

Annual Report 2010–11



Department of Community Safety

Letter of transmission

16 September 2011

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

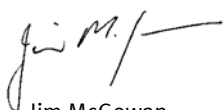
Dear Minister

I have the honour, as the accountable officer for the Department of Community Safety, to present you with our Annual Report for 2010-11. This report reviews our performance and illustrates the effort, commitment and achievements of our staff and volunteers throughout the year.

The report is prepared in accordance with the provisions of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*. In addition, a checklist outlining our compliance with the *Annual report requirements for Queensland Government agencies* can be found at appendix five of this annual report.

I commend the report to you for presentation to Parliament.

Yours sincerely



Jim McGowan
Director-General
Department of Community Safety

Our communication objective

With this report, we aim to be accountable and transparent to our readers. We are committed to open communication with our stakeholders and employees about our performance and plans for the future. To honour this we have applied widely used best practice reporting standards in disclosing our social, corporate, economic and environmental performance throughout the year.

A key objective of our annual report is to communicate to our stakeholders what we set out to achieve during the 2010-11 financial year, how we progressed, and how our direction for the future is aligned with our vision of safe and secure communities.

Therefore, this annual report discloses our performance against our *2010-2014 Strategic Plan* and describes how our diverse organisation delivers its front-line services to the communities of Queensland.

We trust this report will be engaging to our readers with an easy to read and navigate design.

Our stakeholders

We present this report to our broad range of stakeholders who depend on us to provide invaluable emergency and corrective services across Queensland that meet their requirements now and into the future.

Our stakeholders include:
Parliament, Ministers, local governments, Indigenous councils, Commonwealth, state and territory corrective and emergency services Ministers, departments and government bodies, Emergency Management Australia, tertiary institutions, industry, staff and volunteers, communities and people of Queensland.

We invite your feedback

Feedback is important to us and contributes to improving the value of future reports for our readers. 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

Feedback and general enquiries can also be made to:

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Welcome to our annual report

Welcome to the Department of Community Safety Annual Report 2010-11. We showcase the exceptional work and commitment of over 53,000 staff and volunteers in delivering quality ambulance, corrective, disaster management and fire and rescue services and how we will continue to deliver essential front-line services across Queensland.

Together, we continue to support our vision of safe and secure communities, while contributing to the Queensland Government's blueprint for the future, *Toward Q2: Tomorrow's Queensland*.

Our vision

Safe and secure communities.

Our purpose

Our people help make Queensland safer.

Our values

Accountability – We are accountable and open in our operations

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

Performance – We commit to high standards of service and performance

Safety – We value a safe and fair work environment

Relationships – We value collaborative relationships with communities and in the workplace

Diversity – We respect each other and value our diversity.

We are proud to present some of our highlights during 2010-11

- Completed construction of the Queensland Emergency Operations Centre at Kedron, providing front-line staff with enhanced capacity to meet increasing operational demands to support large scale disasters statewide, with Triple Zero (000) services operational in 2011-12. This state-of-the-art facility achieved a five-star Green Star rating for office design
- Implemented recommendations from the review of the disaster management system which were in place prior to the widespread disaster events this summer including the development and review of policies, procedures and guidelines
- Released the *SES Get Ready Guide* storm planning tool to enhance community preparedness for such events
- Implemented the Queensland Corrective Services *Social Responsibility Charter*, and *Delivering Justice - Improving Corrections* which sets out six key priorities for reform: serving the community; closing the gap on Aboriginal and Torres Strait Islander over-representation; partners in rehabilitation; pathways for corrections; green corrections; and becoming an agile and accountable organisation
- Participated in the restaurant training television program for offenders, *Conviction Kitchen* to promote the positive impact that can be achieved through employment and training to support offender rehabilitation and reintegration into the community
- Recruited an additional 75 ambulance officers and 24 firefighting personnel to enhance front-line service delivery
- Launched the PREPARE.ACT.SURVIVE. bushfire preparedness campaign
- Assisted our New Zealand neighbours through dispatch of the Queensland Urban Search and Rescue Taskforce following the Christchurch earthquake disaster
- Developed an *Indigenous Priority Recruitment Statement* which supports the employment of Indigenous people within the department
- Exceeded targets for reduction in carbon emissions from our leased fleet.

