in 2009-10. The QFRS will continue to progress initiatives aimed at maintaining high levels of operational smoke alarms in Queensland to enhance fire safety for the Queensland community.

The percentage of building premises inspected and deemed complete and compliant was a new measure introduced in 2008-09 to determine the QFRS's effectiveness in ensuring compliance with building fire safety regulations and fire safety procedures in high-risk environments. A change in the calculation methodology for this measure implemented in July 2009 has seen a more accurate depiction of the effort QFRS expends in this area of community safety.

Our key focus areas

The department's *Strategic Plan 2009-2013* was one of the first critical strategic documents prepared following the creation of the department in March 2009. Our strategic plan has four key focus areas and supporting strategies that are derived from our objectives and those of the Queensland Government. We have continued to make a valuable contribution to the Government's *Toward Q2: Tomorrow's Queensland* strategy through our commitment to initiatives that support the Toward Q2 ambitions and targets.

DCS directly contributed to the *Toward Q2: Tomorrow's Queensland* ambitions of smart, healthy and fair in 2009-10 and supported the following 2020 targets:

- » **Smart** - Three out of four Queenslanders will hold trade, training or tertiary qualifications
- » **Healthy** - Queensland will have the shortest public hospital waiting times in Australia
- » **Healthy** - Cut by one-third obesity, smoking, heavy drinking and unsafe sun exposure
- » **Fair** - Increase by 50 percent the proportion of Queenslanders involved in their communities as volunteers.

DCS also implemented a number of initiatives across the department which contribute to the green ambition, reinforcing its commitment to the Government's 2020 vision for Queensland.

The department is committed to improving its services to the community and continually reviews its performance against each objective. Key achievements which demonstrate our commitment to achieving better outcomes for Queensland communities are highlighted below with further detail provided in the pages that follow.

Focus on front-line service delivery

Our strategies	Our achievements	Page
1.1 Implement effective and efficient demand management strategies for front-line emergency services	» Recruited 50 additional ambulance officers	61
	» Effectively managed demand for ambulance services through a range of initiatives	61
	» Implemented revised Road Crash Rescue protocols	61
	» Conducted disaster management education and exercise regimes	62
	» Relaunched the Triple Zero (000) community awareness campaign	62
	» Developed the Flexible Habitat Capability	62
	» Delivered critical Urban Search and Rescue capabilities abroad	62
	» Progressed delivery of the Capital Program	63
1.2 Effectively supervise and manage offenders in the community	» Trialled the Offender Short Message System	63
	» Installed video conferencing facilities in remote areas	63
1.3 Ensure prisoners are safely managed in facilities most appropriate for their level of risk to the community	» Revised an offender management framework and case management model	64

Our strategies	Our achievements	Page
1.4 Improve operational information and communication technology systems to enhance emergency service capability	» Developed the Public Safety Communications Initiatives Policy	64
	» Installed GPS navigation in operational ambulance vehicles	64
	» Continued development of contemporary communication and emergency operations centre	64
	» Developed and implemented the 'Emergency Alert' telephone warning system	64
	» Upgraded QCS data network infrastructure	65
	» Implemented Request For Assistance online in a range of locations across the State	65
1.5 Recruit and retain a diverse workforce with the right competencies to effectively deliver emergency services	» Implemented strategic plans to support diversity in our workforce and community	66
	» Developed and implemented effective strategies to recruit and retain a diverse workforce	66
	» Progressed the QAS Vulnerable Clients Program	67

Strengthen community safety, capability and resilience

Our strategies	Our achievements	Page
2.1 Ensure communities have effective and responsive emergency and disaster management systems in place	» Commenced implementation of the disaster management review recommendations	68
	» Coordinated response through Queensland's disaster management system	68
	» Developed the PREPARE.ACT.SURVIVE. bushfire preparedness campaign	69
	» Strengthened fire management across Queensland	69
2.2 Ensure communities, including remote Indigenous communities, have the resources and capacity to prepare for and respond to emergencies and disasters	» Launched the Natural Disaster Resilience Program	69
	» Facilitated essential Natural Disaster Relief and Recovery Arrangements	69
	» Purchased a disaster management warehouse in south east Queensland	70
	» Presented disaster and emergency preparedness information sessions	70
	» Launched 'emergency REDiPlan' booklet	70
	» Developed the Tsunami Notification Protocol for vulnerable communities	70
	» Implemented the <i>Indigenous Priority Statement 2009-2013 and Action Plan</i>	71
	» Delivered a National Indigenous Radio Service campaign to increase disaster preparedness	72
	» Continued delivery of the QFRS Safehome community safety program	72

Our strategies	Our achievements	Page
2.3 Leverage strategic partnerships with government, community and business sectors	» Entered into partnerships with a number of organisations to enhance volunteer capability	73
	» Delivered the Roads, Attitudes and Action Planning program	73
2.4 Promote social responsibility through offender reparation to the community	» Offenders participated in the clean-up after flood events	74
	» Created carbon offsets with the propagation and planting of trees by prisoners	74
2.5 Provide offender interventions which increase opportunities for successful reintegration	» Progressed initiatives under the National Partnership Agreement on Homelessness	74, 75
	» Provided literacy, numeracy and vocational education and training programs to prisoners	75, 76
	» Provided assistance to prisoners in gaining sustainable employment upon release	76

Support volunteer organisations

Our strategies	Our achievements	Page
3.1 Ensure volunteers have the appropriate training, equipment and infrastructure to undertake their role safely and effectively	» Launched and implemented the <i>Volunteer Management Strategy 2009-2013</i>	77
	» Donated a twin-engine EC135 helicopter to SLSQ	77
	» Delivered training and critical equipment to our volunteers	77
	» Released nationally recognised best practice flexible learning products for volunteers	78
3.2 Ensure effective recruitment and retention of emergency service volunteers	» Recruited Rural Fire Service Volunteer Community Educators and Mitigation and Education Officers	78
	» Implemented a comprehensive SES volunteer recruitment process	78
3.3 Strengthen coordinated development and management of Emergency Service Units	» Progressed recommendations following a review of Emergency Service Units	79
3.4 Support partnerships between volunteer groups to increase emergency response capability and positively contribute to the Q2 target on volunteerism	» Continued to support partnerships with key stakeholders	79

Build organisational capability and resilience

Our strategies	Our achievements	Page
4.1 Strengthen and maintain our corporate governance processes	» Finalised a review of our governance framework	80
	» Developed and launched an Information Privacy Plan	80
	» Developed a whole of department complaints management policy and procedures	81
	» Continued QAS Regional Performance Reviews	81
	» Commenced QCS Regional Performance Meetings	81
	» Continued the QFRS Statewide Integrated Operational Planning Process	82
4.2 Engage in continuous quality improvement with strategic planning, risk and performance management and accountability within our organisation	» Launched the first DCS Strategic Plan	82
	» Completed implementation of all accepted recommendations from the QAS Audit 2007	82
	» Introduced the Communication Centre Continuous Improvement Model	82
	» Developed a DCS whole of department reporting framework	82
4.3 Ensure effective central-regional collaboration to provide better services for communities	» Achieved effective strategic planning outcomes in regional areas	83
	» Delivered a variety of collaborative forums ensuring effective central-regional collaboration	83
4.4 Maintain a strong focus on staff health and wellbeing	» Developed the draft <i>Workplace Health and Safety Strategy 2010-2014</i>	83
	» Delivered the <i>QCS Building Better Workplaces Program</i>	83
	» Provided swine flu vaccinations and implemented a seasonal flu vaccination program	83
	» Continued implementation of anti-smoking strategies in correctional centres	83
	» Designed and implemented training to enhance the safety and security of paramedics	84
	» Promoted healthy lifestyles through the QFRS Wellness Program	84
4.5 Incorporate contemporary and sustainable legislative and policy development	» Conducted annual reviews of forward policy and legislative programs	85
	» Implemented service delivery initiatives to assist vulnerable and disadvantaged clients	85-87

Our strategies	Our achievements	Page
4.6 Increase workforce capability by providing staff development opportunities	» Commenced delivery of the Positive Workplaces Program for front-line managers	87
	» Supported women in QAS through the Emberin <i>My Mentor</i> program	88
	» Delivered induction and professional development training across the department	88-89
	» Supported Indigenous students through the Education to Employment Scholarship Scheme	89
	» Delivered cultural awareness training to all custodial officers	89
4.7 Apply predictive modelling in order to respond to demand for future services	» Completed a comprehensive workforce modelling analysis of demand for service profiles	90
	» Developed a digital elevation model	90
	» Developed Hazardscape profiles for regional areas	90
	» Integrated databases to provide better information relating to attended incidents	90
4.8 Increase judicial and community confidence by effectively administering orders made by the court	» Effectively administered court orders	91
	» Continued to deliver programs for offenders to develop increased levels of self responsibility	91

Read more about these and other achievements in the following pages >>>



Expanding on our achievements

We are proud to expand on significant achievements under each of our key focus areas and strategies.

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

■ Strategy 1.1: Implement effective and efficient demand management strategies for front-line emergency services

QAS demand management

The 2007 QAS Audit arose from concerns relating to pressures on the QAS associated with escalating demand for ambulance services and the need to ensure that as many resources as possible were being directed to front-line service delivery. QAS is working diligently to ensure as many resources as possible are directed to front-line service delivery.

Ongoing implementation of the QAS recruitment strategy to meet operational service delivery demands has resulted in the recruitment and appointment of 50 additional ambulance officers in 2009-10 to help save lives, maintain emergency response times and enhance the health and safety of ambulance officers. These positions are in addition to 250 new positions funded during the 2008-09 financial year, and 255 new positions in 2007-08. These additional positions have helped to ensure that Queensland has the highest ratio of ambulance officers per 100,000 people in the nation.

Non-emergency transport demand has been effectively managed through the Queensland Health Authorised Transport arrangements, which commenced on 1 July 2009. QAS demand statistics show a 5.54 percent decline in Code 3 and Code 4 incidents for the 2009-10 financial year compared to 2008-09.

An important component of QAS's demand management strategy has been to provide an alternative response to low acuity Triple Zero (000) callers that rigorously assesses and matches caller needs with resources, known as the Secondary Triage and Referral (STAR) system. Specially trained personnel provide further clinical assessment over the telephone, for those callers who may not require an emergency ambulance response but who may still benefit from advice or referral. Since the STAR system's commencement in Brisbane in July 2009 there has been an average of 30 ambulance transports not being dispatched to a Triple Zero (000) call each week. In 2009-10, the STAR system supported the *Toward Q2: Tomorrow's Queensland* 2020 target for Queensland to have the shortest public hospital waiting times in Australia.

Road Crash Rescue protocols

As a result of the 2008 QFRS Efficiency Review, revised Road Crash Rescue protocols were introduced in September 2009, in partnership with the QAS and the Queensland Police Service (QPS), to reduce unnecessary attendance by the QFRS at mobile property crashes. Attendance by QFRS at traffic incidents has reduced by an average of 300 per month since the introduction of the new arrangements.

Exercise Poseidon

Exercise Poseidon was conducted over three days in June 2010 in the Far Northern Region. The exercise engaged three District Disaster Management Groups and nine Local Disaster Management Groups and focussed on how disasters are managed at both district and local levels.

The scenario for Exercise Poseidon was based on an ex-tropical cyclone with considerable rainfall impacting on critical infrastructure, forcing the closure of Cairns Base Hospital and Cairns Airport. The exercise challenged those involved to manage communities being isolated, to deal with public health issues, and to manage the economic impacts invoked by natural disasters. Both local and district disaster management plans were tested with resource planning and strategies exercised to manage longer term recovery. In addition, community evacuation arrangements including public messaging and warning systems were exercised.

Triple Zero (000) Community Awareness Campaign

The Triple Zero (000) Community Awareness Campaign informed Queenslanders about the importance of only calling Triple Zero (000) for genuine life-threatening emergencies. This message was broadcast through a number of mediums including television and radio advertisements informing the community about other health care options available in a non-emergency situation. These options included the 13 HEALTH number, local doctors and pharmacists.

The campaign was relaunched during September 2009 following its successful launch in September 2008 and generated a high level of awareness with 70 percent of people surveyed aware of the campaign.

Flexible Habitat Capability

In response to a need to enhance field operations for prolonged and complex incidents, QFRS developed the Flexible Habitat Capability. This incorporates the ability to house functional work spaces, living spaces, comprehensive hygiene facilities, lighting, power, food and water without imposing on local resources. This new capability has enhanced multi-agency field operations and is both road and air deployable.

QFRS expertise abroad

QFRS Urban Search and Rescue (USAR) expertise has received international recognition being utilised to aid response and recovery operations at locations around the world. QFRS has expanded its USAR capabilities to enable rapid gathering, processing and dissemination of disaster impact information into broader disaster response systems.

In October 2009, Queensland USAR Task Force 1 responded to two major natural disasters in the Asia-Pacific region within 36 hours of each other. Despite simultaneous deployments in Samoa and Sumatra, the internationally accredited USAR teams successfully achieved their mission objectives.

In further recognition, four Queensland USAR Task Force members have been appointed United Nations International Search and Rescue Advisory Group External Classifiers. Classifiers are called on to assess and validate other countries' USAR capabilities and determine whether accreditation should be awarded. These Task Force members work cooperatively with the Commonwealth Attorney-General's Department and proudly represent not just the Task Force, their various agencies and Queensland but also the people of Australia. They bring recognition and respect to our agency and provide a tangible input into capacity development and international resilience.

Specialist Transport Retrieval Unit

In September 2009, QAS initiated the Specialist Transport Retrieval Unit (STRU) in Brisbane with a crew of an Advanced Care Paramedic and Patient Transport Officer. This unit specialises in, but is not limited to, transporting bariatric patients and specialist transfers with additional and often complex medical equipment. STRUs also commenced in South East Region in October 2009 and Townsville in December 2009 to service northern Queensland from Mackay to Cairns and western areas.

Capital Program

Replacement QAS stations were completed at Clermont, Julia Creek, Mt Morgan, Redcliffe, Tully, Yarrabah and Grovely/Mitchelton and replacement regional staff development units

were completed at Pimpama and South Brisbane. Refurbished ambulance stations were completed at Burleigh Heads and Duaringa. Site works are in progress for the new Ashgrove/The Gap and Springfield stations, replacement Ipswich, Runaway Bay and Stanthorpe stations and the Moranbah station refurbishment.

New QFRS stations were completed at Redland Bay and Nerang as well as replacement stations at Nambour and Woodridge, and a redeveloped station for Southport. Site works are in progress for the new station at Agnes Water, and replacement stations at Pullenvale and Toowoomba.

The joint Palm Island emergency services facility was completed enabling delivery of fire, ambulance and state emergency services to the community and site works are in progress for the joint Queensland Combined Emergency Services Academy complex.



Strategy 1.2: Effectively supervise and manage offenders in the community

Offender Short Message System

The Offender Short Message System, a web-based communications tool to remind offenders of appointment times, scheduled community service duties and other reporting notifications, will be rolled out statewide following a successful trial in 2009. This innovative idea will assist offenders in managing their probation and parole appointments and has proven to be a cost effective way to communicate with offenders compared to traditional methods.

Video conferencing

In 2009, video conferencing facilities were installed between the Townsville Probation and Parole office, the Palm Island Probation and Parole office and the Townsville Correctional Complex. The video conferencing system has been utilised to support and supervise Palm Island staff and link Palm Island community members with family incarcerated at Townsville Correctional Centre. In 2010, an expanded version of the video conferencing network will be trialled in Probation and Parole's Far Northern Region (Weipa to Cairns) to align with the *Delivering Justice – Improving Corrections* framework. QCS expects to realise a range of benefits from video conferencing including innovation, effective use of resources, increased accountability in remote locations and closing the gap on Indigenous over-representation.

Strategy 1.3: Ensure prisoners are safely managed in facilities most appropriate for their level of risk to the community

To support offender management in correctional centres QCS revised its:

» offender management framework

» case management model

» business operational manual for custodial operations.

Strategy 1.4: Improve operational information and communication technology systems to enhance emergency service capability

Public Safety Communications Initiatives Policy

In March 2010, the Commissioner, Queensland Police Service and the Director-General, Department of Community Safety signed two documents that are the foundations of future collaboration between agencies in the identification and delivery of public safety communications initiatives. These documents are the Queensland Public Safety Communications Initiatives Policy (2010) and the Queensland Public Safety Communications Initiatives Policy Partnering Agreement (2010).

Global positioning system (GPS) navigation

The GPS satellite navigation device implementation began in July 2009 to ensure that front-line paramedics have access to improved navigation to respond to emergency and life-threatening incidents. Installation of a GPS device into all operational vehicles, including retrofitting of older ambulances, was achieved in December 2009.

World-class emergency operations centre

A central component in the department's commitment to deliver world-class community safety is the construction of the Queensland Emergency Operations Centre (QEOC) at Kedron. A total of \$54.9 million was committed in 2009-10 towards the construction, fit-out and associated works of the integrated communication and emergency operations centre.

The state of the art centre, which is due to be commissioned by mid 2011, will support the growth of emergency services in Queensland and control large scale incidents, disasters and day to day emergency responses.

Emergency Alert

The Commonwealth Government is providing funding of \$15.65 million, through the National Partnership Agreement on the Development of a Telephone-Based National Emergency Warning System, for the national implementation of Emergency Alert. In December 2009, Emergency Alert was launched throughout the country, except in Western Australia which operates its own telephone-based warning system, enabling communities in areas at risk of serious or life-threatening events, to be

alerted by recorded voice messages to landline telephones and text message to mobile phones.

DCS has developed and published 'Queensland's Operational Protocols' for Emergency Alert which sets out how Queensland manages and operates the system. The protocol is consistent with the Commonwealth policy paper Emergency Warnings Choosing Your Words which ensures messages are clear and consistent, maximising the community's ability to prepare for and respond to emergencies and disasters.

QCS data network infrastructure

A major upgrade of data network infrastructure commenced at Queensland's correctional facilities, with Borallon and Woodford Correctional Centres the first to benefit from a complete overhaul. The upgrade, a component of the Public Safety Network (PSN) Project, has paved the way for a multitude of emerging technologies that will benefit facilities such as video conferencing, voice over internet protocol (VOIP), and internet protocol telephony. All of these capabilities rely on the ability to use a highly secure and available fixed data network.

A landmark collaboration between QCS, QPS and the Department of Justice and Attorney-General, the PSN Project will enable all agency sites to benefit from a stronger, highly protected, shared data network service.

In line with the DCS Information Communications Systems blueprint, the department will undertake a feasibility study for the provision of a suitable connectivity solution to address the upgrade of remaining DCS sites.

Radio over internet protocol

The radio over internet protocol (ROIP) was installed, paving the way for the installation of ROIP technology to enhance communication between regional urban stations and fire communications (Firecom) centres.

Request for Assistance online

Request for Assistance (RFA) online was implemented to coordinate SES tasks resulting from requests for assistance from the public. RFA online enables emergency management information to be collected, recorded and actioned when responding to requests for help during emergencies or other activities undertaken by the SES. The flexibility of the system makes it possible for information to be exchanged, manipulated and presented to volunteers and staff at all levels of the SES to assist in better decision making processes when responding to emergencies.

The functionality of RFA online provides standardisation, situational awareness, visibility and reporting mechanisms enabling volunteers and staff to record the support they provide to their communities including responses to flood and storm emergencies and assisting other agencies to undertake tasks such as land search and Road Crash Rescue through to public education activities and training. RFA online was successfully utilised during the Tropical Cyclone Ului operation in March 2010.



Strategy 1.5: Recruit and retain a diverse workforce with the right competencies to effectively deliver emergency services

Supporting diversity through our strategic plans

The DCS *Indigenous Priority Statement 2009-2013 and Action Plan* is the department's response to the National Indigenous Reform Agreement (NIRA) (Closing the Gap) forged by the Council of Australian Governments in 2008. The NIRA strategy sets out the objectives, outcomes, performance measures and benchmarks for Australian governments working to improve the prospects of Indigenous people and communities around the nation. The DCS Indigenous Priority Statement provides direction to target and develop strategies and measures to close the gap on Indigenous disadvantage, and supports *The Queensland Government Reconciliation Action Plan 2009-2012*.

DCS is committed to the advancement of multiculturalism across the full range of divisional management and service delivery activities to support our departmental *Multicultural Plan 2009-2013* and the *Multicultural Action Plan 2009-2010*. DCS is proud of its support to multiculturalism, both in its interaction with the community and in relation to its own workforce and will continue to work on this strong foundation to create an organisation that is responsive to community values and expectations.

In addition, the department's *Disability Service Plan 2010-2011* provides a framework for increasing the responsiveness and effectiveness of services in addressing the needs of people with a disability. It provides a mechanism for ensuring people with a disability have the same access to services provided by the DCS, as do other members of the community.

The plan provides the blueprint for the department's contribution to a safer community and a better quality of life for people with a disability. In particular, the

plan outlines our commitment to strategies that recognise the increasing diversity of the offender population, including the increasing number of offenders with a disability; and provides clear direction for the provision of emergency services that enhance the safety and participation of people with a disability throughout Queensland.

Diversity in recruitment - making a difference in community safety

DCS has delivered and is continuing to progress a number of key initiatives to ensure a diverse workforce and enhanced service delivery including:

- » the development of an Indigenous career brochure and banners to promote employment with DCS at Indigenous career and employment expos, community events, and sponsorship of the Former Origin Greats (FOGs) Indigenous Employment Expos for 2010 and 2011 (refer www.fogs.com.au/indigenous-employment-and-career-expos)
- » the development of a QAS Indigenous Recruitment Procedure and Indigenous Recruitment Marketing Plan to address some of the barriers to employment experienced by Indigenous Australians
- » the implementation of a case management approach to QFRS recruitment
- » the provision of \$2 million over three years commencing 2010-11, under the *ClimateQ: toward a greener Queensland* strategy, for the *Keeping Our Mob ClimateSafe* initiative. This initiative will assist remote and isolated Indigenous communities in addressing the unique issues these communities face in managing disasters. EMQ

will employ four Indigenous Disaster Management Field Officers in 2010-11 who will work collaboratively with Indigenous communities on a range of tasks including disaster management planning to increase the community's ability to withstand the impacts of disaster events.

Indigenous staff lead the way

The DCS Indigenous Leadership and Development Team (ILDt), a leadership and advisory group to the Executive Leadership Team on service delivery, reconciliation and employment for Aboriginal and Torres Strait Islander communities, employees and volunteers, held its inaugural conference in Brisbane in October 2009. The ILDT offers an avenue to identify and monitor regional strategic issues in relation to Queensland's Indigenous people and communities. Membership of the ILDT consists of departmental officers of Aboriginal and/or Torres Strait Islander descent who have demonstrated their commitment and capability to become future leaders within DCS.

The ILDT will provide leadership development opportunities for its members as well as contributing to practical on-the-ground activities for enhancing DCS service delivery and reconciliation outcomes for Aboriginal and Torres Strait Islander peoples. The ILDT complements other initiatives for officer development such as the department's operational and reconciliation activities.

QAS Vulnerable Clients Program

An initiative of the National Partnership Agreement on Homelessness, the QAS Vulnerable Clients Program (VCP), provides for funding of \$0.819 million over two years commencing 2009-10 from the Queensland Government's Prevention and Early Intervention Incentives Pool. The VCP supports QAS paramedics in understanding the challenges faced by disadvantaged groups in the community and enables paramedics to provide referral options to vulnerable clients so that they can access the range of services provided by government agencies and community organisations.

As at 30 June 2010, a training DVD has been developed and distributed to Brisbane Region paramedics and communication centre staff, and training has been delivered to the northern and central areas within Brisbane Region with 188 qualified paramedics and 41 student paramedics undertaking training.

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

Strategy 2.1: Ensure communities have effective and responsive emergency and disaster management systems in place

Disaster management review

To ensure continuous improvement in Queensland's disaster management arrangements, an independent review of the disaster management legislation and policy was initiated in 2009. This review led to the introduction of the *Disaster Management and Other Legislation Amendment Bill 2010* to Parliament in June 2010.

EMQ is working with the Queensland Police Service (QPS), local governments and stakeholders to develop revised operational practices and procedures in response to storm, flood, cyclone and emergency events as a result of the changes in legislation. Additionally, a training program to prepare staff for the implementation of improvements to the Disaster Management System will be rolled out.

DCS and QPS officers are conducting a number of regional presentations across Queensland to members of District and Local Disaster Management Groups to implement these revised arrangements.

Coordinated response through Queensland's Disaster Management System

The Queensland Disaster Management System is a multi-tiered system of disaster management groups and coordination centres at state, disaster district and local level. This system ensures a coordinated and effective capability to help prevent, prepare for, respond to and recover from disasters in Queensland.

In 2009-10, EMQ coordinated the Queensland Disaster Management System response to significant events including:

- » tropical cyclones Neville (January 2010), Olga (January 2010) and Ului (March 2010)
- » a marine threat tsunami event following an undersea earthquake in Chile (February 2010)
- » major flooding in south west Queensland (March 2010).

EMQ also provided disaster management advice and support to Maritime Safety Queensland during the oil spill event that occurred in April 2010 with the grounding of the bulk carrier *Shen Neng 1* on Douglas Shoal, 37 nautical miles east of Great Keppel Island.

The Queensland Disaster Management System worked effectively to provide technical and tangible assistance to communities affected by disasters.

PREPARE.ACT.SURVIVE.

The PREPARE.ACT.SURVIVE. strategy, introduced by QFRS, encompasses many facets of bushfire safety information for Queensland communities, and adopts new national standards. The strategy is designed to educate Queenslanders on how to:

- » Prepare for a bushfire event
- » Act during an event
- » Survive after an event.

The strategy focuses on the priority of personal safety and incorporates important information on Fire Danger Ratings, Community Warnings, Bushfire Survival Planning, Travelling Safely and Fire Bans and Fire Permits.

Fire management across Queensland

Fire management across Queensland was strengthened through a new agreement between QFRS, the Department of Environment and Resource Management (DERM) and Forestry Plantations Queensland (FPQ). The Interagency Protocol for Fire Management was signed by QFRS, DERM and FPQ in October 2009.

The protocol clarifies and guides cooperative fire management arrangements between the three agencies, particularly in areas of fire mitigation planning and policy development, planned burning, preparedness and wildfire response.

These arrangements are being incorporated into standard operational procedures by all three agencies to ensure a consistent approach to the delivery of fire management across a range of land tenures, including rural properties, national parks, state forests and reserves, and forestry plantations.

■ Strategy 2.2: Ensure communities, including remote Indigenous communities, have the resources and capacity to prepare for and respond to emergencies and disasters

Natural Disaster Resilience Program

The Natural Disaster Resilience Program (NDRP), funded under the National Partnership Agreement on Natural Disaster Resilience, aims to reduce Queensland communities' vulnerability to natural hazards by supporting local governments and other stakeholders to build community resilience with the Commonwealth and State Governments each providing \$22 million over four years commencing 2009-10. In 2009-10, \$7.114 million was allocated for 38 projects across Queensland including:

- » a combined request from Murweh, Paroo, Quilpie, and Bulloo Shire Councils for a South West Region River Catchment Flood Management Planning project
- » a community education and training program for Cassowary Coast Regional Council
- » the establishment of Disaster Management Community Watch Groups within the Gold Coast City Council

- » an emergency power supply for the Carpentaria Local Disaster Coordination Centre for the Carpentaria Shire Council.

Funding allocations are prioritised against Queensland's highest threats, namely flooding, storm tide, cyclone, severe storms and bushfires.

Natural Disaster Relief and Recovery Arrangements

In 2009-10, 99.8 percent of Queensland's land mass was activated under the Natural Disaster Relief and Recovery Arrangements (NDRRA) incorporating 69 of 74 local government areas.

The whole-of-government estimated eligible cost of events which occurred in 2009-10 is expected to exceed \$1.246 billion. Relief measures activated include Counter Disaster Operations, Restoration of Essential Public Assets, Disaster Relief Assistance Scheme, concessional loans and freight subsidies for primary producers, and concessional loans for small businesses.

Disaster management warehouse

A disaster management warehouse was purchased in south east Queensland in June 2010 as part of the *ClimateQ: toward a greener Queensland* strategy. This strategy provides \$3.37 million over three years (commencing 2009-10) for the purchase of warehouses in south east and north Queensland and caches to ensure the rapid response and reliable deployment of critical supplies to local communities in response or recovery situations. The purchase of the warehouse in the North Queensland region is scheduled for 2010-11.

Disaster and emergency information campaign

EMQ undertook an extensive education and awareness campaign on cyclone preparedness and safety procedures. The Queensland Tropical Cyclone Coordination Committee conducted workshops across Queensland in September and October 2009 to enhance community preparedness for the cyclone, storm and flood season. The campaign specifically targeted new residents to coastal communities who may be unaware of the dangers posed by cyclonic and storm activity.

In 2009-10, EMQ:

- » in partnership with local governments, developed a series of highway billboards prompting residents to prepare for cyclone and flood events
- » in collaboration with local governments, developed tsunami brochures for coastal communities
- » conducted a revised National Indigenous Radio Service summer campaign to increase preparedness for disasters
- » in collaboration with the Australian Red Cross, developed a Queensland version of *emergency REDiPlan. Household preparedness for people with a disability, their families and carers.*

The REDiPlan initiative improves the ability for people with a disability and their carers to prevent, prepare for, respond to, and recover from disasters.

The booklet, which is available in both hard copy and online, including audio format, provides specific information for:

- » identifying personal needs and capabilities
- » people that use a wheelchair, have a visual disability, have hearing loss, or a communication or cognitive disability
- » meeting medical needs when essential services are interrupted.

The booklet and worksheets are available online via www.emergency.qld.gov.au/emq/css/REDiPlan.asp

Disaster preparedness in vulnerable communities

The development and production of a series of digital media products including instructional DVDs relating to preventative measures that can reduce the impact of disasters such as cyclones and severe storms has commenced as part of the *Disaster Preparedness in Vulnerable Communities* initiative under the *ClimateQ: toward a greener Queensland* strategy. In addition, the draft "Evacuation Framework for Queensland Coastal Communities" continues to be trialled in three regional areas: Gold Coast; Fraser Coast / Hervey Bay; and Cairns / Cassowary Coast and EMQ are progressing work with the relevant councils in developing a viable evacuation plan.

Tsunami Notification Protocol

The Tsunami Notification Protocol was approved for distribution by the State Disaster Management Group in December 2009. The protocol describes the roles of government and non-government agencies in disseminating tsunami warning products to vulnerable communities.

EMQ has worked to ensure that warning products are passed on to vulnerable communities, and that arrangements are in place to ensure the community is aware of the meaning of the warning products and the accompanying safety messages. Tsunami planning frameworks for State Disaster Management Group agencies, and District and Local Disaster Management Groups have been developed.

Indigenous priorities

The DCS *Indigenous Priority Statement 2009-2013 (IPS) and Action Plan* was launched by the department in November 2009. The IPS includes initiatives aimed at increasing Indigenous employment numbers in DCS to support the overall Queensland Government target of 2.6 percent by 2012; developing programs to divert Aboriginal and Torres Strait Islander prisoners from custody; and partnering with other government agencies to improve the outcomes of Indigenous people in rural and remote communities. The IPS also contains several strategies designed to improve services to Indigenous rural communities and increase their preparedness for, and response to, emergencies and disasters.

In 2009-10, DCS delivered and progressed a significant number of initiatives including:

- » the delivery of a broader range of full-time QAS services to Indigenous and Torres Strait Islander communities such as the provision of health checks, first aid training and career and education talks
- » the appointment of Indigenous Ambulance Attendants at Normanton and Palm Island, and the commencement of recruitment for Indigenous Ambulance Attendants in the communities of Doomadgee, Mornington Island, and a second Ambulance Attendant at Normanton
- » working in conjunction with the Woorabinda Aboriginal Shire Council to establish a Community First Responder group
- » the completion of a replacement ambulance station in Yarrabah
- » the provision of emergency ground transport vehicles to a number of communities including Coconut, Saibai and Badu Islands
- » the completion of the Palm Island Jacob Baira Joint Emergency Service Centre, incorporating QAS, QFRS and SES
- » the delivery of a Fire and Storm Education Project, with the Woorabinda Aboriginal Shire Council and community, to enhance children's fire safety awareness
- » the donation of a decommissioned urban fire appliance for use by the Woorabinda Rural Fire Brigade with subsequent training
- » the undertaking of a hazard mitigation exercise in Woorabinda held in conjunction with fire safety and education activities
- » the implementation of a strategy targeted at assisting councils with reviewing and developing disaster management plans
- » the conduct of Exercise Poseidon which exercised local and district disaster management plans. Participating councils included Hopevale, Pormpuraaw and Wujal Wujal
- » the implementation of an Indigenous Forum for Aboriginal and Torres Strait Islander staff working in correctional centres and Probation and Parole offices to provide advice and guidance in relation to supporting Indigenous offenders and communities
- » the delivery of a range of programs and services aimed at reducing Indigenous over-representation including the Indigenous specific programs, Ending Offending, Ending Family Violence Programs, and Indigenous Sex Offender Program
- » the completion of the Mornington Island and Cooktown Probation and Parole offices, allowing for the appointment of two permanent Probation and Parole staff to these locations, and providing greater sentencing options for courts enabling Indigenous offenders to serve their sentence in the community rather than being incarcerated
- » the delivery of a program for offenders to speak with Indigenous Elders – the Indigenous Elders Visitation Scheme – in Brisbane, Ipswich, Mackay, Rockhampton and Cairns
- » the continuation of the Murri Chaplaincy Services program which provides pastoral care to Indigenous offenders.

National Indigenous Radio Service

A National Indigenous Radio Service campaign to increase preparedness for disasters was conducted from December 2009 to February 2010. The campaign delivered messages throughout Queensland regarding cyclone, severe storm, storm surge, flood and bushfire preparedness. The information provided was designed to positively influence the knowledge, attitudes and behaviour of individuals in relation to natural hazards by:

- » increasing individual and community awareness of the potential for cyclones, floods, severe storm and storm surge to occur in particular regions
- » providing information on how individuals and their families can better prepare for, and respond to these hazards
- » motivating individuals to seek additional disaster preparedness information.

In addition, a new community service announcement was developed for the Torres Strait on tsunami safety.

Information for Culturally and Linguistically Diverse (CALD) groups

The department has implemented a number of initiatives to deliver community safety awareness to CALD groups.

QFRS has improved the preparedness and response capabilities of communities comprising people from CALD backgrounds with presentations to multicultural associations and community centres as well as universities, colleges and TAFEs. The presentations were conducted either at the QFRS Petrie Fire and Safety Education Centre or on-site as per the client's request. There was also a QFRS display presence at the Brisbane Welcomes International Students event, enabling QFRS to present its message to the 15,000 attendees.

QFRS has an ongoing partnership with the Southbank Institute of Technology (SIT) Adult Migrant English Program, where a uniformed Community Liaison Officer delivers a one-hour classroom presentation (with translation assistance from SIT staff). Topics include fire safety in the home, workplace and public/commercial establishments, the role of the QFRS, calling Triple Zero (000), evacuation planning and first aid for burns.

EMQ prepared information sheets on disaster preparedness in 12 languages, on topics such as preparing emergency kits and evacuation plans, which are available online via www.emergency.qld.gov.au/emq/css/emergencykit.asp

In addition, an information pamphlet *Preparing for Cyclones*, was prepared in seven languages and is available online via www.emergency.qld.gov.au/emq/css/cyclone.asp

QFRS Safehome Fire Safety Check

The QFRS flagship community safety program, Safehome, is designed to protect lives and property by educating householders about the fire risks that can exist in their homes. The free service is available to all Queenslanders and involves a visit from QFRS firefighters, who assist householders to conduct a fire and safety audit of their home. The Safehome Fire Safety Check has helped to eliminate fire and safety hazards around participants' homes.

Strategy 2.3: Leverage strategic partnerships with government, community and business sectors

Developing partnerships with other sectors

In 2009-10, DCS entered into formal partnerships with a number of organisations to enhance volunteer capability including:

- » a formal partnership agreement with Surf Life Saving Queensland (SLSQ) to enable cross-accreditation of SLSQ volunteers with the SES and other organisations
- » a Memorandum of Understanding with Clubs Queensland which sees participating community clubs providing facilities and support to people affected by disasters, and emergency service volunteers aiding in the aftermath of events
- » an agreement with Reliance Petroleum which provides financial support for the construction and supply of essential firefighting equipment for rural fire brigades, specifically slip-on firefighting units to the value of \$0.1 million
- » an agreement with Energex to provide QFRS with financial support for the construction and supply of essential firefighting equipment for rural fire brigades such as slip-on units, defibrillators for appliances, hoses and portable dams to the value of \$0.075 million
- » a Memorandum of Understanding with Commercial Radio Australia which will enhance emergency broadcasting through 60 affiliate radio stations in Queensland, during emergency incidents and natural disasters.

Roads, Attitudes and Action Planning (RAAP)

The RAAP program is a statewide initiative targeting novice and prelicensed drivers, riders and passengers designed to reinforce in young drivers the need to plan ahead. The program is delivered to Year 12 students, and the community, both independently by QFRS and in partnership with other agencies such as QAS and 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. This program supports the *Toward Q2: Tomorrow's Queensland* 2020 target for Queensland to have the shortest public hospital waiting times in Australia. A total of 34,481 students participated in the RAAP program in 2009, approximately 82.7 percent of the Year 12 cohort.

Strategy 2.4: Promote social responsibility through offender reparation to the community

Offenders help clean up

Work Camp prisoners from Charleville, Mitchell, St George and Blackall worked alongside the local community to help with the flood relief effort in south west Queensland in March 2010 contributing more than 1,500 hours of community service. In Charleville, Work Camp prisoners assisted the local government with sandbagging businesses in the town's centre prior to the arrival of the flood peak on 2 March 2010. The prisoners also removed wet carpet from nursing home units and relocated stores and equipment to the ground floor of the Charleville hospital enabling it to re-open.

The efforts of the low-risk prisoners in the recovery effort enabled local communities to focus on restoring infrastructure and assisting residents. Participating in community service activities such as this allows offenders to develop skills in their personal and work lives that position

them to successfully reintegrate into the community upon their release.

All offenders undertaking community service undergo formalised and strict assessment to determine risk and need, regardless of the level of severity of the offence. This practice ensures that community safety is maintained.

Greening Corrections strategy

Capricornia, Numinbah and Palen Creek correctional centres have been involved in the planting of more than 10,000 trees and both Numinbah and Palen Creek continue to propagate seedlings from local provenance seed collected by prisoners. Numinbah and Palen Creek correctional centres propagated around 20,000 seedlings in the first six months of 2010 with a target of 120,000 seedlings by June 2011.

Strategy 2.5: Provide offender interventions which increase opportunities for successful reintegration

Integrated Transitional Support Model and Offender Reintegration Support Service

Commonwealth Government funding of \$6 million is being provided over four years (commencing 2009-10) under the National Partnership Agreement on Homelessness for the Integrated Transitional Support Model (ITSM) and Offender Reintegration Support Service (ORSS). The model, which was delivered at every correctional centre across Queensland, includes a group-based release preparation program that is targeted at offenders assessed as having

a higher level of reintegration needs and reoffending risk. The program focuses on making practical preparations for release and is co-facilitated at local correctional centres by a range of community-based organisations that come in to the centres to deliver services. These linkages are important in helping participants reintegrate into the community and access support services upon release. Each participant in the program completes a personal Transitions Plan which details their goals and practical plans for re-settling into the community.

Through the ORSS, delivered by specialist non-government organisations, workers link with eligible offenders prior to release and continue to support them

as they make the critical transition back into the community, including transport from the prison on the day of release, assistance to attend Probation and Parole appointments, and help to find housing and access health and welfare services.

In total, over 3,161 offenders received transitional planning support through the ITSM, and 882 offenders received ORSS services.

Research confirms that targeted community re-settlement support reduces the likelihood that discharged offenders will reoffend.

Bridging the Gap: Throughcare support services for offenders with impaired cognitive functioning

During the last decade, national and international research has confirmed the value of throughcare approaches to offender management. State Government funding of \$1.46 million over three years (commencing 2009-10) has been provided through the Prevention and Early Intervention Incentives Pool to pilot a throughcare support model for offenders with impaired cognitive functioning in custody in south east Queensland. This initiative also supports the National Partnership Agreement on Homelessness.

Offenders with impaired cognitive functioning are identified using specialist assessments and then receive specialist case management planning and support to help them prepare for integration back into the community.

A specialist non-government organisation has been contracted to provide transitional support for this group, including assistance to help them find accommodation and link in with community-based disability services.

Stakeholder meetings

QCS engage with representatives from organisations that have a keen interest in providing services or support to offenders post-release. During 2009-10, QCS held three stakeholder meetings in Brisbane and two each in Cairns, Townsville and Rockhampton, which contributed to the successful reintegration of offenders into the community.

Vocational Education and Training in Queensland correctional centres

Vocational education and training (VET) has an important role to play within the Queensland correctional system as an integral component of the process for the management and rehabilitation of offenders and supports the *Toward Q2: Tomorrow's Queensland* target that three out of four Queenslanders will hold trade, training or tertiary qualifications.

Through a partnership with the Department of Education and Training, QCS delivers nationally accredited VET to offenders. Training focuses on the acquisition of vocational skills that will lead to employment on release that address the skill shortages currently being experienced in Australia.

Participation enables prisoners to access accredited VET that provides them with the opportunity to attain valuable employment skills and/or to gain credits towards numerous training programs upon release.

In 2009-10, there were 16,632 prisoner enrolments in VET in which 82 percent of the enrolments resulted in successful completions; and 6,243 prisoner enrolments in literacy training in which 2,157 prisoners participated.

VET Integrated with Prison Industries Program

QCS has a strategic goal to provide effective rehabilitation services to prisoners which includes employment in a variety of industries to enhance their chances of obtaining sustainable legitimate post-release employment.

Within Queensland correctional centres there are many well-resourced industries employing prisoners that offer excellent training opportunities for participants to gain marketable work-related skills. These industries provide methods of work that closely resemble those that apply in outside industries and the employment of prisoners in the correctional industries provides them with the skills and the capability to operate effectively in employment post-release.

All correctional industries are managed by qualified tradespersons who operate and manage production in the workshops and also provide work instructions to prisoners employed in those work areas. These industries include but are not limited to furnishing, bakery, laundry, metal fabrication and textile fabrication.

Within the VET Integrated with Prison Industries model, the trade instructors not only manage the industry workshops but, through arrangements with Registered Training Organisations, participate in the delivery of off-the-job, nationally accredited training which is directly related to the specific industries.

In 2009-10, 1,355 prisoners were employed in commercial industries which employ prisoners operating on a commercial fee for service basis; and 1,754 prisoners were employed in prison services which employ prisoners to maintain the self-sufficiency of the correctional system including those employed in charitable work and community projects.

Post-Release Employment Assistance Program – (Advance²Work)

The Advance²Work program provides assistance to prisoners and ex-prisoners to gain sustainable employment upon release. The service is delivered across Queensland from five correctional centre locations; south east Queensland, Maryborough, Rockhampton, Townsville and Mareeba.

Three service providers are contracted to deliver the program from the five locations. The program provides employment support to prisoners who are released from all custodial centre locations in Queensland. The key performance outcome required service providers to achieve employment outcomes for 500 post-release prisoners.

During the 2009-10 financial year, 3,050 prisoners/discharged prisoners were supported by the program with 711 placed into employment and 496 maintaining ongoing employment beyond 13 weeks.



Key focus area 3: Support volunteer organisations

- **Strategy 3.1:** Ensure volunteers have the appropriate training, equipment and infrastructure to undertake their role safely and effectively

Supporting our volunteers

DCS is committed to supporting the hard working men and women who volunteer to protect the lives and property of Queenslanders. The DCS has continued to enhance the capacity for its volunteers to deliver efficient and effective services through support, training and resourcing. Achievements include:

- » implementation of the department's *Volunteer Management Strategy 2009-2013*
- » provision of funding under the *Support Our Heroes* and *Safeguarding Cyclone Communities* initiatives for SES and RFS training and equipment such as flood boats, rescue trailers and personal protective equipment; and RFS communications equipment, training and personal protective equipment.

Volunteer Management Strategy

The DCS *Volunteer Management Strategy 2009-2013* (VMS) was launched in November 2009 and contributes to the *Toward Q2: Tomorrow's Queensland 2020* target to increase by 50 percent the proportion of Queenslanders involved in their communities as volunteers. The VMS consists of 53 initiatives that are being implemented across the department focussed on strengthening our volunteer management in terms of recruitment, retention, support and recognition.

VMS achievements during 2009-10 include:

- » the donation of a twin-engine EC135 helicopter to SLSQ, valued at more than \$6 million, and \$0.4 million per annum (commencing 2009-10) for ongoing operating costs to ensure SLSQ has the capacity to extend surf rescues and patrols along beaches from Coolangatta to Noosa under the *Keeping Our Beaches Safe* initiative
- » the provision of more than \$0.3 million annually (commencing 2009-10) to SLSQ under the *Keeping Our Beaches Safe* initiative to support delivery of additional beach patrol and lifeguard services, and expanded communications and camera surveillance networks for regional beaches north of the Sunshine Coast
- » the commencement of seven Mitigation and Education Officers within the Rural Fire Service, an initiative of the *ClimateQ: toward a greener Queensland* strategy
- » the provision of appropriate personal protective equipment to volunteers to enable them to carry out their functions
- » the implementation of a comprehensive SES volunteer recruitment process.

Flexible learning products

QFRS Rural Operations developed and released a range of flexible learning products for volunteers including Rural Fire Service Awareness, Understanding Wildfire, Managing Difficult Situations, Flexible Learning for First Aid (in conjunction with QAS), Wildfire Prediction Tools and the Training Toolbox.

The Flexible Learning for First Aid project resulted in a suite of flexible learning tools being produced for three first aid programs: Apply First Aid; Perform CPR;

and Provide Basic Emergency Life Support. These programs are part of the QFRS Rural Operations Volunteer Learning and Development Framework and the EMQ volunteer learning framework. These tools utilise best practice techniques and technology to increase the number of learning opportunities available to volunteers and provide volunteers with the opportunity to choose what best suits their lifestyle and learning style. This work has garnered national interest for both its content and cutting edge educational framework.

Strategy 3.2: Ensure effective recruitment and retention of emergency service volunteers

Volunteer Community Educators

DCS has strengthened Queensland's bushfire preparation arrangements through the development of a network of Mitigation and Education Officers and Volunteer Community Educators to assist with fire safety in local communities.

An initiative of the *ClimateQ: toward a greener Queensland* strategy, the Volunteer Community Educator is a non-operational role dedicated to providing bushfire and fire safety education through the promotion and delivery of fire safety programs as well as rural-specific initiatives. Mitigation and Education Officers are full-time employees of the QFRS who provide support to the Volunteer Community Educators, as well as participating in critical community mitigation and education activities. As at 30 June 2010, seven new Mitigation and Education Officers and 84 Volunteer Community Educators had been appointed and trained with a further 105 awaiting finalisation of the application process and/or training.

This volunteer program is focussed at the grassroots level to assist people in their local communities with fire safety and preparedness and is a response to the 2009 Victorian Bushfires Royal Commission findings that early education and information should be provided to the public. DCS is working to recruit up to 3,000 Volunteer Community Educators to support local communities.

SES volunteer recruitment

The implementation of a number of initiatives under the *Volunteer Management Strategy 2009-2013* has resulted in a comprehensive and sustainable end-to-end SES volunteer recruitment process that tracks prospective SES volunteers from initial contact with the SES. It also provides detailed information relating to requirements and expectations of SES volunteers and detailed information of entry processes including criminal history checks.

This year also saw the development of SES recruitment booklets, 'Essential information for potential volunteers' and 'Essential information for new recruits'. These booklets have been distributed to EMQ regions and SES executives and are available electronically. The 'Essential information for potential volunteers' booklet is available on both the SES volunteer portal and website (refer www.emergency.qld.gov.au/ses/), and the 'Essential information for new recruits' booklet is available on the SES volunteer portal.

The SES number, **1300 369 003**, continues to be the primary contact for SES recruitment and enquiries and the SES website also provides an avenue for joining the SES (refer www.emergency.qld.gov.au/ses/).

■ Strategy 3.3: Strengthen coordinated development and management of Emergency Service Units

Implementation of Emergency Service Unit review recommendations

DCS initiated the Emergency Service Unit (ESU) pilot program in Talwood and St Pauls in February 2005, and Rolleston and Tambo in October 2007, in recognition that many rural and remote communities did not have the infrastructure or human or physical resources to sustain multiple volunteer emergency response agencies. In 2009-10, DCS completed a review of ESUs and

determined that the ESU model of service delivery has helped communities use available resources to effectively and efficiently deliver services. An action plan has been developed to implement the review recommendations with a steering committee formed to oversee implementation, and a working group established to identify greater efficiencies in the delivery of emergency services by volunteer groups that can be realised through the ESU model. Recommendations from the review continue to be progressed to support these valuable volunteer groups.

■ Strategy 3.4: Support partnerships between volunteer groups to increase emergency response capability and positively contribute to the Q2 target on volunteerism

Supporting joint partnerships

The DCS's corporate partnership strategy has enabled the corporate sector to support volunteering in Queensland communities. DCS currently has a number of corporate partnerships in place:

- » NRMA Insurance - provides financial support for seasonal awareness campaigns, SES events and initiatives and marketing items
- » Boating, Camping and Fishing (BCF) - provides financial support by offering a 'rounding up to the dollar option' in all of the Queensland stores to donate to the SES
- » Reliance Petroleum - provides financial support for construction and supply of essential firefighting equipment
- » Energex - provides financial support for the construction and supply of essential firefighting and safety equipment.

SES sponsorship

NRMA Insurance provides significant sponsorship support to the SES through equipment grant programs of up to \$1,000 to 30 SES groups across Queensland to help them purchase vital equipment for storm readiness and response, such as pole pruners and chainsaws. This partnership also provides support for SES competitions, events and initiatives. NRMA Insurance also works with DCS to increase storm preparedness education through a major media campaign by encouraging the community to take steps to mitigate damage and loss in their own 'backyard'.

During 2009-10, BCF raised over \$0.1 million with their 'Round Up for SES' program, which provides customers with the opportunity to donate to the SES at the time of purchase, and presented the SES with over 200 flood/storm deployment backpacks. The sponsorship also assisted with the production of some SES recruitment materials along with helping to inform the community about storm preparedness.

Rural Fire Service sponsorship

Rural Fire Service (RFS) brigades and communities across Queensland have benefited from sponsorship agreements with Energex and Reliance Petroleum. Energex provided funding for RFS brigades in the Brisbane and South East Regions to purchase equipment such as portable dams, speed loaders, chainsaws and first aid and defibrillator kits. Reliance Petroleum provided financial support for the construction and supply of essential

firefighting equipment, particularly slip-on firefighting units. Corporate support such as this helps to improve the safety and capability of volunteers and is an important component of providing better volunteer experiences, which ultimately helps DCS grow its volunteer workforce and contributes to the Toward Q2 target on volunteerism. Energex and Reliance Petroleum proudly support local rural fire brigades and view the sponsorship arrangement as an important way the efforts of the RFS volunteers can be recognised.

Key focus area 4: Build organisational capability and resilience

Strategy 4.1: Strengthen and maintain our corporate governance processes

DCS governance

A review of DCS governance arrangements included the establishment of new, and the restructure of existing, executive committees and their relevant terms of reference. The review was needed following machinery of government changes incorporating the former departments of emergency services and corrective services to create the Department of Community Safety in March 2009. The new contemporary governance arrangements better reflect the department's service delivery model and will ensure DCS remains accountable for decision making and performance.

2009 (IP Act) requires that personal information held by DCS be collected, stored, used and disclosed in accordance with the 11 Information Privacy Principles found in Schedule 3 to the IP Act. DCS developed an Information Privacy Plan to assist members of the public, staff and volunteers to understand how personal information is managed within the department. The DCS Privacy Plan was launched during Privacy Awareness Week from 2-8 May 2010.

Compulsory online privacy training has been completed by over 90 percent of DCS employees and over 30 Right to Information and privacy training workshops have been delivered around the State. In February 2010, a whole of department privacy notification was endorsed and provided to DCS volunteers.

Privacy

DCS is required to collect and use personal information as part of its day to day activities. Subject to limited exceptions, the *Information Privacy Act*

DCS is committed to ensuring that privacy complaints received within the department are managed in accordance with the IP Act.

Complaints management policy and procedure

The DCS executive leadership team approved a whole of department complaints management policy and procedure in March 2010. The policy and procedure supports DCS's complaints management system and is based on the Queensland 'Developing Effective Complaints Management Policy and Procedures' and the National Standard on complaints handling, and is compliant with the Queensland 'Complaints Management Systems' directive.

QAS - Regional Performance Review process

The Regional Performance Review (RPR) process allows the QAS Commissioner the opportunity to hold regular performance-focused meetings to review regional and area activities with managers and other members of the Senior Executive, in a formal but positive environment.

RPRs are inextricably linked to enhancing performance and organisational improvement within QAS. Formal performance management review processes have become widely accepted in service delivery agencies across government and the RPR is embraced as an opportunity to improve levels of efficiency and effectiveness in everyday core functions and responsibilities.

The RPR processes commenced within QAS in 2008 and led to an enhanced focus on service delivery to Queensland regional communities.

The Queensland Audit Office (QAO) conducted an audit of the use of performance reviews to improve service delivery in a number of public sector agencies in 2009-10 including the QAS RPR process. The Auditor-General finalised the report to Parliament in May 2010. The Auditor-General found that the RPR has become an embedded accountability mechanism within QAS, has a clear purpose and focus, active executive involvement and clearly assigned responsibility and accountability with well advanced problem solving techniques in place.

QCS – Regional Performance Meetings

QCS Regional Performance Meetings commenced in July 2009 to manage performance at the regional level and enhance the agency's framework for monitoring and reporting performance. Since July 2009, six Regional Performance Meetings have been conducted in Far Northern, Northern, Central, North Coast, Metro South and North Regions.

QFRS corporate governance

QFRS has continued to strengthen and maintain corporate governance through implementation of the Senior Officers Review recommendations and the Statewide Integrated Operational Planning Process. QFRS has established an internal governance framework with a focus on business-as-usual as well as improving the business linked by a performance management framework. An extensive review of the Total Station Workload manuals commenced in November 2009, with new processes from the Operations Management System being integrated into the manuals. Similarly a review of the Fire Communication Centres Reference Manual was completed in November 2009.

Strategy 4.2: Engage in continuous quality improvement with strategic planning, risk and performance management and accountability within our organisation

DCS Strategic Plan 2009-2013

The DCS Strategic Plan was prepared following the creation of the department in March 2009.

In developing the plan, extensive consultation with both internal and external agencies was undertaken. In addition, a significant review of performance measures was undertaken to align where possible with the national measures in the Report on Government Services. In line with whole of government guidelines, the plan outlines the department's commitments in achieving *Toward Q2: Tomorrow's Queensland* ambitions and targets.

QAS Audit 2007 Final Report

In December 2007, the Queensland Government announced the outcomes of the QAS Audit. The recommendations aimed to ensure as many resources as possible were being deployed to front-line service delivery. In April 2010, the Minister for Police, Corrective Services and Emergency Services announced that the Queensland Government had implemented all accepted recommendations.

Communication centre continuous improvement model

In 2009, QAS implemented a range of quality improvement initiatives within communication centres. These included the introduction of the Communication Centre Continuous Improvement Model, instigation of an annual audit and review process of communication centres and training initiatives such as the VisiCAD geo-verification training as well as Queensland Health Authorised Transport arrangements.

Finance system upgrade

In March 2010, DCS, in conjunction with the Shared Services Agency and

CorpTech, completed the implementation of an upgraded SAP finance system. The upgrade moved the former DES and QCS to a standardised whole of government finance solution and resulted in savings of nearly \$1 million across the three implementation partners. The solution will enable the department to focus on opportunities for enhanced inventory systems in QCS, provide a single corporate card solution and travel management system, and enable implementation of a business warehouse and supplier relationship management tool for the emergency services areas of the department.