Read more about us, our performance and our plans for the future throughout our annual report.

Inside this report

Our opening pages introduce our department and present our vision, purpose, values and how we communicate this report to our stakeholders

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This report can be found on our website at www.communitysafety.qld.gov.au or for those unable to access via our website, a printed copy may be obtained on request using the contact details provided on the inside cover of this report. Alternatively you can telephone 13 QGOV (13 7468).



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 131 450 for the cost of a local call and they will arrange an interpreter to effectively communicate the report to you.

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Overview

Director-General's message



Natural Disasters

I will remember the summer of 2010-11 with serious flooding and multiple cyclones as a summer of heroism, hard work and heartache. I will remember it as a summer in which the true spirit of Queenslanders shone brightly.

At the forefront of the summer cyclones and floods were the men and

women of the Queensland Ambulance Service (QAS), Queensland Corrective Services (QCS), Emergency Management Queensland (EMQ) and the Queensland Fire and Rescue Service (QFRS).

The bravery, commitment and tireless dedication of our front-line departmental staff and volunteers was inspirational.

Furthermore, without the around-the-clock support of the department's communications operators, logistics and maintenance staff, media team and administration staff who played vital but often unseen roles, our front-line heroes would not have been able to work as effectively.

These major summer events provided the first test of Queensland's new disaster management arrangements, which came into force on 1 November 2010.

Considering the unprecedented scale of the flooding and cyclonic events that hit our state in rapid succession, the new arrangements functioned well, with the Queensland Police Service (QPS) taking the lead for the first time in the response phase, backed by the trusted and expert support of EMQ and the other emergency services agencies.

The strength of Queensland's disaster management arrangements lies in the close collaboration and coordination of local, district and state level management groups and coordination centres and it was very pleasing to note how well the system operated during the disasters.

Queensland Emergency Operations Centre

Building on the successful new disaster management arrangements has been the construction of the Queensland Emergency Operations Centre (QEOC) at Kedron. This new facility will provide emergency personnel with state-of-the-art equipment and capability to further boost effectiveness in preparing for and responding to future disasters.

The QEOC building design has also drawn praise with Architectus Brisbane receiving a state award in the

Public Architecture category at the Australian Institute of Architects awards.

The judges commented on the merits of the design by noting:

"This major communications and disaster management building is elegant in its integration of a highly technical brief and core sustainability objectives. The clean lines of the form and raw materials are softened with screening and battening while the articulated landscape courtyard creates shaded and green areas for the essential relief to its buildings and the challenging and emotionally demanding work of its occupants."

The telephone-based Emergency Alert system also provided another valuable tool in the suite of actions available to emergency services to boost the timeliness and effectiveness of warnings to the public. In fact more than 5.5 million fixed and landline telephones were targeted with emergency messaging in just over six weeks at the height of the summer disasters.

Overseas Deployments

While Tropical Cyclone Yasi and the floods took a large portion of the year's attention, overseas disasters also commanded our focus.

Emergency services personnel were quickly dispatched to help our friends across the Tasman following the earthquake in Christchurch in February. The Queensland Urban Search and Rescue (USAR) Taskforce of 86 personnel was deployed along with QAS paramedics as part of the Australian government response to assist with post-quake recovery operations. Further support was also later directed towards Tokyo.

Disaster Planning

Away from the department's outstanding front-line efforts, significant support work was also undertaken to bolster future disaster preparation, response and recovery efforts.

The department played an integral role in developing the *National Strategy for Disaster Resilience*, led by the National Emergency Management Committee. This strategy will underpin the department's action plan for improved disaster resilience and will subsequently be informed by the findings of the Queensland Floods Commission of Inquiry and contribute to the work of the Queensland Reconstruction Authority.

The Queensland Government response to the final recommendations of the Victorian Bushfires Royal Commission was delivered, which supported the overwhelming majority of recommendations relevant to Queensland.

Many arrangements were already in place that reflected the intent of the recommendations. These included an all hazards approach promoting cooperation across

all levels of government and partnerships with non-government organisations; formal scaled advice and warnings protocols; Emergency Alert; adoption of a nationally consistent six-category fire severity rating scale and the launch of the PREPARE.ACT.SURVIVE. community awareness campaign.