The system was delivered on time, to a high quality and with minimal issues. The collaboration between agencies was highly successful and is considered a 'model' for other agencies.

DCS reporting framework

A whole of department reporting framework was developed and implemented enabling monitoring, analysis and evaluation of the implementation of key government and departmental initiatives, priorities and objectives in accordance with the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2009*, and the Queensland Government Performance Management Framework.

Total Station Workload integration with OMS

Business processes undertaken at station level are documented via the Station Management Manual (known as Total Station Workload manuals) and are reviewed and improved annually. QFRS is currently transitioning from its current key reporting system, the Station Management System, to a new application, the Operations Management System (OMS). The current annual review of Total Station Workload manuals has incorporated, wherever possible, linkages to the OMS assisting operational staff in aligning daily tasks and activities with the recording and reporting of those activities.

Strategy 4.3: Ensure effective central-regional collaboration to provide better services for communities

Regional planning framework

The department has a regional planning framework in place which supports the achievement of effective strategic planning outcomes through better central-regional engagement and closer cooperation between those engaged in strategic planning and performance monitoring. Seven regional planning and coordination teams meet regularly throughout the year providing strategic leadership and coordination of planning and performance at a regional level, to advance whole of department and whole of government initiatives.

Collaborative forums

QFRS, QAS and EMQ conducted a variety of collaborative forums such as symposiums, summits and conferences, ensuring effective central-regional collaboration. Divisions also participated in the regional planning and coordination teams' processes and calendar ensuring statewide consistency in planning for service delivery to communities via the Statewide Integrated Operational Planning Process.

Strategy 4.4: Maintain a strong focus on staff health and wellbeing

Workplace Health and Safety Plan

The draft *Workplace Health and Safety Strategy 2010-2014* has been developed by the Workplace Health and Safety Governance Committee and implementation will commence in the second half of 2010. Underpinned by a ZEROharm philosophy, the strategy aims to systematically control workplace hazards and risks with an ultimate goal of zero harm to departmental personnel and volunteers.

QCS Building Better Workplaces Program

To support QCS staff we conducted the *QCS Building Better Workplaces Program* to improve the health and wellbeing of our staff through facilitated workshops in the workplace to identify and reduce perceived causes of workplace stress. Since September 2009, areas of concern addressed for staff have included increased mental health training for custodial operations and probation and parole staff; improved security awareness for non-custodial staff and improved office facilities and equipment. The program was delivered in five separate workplaces which include Toowoomba Probation and Parole, Capricornia Correctional Centre, Lotus Glen Correctional Centre, Redcliffe Probation and Parole and Pine Rivers Probation and Parole.

Staff and volunteer vaccination program

By reducing the impact of seasonal illness in the workplace, vaccination can help employees stay healthy and productive. DCS provided a swine flu vaccination program for the whole of the department in November 2009 and has implemented a seasonal flu vaccination program. In addition, as risk of serious complications caused by swine flu to pregnant women is high, QAS removed pregnant staff from operational duties when swine flu was prevalent in the population.

QCS anti-smoking campaign

QCS is committed to improving the health and wellbeing of staff, prisoners and children who reside in correctional centres, by reducing the rate and prevalence of smoking within correctional facilities. QCS' anti-smoking policy has provided a framework to transform the social and cultural attitudes to smoking within correctional centres through support mechanisms, communication, environmental restrictions and price incentives.

It is estimated that approximately 80 percent of prisoners within correctional centres smoke. Anecdotal evidence suggests that the prevalence of smoking among custodial staff is also higher than the general population.

QCS has committed to a smoking reduction policy that applies multiple targeted strategies to change attitudes to smoking within correctional centres and encourage smoking cessation. This initiative supports the *Toward Q2: Tomorrow's Queensland 2020* target to cut obesity, smoking, heavy drinking and unsafe sun exposure by one-third.

Safety of our paramedics

In response to an increasing number of incidents that placed paramedics' lives and wellbeing at risk, QAS has designed a training program that enhances the safety and security of its paramedics by teaching them self-defence and de-escalation techniques: Situational Awareness for Everyday Encounters (SAFE). SAFE complements existing training given to paramedics by providing insights into situational awareness and environmental risk assessments, defensive awareness, tactical communication and workplace safety.

QFRS Wellness Program

The QFRS Wellness Program became the responsibility of the QFRS Workplace Health and Safety Unit in 2008 in a bid to strengthen the focus on staff health and wellbeing within QFRS. It is designed to support, educate and empower staff and their families to make healthy lifestyle choices and improve overall wellbeing. In 2009-10, initiatives targeted issues such as chronic disease (eg. heart disease, stroke and Type 2 diabetes), the importance of preventative action (eg. regular medical checks), obesity, alcohol and other drugs, workplace injury prevention, psychological health and ergonomics.

Achievements in 2009-10 include the development and distribution of manual handling training modules to all firefighters; the development of the Workplace Health, Safety and Wellness intranet site; and the development of e-learning modules on alcohol and other drugs, health and fitness, and posture and back care.

The Wellness Program has also promoted annual events such as the Fighting Fit 12 week Challenge, Bike for Burns, Dry July, Know Your Numbers and Ride/Walk to Work. The Wellness Program team continued to promote the importance of staff health and wellbeing on their visits to all seven regions during 2009-10.



Former Queensland Police Service Chief Instructor Bill Turner (centre) guides paramedics through scenario training as part of the SAFE program

Strategy 4.5: Incorporate contemporary and sustainable legislative and policy development

Policy development

The department annually reviews its Forward Policy Program and Forward Legislation Program that track strategic planning and policy development priorities, planned and underway, and provide an indication of key resourcing commitments. These programs are useful management resources for scheduling strategic initiatives proceeding to the Minister for Police, Corrective Services and Emergency Services for consideration. The programs are influenced by many factors including, but not limited to, local, state and national planning agendas.

DCS actively contributes to a number of national and whole of government policies and strategies and has developed effective partnerships with other departments and agencies to provide a coordinated approach to addressing the vision and goals of government.

Closing the Gap

In 2007, the Council of Australian Governments (COAG) committed to closing the gap in life outcomes and opportunities between Aboriginal and Torres Strait Islanders and non-Indigenous Australians. A number of national and state Indigenous policies followed including: the *Closing the gap on Indigenous disadvantage: the challenge for Australia (2009)*; *Keeping Our Mob Safe: a national emergency management strategy for remote Indigenous communities*; *Toward Q2: Tomorrow's Queensland*; *The Queensland Government Reconciliation Action Plan (2009-2012)*; and *ClimateQ: toward a greener Queensland*.

In 2009-10, DCS:

- » continued to implement the *DCS Indigenous Priority Statement 2009-2013 and Action Plan* which represents the department's response to improving services to Indigenous communities
- » continued to address the community emergency management priorities of discrete Indigenous communities through the *Keeping Our Mob Safe: National emergency management strategy for remote Indigenous communities*

- » implemented the DCS Indigenous Leadership and Development Team (ILDIT)
- » implemented the QCS Indigenous Forums to identify strategies or initiatives to reduce Indigenous over-representation in the custodial system.

Culturally and Linguistically Diverse (CALD) people

The Queensland Government Policy *Multicultural Queensland – making a world of difference* promotes social justice, equal rights, responsibilities and opportunities for all Queenslanders, regardless of their cultural, ethnic, religious background or gender. DCS is committed to the advancement of multiculturalism across all management and service delivery activities and has successfully progressed a number of initiatives in support of the policy including:

- » development of an overarching four-year Multicultural Plan which sets out departmental strategies and initiatives
- » development of an annual Multicultural Action Plan which details departmental initiatives to support the policy
- » provision of Emergency Services Familiarisation Workshops and general presentations to newly arrived refugees (in collaboration with TAFE establishments)
- » provision of community safety and education programs, particularly in the fire safety and emergency management arenas, targeted at CALD communities
- » facilitated translator and interpreter services to enable conference calls with Triple Zero (000) callers in the event of an emergency
- » translated a range of key emergency services documents into languages other than English
- » developed a comprehensive whole of department Muslim community engagement strategy and accompanying series of activities, and worked closely with Muslim community representatives and Emergency Management Australia to address external coordination issues regarding the rollout of the strategy.

People with a disability

The DCS *Disability Service Plan 2010-2011* provides the blueprint for the department's contribution to a safer community and a better quality of life for people with a disability.

Departmental strategies which support the Queensland Government's disability agenda include:

- » planning for more appropriate programs and support for adults with an intellectual disability in prisons
- » supporting a reduction in damage, injury and loss of life in homes of deaf and hearing impaired people through the provision of \$0.15 million per annum for the *Smoke Alarm Subsidy Scheme for Deaf and Hearing Impaired People*
- » producing a DVD about fire safety in the home for the deaf and hearing impaired
- » developing the Queensland Disaster Management Evacuation Guidelines inclusive of the needs of people with a disability. The framework encourages local governments to consider vulnerable people in the community, including those with a disability, in the planning of evacuation procedures
- » partnering with the Australian Red Cross to educate people with a disability, their carers and families on how to prepare, respond to, and recover from disasters with the development of REDiPlan resources consisting of a booklet and worksheets. These resources, including audio format, are available at local libraries and on the department's website.

Seniors

The Queensland Government's *Positively Ageless – Queensland Seniors Strategy 2010-20* aims to maximise the effectiveness of service delivery to seniors and ensure that the most vulnerable and disadvantaged seniors are the focus of community and government support. DCS contributes to the first two year action plan (2010-12) through:

- » the delivery of the QAS Vulnerable Clients Program which provides assistance to vulnerable clients, including seniors being abused, or those at risk of abuse, by increasing the understanding of paramedics and communication centre staff to enable them to provide appropriate assistance
- » the delivery of QFRS programs which aim to improve fire safety and general safety for seniors, including:
 - promotion of fire and general safety information to seniors groups through the delivery of approximately 11,000 comprehensive fire safety presentations per annum

- distribution of the 'Senior and Safer – Practical tips for a safer home' booklet which provides fire and general safety advice about how seniors can decrease their risk of injury, and prepare for, and respond to, emergencies
- support in order to reduce damage, injury and loss of life in homes of deaf and hearing impaired people through the Smoke Alarm Subsidy Scheme for Deaf and Hearing Impaired People
- promotion of essential fire and general home safety advice through the *Safehome* program which aims to reach seniors in 40 percent of *Safehome* visits.

Mental health

The *Queensland Plan for Mental Health 2007-2017* outlines the Queensland Government's plan to reform and improve mental health service over the next ten years. This plan supports the *Fourth National Mental Health Plan* and the *Council of Australian Governments' (COAG) National Action Plan on Mental Health 2006-2011*.

DCS is a signatory to the Memorandum of Understanding (MOU) on the Queensland Care Coordination Model. The MOU commits relevant Queensland Government agencies to support people with serious mental illness and complex needs to access a range of clinical and community support services, tailored to meet individual needs and assist people to live meaningful lives in the community.

Queensland's Mental Health Intervention Project is a tri-agency partnership between the Queensland Police Service, Queensland Health and the QAS aimed at the prevention and safe resolution of mental health crisis situations. The project relies heavily on the three agencies working collaboratively to develop appropriate responses to people with mental disorder in times of crisis, and also increase and improve community support networks and crisis prevention capacity through mental health pre-crisis planning.

Recognising carers in the community

DCS acknowledges the dedication and effort of carers and the vital service they provide to the community and the people they care for, and recognises the importance for its staff and volunteers to be aware and understand the terms of the Carers Charter under the *Carers (Recognition) Act 2008* (Carers Act).

DCS personnel regularly interact with children and young people who undertake a carer role

through the provision of its services and programs. In recognising the important role these young carers undertake, DCS ensures they are supported during these times and is considering ways to incorporate the charter into its services and programs.

The department maintains its support to carers and the people they care for, in line with the Carers Act, and has demonstrated its commitment by:

- » working in collaboration with the Australian Red Cross, to develop the Queensland version of *emergency REDiPlan: Household preparedness for people with a disability, their families and carers*. The REDiPlan initiative improves the ability for people with a disability and their carers to prevent, prepare for, respond to, and recover from disasters
- » working across all levels of Government to identify vulnerable people to build community resilience and help minimise the impacts of natural disasters
- » providing community safety and educational programs, information and publications which are flexible, accessible and address the needs of people with a disability, their family and carers. For example, the QFRS continued implementation of the community education package FireAble. FireAble has been developed to enable operational firefighters to provide advice and assistance to people with a disability, increasing fire and general safety measures in their home
- » developing a complaints management policy, which includes advice on how to lodge a complaint, which is readily accessible to members of the community via the DCS website www.communitysafety.qld.gov.au
- » recognising the relationship between patients and carers in the provision of ambulance services. The QAS values the contribution that carers make to the care of patients and relies heavily on the knowledge of carers about the health status and medical history of the person they are caring for to enable the provision of appropriate services to its patients. In addition, the QAS recognises the needs of carers as individuals impacted by the health status of the people who they are caring for and ensures that the needs of patients to have carers present during treatment and to accompany patients to hospital are met
- » progressing the QAS Vulnerable Clients Program to enhance the knowledge, skills and abilities of qualified paramedics when providing care to vulnerable people. A range of passive referral options and tools have been developed to assist paramedics in providing additional support to vulnerable clients which may include persons with carers
- » conducting a pilot training program in 2007-08 at the Wolston Correctional Centre to provide personal care skills for prisoners who were providing full-time care to infirm and elderly prisoners. The training needs of personal carers are being considered as part of a broader review of strategies to support and care for aged and infirm offenders.

Strategy 4.6: Increase workforce capability by providing staff development opportunities

Positive Workplaces Program

The Positive Workplaces Program (PWP) is a managerial development program designed to enhance managerial and leadership skills, particularly in relation to addressing bullying and harassment, managing conflict and managing diminished performance.

The program provides participants with a range of highly practical managerial and leadership skills that are relevant to all divisions within the department. Program objectives include:

- » understanding emotional intelligence and developing self awareness
- » developing the confidence managers need to apply people management skills
- » demonstrating that management skills can be learnt, developed and refined
- » validating the importance of people management in manager and supervisor roles
- » establishing a clear understanding that DCS managers and supervisors are accountable for addressing and resolving unacceptable workplace behaviour or conduct, including bullying and harassment
- » providing DCS supervisors and managers with practical skills essential for effective people leadership and management.

The intention is for the program to form part of an ongoing management development program for the agency.

The PWP commenced in February 2010 with 30 programs scheduled from February 2010 to July 2011 across the State, with up to 600 participants expected to attend.

QFRS professional development

QFRS has provided staff with opportunities for professional development through participation in courses designed by peak industry bodies, including

Australasian Fire and Emergency Service Authorities Council (AFAC), and the Australian Institute of Project Management. Courses are made available to both operational and public sector staff, with course outcomes being tailored from the volunteer levels right through to senior executive levels. In total, 34 QFRS staff attended courses operated by AFAC throughout 2009-10.

As part of the QFRS continued commitment to professional development, 16 staff will be attending the 2010 AFAC Conference in September 2010. The conference, themed *Same, same but different. Learning lessons in a changing world*, provides an excellent opportunity for QFRS staff to attend lectures, meet with industry experts and consult with colleagues from other fire services and organisations.

QAS My Mentor program

QAS has been supporting the career and self-development of women within the service through the Emberin My Mentor program. In 2009-10, 32 operational and public service women within the QAS have participated in the program. The program supports QAS's commitment to education for management level positions by providing a specific personal and career development program for women.

Queensland Combined Emergency Services Academy

The Queensland Combined Emergency Services Academy (QCESA) comprises three elements, with all three operational divisions holding Registered Training Organisation (RTO) status:

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

School of Ambulance and Paramedic Studies

The School of Ambulance and Paramedic Studies continued to prepare staff for service and enhance 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 Service First Response
- » Certificate III in Non-Emergency Client Transport
- » Certificate III in Ambulance Communications (Call-Taking)
- » Certificate IV in Ambulance Communications
- » 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.

School of Emergency Management

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 quality 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.

School of Fire and Rescue Service Training

The School of Fire and Rescue Service Training maintained and built on a 'continuous improvement' philosophy for QFRS professional development, achieving the following:

- » 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.

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

Highlights include:

- » facilitation of three recruit courses resulting in the graduation of 55 firefighters
- » successful management of the Officer Development Program, and centralised Firecom Operators Recruit Program
- » development and implementation of the Senior Officer Core Skills Training Program.

The School of Fire and Rescue Service Training has reviewed and commenced implementation of the updated QFRS Learning and Development Framework. This framework provides a pathway of professional development from Recruit through to Station Officer 3 articulating to an Advanced Diploma of Public Safety (Firefighting Management). Review work continues on the Senior Officer and Auxiliary Firefighter aspects of the learning framework.

In addition, QFRS is working closely with the Queensland Police Service for the purpose of identifying professional development opportunities for senior staff on interagency development courses.

QCS Academy

The QCS Academy's primary role is to develop QCS' workforce capability to enable its people to provide services that support the humane containment, supervision and rehabilitation of offenders.

The academy's achievements for 2009-10 include:

- » 6 Custodial Entry Level Programs that catered for 99 recruits
- » 39 QCS staff trained as instructors in areas of first aid, fire control and restraint and weapons
- » development of Probation and Parole Community Supervisors Multimedia Training resource package
- » 8 training courses for Probation and Parole staff resulting in 129 officers trained
- » 73 staff undertook workplace assessor programs from the Certificate IV Training and Assessment with six of the programs being conducted in regional locations
- » leadership and development programs for 125 employees
- » delivery of the Custodial Awareness Program to 66 staff and external contractors.

DCS supports Indigenous students

The department continues its support for the Education to Employment (E2E) Scholarship Scheme by sponsoring ten Indigenous high school students for 2010. The E2E Scholarship Scheme aims to help promising and motivated Queensland Indigenous youth to achieve their goals and aspirations by investing in their careers and future. Of the ten students sponsored, three are aligned with QAS, four with QCS; and one each with EMQ, CSD and SPD.

QCS cultural awareness training

QCS continued to deliver cultural awareness training to all custodial officers as part of its initial training, and to Probation and Parole officers as part of Entry Level Training. Work has commenced on a planned review of the QCS Cultural Awareness Training Package to ensure its content remains current and appropriately positioned.

QCS has worked with Queensland Health to develop a training package for staff in correctional centres that develops a greater awareness of health issues of Indigenous offenders. An officer has been appointed at the Capricornia Correctional Centre to further develop this training package. Delivery of the training package commenced in June 2010.

Strategy 4.7: Apply predictive modelling in order to respond to demand for future services

Workforce modelling analysis

QAS completed a comprehensive workforce modelling analysis of demand for service profiles for every ambulance station in the state. This analysis enables the identification of areas of workload changes to enable the strategic planning of QAS resource needs across Queensland communities.

This analysis is completed annually and provides a platform for QAS forward planning in relation to staffing and vehicle enhancements and construction of additional QAS stations. In addition, changes to the demand for service profiles within all community areas are identified and operational staffing rosters are adjusted where necessary to reflect these changes.

Digital elevation model

The *Protecting Our Coastal Communities* initiative provided for the investment of \$4.56 million over the past four years (2006-07 to 2009-10) to enhance spatial information and mapping capability to more accurately predict storm surge inundation and identify appropriate evacuation and storm tide impacts. This resulted in the development of a digital elevation model which provides strategic and tactical mitigation and response activities for multi-hazard inundation events.

Hazardscape profiles

The State Disaster Management Group, through EMQ, has developed Queensland's Hazardscape. The Hazardscape report provides information describing the geographical distribution of the ten natural hazards most likely to occur in Queensland and the potential interactions between the hazardous environment and the population, critical facilities, lifelines and land use.

In conjunction with Queensland's Hazardscape an interactive Geographical Information System program has been developed which will enable Local and District Disaster Management Groups to graphically display the hazard information contained in the report overlaid with population, critical infrastructure, lifelines and services and land use and administrative boundary information to determine and prioritise specific risks. In addition, Hazardscape data will be used to inform a statewide risk assessment and the development of a state risk register. In 2009-10, 32 out of 74 Hazardscape profiles (a series of maps covering major natural hazards) were completed.

Online incident database

QFRS developed an online database that interfaces with the Australasian Incident Reporting System (AIRS) database providing information relating to incidents attended by QFRS operational personnel. This and other information collected, such as Queensland valuation and census data, is used to analyse incidents, locations and population growth against established service delivery models. This process has flagged areas where future services may need to be provided or whether services should be altered. Analysis of this information has helped determine the level of service new fire stations will provide for an area. It has also provided statistical information for Area Commanders when reviewing the urban fire levy boundaries annually.

Strategy 4.8: Increase judicial and community confidence by effectively administering orders made by the court

Effective administration of court orders

QCS has implemented a number of initiatives to assist with the diversion of prisoners to non-custodial supervision, such as the new Probation and Parole Model and Court Ordered Parole initiative which has seen an increased number of offenders under the supervision of the Probation and Parole Service. It is expected that successful completion rates for court orders will improve through targeted assessment and intervention for offenders at risk of failing to comply with conditions of their order. The expansion of Probation and Parole into Indigenous communities in the Gulf and Cape areas will also provide an additional capacity for QCS to supervise offenders within these communities.

The financial value of community service court ordered work performed in 2009-10 was \$7.7 million, an increase of \$2.7 million from 2008-09.

Promoting self responsibility

In accordance with prisoners' assessed risk and needs, prisoners are encouraged to develop increased levels of self responsibility by undertaking education, work, vocational training and programs designed to address their offending behaviour, and participate in community service rejuvenation projects.

Five year performance measures summary

The department is committed to ongoing monitoring of its key performance measures to further strengthen accountability and performance, and to support delivery of key Government priorities and effective decision making. Our performance summaries report quantitative measures for each of our 2009-10 outputs, providing evidence of progress towards achieving the objectives outlined in our Strategic Plan.

The following performance measures reflect the 2009-10 Service Delivery Statement. The performance measures align, where possible, with national benchmarks including those contained within the Report on Government Services. The data provide an indication of the demand for our services and the quality, timeliness and cost of our front-line service delivery over a period of five years.

Ambulance Service

This table provides a five year summary of performance under the Ambulance Service output. The Ambulance Service contributes to the safety and well-being of Queenslanders by 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, inter-facility ambulance transport, planning and coordination of major events, multi-casualty incidents and disasters, community services such as community education and baby capsule hire and installation services, and pre-hospital care research.

Performance measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Target/ Estimate	2009-10 Actual
Ambulance Service						
Urgent incidents (Code 1 and 2):						
» Number of incidents attended per 1,000 population ^{1,2}	106	113	120	116	115 – 121	116
» Number of incidents	420,778	459,975	503,909	502,293	510,000 – 535,000	516,307
Non-urgent incidents (Code 3 and 4): ³						
» Number of incidents attended per 1,000 population ^{1,2}	52	52	52	56	53 – 58	51
» Number of incidents	207,185	212,609	220,133	241,711	235,000 – 255,000	228,316
Cardiac Arrest Survived Event Rate	21.3%	21.3%	23.3%	28.6%	»24%	27.5%
Level of patient satisfaction (survey) with ambulance response services	98%	97%	99%	98%	»95%	98%
Percentage of Triple Zero Calls answered within 10 seconds	–	–	–	90.27%	90%	92.16%
Time within which code 1 incidents are attended: ⁴						
» 90th percentile response time	16 minutes	16.5 minutes	16.7 minutes	17.2 minutes	16.5 minutes	16.4 minutes
» 50th percentile response time	8 minutes	8.2 minutes	8.3 minutes	8.4 minutes	8.2 minutes	8.1 minutes

Performance measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Target/ Estimate	2009-10 Actual
Percentage of non-urgent incidents attended to by the appointment time	74.10%	72.17%	70.99%	70.67%	> 70%	76.51%
Ambulance service locations (total) ⁵	282	284	287	287	289	291
Gross cost per incident ⁶	\$505	\$526	\$542	\$615	\$644	\$657
Gross cost per head of population ²	\$80.24	\$88.51	\$96.74	\$105.91	\$111.72	\$109.96

Ambulance Service notes:

1. Historical data for 2005-06, 2006-07 and 2007-08 have been calculated by using the Queensland Office of Economic and Statistical Research (OESR) Australian Demographic Statistics respective September quarterly reports.
2. Population figure for 2009-10 of 4,450,418 used for calculation of this measure. This figure is derived from the Queensland OESR "Australian Demographic Statistics September Quarter 2009" Report.
3. The decrease from 2008-09 may be attributed to the introduction of the Queensland Health Authorised Transport arrangements in July 2009, and the re-launch of the Triple Zero (000) community awareness campaign in September 2009.
4. QAS demand management strategies, including additional resources, are taking effect in terms of improving response times.
5. The target for 2009-10 included Ashgrove/The Gap and Springfield stations which were planned to be completed in 2009-10. However, due to delays in finalising land acquisitions, these stations are now scheduled for completion in 2010-11. The four new locations in 2009-10 are Springfield (temporary location); Mount Surprise First Responder; and Cairns and Townsville helicopter units.
6. The increased cost per incident, which includes both Paramedic and Patient Transport Services, is primarily due to a significant decrease in the demand for Patient Transport Services which are costed at a much lower rate.



Facility-Based Containment Services

This table provides a five year 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. QCS strives to maintain maximum community safety and security by ensuring prisoners are securely and humanely contained in the custodial environment.

Performance measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Target/ Estimate	2009-10 Actual
Facility-Based Containment Services¹						
Number of male prisoners: ^{2,3,4}						
» High Security Facilities	4,328	4,531	4,533	4,674	4,800	4,592
» Low Security Facilities	742	694	551	519	700	609
Number of female prisoners: ^{2,3,4}						
» High Security Facilities	300	334	326	368	380	365
» Low Security Facilities	79	90	81	68	80	65
Indigenous status (proportion): ⁵						
» Male prisoners Indigenous	26%	27%	27%	27%	26%	29%
» Male prisoners non-Indigenous	74%	73%	73%	73%	74%	71%
» Female prisoners Indigenous	28%	29%	26%	28%	27%	30%
» Female prisoners non-Indigenous	72%	71%	74%	72%	73%	70%
Short sentence profile: ⁴						
» Proportion of prisoners with sentence ≤ 1 yr (non-violent, non-sexual offenders)	–	45%	37%	32%	35% - 39%	29%
» Proportion of prisoners with sentence ≤ 1 yr (all sentenced prisoners)	–	29%	23%	20%	21% - 25%	19%
Escape rate: ^{2,3,6,7}						
» High Security Facilities ⁸	0	0	0	0	0	0
» Low Security Facilities	1.58	0.77	1.42	1.02	0	1.63
Abscond rate: ^{3,6}						
» Low Security Facilities	0.61	0.26	0.16	0	0.16	0.15
Assault rate – Major (prisoner on staff): ^{2,3,6,9}						
» High Security Facilities	0.1	0	0.04	0.06	0	0.06
» Low Security Facilities	0	0.16	0	0	0	0
Assault rate – Minor (prisoner on staff): ^{2,3,6,9}						
» High Security Facilities	1.19	1.05	0.86	0.99	1.10	1.15
» Low Security Facilities	0	0	0	0	0	0.15
Assault rate – Major (prisoner on prisoner): ^{2,3,6,9}						
» High Security Facilities	0.82	0.72	0.74	0.87	0.85	1.21
» Low Security Facilities	0.37	0.13	0	0.68	0	0.15
Assault rate – Minor (prisoner on prisoner): ^{2,3,6,9}						
» High Security Facilities	5.14	4.8	4.88	6.84	5.9	7.61
» Low Security Facilities	2.3	3.01	2.69	1.87	1.8	3.12
Death rate (unnatural cause only): ^{2,3,6,10}						
» High Security Facilities	0	0.04	0.02	0.08	0	0.08
» Low Security Facilities	0	0	0	0	0	0

Performance measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Target/ Estimate	2009-10 Actual
Completion of immediate risk needs on day of admission	97%	98%	99%	98%	100%	99%
Completion of offender management plan reviews (OMPRs) ¹¹	36%	96%	90%	93%	100%	91%
Cost of containment per prisoner per day ¹²	\$152.94	\$149.03	\$181.45	\$180.56	\$178.88	\$181.10

Facility-Based Containment Services notes:

1. For performance measures introduced since 2005-06, where available, historical data have been sourced and included from reports such as the Report on Government Services and internal data management systems such as the Integrated Offender Management System.
2. High security facilities are defined as custodial facilities where the regime for managing prisoners requires them to be confined by a secure perimeter barrier, regardless of the individual classifications of the prisoners held within these facilities.
3. Low security facilities are defined as custodial facilities 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 these facilities.
4. Initiatives such as the new Probation and Parole Model and Court Ordered Parole have been implemented to assist with diversion of prisoners to non-custodial supervision.
5. The expansion of Probation and Parole into Indigenous communities in the Gulf and Cape areas will provide additional capacity to supervise offenders within these communities.
6. Rate is per 100 prisoners.
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. There has not been an escape from a high security facility since 1998. This achievement can be attributed to significant infrastructure upgrades, high quality prison management and appropriate operational reviews and performance checks.
9. All cases involving violence within prisons are referred to the Queensland Police Service's Corrective Services Investigation Unit for investigation.
10. Following any death in custody, immediate attention is given to any operational issues initially identified. In addition, an investigation is conducted by the Office of the Chief Inspector and the State Coroner.
11. The Offender Management Reform Project assists in ensuring the timely completion of offender management plan reviews by revitalising centre-based sentence management units and offender management practices.
12. The cost per prisoner per day exceeded the target due to prisoner numbers being lower than expected in 2009-10.



Community Supervision Services

This table provides a five year 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 Fair, 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.

Performance measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Target/ Estimate	2009-10 Actual
Community Supervision Services ¹						
Number of male offenders on orders (distinct count) Supervision orders: ²						
» Probation Orders	6,093	6,230	6,430	6,633	6,855	6,656
» Parole Orders (excluding court ordered)	734	733	835	855	860	898
» Court Ordered Parole Orders	–	529	1,968	2,624	2,880	2,697
» Intensive Correction Orders	565	483	361	294	300	254
» Intensive Drug Rehabilitation Orders	114	114	91	90	100	83
Reparation orders:						
» Community Service Orders	1,530	1,463	1,430	1,398	1,400	1,678
» Fine Option Orders	1,069	739	446	347	400	502
Number of female offenders on orders (distinct count) Supervision orders: ²						
» Probation Orders	1,706	1,762	1,838	1,875	2,030	1,924
» Parole Orders (excluding court ordered)	70	77	89	96	85	103
» Court Ordered Parole Orders	–	77	321	439	460	436
» Intensive Correction Orders	93	88	76	70	80	62
» Intensive Drug Rehabilitation Orders	19	13	13	12	20	17
Reparation orders:						
» Community Service Orders	433	406	396	387	400	422
» Fine Option Orders	407	323	169	122	140	137
Indigenous status (proportion): ³						
» Male offenders Indigenous	17%	17%	18%	19%	18%	20%
» Male offenders non-Indigenous	83%	83%	82%	81%	82%	80%
» Female offenders Indigenous	21%	23%	24%	23%	23%	24%
» Female offenders non-Indigenous	79%	77%	76%	77%	77%	76%
Number of Courts to which advisory services delivered	111	111	111	111	111	111
Percentage of successfully completed orders Supervision orders:						
» Probation Orders	63%	61%	65%	66%	»65%	68%
» Parole Orders (excluding court ordered)	75%	67%	71%	63%	»65%	69%
» Court Ordered Parole Orders	–	64%	70%	68%	»69%	69%
» Intensive Correction Orders	66%	57%	68%	64%	»65%	69%
» Intensive Drug Rehabilitation Orders	37%	24%	30%	21%	»25%	25%

Performance measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Target/ Estimate	2009-10 Actual
Percentage of successfully completed orders						
Reparation orders:						
» Community Service Orders	63%	58%	57%	60%	>60%	63%
» Fine Option Orders	77%	65%	54%	56%	>60%	64%
Completion of offender management plan reviews (OMPRs)	–	28%	94%	93%	100%	97%
Number of District Offices	32	34	34	34	34	34
Number of Reporting Centres	103	106	106	117	117	117
Cost of supervision per offender per day ⁴	\$9.08	\$11.22	\$10.64	\$12.82	\$12.50	\$12.15

Community Supervision Services notes:

1. For performance measures introduced since 2005-06, where available, historical data have been sourced and included from reports such as the Report on Government Services and internal data management systems such as the Integrated Offender Management System.
2. Initiatives such as the new Probation and Parole Model and Court Ordered Parole have been implemented to assist with diversion of prisoners to non-custodial supervision.
3. The expansion of Probation and Parole into Indigenous communities in the Gulf and Cape areas will provide additional capacity to supervise offenders within these communities.
4. The low cost per offender per day supervised in Queensland can be attributed to the increased number of offenders under supervision.



Correctional Intervention Services

This table provides a five year summary of performance under the Correctional Intervention Services output. This output relates to the programs, services and

activities offered to offenders to assist them in reintegrating into the community and leading a law-abiding life following their release.

Performance measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Target/ Estimate	2009-10 Actual
Correctional Intervention Services¹						
Financial value of Community Service work performed (court ordered)	\$6.7 million	\$6.3 million	\$5.1 million	\$5.0 million	\$7.3 million	\$7.7 million
Financial value of work performed in regional Queensland by prisoners from Low Security Facilities ²	\$1.4 million	\$1.5 million	\$2.4 million	\$2.5 million	\$2.0 million	\$4.5 million
Annual hours curriculum (AHC): ^{3,4}						
» Vocational Education and Training	175,899	195,818	219,924	259,840	200,000	287,082
» Literacy/Numeracy	176,280	280,500	262,790	196,835	200,000	220,910
Program completions ⁵						
» Sex offender programs	–	253	285	361	260	389
» Transition support	–	1,355	2,292	2,634	2,000	3,161
» Other programs ⁶	–	718	867	1,238	900	1,463
Prisoners employed: ⁷						
» Commercial industries ⁸	1,236	1,234	1,114	1,160	1,455	1,355
» Prison services ⁹	1,789	1,808	1,674	1,756	1,885	1,754
Hours of community service performed per offender per month ¹⁰	11	11	11	12	12	11
Percentage of successful completions in Vocational Education and Training ³	86%	83%	85%	85%	75%	82%
Number of community service project sites ¹⁰	800	757	649	587	700	612
Correctional Intervention Services as a proportion of budget ¹¹	12%	12%	13%	16%	13.7%	16.6%

Correctional Intervention Services notes:

1. For performance measures introduced since 2005-06, where available, historical data have been sourced and included from reports such as the Report on Government Services and internal data management systems such as the Integrated Offender Management System.
2. The 2009-10 target has been exceeded due to the increased number of prisoners available for community work.
3. The participation of prisoners in education contributes to their ability to gain and retain employment upon release, in turn reducing offenders' risk of re-offending.
4. The implementation of the 12 hour structured day across correctional centres provides increased opportunities for offenders to undertake Vocational Education and Training, and Literacy/Numeracy courses.
5. Integrated correctional rehabilitation services are provided to offenders to reduce re-offending and protect the community. QCS was able to exceed all program targets through effective use of available resources and the prioritisation of prisoners on waitlists for programs.
6. Other programs include violence, substance abuse and general offending programs such as Making Choices and Turning Point.
7. Participation in prison industries provides prisoners with the opportunity to acquire vocational skills and contributes to their ability to gain and retain employment upon release. A reduction in the number of prisoners employed in recent years is largely due to disruptions caused by major infrastructure projects. In addition, the economic downturn resulted in less demand for products produced by commercial industries with a subsequent reduction in the number of employment opportunities for prisoners. It is anticipated that the situation will improve as new infrastructure projects come online.
8. Commercial industries are those that employ prisoners operating on a commercial fee for service basis.
9. Prison services are those that employ prisoners to maintain the self-sufficiency of the correctional system and include those employed in charitable work and community projects.
10. QCS has established a Community Service Rejuvenation Project to identify a number of strategies to source community service projects.
11. The focus on the delivery of rehabilitation services to prisoners saw the target exceeded over the past two years.



Emergency Management

This table provides a five year summary of performance under the Emergency Management output. Emergency Management contributes to safer, more resilient and sustainable communities by delivering services relating to effective disaster management, including a statewide network of volunteers and the provision of helicopter rescue services. Emergency Management contributes through leading and coordinating

activities undertaken before, during and after a disaster or emergency; providing disaster awareness and hazard reduction services; providing response and recovery services by SES volunteers, EMQ Helicopter Rescue and state disaster response management; and by providing support to volunteer marine rescue organisations as well as contract and community helicopter providers.

Performance measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Target/ Estimate	2009-10 Actual
Emergency Management						
Number of people receiving disaster management training incorporating disaster mitigation concepts ¹	1,811	1,551	2,696	5,012	1,500 - 2,000	4,025
Number of SES Volunteers ²	9,290	7,000	6,430	6,300	7,000	6,800
Number of SES volunteer hours of operation ³	93,210	64,932	74,227	109,381	50,000 - 75,000	70,898
Number of EMQ Helicopter Rescue hours of operation: ⁴						
» Aeromedical	1,743	1,840	1,776	1,777	2,000 - 2,500	2,384
» Counter disaster	96	8	62	61	10 - 50	42
» Search and rescue	323	284	227	273	250 - 350	238
» Other ⁵	500	462	748	762	800 - 1,000	680
Number of warnings, advices, bulletins received and assessed through State Disaster Coordination Centre ^{3,6}	-	-	-	2,862	1,500	3,035
Number of warnings, advices, bulletins requiring follow-up action by the State Disaster Coordination Centre ^{3,7}	-	-	-	639	975	526
Percentage of Local Disaster Management Groups with current Disaster Management Plans ⁸	-	-	84%	49%	100%	86%

Emergency Management 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 an increased focus on disaster management training by EMQ in order to meet legislative requirements.*
2. *Since 2007-08, this measure represents active members only. An active member is defined as someone who regularly attends training and is available to attend an activation. Previously, both active and reserve members were counted. The DCS Volunteer Management Strategy 2009-2013 consists of 53 initiatives that are being implemented across the department focussed on strengthening our volunteer management including recruitment and retention.*
3. *Major activations during 2009-10 included Tropical Cyclone Ului and the South West Queensland Floods.*
4. *These measures report total time consumed from engine on to engine off (i.e. engine hours) and are demand driven.*
5. *“Other” includes training, charter, familiarisation/ safety presentation, law enforcement, maintenance/ferry, police, public relations, and support to other government agencies. The 2009-10 result was less than the target due to less than expected helicopter tasking in this category.*
6. *This measure is demand driven and reflects the level of information monitoring and assessment through the State Disaster Coordination Centre (SDCC).*
7. *This measure is demand driven and reflects the level of information monitoring, assessment and dissemination through the SDCC.*
8. *An initiative to assist those councils without current Local Disaster Management Plans has been implemented.*



Fire and Rescue Service

This table provides a five year summary of performance under the Fire and Rescue Service output. The Fire and Rescue Service provides essential emergency services and enhances community safety, awareness and security through programs

and 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.

Performance measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Target/ Estimate	2009-10 Actual
Fire and Rescue Service¹						
Number of road rescue extrications	1,829	2,104	2,183	2,382	2,000 - 3,700	1,959
Number of road rescue incidents ²	6,814	7,809	8,192	8,436	7,200 - 8,800	6,925
Total number of incidents ³	64,628	68,661	70,145	70,030	67,000 - 72,000	68,819
Number of accidental residential structural fires	1,008	992	1,058	999	950 - 1,300	994
Number of system initiated false alarms ³	20,699	19,130	20,916	21,264	18,000 - 24,000	20,418
Number of landscape fires ⁴	8,780	10,912	8,093	7,358	7,000 - 13,000	10,298
Number of hazardous materials incidents ⁵	288	324	415	430	400 - 700	319
Percentage of building premises inspected and deemed complete and compliant ⁶	–	–	–	41.7%	33%	67.1%
Number of building approvals processed	–	–	–	3,076	2,800 - 3,400	2,916
Households with fire safety measures	–	–	–	41.9%	43%	40.9%
Percentage of households with operational smoke alarms installed ⁷	72.0%	79.0%	87.6%	90.1%	95%	89.2%
Percentage of structure fires confined to the object/room of origin ⁵	65.2%	67.3%	64.5%	67.2%	70% - 80%	71.2%
Response times to structure fires:						
» 90th percentile ⁸	13.0 minutes	13.1 minutes	12.8 minutes	12.3 minutes	14 minutes	12.4 minutes
» 50th percentile	6.8 minutes	6.9 minutes	6.8 minutes	7.6 minutes	7.6 minutes	7.9 minutes
Cost per incident	–	–	–	\$5,689	\$6,465	\$6,405
Median dollar loss per structure fire ⁹	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000 - \$3,000	\$2,000
Property loss from structure fire per person ^{9,10}	\$28	\$23	\$36	\$30	\$28 - \$35	\$30
Fire Service organisations' expenditure per 1,000 people ¹⁰	–	–	–	\$96,221	\$102,336	\$103,084

Fire and Rescue Service notes:

1. For performance measures introduced since 2005-06, where available, historical data have been sourced and included from reports such as the Report on Government Services.
2. The decrease in QFRS attendance at traffic incidents can be attributed to the revised Road Crash Rescue protocols implemented in September 2009 to reduce unnecessary attendance by the QFRS at mobile property crashes.
3. Historical data for 2005-06, 2006-07 and 2007-08 have been revised to align with the Report on Government Services.
4. The number of landscape fires is affected by weather conditions.
5. A change in calculation methodology for this measure was implemented in 2009-10 to align with the Report on Government Services. The 2009-10 target for this measure was set prior to this change being implemented and used the previous methodology.
6. A change in calculation methodology for this measure was implemented in 2009-10 to more accurately measure QFRS' performance in building fire safety activities. This measure is calculated based on the number of premises due for inspection in that particular year. The 2009-10 target for this measure was set prior to this change being implemented and used the previous methodology.
7. Several initiatives are in progress such as the Safehome Program and the Annual Winter Fire Campaign, aimed at maintaining high levels of operational smoke alarms.
8. The 90th percentile 2009-10 target is based on 14 minutes being the key parameter in the establishment of urban fire levy boundaries.
9. Historical data represent actual figures as published in the Report on Government Services in each respective year.
10. Population figure for 2009-10 of 4,450,418 used for calculation of this measure. This figure is derived from the Queensland Office of Economic and Statistical Research "Australian Demographic Statistics September Quarter 2009" Report.





Indigenous priorities

The *Indigenous Priority Statement 2009-2013 and Action Plan* (IPS) is the department's response to the National Indigenous Reform Agreement (NIRA) (Closing the Gap) forged by the Council of Australian Governments (COAG) in 2008. The NIRA strategy sets out the objectives, outcomes, performance measures and benchmarks for Australian governments working to improve the prospects of Indigenous people and communities around the nation.


The DCS IPS provides direction to target and develop strategies and measures to close the gap on Indigenous disadvantage and supports *The Queensland Government Reconciliation Action Plan 2009-2012*.

The DCS IPS 2009-2013 and Action Plan was endorsed by the Executive Leadership Team (ELT) in December 2009 to support the following whole-of-government priorities:

- » *Closing the gap on Indigenous disadvantage: the challenge for Australia (2009)*
- » *National Partnership Agreement on Indigenous Economic Participation*
- » *Keeping Our Mob Safe (2007)*
- » *Australian Employment Covenant*
- » *ClimateQ: toward a greener Queensland: Keeping Our Mob ClimateSafe*
- » *Toward Q2: Tomorrow's Queensland*
- » *The Queensland Government Reconciliation Action Plan 2009-2012*
- » *Positive Dreaming, Solid Futures Indigenous Employment and Training Strategy 2008-2011*
- » *Queensland Aboriginal and Torres Strait Islander Justice Agreement (2000).*

Queensland Government Reconciliation Action Plan (RAP) 2009-2012 implementation progress

Initiative	National Aboriginal and Torres Strait Islander reforms
Action	The Queensland Government will work actively with Aboriginal and Torres Strait Islander peoples to achieve the COAG national closing the gap targets and strategies, including in the key areas of early childhood, schooling, housing, health and economic participation.
Department of Community Safety implementation progress in 2009-2010	<p>The department's commitment to closing the gap on Indigenous disadvantage, as identified in the IPS is to:</p> <ul style="list-style-type: none"> » <i>halve the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade.</i> <p>The department has delivered and is continuing to progress a number of key initiatives including the development of an Indigenous career brochure and banners to promote employment with DCS at Indigenous career and employment expos and other community events.</p> <p>In addition, the QAS has developed an Indigenous Recruitment Procedure and Indigenous Recruitment Marketing Plan to address some of the barriers to employment experienced by Indigenous Australians. The implementation of this procedure has resulted in the employment of four Indigenous people into Student Paramedic roles. Work is ongoing to review psychometric and aptitude appraisal processes, and assessments are currently being reviewed to identify improvements for assessing and supporting Indigenous applicants through the QAS recruitment process.</p> <p>The QFRS implemented a case management approach to recruitment which encourages, supports and prepares Indigenous applicants. Indigenous Liaison Officers, located in selected regions across the State, promoted QFRS as an "Employer of Choice" focussing on recruitment and employment strategies for Indigenous communities. During 2009-10, five Indigenous Australians (including female) were appointed as firefighters.</p>
Initiative	Annual agency planning and reporting
Action	All Queensland Government agencies will incorporate relevant reconciliation actions in their annual business plans and report on the progress of the implementation of <i>The Queensland Government Reconciliation Action Plan 2009-2012</i> as part of their annual reports.
Department of Community Safety Implementation progress in 2009-2010	<p>The department's commitment to <i>The Queensland Government Reconciliation Action Plan 2009-2012</i> as identified in the IPS is to:</p> <ul style="list-style-type: none"> » <i>implement appropriate Aboriginal and Torres Strait Islander awareness and cultural capability strategies in place for employees, especially for those delivering front-line services</i> » <i>increase public sector employment to reflect Queensland Indigenous working age population proportion, currently projected to be 2.6 percent</i> » <i>increase career advancement and support opportunities to promote state government agencies as an employer of choice for Aboriginal and Torres Strait Islander employees, especially at middle and senior levels.</i> <p>Over 670 DCS officers undertook cultural competence training throughout the year, together with 1,068 officers undertaking Indigenous cultural competence training. In addition to this, QCS has implemented an Indigenous Forum for Aboriginal and Torres Strait Islander staff working in correctional centres and Probation and Parole offices to provide advice and guidance in relation to supporting Indigenous offenders and communities. This QCS forum brings together 40 of the 128 Aboriginal and Torres Strait Islander staff together, and incorporates cultural awareness sessions where existing training content has been reviewed.</p> <p>The DCS Indigenous Leadership and Development Team (ILDT) continues to be an important part of the department's governance structure to progress the department's IPS agenda and provide leadership development opportunities for its members. This team was established as a leadership and advisory group to the ELT on service delivery, reconciliation and employment for Aboriginal and Torres Strait Islander communities, employees and volunteers. Membership of the ILDT consists of departmental officers of Aboriginal and/or Torres Strait Islander descent who have demonstrated their commitment and capability to become future leaders with the department. These members are supported by Regional Indigenous Champions from each region appointed by Regional Planning and Coordination Teams. The ILDT has assisted in the development and continued implementation of Leadership Performance Planning for all members, and has provided the network and support for members to be given opportunities to act in other roles at a higher level to their substantive position.</p> <p>Ten Indigenous high school students are currently sponsored under the Education towards Employment (E2E) Scholarship Scheme. In addition, two Indigenous officers were sponsored during 2009-10 as part of the Wal-Meta Leadership Program aimed at developing leadership and management skills for Aboriginal and Torres Strait Islander Queensland public sector employees.</p> <p>As at 30 June 2010, the DCS Indigenous workforce representation was 2.06 percent against the overall Queensland Government target of 2.6 percent by 2012.</p>

A full-page background image of a lifeguard in a yellow and red uniform, wearing a matching cap and a whistle around their neck. They are holding yellow binoculars to their eyes and looking out over a beach and ocean. A large yellow flag is visible on the right side of the frame.

Our volunteers and partners

Ordinary people, extraordinary contribution

Our department is focussed on supporting safe and caring communities, through the prevention, preparedness and response to emergencies and disasters as well as the rehabilitation and reintegration of offenders into the community.

Volunteers are critical to the successful delivery of front-line services and each day, many thousands of Queenslanders voluntarily play a part in realising this focus. This section highlights the services that depend on such volunteers.

Our volunteers and partners

Volunteers

- » 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
 - Royal Life Saving Society Queensland
- » Emergency Service Units
- » State Emergency Service
- » Rural Fire Service
- » QFRS Scientific Branch
- » Community Advisory Committees

Partners

- » 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

Volunteer Management Strategy 2009-2013

Volunteering is a key feature in the *Toward Q2: Tomorrow's Queensland* initiative. The DCS *Volunteer Management Strategy 2009-2013* (VMS) supports the Queensland Government's Toward Q2 target to increase by 50 percent the proportion of Queenslanders involved in their communities as volunteers. The VMS capitalises on substantial work already undertaken in the field of volunteer recruitment and retention and highlights the department's current state of activity on volunteer management, its strategic direction and the initiatives that contribute to meeting the Toward Q2 target.

The VMS consists of 53 initiatives that will be implemented across DCS focussed on strengthening our volunteer management in terms of recruitment, retention, support and recognition. The department has recognised major challenges of time, training, cost, recognition and people in the strategy with the initiatives carefully targeted to respond to these challenges.

The delivery of front-line services utilising volunteer support relies on strong local community backing and critical partnerships with key stakeholders including local, state and national governments, and various organisations, community groups and industry across Queensland. The department acknowledges these critical partnerships and will continue to strengthen its role and advocacy in the community to foster such partnerships.

Progress in implementing initiatives under the VMS during 2009-10 has been strong with some of our achievements highlighted below.

Key achievements

- » Commenced career development and progression for State Emergency Service (SES) and Rural Fire Service (RFS) volunteers with 22 RFS volunteers now employed by QFRS in Brigade Training and Support Officer roles
- » Commenced the RFS Volunteer Learning and Development Framework initiative with volunteers able to access additional training specific to their role within the rural fire brigade
- » Received endorsement from the Department of Education and Training for the Trial Kilcoy Certificate II School Program. Nine students from Kilcoy State High school selected the program and joined a local fire brigade. These students are currently completing their Certificate II. The trial has proved a success and a "how to" guide has been produced for the program to assist other Area Offices to establish the program
- » Commenced a program for recruiting and training Volunteer Community Educators (VCEs). To date, 84 VCEs have been appointed within the RFS and trained with a further 105 awaiting finalisation of the application process and/or training
- » Implemented a range of flexible e-Learning products for volunteers including RFS Awareness, wildlife protection tools and training toolbox topics
- » Delivered Request for Assistance (RFA) online including an online training program to assist SES groups during major events.

Future direction

- » Increase the number of skilled volunteers within communities, especially those in high risk or remote areas, as well as ongoing training of existing volunteers
- » Continue to collaborate with SES to consider new opportunities for volunteering, particularly in event based volunteering, as well as strengthening links with other volunteering organisations
- » Research induction programs for new Local Ambulance Committee members and Queensland Local Ambulance Committee Advisory Council members
- » Reinvigorate the volunteer safety network to drive the ZEROharm performance culture as wide as possible
- » In line with *Delivering Justice - Improving Corrections*, QCS will actively seek volunteers from community groups and tertiary institutions to support the rehabilitation and reintegration of offenders in the community.



QAS volunteers

In partnership with our Honorary Ambulance Officer volunteers working within their local communities, QAS continues to deliver services to the people of Queensland in rural, remote and isolated locations.

A range of ambulance services are provided in partnership with the communities by these trained volunteers. There are approximately 330 Honorary Ambulance Officers across the state including:

- » Ambulance Attendants — who 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. These volunteers require formal clinical training to a Certificate IV Basic Emergency Care level
- » Community First Responders — who attend local accidents and medical emergencies to provide life saving advanced first aid level treatment while an ambulance vehicle is en route to the scene
- » Volunteer Drivers — who drive operational ambulance vehicles and provide physical support under the direct supervision of an authorised QAS paramedic.

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/volunteers for more details.

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 690 cadets supported by 250 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 (SLSQ), 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 a 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) 3247 8233**. Alternatively, visit: www.emergency.qld.gov.au/cadets for more details.



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 SLSQ, which provides active volunteer lifesaver patrols on most Queensland beaches; and the Royal Life Saving Society Queensland (RLSSQ) which provides 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 SLSQ. 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. SLSQ 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**. Alternatively, visit: www.emergency.qld.gov.au/vmr for more details.

Emergency Service Units

Emergency Service Units were established under the *Disaster Management Act 2003*. These volunteer Emergency Service Units are 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 Groups and QAS Community First Responder groups.

The key rationale for the integration of these functions is 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 6,800 active SES volunteers from 342 Groups in Queensland committed 70,898 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.

Universally recognised for their work during severe weather events including the February/March South Western Queensland floods and Tropical Cyclone Ului, the SES were activated during the period July 2009 to June 2010 in response to a variety of events including road crash rescue, land based search and rescue, vertical rescue, flood and storm response, resupply operations and support to other emergency response agencies.

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 visit: www.ses.qld.gov.au

Rural Fire Service

Rural Fire Service brigades provide fire management for rural and semi-rural communities across 93 percent 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 1,477 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 visit www.ruralfire.qld.gov.au or alternatively contact the Rural Operations Central Office on **(07) 3247 8130**.

QFRS Scientific Branch

The Scientific Branch is the specialist advisory arm of the QFRS Operations Management Directorate that offers chemical emergency management throughout Queensland through three core areas:

- » specialist operational support at incidents involving hazardous materials (HAZMAT) and Chemical Biological Radiological (CBR) emergencies in Queensland
- » development and delivery of specialist education and training to improve the approaches adopted within Queensland to safely manage HAZMAT and CBR incidents
- » technical advice, across the operational and policy spectrum, at a state and commonwealth level, to improve incident management doctrine, regulations and codes regarding the manufacture, use, storage, handling and transport of hazardous materials.

The Scientific Branch 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 Branch provides a 24-hour, seven day-a-week scientific support service in collaboration with Queensland Health, responding primarily within the south-east corner of the state. QFRS Scientific officers also provide support to approximately 40 on-call scientific volunteers located across regional Queensland.

During the year Scientific Branch volunteers attended a range of incidents including chemical spills in Townsville and Toowoomba, as well as transport incidents from Banana to Wandoan.

How to get involved

For further information regarding the QFRS Scientific Branch volunteer network, please visit www.fire.qld.gov.au/about/chem_incidents.asp or contact **(07) 3909 4310**.

Our departmental volunteers

Volunteer service	Number of units/ groups	Number of volunteers (approximate)	Supporting Division
Honorary ambulance officers (including Ambulance Attendants, Community First Responders and Volunteer Drivers)	35 Community First Responder groups	330	QAS
State Emergency Service	342 groups	6,800 active volunteers	EMQ
Emergency Service Units	4		EMQ
Emergency Services Cadets	49 groups	690 (cadet members) 250 (adult leaders)	EMQ
Rural Fire Service	1,477 brigades	34,000	QFRS
QFRS Scientific Branch	1	40	QFRS
Approximate sub-total:	1,908	42,110	
Our network of supported volunteer organisations and groups			
Community Advisory Committees*	-	30	QCS
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	1,530	EMQ
Australian Volunteer Coast Guard Association	22 flotillas	1,620	EMQ
Approximate sub-total:	114	37,250	
Approximate total:	2,022	79,400	

* A number of other volunteer groups provide supporting services to the Custodial Operations and the Probation and Parole services, however these do not form part of an organised program.



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 to prepare the State Disaster Management Plan to 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. The group also ensures effective arrangements between the State and Commonwealth Government on matters relating to disaster management including the identification of resources within and outside the state that may be required for disaster response operations.