Accordingly, the department is in a strong position approaching the 2011 fire season.

Offender Rehabilitation

The 2010-11 financial year also saw the launch of the QCS *Social Responsibility Charter*. This visionary charter sets out the commitment to rehabilitating offenders to become productive citizens who can participate in society, within the law.

This focus on rehabilitation of offenders broke new ground during the year through QCS's involvement in the television series, *Conviction Kitchen*. The show, which was consistently among the top three most watched during the season, not only provided new hope and confidence to the participants but also strongly highlighted the agency's ongoing efforts to prevent recidivism among offenders.

Capital Works

On a capital works front, development of the Southern Queensland Correctional Precinct at Gatton continued strongly during the financial year with the facility due to be operational in 2011-12. This work is in addition to considerable redevelopment and expansion work undertaken at the Lotus Glen Correctional Centre during 2010-11.

Work was undertaken during 2010-11 on the construction of new 24 hour a day, seven days a week fire stations along with a significant number of upgrades or relocations of urban and rural facilities across Queensland.

Three QFRS facilities were completed at Agnes Water, Pullenvale and Toowoomba, with work well underway on stations at Cherbourg, Craignish, and Noosa, and a firefighting training facility at Dysart and land acquisition, design and development approvals commenced for Brassall, Clermont, Emerald, and Ripley.

QAS facility construction and redevelopment also continued in earnest during 2010-11.

During the 12 months, seven QAS facilities were completed at Moranbah, Stanthorpe, Ipswich, Jimboomba, Runaway Bay, Ashgrove/The Gap and Springfield with work well underway on stations at Biggenden, Chermide, Gayndah, Gordonvale, Ravenshoe, South Mackay and Winton. Land acquisition, design and development approvals commenced for Coomera, Gladstone, Normanton, Ningi, Pinjarra Hills and North Lakes. This complemented refurbishment works at many other stations around Queensland.

The QAS infrastructure boost was also strongly supported by a focus on technology enhancement and development.

During 2010-11, significant work was undertaken on the enhancement of radio communication capabilities and Triple Zero (000) systems, including progression of the Emergency Services Computer Aided Dispatch upgrade. In addition, further work continued on the replacement of mobile data terminals in ambulance vehicles in South East Queensland to provide enhanced mobile communications capability and assistance with the planned integration of related patient transport systems.

While the 2010-11 financial year presented unprecedented challenges for the department, the people of emergency and corrective services continued to deliver world class front-line and support services.

I am convinced the outstanding work of 2010-11 provides a firm platform for this excellence in service delivery to continue into 2011-12 and beyond.

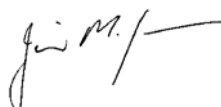
Finally, it is with mixed emotions that I have decided to retire from my position as Director-General, Department of Community Safety effective on 30 September 2011.

I will leave with fond memories as well as some regrets for there is always more to do.

Public service is a noble vocation and I have been privileged to have had a great variety of opportunities and experiences since I first joined the public service as a teacher in Chinchilla in 1974, ironically during the devastating floods of that time.

Since that time I have been so fortunate to work with many talented and dedicated people in schools, Education Queensland, Department of Industrial Relations and Department of Justice and Attorney-General. I have been particularly honoured to have been the Director-General here for what is a little over four years.

My sincere thanks go to all who work for the Department of Community Safety. They have consistently demonstrated enthusiasm, selflessness and commitment to ensuring the safety of the Queensland community through QAS, QCS, EMQ, and QFRS together with all of the support, policy and administrative staff who ensure the effectiveness of our front-line staff and volunteers.



Jim McGowan
Director-General
Department of Community Safety

About us

Who we are

The Department of Community Safety is committed to safe and secure Queensland communities by protecting lives and property through emergency services and the humane containment, supervision and rehabilitation of offenders through corrective services.

We deliver our services through 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).

We also have two corporate divisions which support our operational divisions: the Corporate Support Division (CSD) and the Strategic Policy Division (SPD) provide professional business services, strategic leadership and guidance to support delivery of our services.

What we do

We take pride in providing pre-hospital patient care and patient transport services, custodial and community correctional services, disaster management services, and fire mitigation and management services. Our front-line services for Queensland are delivered as follows:

Our services	Delivered by
Ambulance Services	QAS
Custodial Operations Probation and Parole	QCS
Emergency Management Services	EMQ
Fire and Rescue Services	QFRS

With these services, we serve the community as one department.

The QAS undertakes a wide range of services under the *Ambulance Service Act 1991* to meet the needs of the community. These include providing pre-hospital ambulance response services, emergency and routine pre-hospital patient care and transport services. The QAS is also involved in the coordination of aero medical services, inter-facility ambulance transport, planning and coordination of an appropriate response to multi casualty incidents and disasters, and casualty room services.

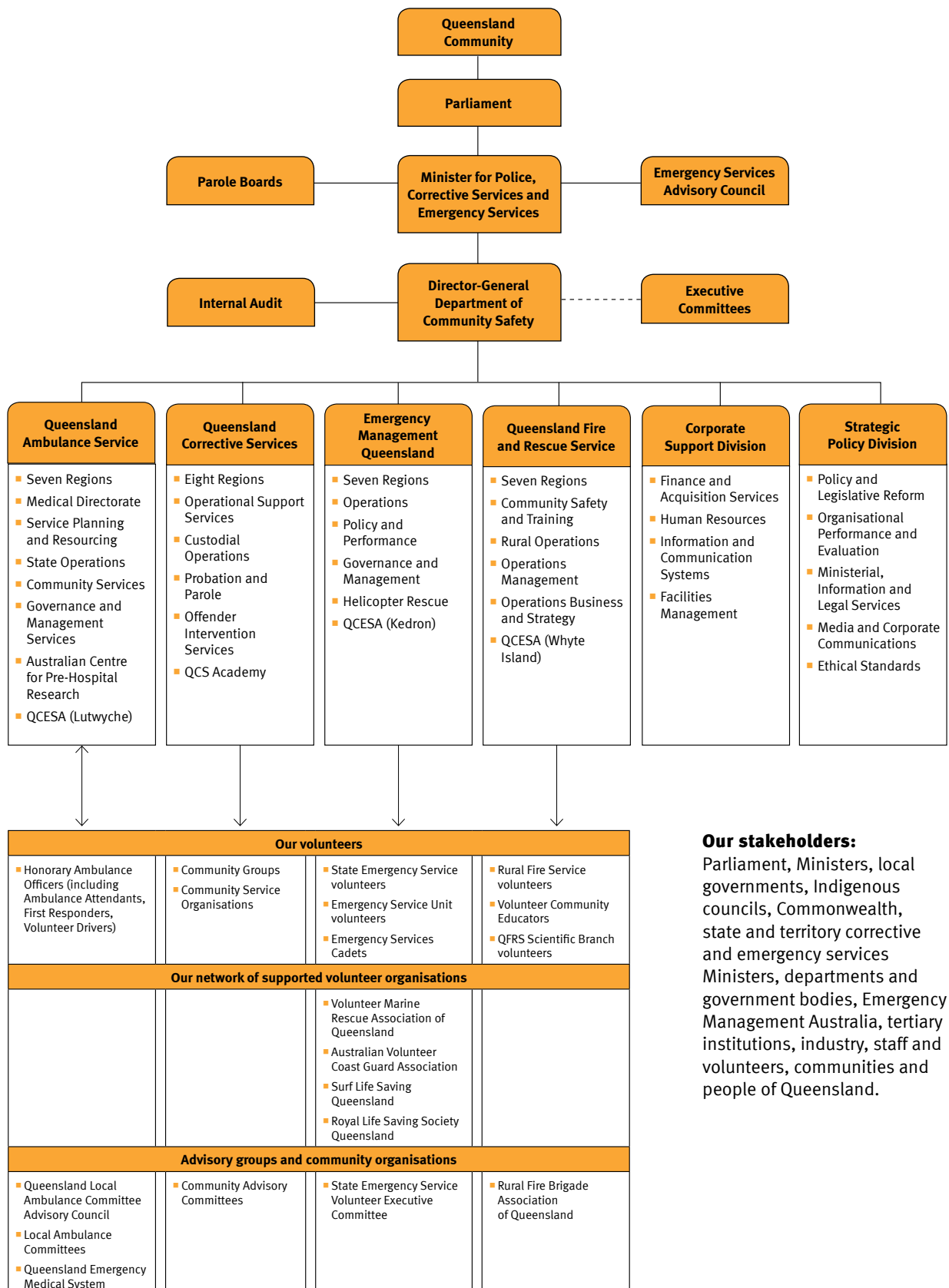
QCS provides both custodial and community correctional services under the *Corrective Services Act 2006* through its two operational arms, Custodial Operations and Probation and Parole with the aim to break the cycle of reoffending; enforce the orders of the Courts; and to improve community safety and confidence in its work.