The SDMG meets on a quarterly basis with membership comprising the Chief Executive Officers of each of the 13 Queensland Government departments and an Executive Officer, undertaken by the Chief Officer, 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.

Achievements

- » Endorsement of the Queensland Tsunami Notification Protocol Version 1 by the SDMG and approval for distribution in December 2009. The protocol outlines the roles and responsibilities of government, non-government and other organisations in the dissemination of tsunami warning products to vulnerable communities
- » During 2009-10, a review was commissioned into disaster management legislation and policy in Queensland. Review recommendations were considered by a sub-committee of SDMG members, resulting in the introduction of the *Disaster Management and Other Legislation Amendment Bill 2010* into Parliament in June 2010
- » Successfully integrated the 'Emergency Alert' system into disaster notification protocols through the State Disaster Coordination Centre following the system's launch by the Minister for Police, Corrective Services and Emergency Services in December 2009. The 'Emergency Alert' system utilises SMS capability to provide early warnings of disaster to Queensland communities via address-based landlines and mobile telephones.

Community advisory bodies

Community Advisory Committees

The Community Advisory Committees represent the activities and interests of the local community in which a QCS correctional centre or Work camp is located, together with the Probation and Parole offices in the area (if applicable). As such, committees consist of representatives from a variety of sections of the community.

Committee membership is honorary and members participate on a voluntary basis.

The role of the committee is to:

- » identify, assess and guide the management of community service projects for low security correctional centres, Work camps and Probation and Parole offices as applicable
- » provide information and advice with respect to the views and concerns of the local community
- » promote effective and open communication between communities and the QCS low security correctional centres, Work camps and Probation and Parole offices
- » assist in developing opportunities for prisoners in their rehabilitation and reparation, and to facilitate the reintegration of offenders into the community. This may include identifying training and post-release employment opportunities.

Local Ambulance Committees (LACs)

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 \$22,580 were received by LACs through the Gambling Community Benefit Fund during the 2009-10 financial year.

How to get involved

Community members interested in joining or establishing a LAC should contact Smart Services Queensland on telephone number **1300 369 003** for further information or your regional office, the address and contact number of which is on the inside back cover of this report. Alternatively, please visit:
www.ambulance.qld.gov.au/volunteer

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 and attending meetings, teleconferences and conferences.

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 regional 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 for Police, Corrective Services and Emergency Services of priorities and recommendations for funding.

Achievements

- » Continued to represent SES volunteers at Regional Executive forums
- » Continued to provide input and representation on the SAC for the SES subsidy program.



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, SLSQ, 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

- » Supported the completion of the Australian Council for Child and Youth Organisations (ACCYO) audit (now the Australian Childhood Foundation)
- » Supported statewide adult leader workshops throughout the year
- » Supported and promoted the development of resources for 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, SLSQ, QPS and one representative each from Maritime Safety Queensland and the Australian Communications and Media Authority (ACMA). The committee met four times during the year to discuss volunteer issues and address issues affecting the marine industry.

Achievements

- » Provided recommendations to ACMA for the introduction of a new inshore Very High Frequency Operator's Certificate of Proficiency
- » Assessed and decided to utilise the TracPlus vessel tracking system for rescue vessels in Queensland in conjunction with the National Search and Rescue Committee and the Australian Maritime Safety Authority
- » Promoted marine assistance through the development of a brochure to encourage boat owners to join the individual organisations as fee paying associate members.

Rural Fire Brigades Association of Queensland

The Rural Fire Brigades Association of Queensland comprises 15 volunteer representatives covering the 15 QFRS Rural Operations areas. The association met quarterly during 2009-10 to provide QFRS Rural Operations advice on policy, training, equipment and safety issues.



Corporate sustainability: managing our business

Governance

The department focuses its service delivery to meet community needs and the priorities and direction of the Queensland Government. Effective governance is crucial to ensure that the department is accountable for decision making and performance. During late 2009, DCS conducted a review of its governance arrangements resulting in a revised DCS governance framework being developed along with the establishment of new, and the restructure of existing, executive committees and their relevant terms of reference. These contemporary governance arrangements better reflect the department's service delivery model.

The DCS 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 to which the department contributes directly are:

- » **Smart** - Delivering world-class education and training
- » **Healthy** - Making Queenslanders Australia's healthiest people
- » **Fair** - Supporting safe and caring communities.

To support the achievement of its objectives, the DCS governance framework includes the following arrangements:

- » strong leadership, clearly defined accountabilities and an effective culture
- » appropriate structures to support effective relationships within the organisation and between the department and its stakeholders, including the community, service delivery partners and government
- » commitment to effective information management, communication and consultation to support decision making
- » processes to ensure that the strategic allocation of resources aligns with the strategic environment and service delivery model to ensure the achievement of objectives effectively, efficiently and economically
- » systems and controls to ensure the department's operations comply with legislative, regulatory and policy requirements of its operating environment and are undertaken in a sustainable manner.

Achievements

- » Launched the *Volunteer Management Strategy 2009-2013* to support the achievement of the Toward Q2 target under the ambition, Fair
- » Reviewed the department's governance arrangements resulting in a revised DCS governance framework
- » Integration of all divisions to ensure governance and accountabilities are consistent across all agency operations
- » Enhanced debt management oversight and governance within QFRS and QAS.

Future direction

- » Continue to monitor the performance of executive committees through regular reporting requirements and annual self assessments to ensure the department's governance framework is performing to expectations
- » Ensure that the strategic direction of planning and performance within the department continues to provide best value outcomes for the community
- » Increase focus on energy efficiency including the establishment of a departmental baseline to enable the measurement and reporting of energy saving initiatives.

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 Accountability Act 2009*, *Public Service Act 2008*, and the *Financial and Performance Management Standard 2009*.

Executive management

Each head of division, together with the Chief Finance Officer, support the Director-General in his role. In addition, some of these officers also have statutory responsibilities to undertake their individual roles. Specifically, the roles of Commissioner, QAS, QCS, QFRS and the Chief Officer, EMQ are undertaken in accordance with the specific provisions of their relevant legislation - the *Ambulance Service Act 1991*, the *Corrective Services Act 2006*, the *Fire and Rescue Service Act 1990* and the *Disaster Management Act 2003*.

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 Executive Leadership Team (ELT) whose role is to ensure transparency in the decision making processes of the committees. The following provides an overview of the department's executive committees.

■ Executive Leadership Team

Chair: Director-General

The ELT is the key leadership group for DCS. The ELT provides leadership and direction on strategic and operational issues and supports the Director-General as the accountable officer under section 61 of the *Financial Accountability Act 2009* to achieve efficient, effective and financially responsible management of the department. The ELT has responsibility to:

- » determine strategic priorities and direction
- » ensure alignment of resources to organisational priorities
- » approve the annual budget including the prioritisation of budget submissions
- » oversee financial and non-financial performance
- » oversee the delivery of the department's programs and initiatives
- » establish and oversee implementation of the department's governance framework
- » establish and maintain appropriate systems of internal control and risk management
- » periodically measure and evaluate the organisation's strategic direction and business operations, and follow up with actions to ensure appropriate progress and continued alignment with objectives
- » perform other functions conferred on the accountable officer under the *Financial Accountability Act 2009* and subordinate legislation.

The ELT meets monthly and during the reporting period, met on 13 occasions. Individual attendances are shown below.

Name	No. Attended	Maximum possible
Jim McGowan, Director-General	12	13
David Melville, Commissioner, QAS	7	13
Kelvin Anderson, Commissioner, QCS	10	13
Lee Johnson, Commissioner, QFRS	9	13
Frank Pagano, Chief Officer, EMQ	5	5
Bruce Grady, Acting Chief Officer, EMQ	7	8
Gary Mahon, Assistant Director-General, SPD	10	13
Gary Taylor, Assistant Director-General, CSD	10	13
Arthur O'Brien, Chief Finance Officer, CSD	12	13

Achievements

- » Approved a range of policies, strategies, programs and frameworks and monitored these to ensure agency obligations were successfully met
- » Provided direction and monitored organisational performance in accordance with the Ministerial Charter and election commitments, measures and targets
- » Monitored the performance of executive committees through regular reporting requirements.

Future direction

- » Ensure the operations of the department are carried out efficiently, effectively and economically and in line with the strategic priorities of government
- » Oversee the department's financial and non-financial performance and the delivery of the department's programs and initiatives
- » Periodically measure and evaluate the organisation's strategic direction and business operations, and follow up with action to ensure appropriate progress and continued alignment with objectives.

Audit

Chair: Director-General

The DCS Audit Committee is established to provide independent and expert advice and support to assist the Director-General, and the Divisional Heads to discharge their financial management and operational responsibilities within the department. The committee operates in accordance with the *Audit Committee Guidelines: Improving Accountability and Performance* (Queensland Treasury), *Financial Accountability Act 2009*; *Public Service Act 2008*; *Public Sector Ethics Act 1994*; *Right to Information Act 2009* and *Public Records Act 2002*.

The membership of the committee comprises the Director-General; Commissioner, QAS; Commissioner, QCS; Chief Officer, EMQ; Commissioner, QFRS; Assistant Director-General, CSD; Assistant Director-General, SPD and two external representatives.

The committee has a responsibility to:

- » ensure all financial and non-financial internal control and risk management functions are effective and reliable
- » ensure the department effectively monitors compliance with legislative, ethical and regulatory requirements
- » monitor the effectiveness of the department's performance management and performance information
- » provide an independent review of the department's reporting functions
- » review the portfolio's annual financial statements prior to final sign-off by the accountable officer
- » provide strong and effective oversight of the department's internal audit function
- » provide assurance to the ELT that all elements of the risk management system support the effective management of risk across the department.

Achievements

- » Satisfactorily observed the terms of its charter and discharged its responsibilities under the *Financial Accountability Act 2009*
- » A Queensland Audit Office review determined that the committee complied with all of its responsibilities
- » Successfully integrated all divisions following machinery of government changes.

Future direction

- » Ensure that governance and accountability requirements are applied consistently across all business of the agency
- » Continue to ensure that audit recommendations are implemented satisfactorily and in a timely fashion
- » Continued oversight of the internal audit function to gain assurances that the higher risk elements of the business are receiving appropriate audit coverage.

■ Strategy and Performance

Chair: Assistant Director-General, SPD

This committee guides the forward policy, legislative and evaluation 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. This committee replaces the former Corporate Planning and Performance Committee and Policy and Legislative Review Committee.

The membership of the committee comprises the Assistant Director-General, SPD; Commissioner, QCS; Commissioner, QFRS; Chief Officer, EMQ; Assistant Director-General, CSD; Chief Finance Officer; Assistant Commissioner, QAS; Executive Director, Policy and Legislative Reform Branch; Director, Organisational Performance and Evaluation Branch; Executive Director, Information and Communication Services; Executive Director, Facilities Management Branch; Director, Internal Audit or nominee as observer; and two Regional Planning and Coordination Team members.

The committee has a responsibility to:

- » interpret and implement the strategic direction articulated by the ELT
- » ensure strategic initiatives align with whole of government, national strategic policy agenda and corporate objectives
- » consider alternate business models and potential funding sources for strategic initiatives to ensure sustainability
- » inform the development of the budget in line with strategic directions and policy priorities
- » monitor and drive delivery of whole of department and strategic priorities
- » ensure the effective management of risk across the department to support informed decision making and performance management
- » oversee effectiveness of departmental governance arrangements
- » ensure strategic initiatives comply with the department's strategic direction, whole of government and critical departmental frameworks, policies and practices and legislation.

Achievements

- » Oversaw a review of the department's governance arrangements resulting in a revised DCS governance framework
- » Incorporated legislative amendments during a review of smoke alarm legislation implementation
- » Instigated development of policy and procedures for the administration and management of departmental housing in consultation with the four operational divisions.

Future direction

- » Ensure that the strategic direction of planning and performance within the department continues to provide best value outcomes for the community
- » Ensure strategic initiatives align with whole of government, national strategic policy agenda and corporate objectives
- » Continue to provide information in supporting other executive committees' planning regarding the department's strategic landscape.



■ Finance

Chair: Assistant Director-General, CSD

The Finance Committee provides expert advice and support to enable the Director-General as accountable officer to discharge responsibilities under the *Financial Accountability Act 2009*. The committee has a responsibility to:

- » monitor the implications of whole of government financial policy developments on the department's services
- » provide advice to the accountable officer on financial risks to current and projected services
- » manage and oversee the financial position, issues and risks faced by the department
- » consider and endorse funding requests supported by divisional finance committees, in excess of those already included in approved budget estimates
- » manage and oversee major procurement activities, issues and risks faced by the department
- » ensure the effectiveness of internal controls related to financial matters
- » ensure the department's expenditure remains within the limit of the departmental appropriation.

Achievements

- » Oversaw the successful integration of financial management and reporting processes for the new agency following the machinery of government change
- » Oversaw the achievement of positive financial outcomes for the department for 2009-10 including:
 - an operating surplus of \$13 million
 - an increase in cash holdings of \$11.4 million
- » Considered and approved 17 internal budget submissions ensuring these met departmental requirements and were deliverable within budgetary resources
- » Periodically reviewed budgetary performance and approved the reallocation of resources to meet departmental priorities.

Future direction

- » Continue to provide expert advice and support to the Director-General, as the accountable officer
- » Manage and oversee the major procurement activities, issues and risks faced by the department
- » Ensure the department's expenditure remains within the limit of the departmental appropriation
- » Oversee the effectiveness of internal controls related to financial matters.

■ Workplace Health and Safety Governance

Chair: Commissioner, QAS

The Workplace Health and Safety (WH&S) Governance Committee is charged with the governance of WH&S within DCS and provides strategic advice to the Senior Executive, other governance committees and Commissioners on WH&S matters. Its purpose is to oversee and provide direction and leadership in the management of WH&S across DCS.

The committee has a responsibility to ensure that DCS meets the obligations and requirements of:

- » The *Workplace Health and Safety Act 1995*
- » *Safer and Healthier Workplaces Strategy 2007-2012*
- » *AS 4801:2001 Occupational health and management systems.*

The delivery mechanism for meeting the above obligations and requirements is implementation of the WH&S Strategy as detailed in the WH&S Strategy Implementation Plan and Operational Plan. Heads of divisions remain accountable and responsible for WH&S within their respective areas.

Achievements

- » Endorsed WH&S Management Standards
- » Reviewed and managed the preparation of the *Workplace Health and Safety Strategy 2010-2014*
- » Incorporated all divisions into the WH&S agenda
- » Endorsed the National WH&S Competency Standards for divisional implementation.

Future direction

- » Finalise the *DCS Workplace Health and Safety Strategy 2010-2014*
- » Develop and improve procedures and processes in line with WH&S Management Standards
- » Implement the Safety Health and Environment WH&S management system in QCS
- » Revise the standing agenda of the committee to incorporate a scorecard reporting process against the initiatives detailed in the WH&S Strategy.



■ Strategic Capability

Chair: Chief Officer, EMQ

The Strategic Capability Committee provides strategic oversight of the department's human resource strategies including implementation and monitoring of human resource priorities of government. The committee has a responsibility to:

- » develop whole of department responses and implement whole of government and national initiatives and priorities relating to the management of human resources
- » support and drive departmental strategic human resource management planning and performance in line with broader strategic direction of the department and divisions
- » establish frameworks, policies and practices to support the development or workforce capability initiatives
- » identify and mitigate whole of department workforce risks
- » communicate strategies, initiatives, priorities and information to the departmental workforce and other stakeholders
- » promote an organisational culture which prioritises workforce capability and performance.

Achievements

- » The Committee has recently been formed with two meetings having occurred to date.

Future direction

- » Determine the strategic priorities in relation to capability for each division and the department as a whole
- » Develop a strategy of how to build a sustainable and capable workforce aligned to the identified strategic priorities
- » Align and interact with other DCS committees to ensure an integrated approach to strategies is developed
- » Identify and link with internal strategies, whole of government priorities and initiatives relating to human resource management and capability building.

■ Capital Works

Chair: Commissioner, QCS

The Capital Works Committee supports the Director-General by providing strategic oversight of the capital investment program in support of the department's strategic direction. The committee has responsibility to:

- » oversee the effective delivery of the capital works program and the development of the department's Strategic Asset Plan
- » facilitate co-operation and collaboration in the formulation of integrated asset management strategies
- » strengthen existing communications, protocols and interaction between operational arms of DCS and statewide asset management and procurement service providers
- » enhance and drive departmental strategic asset management planning and performance
- » ensure asset management planning, delivery and performance processes satisfy the agency accountabilities
- » ensure relevant legislation and policies are complied with during the delivery of the capital works program.

Achievements

- » Enhanced delivery of the capital works program, through better planning practices
- » Developed a Strategic Accommodation Plan to reduce the department's reliance on leased accommodation
- » Implemented accommodation strategies to meet machinery of government changes
- » Developed a suite of standard designs for QAS and QFRS to streamline design efforts and costs
- » Developed a new policy and associated training for the safe management of asbestos contamination areas within buildings.

Future direction

- » Governance and oversight of the 2010-11 capital works program
- » Increase focus on energy efficiency including the establishment of a departmental baseline to enable the measurement and reporting of energy saving initiatives
- » Develop new maintenance procedures and a strategic maintenance plan
- » Implement the Strategic Accommodation Plan to reduce the department's lease liability.

■ Communication and Information

Chair: Commissioner, QFRS

The Communication and Information Committee (C&IC) is a strategic investment governance committee. The committee has responsibility to coordinate; monitor; and report to the ELT on the delivery and quality of the DCS Information Management and Information and Communications Technology (ICT) program of work.

The committee's major aims are to:

- » deliver the best value for money outcome for whole of department endorsed information management and ICT policy requirements of government
- » deliver outcomes within the whole of government benefits realisation and national context.

The ICT program of work includes that which is delivered within the core service offerings of the Information and Communications Systems (ICS) Branch, and all ICT or ICT-enabled projects conducted in the department.

Achievements

- » Successfully implemented a portfolio management process that improves the management of new ideas and supports innovation
- » Fostered a strategic environment in which ICS could deliver against the *Information and Communication Technology Strategic Plan 2009-13*
- » Embraced the Queensland Government Toward Q2 targets through the ICT agenda.

Future direction

- » Continue to foster a strategic environment in which ICS will deliver quality services against the *Information and Communication Technology Strategic Plan 2009-13* and beyond
- » Provide strategic guidance on the management of the supply and demand for ICT resources against existing business constraints
- » Continue to support the transition of ICT services in accordance with whole of government policy direction with minimal risk to operations and without any reduction in service performance.

■ Regional Planning and Coordination Teams

The Regional Planning and Coordination Teams (RPCT) provide strategic leadership and coordination of planning and performance in a regional context for

DCS. RPCTs assist the Director-General through the Strategy and Performance Committee to ensure the department's regions continue to provide best-value outcomes for the community.

Achievements

- » Successfully integrated all divisions into the RPCT context of the department following machinery of government changes
- » Effectively coordinated and managed DCS cross-service operational activities at the regional level
- » Successfully partnered with external organisations in delivering community services and programs from assistance in community celebrations such as National Aboriginal and Islander Day Observance Committee (NAIDOC) week to reviewing local disaster management arrangements.

Future direction

- » Propose to escalate training and improve liaison in planning activities around disaster management and coordination for DCS operational divisions and external organisations within regions to ensure a consistent approach across the state
- » Provide a coordinated approach to support communities, including remote Indigenous communities, with the capacity to prepare for and respond to emergencies and disasters
- » Continue to raise the department's presence through improved collaborative arrangements with local governments, state agencies and the wider community
- » Implement strategies and actions identified in the *Indigenous Priority Statement 2009-2013 and Action Plan* and through the Indigenous Leadership and Development Team.

■ 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
- » Parliamentary Committees
- » Queensland Audit Office
- » Right to Information
- » Privacy
- » Judicial Review of Administrative Decisions
- » Queensland Government Ombudsman
- » Queensland Coroner
- » Crime and Misconduct Commission.

External scrutiny

External scrutiny of the department is ongoing and comes from many sources. Reports from external sources on the operations of the department which were tabled during 2009-10 are listed below.

Queensland Audit Office (QAO)

There were five reports tabled by the QAO during 2009-10 directly relating to DCS:

- » Report No. 6 for 2009: *Providing the Information Required to Make Good Regulation* – tabled 18 August 2009
- » Report No. 8 for 2009: *Results of Audits as at 31 October 2009* – tabled 12 November 2009
- » Report No. 2 for 2010: *Follow up of selected audits tabled in 2007* - tabled 23 March 2010
- » Report No. 5 for 2010: *Performance Reviews – Using performance information to improve service delivery* - tabled 18 May 2010. The QAS Regional Performance Review (RPR) process was amongst those processes reviewed by the QAO. The Auditor-General found that the RPR process has become an embedded accountability mechanism within QAS, has a clear purpose and focus, active executive involvement and clearly assigned responsibility and accountability with well advanced problem solving techniques in place
- » Report No. 7 for 2010: *Information systems governance and control, including the Queensland Health Implementation Continuity Project* - tabled 29 June 2010.

The QAO tabled an additional report to those listed above which scrutinised the operations of DCS during 2009-10 however, was not tabled until the 2010-11 financial year:

- » Report No. 8 for 2010: *Results of audits at 31 May 2010* - tabled 6 July 2010.

Reports tabled by the QAO can be accessed at www.qao.qld.gov.au

Queensland Ombudsman

There were three reports tabled by the Queensland Ombudsman during 2009-10 directly relating to DCS:

- » *The Classification and Movement of Prisoners Report* - tabled 23 July 2009
- » *Justice on the Inside Report* - tabled 28 October 2009
- » *Complaints Matter: A review of the complaints management systems of Queensland Government agencies* - tabled 4 February 2010.

Reports tabled by the Queensland Ombudsman can be accessed at www.ombudsman.qld.gov.au

Queensland Coroner

During 2009-10, DCS was subject to five coronial recommendations resulting from four inquests. All five recommendations have been completed.

Parliamentary Committees: Public Accounts and Public Works Committee

There were two discussion papers tabled by the Public Accounts and Public Works Committee during 2009-10 directly relating to DCS, however the reports for these discussion papers were not finalised by 30 June 2010. The discussion papers are listed below:

- » Audit Report No. 1 for 2008: *Enhancing Accountability through Annual Reporting Discussion Paper* - submissions closed 19 March 2010
- » Audit Report No. 3 for 2008: *Management of Rural Fire Services in Queensland Discussion Paper* - submissions closed 19 March 2010.

Reports and submissions by the Public Accounts and Public Works Committee can be accessed at www.parliament.qld.gov.au

DCS has examined the findings, recommendations and issues raised in the reports listed above and taken action where possible to improve the department's operations.

■ Internal accountability

Internal audit

The Internal Audit Unit is an independent unit (reporting directly to the Director-General), providing objective assurance and consulting activities to all levels of management across all divisions within the department. The unit assists the Director-General in ensuring systems and processes are managed effectively and efficiently to achieve organisational objectives in a compliant manner.

The role of Internal Audit is further defined in the *Internal Audit Charter*, endorsed by the Audit Committee which operates in accordance with the *Audit Committee Guidelines: Improving Accountability and Performance* (Queensland Treasury), and approved by the Director-General. The charter has regard to the *Financial and Performance Management Standard 2009* and

the standards of auditing, as promulgated by the Institute of Internal Auditors, that are to be followed where relevant.

The unit assists the department to achieve its objectives by using a systematic, disciplined approach to review and improve the effectiveness of risk management and internal control and governance processes with the aim of improving the overall level of accountability. There is a range of systems in place to advise on: internal controls and compliance issues via departmental committee membership, a help desk to advise on systems and risk matters via management requests complemented by a range of reports, and an online database ensuring effective, efficient and economic operation of the function.

A wide range of review types were conducted throughout the year, including performance, compliance, financial management, governance and information technology.

Achievements

- » Successful development of the annual audit work program incorporating the diversity of the organisation
- » Extensive negotiations with senior management to set the foundation for the audit program over the next financial year
- » Successful completion of a large number of strategic reviews that contributed to the improved governance and accountability framework operating within the department
- » Worked closely with management to target the higher risk ranked areas of the department
- » Provided advice, support and guidance to staff throughout the department to assist them in satisfactorily discharging their responsibilities in accordance with departmental policies and procedures
- » During 2009-10, the unit's customer survey results recognised that audits conducted identified potential operational and strategic risks. Client acceptance of recommendations made during the year indicates that the unit is assisting management in achieving improved governance and internal control across the department.

Future direction

- » Continue to target the higher risk ranked areas of the agency to provide assurance to senior management that the control environment is operating as designed
- » Examine ways that the unit can better undertake audit assignments in a timely fashion in the pursuit of the unit's deliverables
- » Continue to improve on the unit's performance to inform senior management of development opportunities and recommendations for business excellence
- » Supply high quality and sought after advice that continues to support management in delivering the department's agreed outputs
- » Ensure that the unit's staff are appropriately supported and trained to deliver quality services.

■ Internal accountability cont...

Risk management

The Organisational Performance and Evaluation (OPE) Branch of the Strategic Policy Division (SPD) provides a corporate liaison role for risk management within the department. Risk management practice informs organisational performance and effective decision making at all levels of the organisation. In addition to supporting accountability, it has a focus to raise the capability of the department to maximise opportunity that flows from sound decision making.

DCS risk is managed at both strategic and operational levels and conforms to national and international standard AS/NZS ISO 31000 principles with corporate risk and operational risk recorded and treated through dedicated risk registers. The agency risk management framework guides the delivery of risk management practices with reports on significant issues and identified risks provided to the Strategy and Performance Committee. Risk management assurance is provided through regular review by the Internal Audit Unit.

The OPE Branch is also involved in business continuity management including contingency planning to ensure that essential services can be recovered as quickly as possible and timely business as usual functions recovered to meet community expectations.

Ethical standards

The Ethical Standards Unit is responsible for the management and/or oversight of all matters which involve alleged or suspected serious/official misconduct by departmental personnel.

The unit is managed within the Ministerial, Information and Legal Services Branch of SPD and liaises with all divisions within the department. The unit also provides advice to management and staff about ethical/integrity related matters.

The unit 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 unit conducts and manages investigations, including external complaint management, and provides assistance to divisions engaged in the managerial resolution process or in conducting regional investigations by way of training, advice and mentoring.

The unit 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 unit undertakes an assessment and provides the relevant division with information to make an informed decision regarding the person's suitability for employment or to be engaged as a volunteer.

The unit 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 unit manages public interest disclosures (PID) made by staff pursuant to the *Whistleblowers Protection Act 1994*. The unit also collects reportable data on PID and provides advice to divisions on the management and protection of persons that have made a PID.

The unit provides a transparent, efficient and effective complaints handling process across the department which enables complaints about the policies, procedures and services provided by or actions of DCS and its staff, including engaged service providers and volunteers to be investigated and resolved.

■ Internal accountability cont...

Child protection

The department is committed, in partnership with other key agencies, to the critical role of protecting Queensland's children and young people. This mandate is advanced across all divisions within the agency by the department's Director of Child Safety.

DCS personnel often have contact with children and their families when delivering services and are often in a position to identify children at risk and families who need additional support. All staff and volunteers are expected to respond to any suspicion they might have that a child or young person has been abused by reporting their concerns to appropriate authorities.

DCS is committed to the safety and wellbeing of all children and young people who receive its services and access its programs. In accordance with the *Commission for Children and Young People and Child Guardian Act 2000*, applicable DCS staff and volunteers within the Emergency Services Cadet program and the Adopt-a-Firefighter program must undergo employment screening (the blue card check) to determine eligibility to work with children.

QCS also has a significant role in guiding and promoting the child protection mandate due to the agency's interaction with children and the agency's case management of offenders who may also be the parents and guardians of a child. For those children who come directly in contact with the agency (17 year old offenders and children residing with their mother in custody) QCS has a range of educational, behavioural intervention and parenting programs.

In specific programs and service delivery areas, staff and volunteers are trained to ensure they are aware of their obligations under the *Child Protection Act 1999*. These obligations are supported by robust procedures that provide staff with advice on issues such as what to do if they suspect that a child is being harmed or is at risk of harm.

Right to information

The Information Rights Unit manages the department's responsibilities under the *Right to Information Act 2009* (the RTI Act) and the *Information Privacy Act 2009* (the IP Act).

The unit is managed within the Ministerial, Information and Legal Services Branch of SPD and provides the following functions on behalf of the department:

- » processes applications for access to documents made under the RTI Act
- » processes applications for access to and amendment of personal information under the IP Act
- » liaises with divisions to ensure the department meets the legislative privacy requirements of the IP Act and abides by the Information Privacy Principles within the IP Act
- » manages and investigates privacy complaints including complaints referred to the Office of the Information Commissioner
- » leads the sharing of information regarding child safety amongst parties involved in case planning for purposes directly related to a child's welfare or protection
- » manages the department's Right to Information Publication Scheme (RTIPS) and Disclosure Log - a whole of government initiative designed to improve public access to departmental information under the RTI Act
- » reviews and discloses departmental documentation in response to subpoenas, summons and notices of non-party disclosures
- » coordinates the department's complaints management strategy, including the development (and maintenance) of appropriate policies, procedures and awareness programs
- » provides liaison between the department and the Ombudsman's office
- » provides privacy and information rights advice.

Internal accountability cont...

The report by the Freedom of Information Independent Review Panel, *The Right to Information – A response to the review of Queensland's Freedom of Information Act 1992*, proposed a complete rethink of the framework for access to information in Queensland.

The Queensland Government has committed to implementing the Panel's recommendations through the introduction of the RTI and IP Acts and the implementation of a Model Publication Scheme in accordance with the requirements of Chapter 2 of the RTI Act.

The RTIPS classifies information at a high level and broadly states the way in which the department can provide information, the minimum information that the department should publish and what can be charged for it. As part of the publication scheme, the department is encouraged to adopt a 'push' model, placing as much information as possible in the public domain.

The RTI and IP Acts replace the *Freedom of Information Act 1992*, and access applications under the two Acts are considered to be a 'last resort' if information is not otherwise available under the department's publication scheme or administrative access arrangements.

To meet the requirements of the RTI and IP Acts, the department has implemented a number of reforms.

Achievements

- » Appointed an Information Champion to coordinate and lead the RTI reforms
- » Developed and implemented a departmental RTI publication scheme that can be accessed at: www.communitysafety.qld.gov.au/CRTI/default.asp
- » Maintained the departmental Disclosure Log that provides a list of released information under the RTI Act. The Disclosure Log is available at: www.communitysafety.qld.gov.au/CRTI/requestofinfo.asp
- » Developed departmental RTI publication scheme policy and procedures to assist staff to identify appropriate information for publication

- » Introduced departmental RTI training for existing staff and volunteers, as well as a departmental RTI induction training program for new staff
- » Established a departmental Right to Information/ Information Privacy working group. Membership is made up of representatives from each of the departmental divisions
- » Established processes to report on reviewed, updated and released information
- » Published RTI fact sheets, Frequently Asked Questions (FAQs) and posters on the department's intranets to assist staff to understand the RTI requirements.

Information privacy

The IP Act was developed in conjunction with the RTI Act. The primary objectives of the IP Act are to provide for the fair collection and handling of personal information in the public sector and to provide a right for individuals to access and amend their personal information held by Queensland Government agencies. The IP Act achieves these objectives by:

- » providing a mechanism by which individuals can access and amend their own personal information held by relevant public sector agencies
- » setting out the 11 Information Privacy Principles (IPPs) to which public sector agencies must adhere by codifying, with minor amendments, the former administrative privacy regime provided for in *Information Standard 42: Information Privacy (IS42)*.

In particular, the IPPs give effect to the fair collection and handling of personal information by providing a framework under which the agency must operate in collecting, storing, managing, transferring, using and disclosing personal information.

To meet the requirements of the IP Act, the department has implemented a number of reforms to ensure the department complies with this whole of government approach.

The department has:

- » introduced compulsory privacy training for existing staff and volunteers. Privacy induction training is also provided to new staff

■ Internal accountability cont...

- » established an information privacy working group and appointed a divisional contact officer in each division
- » delivered 30 privacy information sessions around the State
- » published an information privacy plan, policy and statement, fact sheets, brochures, front counter notices, Frequently Asked Questions, privacy tips and posters on the department's intranets to assist staff and volunteers to comply with the privacy requirements
- » written to all departmental contractors advising them about the IP Act and amended new contracts to include a privacy clause
- » implemented a complaints management system for information privacy complaints.

Types of documents we hold

The department maintains 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, DVDs and videos.

The department has various publications available for purchase on topics such as storage and handling of dangerous goods, emergency planning and community consultation. The department also produces information sheets, brochures and reports and corporate publications including the *Emergency Magazine* and *Corrections News*.

Further information on the department's publications can be obtained on our website at www.emergency.qld.gov.au/publications or 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.

Recordkeeping

Following the machinery of government changes, DCS has consolidated its recordkeeping policy, procedures and guidelines in terms of a departmental approach. 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 recordkeeping obligations under the Act. This Standard is managed by Queensland State Archives.

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
- » 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 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.

Boards and committees

Parole Boards

The parole boards are independent statutory bodies that make decisions about prisoners' parole applications. Community safety is the primary consideration for the parole boards when considering all matters. The parole boards also monitor progress of prisoners granted parole and make decisions regarding the amendment, suspension or cancellation of parole orders.

There are three parole boards in Queensland:

- » the Queensland Parole Board hears matters from offenders that are sentenced to imprisonment equal to or more than eight years. The Queensland Parole Board also considers applications for interstate transfer of offenders on parole into Queensland
- » the Central and North Queensland Regional Parole Board and the Southern Queensland Regional Parole Board hear all other matters (including court order parole).

Financial information for the Parole Boards is reported in our financial statements under the heading Parole Boards and is available electronically via our website www.communitysafety.qld.gov.au or by CD with all printed copies of our annual report. Further details on how to access these statements is available on page 5.

Emergency Services Advisory Council

The Emergency Services Advisory Council (ESAC) is a non-policy making community-based advisory body that reports to the Minister for Police, Corrective Services and Emergency Services on the extent to which the delivery of fire, ambulance and other disaster management and emergency services meet community needs.

The council's establishment and functions are legislated under the *Fire and Rescue Service Act 1990* and the *Ambulance Service Act 1991*.

The functions of the council are to advise the Minister in relation to:

- » the extent to which the department's service delivery meets the needs of the community, contributes to the government's desired outcomes for the community, meets community expectations, and impacts on the environment
- » preparing for and responding to fire in rural areas through the activities of rural fire brigades and emergency service units
- » fire safety, prevention and the reduction of fire danger in rural areas as well as using fire as a means of sustainable land management
- » the functions, capacity and capability of the department in supporting disaster mitigation and response activity
- » anything else referred to it by the Minister relating to the function of the services or that relates to the activities carried out or funded by the department.

The council comprises community representatives with a variety of complementary expertise and experience, all of relevance to emergency services including ambulance, fire, local government, union, surf lifesaving, environmental, industry and Indigenous.

ESAC makes a number of recommendations to the Minister at meetings highlighting issues of concern to the community. During 2009-10 ESAC has sustained interest in a number of significant areas including climate change, volunteerism within DCS and a network of other supported volunteer organisations, and training for rural fire volunteers.

The council met three times in 2009-10. Total expenses for the council during 2009-10 were:

- » Remuneration - \$6,216
- » On-costs including travel, accommodation, catering and administration costs - \$7,242.

Feature

Eda sadly missed



Eda had a diverse career in the fields of psychology, health administration and academia, but will also be remembered by many as a passionate supporter of women, community, volunteers, the arts and abandoned animals.

Eda Beck

Sadly, on 13 April 2010 the former Chair of ESAC, Eda Beck passed away. Eda was the Chair of ESAC since its inception in 1999 to March 2010. Eda worked tirelessly to ensure that ESAC provided crucial advice to the Minister for Police, Corrective Services and Emergency Services. Her commitment, passion and significant contribution to serving the Queensland community should be acknowledged. Eda had a diverse career in the fields of psychology, health administration and academia, but will also be remembered by many as a passionate supporter of women, community, volunteers, the arts and abandoned animals. Eda was renowned for giving her all to any task she took on, whether it be chairing the Queensland Emergency Services Advisory Council and the former Rural Fire Advisory Council, organising the 50th birthday party for the Animal Welfare League last year, or hosting a morning tea for Robina Red Cross where she was Patron.

Eda's personal vision was to achieve and promote excellence and she made it her mission to pursue this vision in all areas of her life and to lead by example and motivate others. Her links with community organisations were many and varied and included the Gold Coast branch of

the Australian Institute of Management, where she was the first female chairperson, she also became involved with the Australian Federation of University Women, Australian Psychological Society (Gold Coast branch), Gold Coast Drug Council and Queensland Drug Council, Gold Coast Hospital Foundation, Transcend (community transport), the Gold Coast branch of Soroptimist International, Robina Red Cross, the Ethnic Communities Council, Family Support Group (board member), Monash IVF Program Gold Coast (ethics committee), Queensland Animal Welfare League and Zonta International Gold Coast.

Eda won and was nominated for many awards including the McPherson Community Contribution Award, the Gold Coast Honours Award, Surfers Paradise Community Service Award, Honorary Membership of the Golden Key Society, Zonta Gold Coaster of the Year and in 1995 she was nominated for the 1995 Citizen of the Year.

Eda will be dearly missed.

Our staff

The total number of FTE staff for the DCS is 10,644. Between 1 July 2009 and 30 June 2010, our permanent retention rate was 92.09 percent and our permanent separation rate was 5.22 percent.

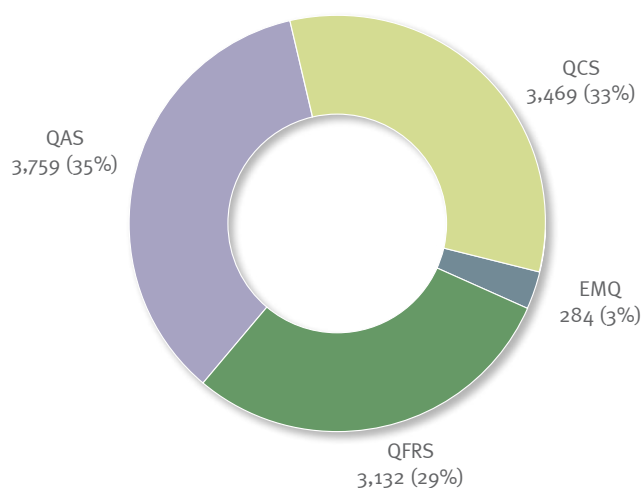
The following table and pie chart show the breakdown of our staff across our four operational divisions. These figures

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 2010

Division	Actual FTE 30 June 2010	Estimated FTE 30 June 2011
QAS	3,759	3,839
QCS	3,469	3,526
EMQ	284	286
QFRS	3,132	3,124
Total	10,644	10,775



Profile by operational division

Queensland Ambulance Service		Actual FTE 30 June 2010
Qualified Ambulance Officers		1,979
Student and base level Ambulance Officers		567
Patient Transport Officers		179
Clinical Other		1
Communications Staff		392
Operational Support Personnel		246
Corporate Support Personnel		183
Corporate Service Allocation		212
Total		3,759
Queensland Corrective Services		Actual FTE 30 June 2010
Custodial Officers		1,743
Trade Instructors		206
Probation and Parole Personnel		569
Centre-based Support Personnel		637
Operational Support Personnel		194
Corporate Service Allocation		120
Total		3,469
Emergency Management Queensland		Actual FTE 30 June 2010
Regional Operations (including Helicopter Rescue)		162
Disaster Management (including Operations and Mitigation)		26
State Emergency Service and Training		31
Corporate Support Personnel		23
Corporate Service Allocation		42
Total		284
Queensland Fire and Rescue Service		Actual FTE 30 June 2010
Firefighting Staff		
Firefighters and Station Officers		1,987
Rural Fire Officers		99
Commissioner/Deputy Commissioner/Assistant Commissioners		12
Senior Officers		117
Auxiliary		158
Non-firefighting Staff		
Maintenance		75
Communications		117
Operational Support Personnel		190
Corporate Support Personnel		167
Corporate Service Allocation		210
Total		3,132

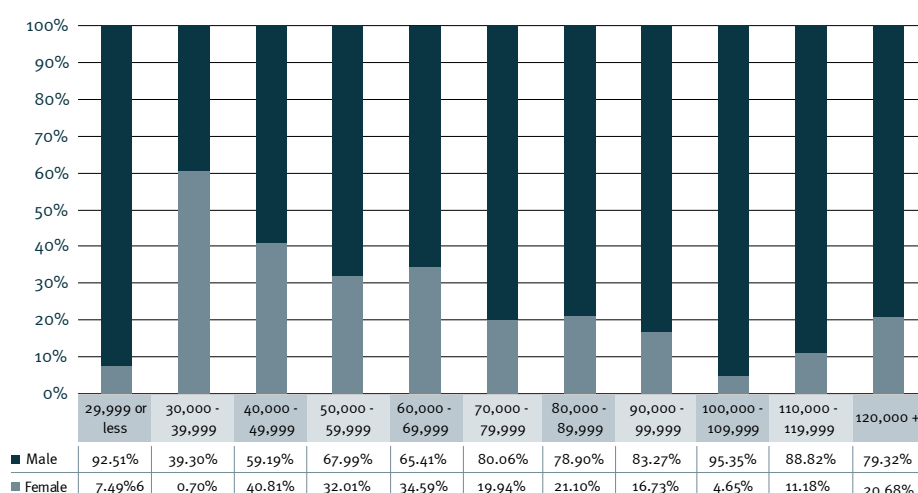
Equal employment opportunity targets and actual representation

Target group	Target	Actual
Aboriginal and Torres Strait Islander people	2.60%	2.06%
Culturally and Linguistically Diverse people	13.50%	4.14%
People with a Disability	-	5.1%
All women	-	33.84%
Women in the Senior Executive Service	-	25%
Women in Management	-	35.19%

Profile by gender and annual earnings

The following graph provides a breakdown of our staff profiled by gender and annual earnings.

Annual Earnings (FTE) by Gender



Initiatives for women

DCS continues to support the Women's Reference Group (WRG), whose purpose is to provide advice and recommendations directly to the Executive Leadership Team (ELT) in relation to employment matters relevant to women in the department. This includes all recruitment, employment, career progression, development, service delivery and corporate culture issues that impact on the working lives of women in DCS. The WRG also acts as a communication avenue for all women in DCS to raise issues (which fall within the parameters outlined above) that may then be dealt with by the ELT. The WRG works towards the following:

- » Removing barriers - Providing a forum to examine and remove or minimise the barriers that may inhibit the employment, development, progression and retention of women in DCS
- » Enhancing communication – Providing enhanced communication and networking opportunities to raise issues and concerns relating to employment matters affecting women in the workplace
- » Giving recognition and reward - Recognising and rewarding women's achievements as well as lifting the awareness, acceptance and visibility of women and the talent and resources they have to offer DCS and the community that it serves
- » Demonstrating commitment - Providing opportunities for senior management to support all women in the work environment and to demonstrate a positive commitment to diversity and equity principles
- » Providing information – Providing information and greater awareness to the ELT on issues relating to women, which in turn will empower women to participate to a greater extent in the working environment.

The WRG meets on a quarterly basis. A key activity of the group was its support of activities celebrating International Women's Day which included a biannual forum 'Leading the Way'. The WRG sponsored one employee to undertake the Public Sector Management Course. The WRG also distributed a survey in June 2010 to all DCS staff seeking to obtain views on job satisfaction, attraction and retention, learning and development and leadership.

Media and public relations

Communication services within the department are essential in keeping the community educated and informed on matters such as bushfires, storms, floods and cyclones. These services also provide relevant and timely information on specific emergency and correctional services incidents and activities and aim to educate the public on vital issues such as preparing for extreme weather events, emergency warnings, community resilience, urban and rural fire safety, how to contact emergency services, and new emergency services laws affecting Queenslanders. As at 30 June 2010, the department employed 20 full-time equivalent staff whose functions relate to media and public relations.

Machinery of government changes

Machinery of government changes which came into effect on 26 March 2009 facilitated the achievement of operating efficiencies through the merger of the corporate and policy areas of the former Department of Emergency Services and Queensland Corrective Services. A number of tenured public service employees were affected by these machinery of government changes.

A number of strategies were implemented by DCS to maximise the employment opportunities of affected employees including individual case management and assistance by the HR Branch, to find ongoing roles within the public service.

Shared Services

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

Employee Assistance Services

The department is committed to ensuring that all employees have access to independent, professional and confidential employee assistance services. These services provide counselling for personal or work-related problems that can affect work performance or general wellbeing.

QAS Priority One

Priority One is the QAS employee assistance service. Priority One provides self-referral counselling for all QAS employees and their immediate family with a professional counsellor. This counselling is available for both work-related and non-work-related matters. Other services provided include:

- » Telephone Counselling Service
- » Peer Support Program
- » Critical Incident Stress Debriefing / Psychological Debriefing
- » Gay and Lesbian Support Service
- » QAS Chaplaincy Service.

QFRS FireCare

FireCare is the QFRS staff counselling and support program designed specifically for staff and their immediate family. FireCare's goal is to promote staff wellbeing by helping QFRS staff and their immediate family deal with work-related and/or personal problems and assist Rural Fire Service volunteers and their immediate family to deal with QFRS emergency work-related difficulties.

EMQ EMbrace Program

The EMbrace Program is the volunteer assistance service for EMQ. It offers a number of options to assist an individual with the resolution of personal or work-related issues, including:

- » Peer Support
- » Confidential Counselling
- » Crisis Telephone Counselling
- » Critical Incident Management
- » Organisational consultancy
- » Training and education.

QCS Interlock

Interlock is contracted to provide around the clock counselling and post-incident support to staff working in QCS and their families for both work-related and non-work-related issues.

Langmont Advantage

DCS has engaged Langmont Advantage to provide employee assistance services for DCS public servants. Langmont Advantage offer face-to-face and telephone counselling. Staff or members of their immediate family have access to this confidential counselling service 24 hours a day, seven days a week.

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.

In 2009-10, the department participated in the Flexible Workplace Program - Supported Implementation, coordinated by the Public Service Commission. The aim of this program was to further integrate selected flexible work arrangements to decrease public sector employees' contribution to urban congestion.

More than 200 public service employees from DCS formally registered their participation in this program, which comprised workplace trials of initiatives such as compressed working weeks, flexible start and finish times or telecommuting. More than 40 information sessions and meetings were held with staff in February 2010 and a series of focus groups for staff and supervisors was held in May and June 2010 to assist with evaluating the program.

Participants were administered a pre and post survey by the Office of Economic and Statistical Research to collect data on the impact and experience of using flexible work arrangements. Results from these surveys will be available from August 2010 and will be used to inform future strategies for workplace flexibility in DCS.

Employee matters

A strategic approach to managing our people

Divisional, operational and corporate strategic planning is an important feature of the department's vision for safe and secure communities. This planning not only ensures DCS maintains its front-line presence across its operations but that it is also building the capabilities within its workforce to meet future service requirements.

In support of its strategic objectives the department has commenced an initiative whereby key capability frameworks will be developed and tailored to the unique profiles of each division within DCS. The capability frameworks link with the *DCS Strategic Plan 2010-2014* and the whole of government approach in relation to capability development and will articulate the component parts of a workforce strategy aimed at defining and subsequently building organisational capability in both operational and corporate areas. This will in turn help position the entire department as:

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

This initiative is overseen by an executive committee (the Strategic Capability Committee) with senior representatives from each division providing direction for stated outcomes.

The frameworks will be dynamic in nature and will continue to be enhanced through collaborative partnership arrangements with all divisions. This process will be undertaken in recognition of the unique workforce challenges each division faces, whilst at the same time performing as part of an overarching community safety organisation.

Remaining central to the frameworks are the identification of strategic human resource management objectives which will drive the identification and development of initiatives across the core workforce strategic themes of:

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

The first phase of this initiative will be to consult closely with each division to gain an in-depth understanding of the key strategic challenges. A series of workshops/focus groups will then be held to gain insight into the specific capabilities required to succeed at each divisional level. Data from these sessions will then be used to build tailored capability frameworks.

Following this, the department will develop targets and measures to determine the successful implementation of the core workforce strategic themes (outlined above) using the frameworks. These targets and measures will be developed in consultation with key department and government stakeholders and will be 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 *Department of Corrective Services Correctional Employees Award – State 2005*; the *Queensland Public Service Award - State 2003*; the *Ambulance Service Employees' Award – State 2003*; the *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 are employed on individual contracts signed between the officer and the Director-General. Senior executive service staff and equivalents within the department are remunerated in accordance with the provisions contained within the Public Service Commission Directive.

Protecting our volunteers

The department 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. Our volunteers are supported through the provision of workers' compensation coverage, insurance for private equipment and ongoing training.

Voluntary early retirements and retrenchments

There were 12 voluntary early retirements, one redundancy and no retrenchments with total severance benefits totalling \$1,264,944.01 in this reporting period.

Health and safety matters

Our Workplace Health and Safety practices

The department applies the principles of ZEROHarm through the implementation of a range of strategic initiatives in the *Workplace Health and Safety Strategy 2007-2010*. This Strategy is an integrated, best practice management strategic approach to enhance Workplace Health and Safety (WH&S) for all departmental employees, volunteers and contractors. The department has adopted the mission of ZEROharm – *all injuries are preventable*, and is focused on four key objectives:

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

ZEROharm seeks to ensure all employees, volunteers and contractors return home every day, free of injury or illness to their families and loved ones.

The safety of all employees, volunteers and contractors in the department is of paramount importance, and stakeholders have a collective responsibility to ensure that we have a safe and healthy workplace. This responsibility will be supported by the revised DCS WH&S Strategy which will soon be published as the *DCS Workplace Health and Safety Strategy 2010-2014*.

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.

As at 30 June 2010, the whole of department LTIFR was 29.21, and the IDR was 0.81 percent. Stabilisation and reduction of these rates is an objective of the 2010-2014 Strategy, through the effective management of workplace hazards, incident and injury management.

The implementation and improvement of the Safety, Health and Environment (SHE) system, along with the revised WH&S Strategy, will ensure better identification, reporting and management of hazards, and provide information about incidents and injuries which assists in improved risk management and mitigation.

The DCS workers' compensation premium for 2010-11 is forecast to increase, largely due to changes in policy structure and increased premium rates.

Employee relations matters

Our organisational Human Resource Management practices

The department's Human Resource (HR) management strategy is based on line management ownership, with an emphasis on regular support and assistance from regional HR consultants and higher-level HR and employee 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 services to the community through effective partnerships with all stakeholders, including employee representative bodies.

The Workforce Management Framework is characterised by complex 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 negotiation and implementation of enterprise bargaining agreements and to enhance relationships between the department, employees and their unions.

The main industrial unions are:

- » QAS - Liquor, Hospitality and Miscellaneous Union
- » QCS - Queensland Public Sector Union
- » QFRS - United Firefighters Union of Australia and the Senior Officers Union of Employees
- » EMQ, SPD and CSD - Queensland Public Sector Union.

Achievements

QAS

- » Developed submissions, prepared evidence and provided advocacy services on behalf of the QAS in the Queensland Industrial Relations Commission's arbitration of proceedings for a determination of wages and conditions which are to apply to ambulance officers, patient transport officers and emergency medical dispatchers
- » Developed a comprehensive policy on the reasonable and responsible use of QAS resources for non-operational purposes
- » Provided professional support and advocacy services to the QAS concerning several appeals and grievances referred to the Public Service Commission
- » Assisted the QAS in the resolution and conclusion of several long standing employee discipline and grievance matters.

QCS

- » Negotiated and commenced implementation of an enterprise bargaining agreement covering Custodial Correctional Officers of QCS
- » Assisted managers to resolve a range of industrial disputes at correctional centres
- » Provided direction and assistance in the management of staff grievances and disciplinary processes.

QFRS

- » Negotiated and commenced implementation of an enterprise bargaining agreement covering operational employees of the QFRS
- » Provided direction and assistance in the management of staff grievances and disciplinary processes.

Public Service

- » Negotiated new Hours of Work arrangements for public service employees
- » Managed the implementation of the Queensland Government's *Flexible Workplaces Program* across public service employees in the DCS
- » Provided direction and assistance in the management of staff grievances and disciplinary matters.

Conduct and ethical behaviour

The respective codes of conduct from the former DES and QCS were reviewed in 2009 to develop a single code of conduct for the DCS. The new DCS code of conduct was finalised and released in November 2009. We take our conduct and ethical standards very seriously. Online training materials were also developed and released to support the implementation of the code. High standards of integrity are promoted and inappropriate conduct is addressed and investigated. The DCS Code of Conduct and Ethical Decision Making Guide is available on our website at: www.emergency.qld.gov.au/publications or www.correctiveservices.qld.gov.au/Publications/Corporate_Publications

Working with the Crime and Misconduct Commission

Our Ethical Standards Unit is required to notify the Crime and Misconduct Commission (CMC) in relation to matters involving suspected official misconduct by staff. The Ethical Standards Unit regularly meets and liaises with the CMC.

Whistleblower protection

During the reporting period, the Ethical Standards Unit received 45 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.

Knowledge capital

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

The department's 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 recruitment and training of personnel in both operational and support areas and an increased awareness of the importance of succession planning.

The capability of the web-based planning and performance portal that came online 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

QAS commenced a project to develop a consolidated and comprehensive operational policy framework. This framework will provide an intuitive, user friendly single point of contact for all QAS operational policy documents for quick and ready reference by all QAS staff.

The QAS maintains a number of datasets and key data sources relating to the delivery of front-line ambulance operations. These datasets and the analysis of these data enable the service to maintain a key focus on performance and in ensuring performance targets are met. For example, response times performance data, financial management data, human resources data and others are key elements to the proper functioning of the QAS Regional Performance Review process.

QCS initiated a number of projects to improve information management practices and access to information by staff.

The Web Content Management Project delivered a range of improvements to the QCS staff intranet, including an updated information architecture, simplified navigation and a more effective search engine. Representatives of QCS business units reviewed and updated their content and an interactive news feature was added to the home page. The design of the site was also modified to make it compatible with the DCS Portal, in preparation for future integration. Another key deliverable was a new governance framework for the intranet, supported and promoted through in-house content maintenance workshops.

The Recordkeeping Improvement Project was initiated due to a requirement to increase compliance with the *Public Records Act 2002* and to meet recent changes to legislative requirements (*Right to Information 2009 and Privacy Act 2009*). The project delivered updated records management policies and procedures as well as workshops to improve staff awareness of the benefits of effective record keeping.

The Reporting Capability Project is currently working towards delivery of improved reporting of offender management data to assist QCS business areas. The initial rollout of reports is scheduled for July 2010.

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 which provides access to information for a consistent approach to reporting, planning and enhanced service delivery.

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.

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. It is the key tool utilised by QFRS to communicate with and provide information to approximately 34,000 volunteers. Further development of the site has continued with the site providing additional e-learning opportunities through the training toolbox and the addition of the news desk along with a range of other tools to assist volunteers.

EMQ has improved the engagement of stakeholder groups by developing intranet portals for:

- » Volunteers
- » Disaster Management
- » Regional Communication Technicians
- » Regional sub-portals.

The opportunity for stakeholders to engage through collaborative forums and discussion boards increases the communication and sharing of knowledge across the groups. The portals are also used for communication in a variety of forms including reducing emails, involving all stakeholders in the discussion through interactive information sharing, posting documents and updates as well as knowledge management.

These portals enable EMQ to provide access to the most up-to-date information and reduce the necessity for printing vast amounts of documentation for information sharing, providing a greener, more sustainable communication option.



DCS Learning Management System

The DCS Learning Management System (LMS) (Saba) is a departmental tool that offers, manages and records learning and development activities.