Community based correctional services are provided through the Probation and Parole service of QCS and include the supervision and rehabilitation of offenders in the community. Probation and Parole ensures offenders are appropriately supervised and receive the control and treatment interventions they need to reintegrate successfully into the community and reduce their likelihood of reoffending.

EMQ operates in accordance with the *Disaster Management Act 2003* and contributes to safer, more resilient and sustainable communities through comprehensive disaster management arrangements, helicopter rescue services and an effective State Emergency Service.

The QFRS operates under the *Fire and Rescue Service Act 1990* and provides services in partnership with the community for a safer Queensland. The QFRS focuses on providing responsive structural fire services to the community, delivering rescue services across all hazards, supporting landholders to manage the risk and impact of landscape fires, partnering with the community to mitigate risks through education and fire safety, supporting owners in building and infrastructure safety and supporting disaster management and community assistance services.

Department of Community Safety organisational structure



Our operating environment

The department is structured to fulfil its commitment to help make Queensland safer and more secure through the provision of professional correctional, community safety and emergency management services, building community resilience and responding to disasters in the face of the extreme weather events that Queensland endures.

The department's response to the weather events in Queensland over the summer of 2010-11 demonstrated this commitment. During these events all services of the department acted in a concerted manner utilising the department's vast volunteer services; the swift water rescue services; helicopter services; and the involvement of appropriate low risk offenders managed by corrective services in recovery efforts.

Each year we develop our strategic plan which is the key document setting the department's direction in supporting our vision of safe and secure communities. The plan takes into account our operating environment, and is forward looking over a four year period. In this report we disclose our performance against our *2010-2014 Strategic Plan* and factors impacting on our service delivery. In 2010-11 these factors included:

- increasing demand and expectations for community safety services in response to the growing and ageing population
- the cost of delivering services and facilities within the current fiscally constrained environment
- economic and demographic factors that pose challenges for the availability, training and retention of volunteers
- increasing severe weather events due to climate change, the consequences of climate change on the demand for patient services and the need to support large scale disasters statewide
- major national reforms notably in the areas of Closing the Gap on Indigenous disadvantage, resilience to natural disasters and adaptation to climate change
- the rapid innovation and change in information and communications technology.

Our strategic direction

We have developed our *2011-2015 Strategic Plan* to realise our vision now and into the future and to support the Queensland Government's broad objectives for the community.

Our strategic plan recognises the factors which impacted our service delivery in 2010-11 and acknowledges the following strategic challenges over the next four years:

- addressing demand for services through innovative service delivery and management strategies to ensure safety is maintained for all parts of the community
- improving operational systems including early warning systems, evacuation planning, communications, incident management, damage assessment, and management of offenders
- ensuring best practice capability, competence and

- safety practices that support our staff and volunteers
- managing preparedness and responses, including the impacts of climate change
- engaging a range of community and business groups and government agencies to mitigate the consequences of emergencies and build resilience, and to achieve the optimum management of offenders.

To address these challenges and achieve our strategic objectives, our *2011-2015 Strategic Plan* focuses on the four key focus areas of: services, community, people and systems by:

- supporting our staff and volunteers in areas of training, equipment and infrastructure and managing demand for front-line community safety services
- developing a workforce capability strategy that addresses the next generation workforce
- developing innovative models of service delivery for remote communities, including Indigenous communities
- building and maintaining community resilience and supporting volunteer organisations through funding initiatives, maintaining mechanisms to share information with the public about natural hazards and risks and community education and awareness programs
- investing in contemporary communications and information management infrastructure to optimise service delivery including improving the timeliness and quality of information to the community and decision makers during a disaster
- delivering more effective and innovative programs and services in offender management and offender reparation to the community
- working within a fiscally constrained environment by directing our resources to the areas where they will do the community the most good and where they will make the community the safest.