The LMS is predominantly used within QFRS and QAS for online operationally related learning, but this year saw the introduction of corporate modules including Code of Conduct, and Right to Information and Information Privacy. These modules were made available through Saba to all employees across DCS (with the exception of QCS, which is yet to introduce Saba).

Future planned activities for the LMS include:

- » additional corporate modules to be developed, for example health and safety, and induction
- » consideration of Saba version upgrade
- » implementation of Saba into QCS.

Australian Centre for Pre-hospital Research (ACPHR)

ACPHR (QAS) continues its successful history of delivering a range of research products and successfully attracts external grant funding through independent and collaborative research activities. The Centre works closely with the Office of the Medical Director on clinical research activities.

Projects (and their funding bodies) for 2009-10 included:

- » long-term survival from Out of Hospital Cardiac Arrest (Laerdal, Norway)
- » trauma linkage project (Queensland Trauma Clinical Network)
- » evaluation of the pilot of Secondary Triage and Referral systems (QAS)
- » monitoring of outcomes from pre-hospital cardiac arrest and the Reperfusion Strategy (QAS).

Longer term research projects spanning this financial year have included:

- » Emergency Health Services Demand (Australian Research 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).

Products from the Centre are distributed through internal reporting processes, peer reviewed journal articles, monograph publications and conference presentations.

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 video conferences 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).

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.

Key Focus Area 1: Focus on front-line service delivery

The Emergency Services Computer Aided Despatch (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 platform 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 maximises the likelihood that 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 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 and Control Unit is in prototype. This vehicle has the capability to support a full incident management team with multiple cameras providing situational awareness. The Mobile Command and Control Unit (501 Tango) is completely self-contained with all data and communications systems available irrespective of location. The vehicle can also act as a mobile call centre with ability to access CAD 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 750 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 VisiCAD application; 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.

DCS 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 RFS.

Key Focus Area 2: Strengthen community safety, capability and resilience

QAS currently offers online access for bookings of First Aid courses at the link: 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** (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.

Key Focus Area 3: Support volunteer organisations

The department extensively uses online services for the promotion of emergency services, community safety and prevention programs.

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 1,477 rural fire brigades utilising the Rural Information Management System which also links to the QFRS Learning Management System (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.

Key Focus Area 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 regime.

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 utilising the Request for Assistance system developed by NSW SES 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.

EMQ has responsibility for administering disaster management grants and subsidies programs in the State.

These programs include:

- » Natural Disaster Risk Management Studies Program (NDRMSP)
- » Natural Disaster Mitigation Program (NDMP)
- » Bushfire Mitigation Program (BMP)
- » National Emergency Volunteer Support Fund (NEVSF)
- » Natural Disaster Resilience Program (NDRP).

The NDRP is a national program aimed at identifying and addressing natural disaster risk priorities across Australia. In 2009-10, the NDRP replaced the NDRMSP, NDMP, BMP and the NEVSF.

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.

Economic sustainability

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		Total Income		Total Expenses
(funds left over for future spending)	=	(funds in)	–	(funds out)

In the period to 30 June 2010, the department delivered its agreed outputs and realised an operating surplus of \$13.04 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.

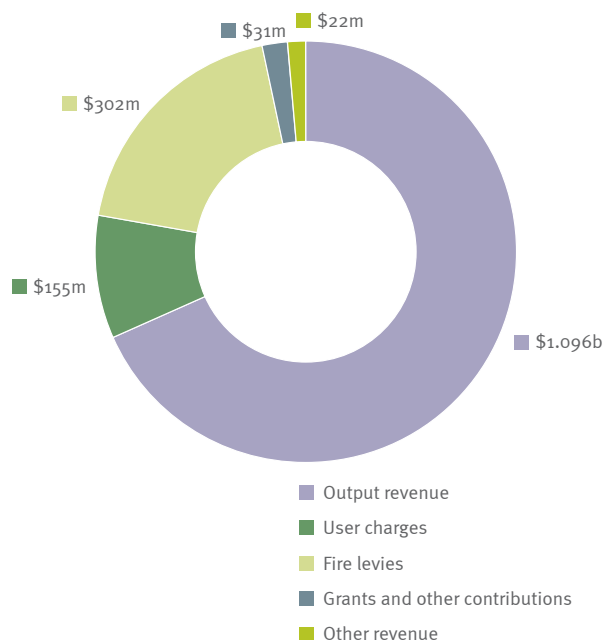
Our income

(where our money comes from)

The department's total income for the period was \$1.606 billion.

The department received additional funding to offset wages increases in line with government wages policy, additional demand for ambulance services, additional probation and parole programs and natural disaster relief payments. Additional funding was also obtained through the Community Ambulance Cover Levy and the Fire Levy.

2009-10 total income \$1.606 billion

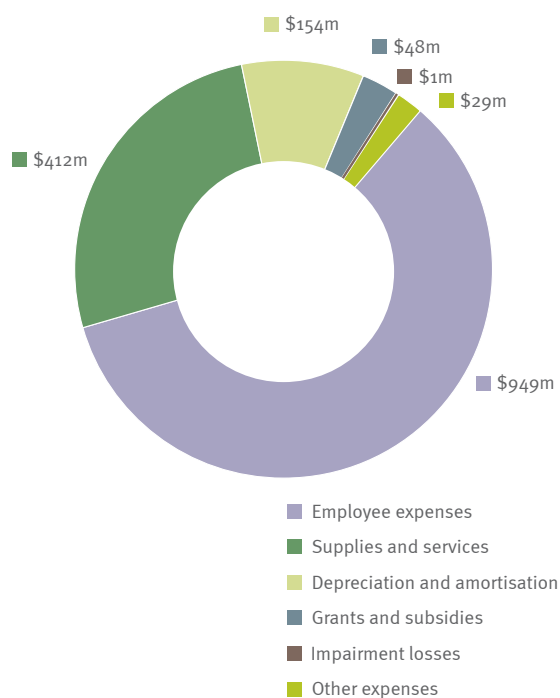


Our expenses

(where our money is spent)

The department provides a wide range of services to the community costing a total of \$1.593 billion. A large part of our costs in delivering these services is made up of employee expenses of \$949 million, supplies and services of \$412 million and depreciation and amortisation expenses of \$154 million.

2009-10 total expenses \$1.593 billion

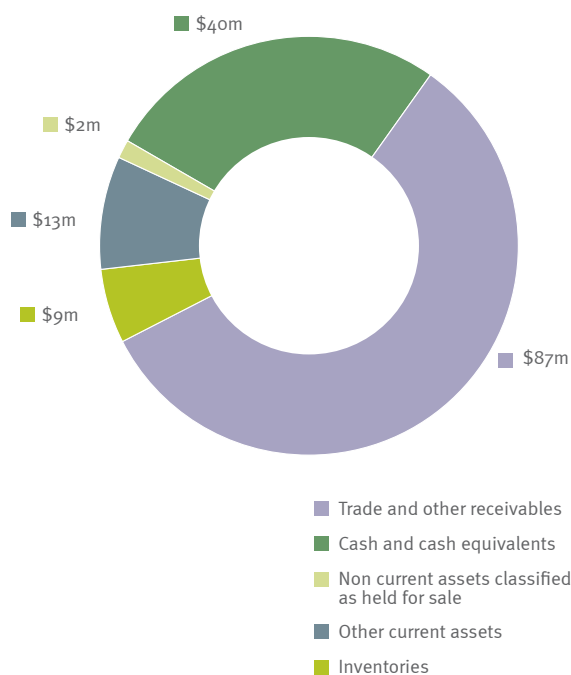


Our assets

(what our department owns)

The value of departmental assets (e.g. cash, accounts receivable, 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.

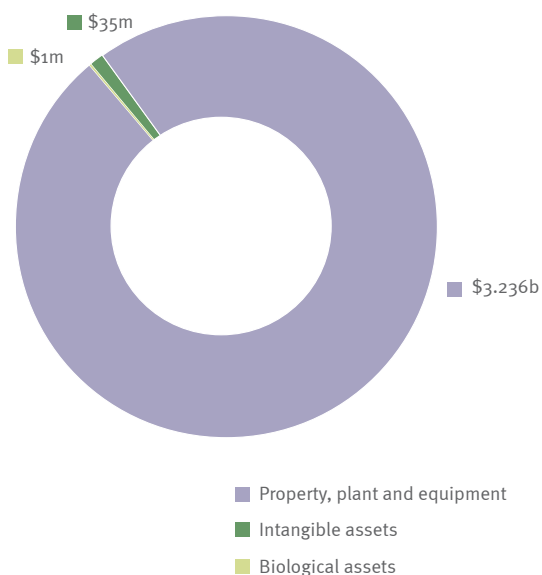
2009-10 current assets \$151 million



Our current assets

Current assets are to provide funding for the day to day delivery of services. Current assets include cash and accounts receivables which are converted to cash at a later date.

2009-10 non current assets \$3.272 billion



Our non current assets

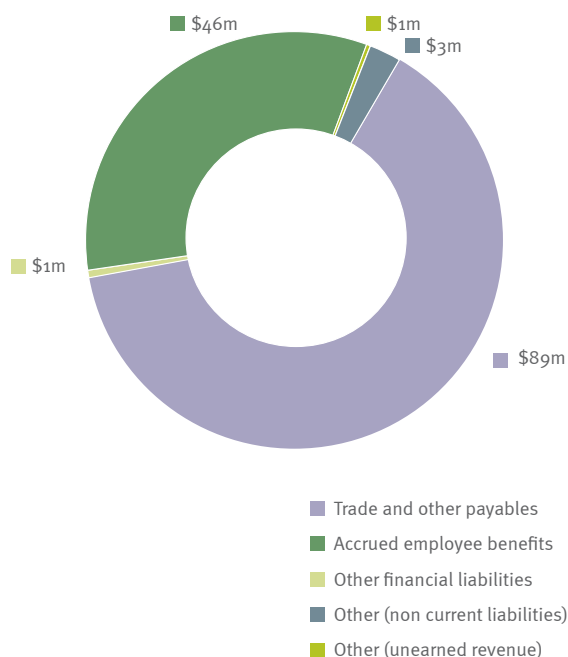
Non-current assets were \$3.272 billion as a result of significant capital programs. Major capital items constructed or acquired in 2009-10 include the continued modernisation of the ambulance and fire vehicle fleets, the upgrade of ambulance and fire stations, expansion and redevelopment of prison infrastructure and continued investment in information and communication technology. Capital acquisitions for the period totalled \$470 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 \$140 million.

2009-10 liabilities \$140 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 \$3.283 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.

Chief Finance Officer (CFO) statement

Under Section 77(1)(b) of the *Financial Accountability Act 2009*, the accountable officer must delegate to the chief finance officer the following minimum responsibilities for the department:

- » financial resource management including the establishment, maintenance and review of financial internal controls
- » budget management
- » preparation of financial information including annual financial statements to facilitate the discharge of the department's statutory reporting obligations

- » provision of advice on the effectiveness of accounting and financial management information systems and financial controls in meeting the department's requirements
- » provision of advice concerning the financial implications of, and financial risks to, the department's current and projected services
- » development of strategic options for the department's future financial management and capability.

This delegation was made by the Director-General on 26 August 2009.

The CFO has fulfilled the minimum responsibilities as required by the *Financial Accountability Act 2009* and has provided the Director-General with a statement providing reasonable assurance that the financial controls and processes of the Department have operated efficiently, effectively and economically.

Our environmental footprint

Greenhouse gas emissions and DCS

DCS is committed to supporting the Queensland Government's *Toward Q2: Tomorrow's Queensland* target to cut Queensland's carbon footprint by one-third by 2020. This commitment includes implementation of the Government's environmental and climate change strategies, such as *ClimateQ: toward a greener Queensland*.

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 oxide, 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 has established minimum greenhouse gas emissions reporting requirements for departments covering their main greenhouse gas emitting business activities, namely those linked to: (i) vehicle use; (ii) electricity consumption; and (iii) air travel. These activities are sources of both direct and indirect greenhouse gas emissions. In addition, DCS has calculated its emissions for the operation of the EMQ helicopter fleet and

the use of gas (natural and LPG). These are included in the emissions table below.

Comprehensive reporting of greenhouse gas emissions by departments is sometimes limited due to the complexity of their operational boundaries within the public sector, especially in situations where internal government shared services providers are used.

While the best available data has been used, in some instances estimates have had to be reported due to the limitation of data collection processes or 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 may be proportioned based on the floor area they occupy.

Importantly, any attempted comparison of emission levels with those of previous periods must first ensure that all the relevant parameters are exactly the same and have not been affected by changes such as: differences in the configuration and make-up of the department's building portfolio; changes to building functionality and/or occupancy levels; or changes to the emissions conversion factors used (which can vary each year as published in the Australian Government's National Greenhouse Accounts Factors Workbook).



The following table outlines the emissions relating to the Department of Community Safety for the period 1 April 2009 to 31 March 2010.

Activity	GROSS greenhouse gas emissions (tonnes of CO ₂ -e)	Less emission offsets (tonnes of CO ₂ -e)	NET greenhouse gas emissions (tonnes of CO ₂ -e)	Explanatory Notes
Vehicle usage				
QFleet leased vehicles	5,273	1,228	4,045	1, 2
Department-owned vehicles	14,631	-	14,631	1
Hired vehicles	174	174	-	3
EMQ helicopter	3,361	-	3,361	4
Electricity and gas consumption				
Electricity purchased directly from a retailer	85,199	2,593	82,606	5, 6
Gas purchased directly from a retailer	4,414	-	4,414	5, 7
Electricity sourced through a third party	3,500	117	3,383	8
Air travel				
Domestic air travel on commercial airlines	987	987	-	9
International air travel on commercial airlines	49	49	-	9

Notes:

1. The emissions figure has been aggregated using National Greenhouse Emissions Reporting guidelines and represents emissions for four primary fuel types: unleaded petrol, diesel, liquefied petroleum gas and E10. Emissions shown are estimates based on available fuel consumption records with methane and nitrous oxide emissions converted to carbon equivalents (CO₂-e).
2. The emission offsets figure relates to purchased national Greenhouse Friendly™ certified carbon offsets for vehicles that did not comply with the minimum Greenhouse Vehicle Guide ratings.
3. The hire car vehicle emissions attributable to vehicles booked under the Standing Offer Arrangement managed by the Queensland Government Chief Procurement Office (QGCPPO) have been calculated by the hire car company. The emission offsets figure relates to purchased national Greenhouse Friendly™ certified carbon offsets.
4. Helicopter emissions for the reporting period have been aggregated from fuel usage records kept by EMQ Helicopter Rescue. 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 *National Greenhouse Accounts Factors Workbook* (June 2009) contained in Table 4, *Fuel combustion emission factors – fuels used for transport energy purposes*.
5. This emissions figure is based on available building-related electricity and gas consumption records for the period 1 April 2009 to 31 March 2010. For these records the emissions reported are limited to those linked to electricity and gas purchased directly from an energy retailer for this department's own buildings and any space it leases. Incomplete electricity and gas consumption records have been extrapolated where necessary.

6. Electricity consumption has been converted to carbon emissions using the combined Scope 2 and Scope 3 conversion factor of 1.01 kg CO₂-e/kWh as published in the Australian Government's *National Greenhouse Accounts Factors Workbook* (June 2009).

The emission offsets figure includes GreenPower accredited renewable energy procured through Ecofund by the Department of Public Works on behalf of each department. The process involved the centralised bulk purchase of Queensland-based GreenPower Renewable Energy Certificates, and subsequently surrendering them to the Australian Government's Office of the Renewable Energy Regulator.

7. Gas consumption has been converted to carbon emissions using the Natural Gas Factor of 51.2kg CO₂-e/GJ and the LPG Gas Factor of 59.6kg CO₂-e/GJ as published in the Australian Government's *National Greenhouse Accounts Factors Workbook* (June 2009).

8. This emissions figure is based on emissions associated with electricity use in leased spaces where the electricity is not directly purchased by the tenant department from an energy retailer eg. where 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 electricity consumption and associated emissions have been apportioned 45 percent to the landlord, and 55 percent to the tenants – in line with industry practice and historical benchmarking.

The emission offsets figure includes GreenPower accredited renewable energy procured through Ecofund by the Department of Public Works on behalf of each department.

9. Air travel includes all flights recorded by the QGCPO during the period 1 April 2009 to 31 March 2010, specifically:
 - international air travel on commercial airlines; and
 - domestic air travel on commercial airlines.

For all air travel the following methodology is used. QGCPO calculates the kilometres flown from data provided. 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 (sourced from the International Civil Aviation Organisation). 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-e tonnes produced by burning one tonne of aviation fuel (sourced from the International Civil Aviation Organisation)).

The emission offsets figure for air travel relates to purchased national Greenhouse Friendly™ certified carbon offsets.

Vehicle emissions reduction

DCS is committed to achieving the targets and initiatives of the *QFleet ClimateSmart* policy and reducing carbon dioxide (CO₂) emissions from the leased fleet. The *QFleet ClimateSmart* policy sets targets of carbon reduction for QFleet vehicles of 15 percent by 31 December 2010, 25 percent by 2012, and 50 percent by 2017 (compared to a 30 June 2007 baseline), with offsetting of 50 percent of fleet emissions by 2010 and 100 percent by 2020.

The department has already met the first reduction target for December 2010. From June 2007 to 31 March 2010, DCS achieved a total reduction in annual CO₂ emissions of 16.59 percent (1.025 kilo tonnes) for the leased vehicle fleet. This exceeds the reduction target of 15 percent (0.924 kilo tonnes) to be achieved by 31 December 2010.

During 2009-10, the department implemented the following strategies:

- » a preference for diesel-only light-commercial vehicles and a higher proportion of diesel, hybrid, light and small passenger vehicles
- » restricted vehicle selection to an approved standard of vehicles that meet or surpass strict *ClimateSmart* standards. A study undertaken in collaboration with QFleet and the Queensland Police Service has determined a replacement emergency response vehicle (ERV) type. The standard ERVs are the Subaru Forester for QAS and the Hyundai Santa Fe and Toyota Hilux Dual Cab SR5 4WD for QFRS. These vehicles produce lower emissions while still meeting operational requirements.

QCS has access to a limited range of four cylinder passenger and people mover vehicles with greenhouse emission ratings of 6.5 or above. QCS is in the process of converting all Toyota Hilux dog squad vehicles from 4WD to 2WD, with the exception of those used on prison farms.

A significant component of DCS's vehicle fleet is the special built-for-purpose operational vehicles operated and maintained by the department. The department has set an emission reduction target for its owned vehicle fleet of 12 percent by December 2012, less the measured increase in service demand over that period, and is implementing strategies to ensure that the most environmentally friendly vehicles possible are being purchased.

The carbon footprint of our owned fleet is being minimised through the purchase of Euro 5 European and Euro 4 Japanese fire appliances and Euro 5 ambulances.

These vehicles meet Australian emission standards relating to the control of nitrogen oxide, hydrocarbons, carbon monoxide and particulate matter emissions.

In order to contribute to reducing vehicle emissions in the DCS owned fleet, the QFRS is fitting selected vehicles in the existing diesel-fuelled urban vehicle fleet with alternative fuel systems to achieve up to a 15 percent saving in fuels and cleaner emissions.

Energy management

The whole of government ClimateSmart Buildings initiative requires the department to reduce energy consumption in office buildings by 5 percent by 2010 and 20 percent 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 (EPCs) for each centre are being progressively introduced. To date, DCS has completed EPCs for the Brisbane, Lotus Glen and Woodford correctional centres that have brought improved efficiencies with energy and gas use including lighting, heating ventilation air conditioning systems, and brought about reduced operating and maintenance costs. EPCs are nearing completion at the Wolston and Brisbane Women's correctional centres, and are in the design phase for Borallon Correctional Centre.

As a result of these EPCs, the reduction in CO₂ emissions forecast is approximately 4,358 tonnes of greenhouse gas emissions.

In 2009-10, DCS reduced its electricity costs through negotiating electricity retail contracts for sites with annual consumptions greater than 100 MWH. Fifteen sites are supplied through electricity retail contracts delivering energy savings of 27 percent or savings of \$1.5 million.

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. DCS is currently investigating other eligible premises to enter contestable contracts in south east Queensland.

Energy efficiency retrofits have been undertaken at the Surfers Paradise Fire Station and joint Caboolture Fire and Ambulance Station. It is estimated that this project will achieve a 30 percent reduction in energy consumption.

Solar panels will be included in the construction of the Jimboomba Ambulance Station and Agnes Water Fire Station due for completion in 2010-11.

Water and energy efficient initiatives are included in the design and construction of all new departmental buildings and sustainable initiatives are considered whenever minor works is undertaken.

QFRS green power initiative

In a QFRS first, solar photovoltaic panels have been installed on both the Cairns Training and Emergency Management (TEM) building at the Cairns Fire Station and the Innot Hot Springs Rural Fire Brigade shed. As well as being a cost saving strategy, it is also intended to educate and increase awareness of

environmental issues. The primary purpose of the installation has been to provide an example of renewable energy and its application in a suburban location as well as to provide education of potential users about the system's ability. Funding for the panels was made possible through a matched arrangement with the federal government.

Air travel emissions

Since 2007-08, DCS has reduced both domestic and international travel which has led to a reduction in carbon emissions. Domestic air travel emissions for DCS have reduced from 1.2 kilo tonnes of CO₂-e in 2007-08 to 0.987 kilo tonnes in 2009-10. International air travel emissions have reduced from 0.062 kilo tonnes of CO₂-e in 2007-08 to 0.049 kilo tonnes in 2009-10.

Offsetting greenhouse gas emissions - tree planting

Capricornia, Numinbah and Palen Creek correctional centres have been involved in the planting of more than 10,000 trees and both Numinbah and Palen Creek continue to propagate seedlings from local provenance seed collected by prisoners. Numinbah and Palen Creek Correctional Centres propagated around 20,000 seedlings in the first six months of 2010 with a target of 120,000 seedlings by June 2011.

A joint project between the Woodford Correctional Centre and the Caboolture Regional Environmental Education Centre has seen a further 2,500 plants nurtured at the centre by prisoners and returned to the non-profit community organisation for planting in the community.

The Arthur Gorrie Correctional Centre in partnership with Brisbane City Council, under the Habitat Brisbane program, has propagated 5,000 plants for the community.

Water conservation

The department uses Water Efficiency Management Plans (WEMPs) in operation in south east Queensland, including the Brisbane, Brisbane Women's, Arthur Gorrie, Borallon, Wolston and Woodford correctional centres.

Across south east Queensland, all departmental properties in drought-affected areas are retrofitted with water efficient devices and the majority have water tanks installed. Water conservation initiatives are also used in the design and construction of all new buildings.

In addition, environmentally sustainable development initiatives such as the use of water efficient tapware, vacuum drainage, timed showers, water harvesting, water recycling, drought-resistant landscaping, flush-controlled toilets and co-generation of power will be implemented at the South Queensland Correctional Precinct at Gatton and Lotus Glen Correctional Centre due for completion in 2011 and 2012 respectively.

In 2009-10, the six Queensland Correctional Facilities operating under WEMPs achieved a reduction in their water consumption (141,900 litres) representing a 30 percent reduction compared to the 2005-06 baseline.

The Emergency Services Complex at Kedron Park achieved a 50 percent reduction in water consumption, measured against the 2004-05 benchmark, through the installation of nine water tanks with a total capacity of 87,600 litres. This water is used to top up the swimming pool and to irrigate the gardens, which feature drought-resistant native plant species as part of an overall water conservation strategy.

When completed, the QEOC building at the Emergency Services Complex will include a 110,000 litre rainwater harvester tank for toilet flushing and a 350,000 litre stormwater harvester tank for irrigation.

The QFRS has 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.

Waste management

Wastewater management at the multi-service QCESA training facility at Whyte Island 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 WEMPs, will allow the facility to continue to meet practical training needs.

The QCESA Whyte Island facility now has an operative smoke emission filtering system in place at its Live Fire Campus. This system is able to significantly reduce the amount of combustion products released to the atmosphere through training activities and is therefore supportive of a cleaner environment.

Many correctional centres have introduced a range of recycling initiatives to reduce the amount of waste QCS delivers to landfill sites. For example:

- » Woodford Correctional Centre has reduced general waste throughout the centre by recycling cardboard, aluminium cans, plastic, radio batteries, oil and sawdust from prison industries
- » Lotus Glen Correctional Centre has an established recycling program at the centre. Proceeds of recycling are used to increase health and fitness opportunities available to prisoners through the prisoner amenities fund.

EMQ Helicopter Rescue uses a waste management company to remove fuels and oil from its bases. Some fuel is recycled and used to run ground support equipment.

Appendices

Overseas travel

We expand the skills and knowledge of our professional fire, ambulance and emergency management officers by providing international training experience and develop our relations with other countries. These initiatives ensure Queensland communities are protected by emergency services staff adequately equipped to deliver first class services. Details of overseas travel undertaken at the expense of the department are contained in *Table 1*.

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 training is undertaken in Italy because it is the most cost effective, high quality offering available. This travel is detailed in *Table 2*.

The expertise and intellect offered by qualified staff of the department is regularly requested and where necessary, overseas travel is financially supported by external agencies to value add to the delivery of specialised advice and technical assistance. Examples of this sponsored travel in 2009-10 include:

- » Providing training to mine site employees in overseas locations – mine rescue and fire safety courses are provided by QFRS at commercial rates for OK Tedi Mining Ltd and Lihir Management Company in Papua New Guinea
- » Attending or participating in international emergency service forums to enhance skills, network and benchmark
- » Funding by Emergency Management Australia for QFRS Deployment Taskforces to provide technical assistance during the Samoa Tsunami Disaster and the Sumatra Quake Disaster.

This travel is detailed in *Table 3*.

Table 1 – General Overseas Travel – Fully Funded by the Department

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Trevor Pond Technical Officer – Fleet QFRS	Finland	To undertake the pre-delivery systems testing, compliance with specification and quality assurance of the Northern Region Bronto Skylift aerial appliance	\$5,452	Nil
Kerry Tupper Manager Operations Knowledge Management QFRS Steven Christie David Baigrie Ashley King Graham King Peter Cobbin Brad Baldwin Justin Hiscock Martin Harm Steven Avis Lester Miles Ashley Newson Michael McDowell Kane Maley Trent Freeman Jimmy Isabella Jacob Wiedman Kerryn Waters Firefighters QFRS	New Zealand	To participate in the 2009 Australasian Firefighter Championship	\$22,393	Nil
Tracey Davern Director Legal Services Strategic Policy Division	New Zealand	To attend the Australia and New Zealand School of Government (ANZSOG) Executive Fellows Program	\$1,108	Nil
Tony Voss QCS	External Applicant from Papua New Guinea	To fly in an external applicant from Port Moresby for the position of Deputy Commissioner Custodial Operations	\$897	Nil
Tamara Bambrick General Manager, Brisbane Women's Correctional Centre QCS	New Zealand	To attend Corrective Services Administrators Council Women Offenders Conference	\$1,084	Nil

Table 1 – General Overseas Travel – Fully Funded by the Department cont...