In 2011-12, our department will invest \$229.3 million in capital acquisitions and grants to support essential services to minimise the risk and impact of accidents, emergencies and disasters, and for an expanded correctional infrastructure program to plan for the future.

The major features of this program include:

- a substantial investment in the Southern Queensland Correctional Precinct at Gatton and the expansion and redevelopment of the Lotus Glen Correctional Centre in Far North Queensland
- \$61 million for ambulance facilities, operational equipment and information and communications technology (ICT) improvements including the commissioning of 140 new and replacement ambulance vehicles to ensure the ambulance fleet continues to be maintained at the highest possible standard and for additional vehicles to meet increasing community needs
- \$44 million for fire facilities, urban and rural fire appliances, operational equipment and ICT improvements including 24 new and replacement urban fire and rescue appliances as part of the fleet replacement program to provide enhanced service delivery and 25 new and replacement rural fire appliances

- \$9.7 million for other departmental information systems development, including funding for an All Hazards Information Management Program.

Our people and volunteers

Our department employs over 10,800 full time equivalent (FTE) staff and is supported by approximately 42,500 dedicated volunteers across Queensland.

Our volunteers include:

- Honorary Ambulance Officers (including Ambulance Attendants, First Responders and Volunteer Drivers)
- Emergency Services Cadets and adult leaders
- Marine rescue volunteers
- Emergency Service Unit (ESU) volunteers
- State Emergency Service (SES) volunteers
- Rural Fire Service (RFS) volunteers
- Corrective services volunteers
- Volunteer Community Educators
- QFRS Scientific Branch volunteers.

Where we are

We serve over 4.5 million Queenslanders across our vast state of 1.77 million square kilometres which occupies nearly a quarter of Australia. To meet the needs of the Queensland community across our expansive state, we deliver our services from over 1,000 locations throughout Queensland including:

- 295 ambulance service locations
- 48 probation and parole offices
- 10 high security correctional centres
- 8 low security facilities
- 19 EMQ offices
- 3 EMQ Helicopter Rescue air bases
- 242 urban fire and rescue stations
- 463 rural fire stations
- 11 communication centres
- 1 special operations centre.

We also have facilities providing education, training and professional development services to our staff and volunteers in various locations across the state. These facilities have Registered Training Organisation status and include the QCS Academy and the Queensland Combined Emergency Services Academy (QCESA).

The Emergency Services Complex, Kedron Park, in Brisbane's northern suburbs and the State Law Building in Brisbane's CBD, 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 Emergency Services Complex, Kedron Park also houses the Queensland Emergency Operations Centre.

We have more than 2,600 operational vehicles stationed throughout Queensland. These include nine protective response vehicles, 35 prisoner escort vehicles, 502 urban fire appliances, 938 rural fire brigade appliances,

1,134 ambulance vehicles including general purpose ambulances, patient transport vehicles, operational support vehicles and special operations vehicles. EMQ also maintains five helicopters.

Our history

The Department of Community Safety was established in March 2009, under Administrative Arrangements Order (No.1) 2009, following machinery of government changes through the merger of the corporate and policy areas of the former Department of Emergency Services (DES) and Queensland Corrective Services. The services we provide today have a long and proud history within Queensland.

In 1892, ambulance services began in Queensland. The service as we know it today was formed on 1 July 1991 when 96 individual Queensland Ambulance Transport Brigades amalgamated into one organisation. The result is an ambulance service that is the fourth largest in the world.

The history of corrective services in Queensland began in 1824 when a small settlement party of soldiers and their families arrived with 30 convicts aboard the *Amity* with the first Moreton Bay penal colony located at Redcliffe. Today approximately 5,500 prisoners are accommodated in 10 high and eight low security correctional facilities across Queensland. In addition, QCS supervises approximately 15,500 offenders on a daily basis.

Until 1990, fire services within Queensland were provided through 81 local Fire Brigade Boards with the urban and rural services operating as separate organisations. In 1990, the boards were replaced through the creation of a single statewide fire service incorporating rural fire operations.

The *State Counter Disaster Organisation Act 1975* defined the Queensland disaster management system until the *Disaster Management Act 2003* was enacted. Today, EMQ operates in accordance with this Act to support effective disaster management arrangements across the state.

The amalgamation of the department's various services provides a platform for integrated services across the state.

Our engagement with stakeholders

Our diverse range of stakeholders have unique relationships with, and specific interests in, the various service areas of our organisation.

We communicate with our stakeholders through many forms of engagement. This includes formal and informal communication and networking through service agreements, community surveys, stakeholder meetings, public and media presentations, workshops, conferences, and through local and state level committees and groups.

Through these forms of engagement, we gather feedback about the effectiveness of our services and receive updates on community safety issues that impact on the

community at local, regional and state levels to inform our service delivery and strategic planning.

We understand that to make Queensland a safer place we need to work together, listening to our stakeholders, building strong working relationships both within the department and with our external partners and stakeholders, especially our volunteers.

Accountability

We show our commitment to accountability throughout this report by providing our stakeholders with a comprehensive view of our performance, operations and impacts throughout the year. In addition to our internal and annual reporting responsibilities, we are held accountable externally through many other reporting arrangements to the Commonwealth Government, State Government, other governmental departments and various independent bodies that monitor our performance.

To ensure that our performance throughout this report is clearly portrayed and understood, we have applied the Global Reporting Initiative (GRI) G3.1 Guidelines and the Australasian Reporting Award (ARA) Criteria. These are widely used best practice reporting standards. In applying these, we continually improve how we disclose our social, corporate, economic and environmental performance.

The GRI Framework provides guidance on how organisations can disclose their sustainability performance and the GRI G3.1 Guidelines are the foundation of the framework. The G3.1 Guidelines are applicable to organisations of any size, constituency or location and we apply these guidelines to ensure we disclose our performance in a sustainable manner. In applying the G3.1 Guidelines we have self assessed that our annual report has achieved an application level C. An index of GRI coverage is located at appendix six.

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. In 2010, we received a Silver Award for Distinguished Achievement in Reporting for our 2009-10 annual report assessed against the ARA criteria. We are proud to have earned the right to display the ARA logo in this report and this year we have again applied the ARA criteria with the aim of delivering an even better annual report improving transparency, accountability and relevance to our stakeholders.

These reporting standards are in addition to requirements under the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and the requirements as set out in the *Annual report requirements for Queensland Government agencies*. We demonstrate in appendix five, our compliance with the *Annual report requirements for Queensland Government agencies*.

Our external accountability through other reporting mechanisms includes reporting our performance for inclusion in the Report on Government Services, disclosing our contribution to the Queensland Government's *Towards Q2: Tomorrow's Queensland* vision, and contributing implementation updates on other governmental plans and initiatives. In addition, we are accountable to the Commonwealth Government for the implementation of a number of National Partnership Agreements.

We also keep the public informed of our department's activities through the regular publication of *Emergency Magazine* and *Corrections NEWS*. These publications are available electronically at www.emergency.qld.gov.au/publications/emergency and www.correctiveservices.qld.gov.au/Publications/Corrections_News

Throughout the year we proactively release performance information on our publication scheme, accessible via our website www.communitysafety.qld.gov.au

Our performance is also subject to the scrutiny of various external parties, such as the Queensland Audit Office. An overview of the reports and reviews undertaken by external parties during 2010-11 is provided at page 118.



Photo by Michael Marston

QAS Thursday Island Advanced Care Flight Paramedic Deidree Whap

Overview

Services

Measuring our performance

Our key focus areas

Appendices

How we support the Queensland Government vision

As we work together to achieve our departmental vision of safe and secure communities, we also support the achievement of the Queensland Government blueprint for the future, *Toward Q2: Tomorrow's Queensland*.