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
David Melville Commissioner QAS	New Zealand	To attend the Council of Ambulance Authorities (CAA) Board Meeting and deliver a presentation to the CAA Conference	\$2,533	Nil
Vivienne Tippet Director Australian Centre of Pre-Hospital Research QAS	New Zealand	To attend the CAA Conference and the Australian College of Ambulance Professionals (ACAP) Conference	\$1,907	Nil
Chris Broomfield Assistant Commissioner, Central Region QAS	New Zealand	To attend the CAA Conference and the ACAP Conference including the Rural and Remote Symposium.	\$1,353	Nil
TOTAL			\$36,727	Nil

Table 2 – Travel for Queensland Rescue Helicopter Training

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Brent Street Base Engineer, EMQ Helicopter Rescue, Townsville	Italy	To complete avionics training specific to the AW139 helicopter	\$11,194	Nil
Tim Kesteven Pilot, EMQ Helicopter Rescue, Townsville	Italy	To undertake AW139 Helicopter simulator training	\$6,089	Nil
John Edwards Pilot, EMQ Helicopter Rescue, Townsville	Italy	To undertake AW139 Helicopter simulator training	\$5,041	Nil
Alex Wright Pilot, EMQ Helicopter Rescue, Townsville	Italy	To undertake AW139 Helicopter simulator training	\$10,000*	Nil
Mike Toms Pilot, EMQ Helicopter Rescue, Townsville	Italy	To undertake AW139 Helicopter simulator training	\$10,354	Nil
Patrick Davitt Base Manager, EMQ Helicopter Rescue, Cairns	Italy	To undertake AW139 Helicopter simulator training and ground school	\$4,041	Nil

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Robert Rider Pilot, EMQ Helicopter Rescue, Cairns	Italy	To undertake AW139 Helicopter simulator training	\$10,354	Nil
Russell Pyers Pilot, EMQ Helicopter Rescue, Townsville	Italy	To undertake AW139 Helicopter simulator training	\$6,616*	Nil
Christopher Maehl Pilot, EMQ Helicopter Rescue, Cairns	Italy	To undertake AW139 Helicopter simulator training	\$5,472*	Nil
Luke Peacock Engineer, EMQ Helicopter Rescue, Brisbane	Italy	To undertake AW139 Helicopter Airframe course	\$13,420*	Nil
Theo Pratt Engineer, EMQ Helicopter Rescue, Cairns	Italy	To undertake AW139 Helicopter Airframe course	\$14,697	Nil
Douglas Tapper Engineer, EMQ Helicopter Rescue, Brisbane	Italy	To undertake AW139 Helicopter Avionics course	\$4,122	Nil
TOTAL			\$101,400	Nil

* estimated

Table 3 – Externally Sponsored Overseas Travel

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Fiona Rafter Executive Director Ministerial Information & Legal Services SPD	New Zealand	To enable group assessment prior to the commencement of the Executive Masters of Public Administration through ANZSOG	\$1,160	\$195 (ANZSOG)
Norman Clarke Indigenous Liaison Officer QFRS	Canada	Guest speaker at the First Nation's Emergency Services Public Safety Conference and visit their Head Office and some of the communities	\$441	\$4,156 (First Nation's Emergency Services)
Dr Mike Logan QFRS Scientific Unit Manager QFRS	United States of America	To attend the 2nd Personal Protective Equipment Conference	Nil	\$5,674 Emergency Management Australia (EMA)
Mark Walker Station Officer QFRS	United States of America	To attend the International Association of Firefighters Biennial Redmond Symposium	\$4,054	\$3,015 (United Firefighters Union)
John Cawcutt Director State Operations Branch QFRS	China	To attend the International Search and Rescue Advisory Group (INSARAG) meeting to improve regional cooperation in the Asia/Pacific region.	\$1,129	\$6,690 (AusAid)

Table 3 – Externally Sponsored Overseas Travel cont...

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Gary Littlewood Executive Manager Special Operations Command QFRS	Abu Dhabi	To attend the INSARAG Annual Urban Search & Rescue Team Leaders meeting	Nil	\$18,531 (AusAid)
John Cawcutt Chief Superintendent QFRS				
Gary Littlewood Executive Manager, Special Operations QFRS	Japan	To attend the INSARAG External Classification Exercise	\$35	\$11,491 (AusAid)
Steven Smith Manager, Technical Rescue QFRS	China	To attend the Chinese teams INSARAG External Classification Exercise	\$370	\$5,988 (AusAid)
Greg Beer Chief Aircrew Officer, EMQ Helicopter Rescue, Brisbane	United States of America	To attend the Goodrich Rescue Hoist User Conference and Heli-Expo 2010	\$1,708	\$4,748 (Goodrich)
Rodney Sheather Regional Director Operations QAS	New Zealand	To attend the inaugural ACAP Convention	Nil	\$1,870 (ACAP)
Joanne Hamilton Officer-in-Charge Mt Garnet QAS	New Zealand	To attend the inaugural ACAP Convention	Nil	\$1,901 (Mt Garnet Local Ambulance Committee)
Adam Gilpin Advanced Care Paramedic QAS	New Zealand	To attend the inaugural ACAP Convention	Nil	\$2,239 (North Stradbroke Local Ambulance Committee)
Cooper Born Officer-in-Charge North Stradbroke Island QAS	New Zealand	To attend the inaugural ACAP Convention	Nil	\$2,239 (North Stradbroke Local Ambulance Committee)
Scott Harris Area Director QAS	New Zealand	To attend the inaugural ACAP Convention	Nil	\$2,400 (Personally funded)
Mick Davis Manager Workplace Health & Safety and Heritage and History QAS	New Zealand	To attend the inaugural ACAP Convention	Nil	\$2,027 (ACAP)
Iain McKenzie Deputy Commissioner QFRS	New Zealand	To attend the New Zealand Fire Service Managers Conference as a guest speaker and present a paper on Experiences in QFRS – Turning Strategy into Action	\$175	\$1,325 (New Zealand Fire Service)

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
John Cawcutt Director State Operations Branch QFRS Gary Paskins Station Officer QFRS	Belgium	To attend the Combined Demark and Belgium INSARAG external classification exercises	Nil	\$19,623 (AusAid & EMA)
Gavin Holden Inspector, Manager, Training & Emergency Management Queensland North QFRS Shane Jarvis Senior Fire Firefighter QFRS	Papua New Guinea	To re-establish a future training agreement and service contract between QFRS and Lihir Gold Pty Ltd	Nil	\$2,900 (Lihir Gold Pty Ltd)
Ian Hawkins Director, Training & Emergency Management QFRS	Papua New Guinea	To attend the Pacific Island Fire Service Association Executive Planning Meeting	\$500*	\$2,400* (AusAID)
Kelvin Anderson Commissioner QCS	New Zealand	To attend several meetings of the Steering Group (Public Private Partnership) for Additional Prison Capacity	Nil	\$5,742 (New Zealand Government)
QFRS/QAS Deployment Taskforces Christopher Daniel Dean McNulty Gary Littlewood Gerard Rabelink Jodie Rogers Kelvin Graham Lawrence Cullen Mark Zimmermann Peter Davies Peter Whitbread Richard Gorey Ryan Thomas Stephen Smith	Samoa	Samoa Tsunami Disaster Deployment Taskforce	Nil	\$6,403 (EMA)

Table 3 – Externally Sponsored Overseas Travel cont...

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
QFRS/QAS Deployment Taskforce Anthony Orreal Brian Lemke Cameron Herbert David Hermann Daniel Skellern Dean Tucker David Gough David Lloyd Greg Duncan Gary Paskins Gilbert Reddiex Gregory Walters Gary Hall Hector Fuentes John Cawcutt Jed Crosby Jane Oldham John Roberts John Longmire Kevin Anderson Kevin Walsh Monty Dayman Matthew Holliday Nathan Chadwick Neil Ormston Paul Clark Peter Dawson Peter Horrocks Philip Paff Peter Vanderley Rob Boniwell Robert Noy Scott Beasley Shane Tinsley Sean Wulff Todd Ryan	Indonesia	Sumatra Quake Disaster Deployment Taskforce	Nil	\$8,922 (EMA)
TOTAL			\$9,572	\$120,479
TOTAL ALL TRAVEL			\$147,699	\$120,479

* estimated

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.

Consultancies engaged in the reporting period included:

Category	Cost
Professional and technical	\$277,982
Management	\$22,500
HR services	\$29,000
Total	\$329,482

In line with the department's commitment to direct funds to front-line service delivery the engagement of consultants has been further restricted, with any proposals continuing to require Director-General approval.

Annual report compliance

Our annual report is prepared in accordance with the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2009* and other Queensland Government requirements.

Summary of requirement	page
Accessibility	Table of contents
	Glossary
	Public availability
	Interpreter service statement
	Copyright notice
Letter of Compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister(s)
Introductory Information	Agency role and main functions
	Operating environment
	External scrutiny
	Machinery of Government changes
	Review of proposed forward operations
Non-Financial Performance	Government objectives for the community
	Agency objectives and performance indicators
	Agency outputs and output performance measures
Financial Performance	Summary of financial performance
	Disclosure of budget v actual results
	Chief Finance Officer (CFO) Statement
Governance – Management and Structure	Organisational structure
	Executive management
	Related entities
	Schedule of statutory authorities or instrumentalities
	Boards and committees
	<i>Public Sector Ethics Act 1994</i> - implementation statement giving details of the action taken during the reporting period
	<i>Whistleblowers Protection Act 1994</i> - public interest disclosures received
Governance – Risk Management and Accountability	Risk management
	Audit committee
	Internal Audit
Governance – Human Resources	Workforce planning, attraction and retention
	Early Retirement, Redundancy and Retrenchment
	Initiatives for women

Summary of requirement		page
Governance - Operations	Consultancies	167
	Overseas travel	160-166
	Information systems and recordkeeping	133, 145, 147-149
	Waste management	159
Other Prescribed Requirements	Indigenous matters (Queensland Government Reconciliation Action Plan 2009-2012)	104-105
	Shared services	139
	Carbon emissions	154-158
	<i>Carers (Recognition) Act 2008</i>	86-87
Optional Information that may be Reported	Corrections to previous annual reports	N/A
	Right to Information	80, 128, 131-132
	Information Privacy	132-133
	Native Title	Attachment pg 40
Financial Statements	Annual general purpose financial statements	Attachment
	Certification of financial statements	Attachment pg 46
	Independent Auditors Report	Attachment pgs 47-48
	Remuneration disclosures	Attachment pgs 17-18,24

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.

GRI number	Topic	Annual report page number
1.1	Director-General's Statement	10-11
1.2	Description of key impacts, risks and opportunities.	4, 6
2.1	Name of the organisation	Front cover
2.2	Primary brands, products and/or services	4-7, 24-49
2.3	Operational structure of the organisation	14
2.4	Location of organisation's headquarters	5, 183-186
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	5
2.6	Nature of ownership and legal form	12-14, 22-23, 25
2.7	Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	4-7, 28, 32, 36, 40, 44, 48
2.8	Scale of the reporting organisation, including: <ul style="list-style-type: none"> » number of employees » net revenues » quantity of products or services provided » total assets 	4-7, 136-137 6, 150-151, Financial Statements attachment 20-21, 51-55, 92-103 152
2.9	Significant changes during the reporting period regarding size, structure, or ownership including the location of, or changes in operations and facility openings, closings or expansions	12-13
2.10	Awards received in the reporting period	3
3.1	Reporting period (e.g. fiscal/calendar year) for information provided	Front cover, 4, Financial Statements attachment
3.2	Date of most recent previous report	4
3.3	Reporting cycle	4
3.4	Contact point for questions regarding the report	1, 3
3.5	Process for defining report content, including: determining materiality, prioritising topics within the report, and identifying stakeholders that the organisation expects to read the report	7, 106-118
3.6	Boundary of the report (e.g. Countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	4-5
3.7	State any specific limitations on the scope or boundary of the report	154
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	51-55, 92-103
3.10	Explanation of the effect of any re-statements of information provided in earlier reports and the reasons for such re-statement	92-103
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	92-103
3.13	Policy and current practice with regard to seeking external assurance for the report	Financial Statements attachment pgs 46-48

GRI number	Topic	Annual report page number
4.1	Governance structure of the organisation	14, 118-135
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and if so, their function within the organisation's management and the reasons for the arrangement)	119
4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members	119
4.14	List of stakeholder groups engaged by the organisation	106-117
4.15	Basis for identification and selection of stakeholders with whom to engage	106-117
GRI Reference		
Economic performance indicators		
EC1	Operating costs	6, 150-153
EC2	Financial implications/other risks and opportunities due to climate change	6, 154-159
EC4	Significant financial assistance received from the government	150-153, Financial Statements attachment
EC8	Infrastructure investments and services supported that provide public benefit	6, 28, 32, 36, 40, 44, 48, 150-153
Environmental performance indicators		
EN5	Energy saved due to conservation and efficiency improvements	154-159
EN6	Initiatives to provide energy-efficient or renewable energy based products and services and reduction in energy requirements as a result of these initiatives	154-159
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	58, 74, 154-159
EN16	Total direct and indirect greenhouse gas emissions by weight	154-159
EN17	Other relevant indirect greenhouse gas emissions by weight	154-159
EN26	Initiatives to mitigate environmental impacts of products and services and extent of impact mitigation	154-159
Society performance indicators		
SO1	Nature, scope and effectiveness of any programs and practices that assess and manage the impacts of operations on communities	20-21, 51-55, 92-103
Labour practices and decent work		
LA1	Total workforce by employment type, employment contract and region	28, 32, 36, 40, 44, 48, 136-137
LA4	Percentage of employees covered by collective bargaining agreements	143
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region	142
LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious disease	18, 59, 83-84
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	136-138
Product responsibility		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	20, 51

Abbreviations

ACAP Australian College of Ambulance Professionals	CSD Corporate Support Division
ACMA Australian Communication and Media Authority	DCS Department of Community Safety
ACPHR Australian Centre for Pre-hospital Research	DERM Department of Environment and Resource Management
AFAC Australasian Fire and Emergency Service Authorities Council	DES Department of Emergency Services
AHC Annual Hours Curriculum	DVD Digital Versatile Disk
AIRS Australasian Incident Reporting System	E2E Education to Employment
ARA Australasian Reporting Awards	ELT Executive Leadership Team
ARC Australian Resuscitation Council	EMQ Emergency Management Queensland
AVCGA Australian Volunteer Coast Guard Association	EPC Energy Performance Contracts
CAC Community Ambulance Cover	ERV Emergency Response Vehicle
CAD Computer-Aided Dispatch	ESAC Emergency Services Advisory Council
CALD Culturally and Linguistically Diverse	ESCAD Emergency Services Computer Aided Dispatch
C&IC Communication and Information Committee	ESU Emergency Service Units
CBR Chemical Biological Radiological	FAQ Frequently Asked Questions
CCTV Closed-circuit television	Firecom Fire Communications Centre
CFO Chief Finance Officer	FOGs Former Origin Greats
CMC Crime and Misconduct Commission	FPQ Forestry Plantations Queensland
CO₂-e Carbon dioxide equivalent emissions	FTE Full-Time Equivalent
COAG Council of Australian Governments	GPS Global Positioning System
CPR Cardio-pulmonary resuscitation	GRI Global Reporting Initiative
CSAC Corrective Services Administrators Council	HAZMAT Hazardous Materials
	HR Human Resources
	HRM Human Resource Management

ICS Information and Communications Systems	OMS Operations Management System
ICT Information and Communications Technology	OPE Organisational Performance and Evaluation Branch
IDR Injury Downtime Rate	ORSS Offender Reintegration Support Service
ILDT Indigenous Leadership and Development Team	PID Public Interest Disclosures
INSARAG International Search and Rescue Advisory Group	PSN Public Safety Network
IP Information Privacy	PWP Positive Workplaces Program
IPP Information Privacy Principles	QAO Queensland Audit Office
IPS Indigenous Priority Statement	QAS Queensland Ambulance Service
ISO International Organization for Standardization	QCESA Queensland Combined Emergency Services Academy
iZone Urban and rural interface zone	QCS Queensland Corrective Services
JCU James Cook University	QCSC Queensland Corrective Services Commission
LAC Local Ambulance Committee	QEOC Queensland Emergency Operations Centre
LMS Learning Management System	QES Queensland Emergency Services
LTIFR Lost time injury frequency rate	QFRS Queensland Fire and Rescue Service
MOG Machinery of government	QGCPO Queensland Government Chief Procurement Office
NAIDOC National Aboriginal and Islander Day Observance Committee	QH Queensland Health
NDRP Natural Disaster Resilience Program	QLAC Queensland Local Ambulance Committee Advisory Council
NDRRA Natural Disaster Relief and Recovery Arrangements	QPS Queensland Police Service
NIRA National Indigenous Reform Agreement	QUT Queensland University of Technology
NIRS National Indigenous Radio Service	RAAP Roads, Attitudes and Action Planning
OESR Office of Economic and Statistical Research	RAP Reconciliation Action Plan
OMPR Offender Management Plan Reviews	RFA Request for Assistance

appendices



RFS
Rural Fire Service

RLSSQ
Royal Life Saving Society Queensland

ROIP
Radio over internet protocol

RPCT
Regional Planning and Coordination Team

RPR
Regional Performance Review

RTI
Right to Information

RTIPS
Right to Information Publication Scheme

RTO
Registered Training Organisation

SAC
State Assessment Committee

SAFE
Situational Awareness for Everyday Encounters

SDCC
State Disaster Coordination Centre

SDMG
State Disaster Management Group

SDS
Service Delivery Statement

SES
State Emergency Service

SHE
Safety Health and Environment

SIT
Southbank Institute of Technology

SLSQ
Surf Life Saving Queensland

SMS
Station Management System

SPD
Strategic Policy Division

STAR
Secondary Triage and Referral

STRU
Specialist Transport Retrieval Unit

TAFE
Technical and Further Education

USAR
Urban Search and Rescue

VCE
Volunteer Community Educator

VCP
Vulnerable Clients Program

VEC
Volunteer Executive Committee

VET
Vocational Education and Training

VIMS
Volunteer Information Management System

VMR
Volunteer Marine Rescue

VMRAQ
Volunteer Marine Rescue Association
Queensland

VMS
Volunteer Management Strategy

VOIP
Voice over internet protocol

WEMP
Water Efficiency Management Plans

WH&S
Workplace Health and Safety

WRG
Women's Reference Group

Figures and tables

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Glossary

Accountable Officer	The chief executive of a department of Government declared under the <i>Public Service Act 2008</i> , section 14(1), is the accountable officer of the department (<i>Financial Administration and Audit Act 1977</i> , 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.
Agency objective	The effects or impacts that an agency seeks to have on its clients, stakeholders, or the broader community and should collectively contribute to the whole-of-government objectives for the community.
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 <i>Financial Administration and Audit Act 1977</i> , 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.
Bushfire Danger Ratings	Queensland has adopted the new national bushfire warning system, with two additional risk levels on the Fire Danger Rating Scale – Severe and Catastrophic. The ratings, measuring weather and conditions, are now: Low-moderate High Very High Severe Extreme Catastrophic
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.
Community-based supervision	Some offenders are placed on court orders rather than being sent to prison. This includes probation, recognisance and community service orders which are supervised or case managed by QCS. This may also include additional requirements, such as community service, a developmental activity or program attendance.
Complaints management	The policy, procedures, personnel and technology used by an agency in receiving, recording, responding to and reporting about complaints.
Continuous improvement	An ongoing effort to improve products, services or processes.
Contributing department	Contributing departments are assigned based on their ability, or potential, to play an active role in achieving the <i>Toward Q2: Tomorrow's Queensland</i> targets. Contributing departments are parties to <i>Target Delivery Plans</i> and are represented in discussions on their development.

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 Responsibility	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.
Flexible learning	A set of educational philosophies and systems, concerned with providing learners with increased choice, convenience, and personalisation to suit the learner. In particular, flexible learning provides learners with choices about where, when, and how learning occurs.
Global Reporting Initiative (GRI)	The GRI is a network-based organisation 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.
Government objectives for the community	<p>The government is required to prepare and table a statement of the government's broad objectives for the community including details of arrangements for regular reporting to the community about the outcomes the government has achieved against these objectives for the community (<i>Financial and Accountability Act 2009</i>, S10).</p> <p>The five ambitions outlined in <i>Toward Q2: Tomorrow's Queensland</i> are the current government objectives for the community.</p>
Government targets	<p>Set specific, observable and measurable goals for improvement in key policy areas. Achievement of the government targets is likely to require collaboration between multiple agencies.</p> <p><i>Toward Q2: Tomorrow's Queensland</i> is the government's vision for Queensland to the year 2020, and identifies 10 specific whole-of-government targets.</p>
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.
Knowledge capital	Knowledge capital is the know how that results from the experience, information, knowledge, learning, and skills of the employees or individual of an organisation or group.
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.
Lead department	Lead departments have the primary responsibility for delivering policy and actions to achieve the <i>Toward Q2: Tomorrow's Queensland</i> targets. Lead departments are responsible for coordinating the development, review and reporting on the <i>Target Delivery Plans</i> and stakeholder engagement activities with contributing departments.
Machinery of government (MOG) change	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.

appendices

National Disaster Response and Recovery Arrangements	The Natural Disaster Relief and Recovery Arrangements (NDRRA) provide a cost sharing formula between the State and Commonwealth Governments as well as a package of pre-agreed relief measures that may be activated by the Queensland Government on a needs basis.
Non-urgent transport (also non-emergency transport)	This is a service provided by QAS to patients who are deemed by a medical practitioner to be unable to travel to medical appointments and back by other means.
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. (<i>Financial Management Standard 1997, S 21</i>)
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 that 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).
Purpose/role	A statement that specifies the overall aim of the agency.
Queensland Combined Emergency Services Academy (QCESA)	A collaborative joint facility and a national and international centre of excellence for emergency management training and community safety.
Queensland Emergency Operations Centre (QEOC)	When complete, QEOC will be an integrated communications and emergency operations centre to manage response to large scale emergencies and disasters.
Recidivism	Committing new offences after being punished for a crime; Chronic repetition of criminal or other antisocial behaviour.
Reconciliation Action Plan	A set of actions aimed at closing the gap in life outcomes and opportunities between Indigenous and non-Indigenous Queenslanders developed in consultation with all Queensland Government agencies, Indigenous and non-Indigenous peoples and representatives from Reconciliation Queensland Incorporated and Reconciliation Australia that reflect the Reconciliation Australia principles of relationships, respect and opportunities.
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 – <i>technical efficiency</i>, or resources (inputs) to objectives – <i>cost efficiency</i>.</p> <p>Standards of Effectiveness – reflect how well a service achieves its stated objectives through meeting service delivery standards – <i>operational effectiveness</i>, or achieving desired objectives – <i>policy effectiveness</i>.</p>
Services	<p>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.</p>
Stakeholder	<p>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.</p>
Standard Operating Procedure	<p>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.</p>
State Budget	<p>An outline of the government's priorities and plans for the coming year, expressed in terms of financial and non-financial performance information. The State Budget papers consist of: the budget highlights; the Treasurer's budget speech; budget strategy and outlook; capital statement; budget measures; service delivery statements; and regional budget statements.</p>
State Budget submission	<p>Each agency prepares a submission to the Cabinet Budget Review Committee (CBRC) 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.</p>
Strategic plan	<p>Each accountable officer and statutory body must develop a strategic plan for the agency to cover a period of at least four years.</p>
Strategy	<p>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.</p> <p>Strategies included in an agency's strategic plan would generally be longer term 'strategic' strategies that are pursued over a number of years.</p> <p>Strategies included in an agency's operational plan would generally be shorter. Each accountable officer and statutory body must develop a strategic plan for the agency to cover a period of at least four years.</p>
Toward Q2 target	<p>The 10 long-term measurable targets for 2020 outlined in Toward Q2: Tomorrow's Queensland.</p>
Triage	<p>Process of prioritising patients based on the severity of their condition.</p>
Vulnerable clients	<p>A person who is in receipt of, or may be in need of, community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation.</p>
ZEROharm	<p>This means no harm to anyone, anytime while at work and is the underlying philosophy for Workplace Health and Safety in Queensland for the next 10 years and beyond.</p>

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Key locations of the department

General Inquiries	Kedron Park Complex, Cnr Park and Kedron 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 Park and Kedron Park Roads, Kedron, QLD. GPO Box 1425, Brisbane, QLD 4001	07 3247 8532
Queensland Ambulance Service	Kedron Park Complex, Cnr Park and Kedron 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 Park and Kedron Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001	07 3247 8511
Queensland Fire and Rescue Service	Kedron Park Complex, Cnr Park and Kedron Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001	07 3247 8100
Corporate Support Division	Kedron Park Complex, Cnr Park and Kedron Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001	07 3247 8604
Strategic Policy Division	Kedron Park Complex, Cnr Park and Kedron 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)		
Central	PO Box 915, Rockhampton QLD 4700	07 4938 4711
Far Northern	PO Box 599, Cairns QLD 4870	07 4039 8210
Metro North	PO Box 146, Virginia DC QLD 4014	07 3405 5411
Metro South	PO Box 1107, Coorparoo DC QLD 4151	07 3336 0830
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 4616 1600

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
Queensland Corrective Services Correctional Centres		
Arthur Gorrie	3068 Ipswich Road, Wacol QLD 4076	07 3212 0411
Borallon	Ivan Lane, Borallon QLD 4306	07 5467 0011
Brisbane	Station Road, Wacol QLD 4076	07 3274 9444
Brisbane Women's	Grindle Road, Wacol QLD 4076	07 3271 9000
Capricornia	Bruce Highway, North Rockhampton QLD 4701	07 4912 6200
Darling Downs	Cnr Pittsworth & Althaus roads, Toowoomba QLD 4350	07 4698 5100
Helana Jones	374 Sandgate Road, Albion QLD 4010	07 3624 8033
Lotus Glen	Chettle Road, Mareeba QLD 4880	07 4093 3911
Maryborough	Stein road, Aldershot QLD 4650	07 4123 7600
Numinbah	2458 Nerang-Murwillumbah Road, Numinbah Valley QLD 4211	07 5533 4131
Palen Creek	12113 Mt Lindesay Highway, Rathdowney QLD 4287	07 5544 3700
Townsville	Dwyer Street, Townsville QLD 4811	07 4799 8444
Wolston	Grindle Road, Wacol QLD 4076	07 3271 9500
Woodford	Neurum Road, Woodford QLD 4514	07 5496 1111

Probation and Parole Offices		
Far Northern Region		
Aurukun Reporting Centre	C/- Post Office, Aurukun QLD 4871	07 4083 4002
Cairns District Office	PO Box 599, Cairns QLD 4870	07 4039 8210
Cooktown Reporting Centre	PO Box 14, Cooktown QLD 4895	0409 754 359
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
Weipa Reporting Centre	PO Box 1010, Weipa QLD 4874	07 4069 8129
Northern Region		
Cannonvale Reporting Centre	PO Box 159, Cannonvale QLD, 4802	07 4948 2978
Doomadgee Reporting Centre	C/- Post Office Doomadgee QLD 4830	07 4745 8318
Mornington Island Reporting Centre	C/- Post Office, Mornington Island QLD 4870	07 4745 7364
Mount Isa District Office	8 Miles Street, Mount Isa QLD 4825	07 4747 2044
Normanton Reporting Centre	PO Box 466, Normanton QLD 4890	07 4745 1243
Palm Island Reporting Centre	C/- Post Office, Palm Island QLD 4816	07 4760 7699
Thuringowa District Office	PO Box 650, Thuringowa Central QLD 4817	07 4760 9822
Townsville District Office	PO Box 606, Townsville QLD 4810	07 4760 7568
Central Region		
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
Longreach Reporting Centre	PO Box 161, Longreach QLD 4730	07 4658 0592
Mackay District Office	PO Box 993, Mackay QLD 4740	07 4967 0740
Rockhampton District Office	PO Box 915, Rockhampton QLD 4700	07 4938 4711
Woorabinda Reporting Centre	C/- Post Office, Woorabinda QLD 4713	07 4925 9000
Southern Region		
Dalby Reporting Centre	PO Box 362, Dalby QLD 4405	07 4672 1800
Ipswich District Office	PO Box 317, Ipswich QLD 4305	07 3280 1814
Roma District Office	PO Box 558, Roma QLD 4455	07 4624 3020
Toowoomba District Office	PO Box 559, Toowoomba QLD 4350	07 4616 1600
North Coast Region		
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

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Kingaroy District Office	PO Box 1004, Kingaroy QLD 4610	07 4164 0210
Maroochydore District Office	PO Box 604, Maroochydore QLD 4558	07 5470 8030
Noosa Heads District Office	PO Box 555, Noosa Heads QLD 4567	07 5473 8440
South Coast Region		
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
Southport District Office	PO Box 476, Southport QLD 4215	07 5583 5555
Metro North Region		
Brisbane Central District Office	PO Box 459, Spring Hill QLD 4004	07 3406 6077
Brisbane North District Office	PO Box 146, Virginia DC QLD 4014	07 3405 5411
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
Mt Gravatt District Office	PO Box 2335, Mansfield QLD 4122	07 3243 8500
Wynnum District Office	PO Box 242, Wynnum QLD 4178	07 3362 9050