Toward Q2 outlines five ambitions, charting the course for a strong, green, smart, healthy and fair Queensland. All Queenslanders have an important role to play in helping our state realise these shared ambitions. Our contribution is set out below.

Our contribution	Highlights	Page
Strong – Creating a diverse economy powered by bright ideas		
<ul style="list-style-type: none"> Working with relevant agencies in relation to land use planning to mitigate the impacts of natural hazards Supporting the <i>Toward Q2</i> ambition for a strong Queensland	<ul style="list-style-type: none"> <i>Review of State Planning Policy 1/03: Mitigating the Adverse Impacts of Flood, Bushfire and Landslide</i> is being aligned to benefit from recommendations arising from the Queensland Floods Commission of Inquiry 	71
Green – Protecting our lifestyle and environment		
<ul style="list-style-type: none"> Promoting green initiatives through reducing carbon emissions, promoting green prison industries, delivering green vocational education and training (VET) and increasing green community service projects reducing the department's carbon footprint Supporting the <i>Toward Q2</i> ambition for a green Queensland	<ul style="list-style-type: none"> Progressed initiatives under our Greening Corrections priority Developed a <i>Greenhouse Gas Vehicle Emissions Management Plan</i> and the <i>DCS Environmental Policy</i> which articulates our commitment to environmental sustainability Reduced carbon emissions from our vehicle fleet Implemented initiatives relating to energy, water and waste management to reduce our impact on the environment 	107-111
Smart – Delivering world class education and training		
<ul style="list-style-type: none"> Supporting prisoners to develop foundation skills through vocational education and training <i>Toward Q2 target: Three out of four Queenslanders will hold trade, training or tertiary qualifications</i>	<ul style="list-style-type: none"> Continued to deliver vocational education and training programs to prisoners to develop foundation skills as a bridge to Certificate III 	65
Healthy – Making Queenslanders Australia's healthiest people		
<ul style="list-style-type: none"> Managing demand for services through effective support for Queensland Health patient flow strategies <i>Toward Q2 target: Queensland will have the shortest public hospital waiting times in Australia</i>	<ul style="list-style-type: none"> Continued to improve information sharing with Queensland Health enabling ambulances to be directed to the most appropriate emergency department and to facilitate patient transfer to hospital Continued delivery of the Secondary Triage and Referral (STAR) system providing an alternative response to low acuity Triple Zero (000) calls 	52
<ul style="list-style-type: none"> Supporting decreased tobacco smoking in correctional facilities <i>Toward Q2 target: Cut by one-third obesity, smoking, heavy drinking and unsafe sun exposure</i>	<ul style="list-style-type: none"> Continued implementation of anti-smoking strategies in correctional centres resulting in a decrease in the quantity of cigarettes purchased by prisoners 	67
Fair – Supporting safe and caring communities		
<ul style="list-style-type: none"> Strengthening volunteer management in terms of recruitment, retention, support and recognition through our <i>Volunteer Management Strategy</i> <i>Toward Q2 target: Increase by 50 percent the proportion of Queenslanders involved in their communities as volunteers</i>	<ul style="list-style-type: none"> Delivered targeted recruitment campaigns to increase volunteer numbers Developed a range of flexible learning products to support volunteer training Continued provision of equipment, training and resources for our volunteers 	77-78

How our key focus areas for 2010-11 were derived

Our key focus areas align our diverse services through a shared vision for safe and secure communities.

Our vision

Our vision aligns with the Queensland Government's vision for the community

Safe and secure communities

We are committed to supporting the Queensland Government's vision for a strong, green, smart, healthy and fair Queensland through our contributions under *Toward Q2: Tomorrow's Queensland*

Our role

Our people help make Queensland safer

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 services

Our diverse range of services support our vision for safe and secure communities

- Ambulance Services
- Custodial Operations
- Probation and Parole
- Emergency Management Services
- Fire and Rescue Services

Our objectives

We are clear about what we want to achieve for the community

- Ambulance services meeting the needs of the community with a timely response
- Secure containment and rehabilitation of prisoners
- Supervision and rehabilitation of offenders in the community
- Emergency management services delivering effective disaster management arrangements and emergency response
- Fire and rescue services partnering with the community for a safer Queensland

Key focus areas

Through our key focus areas we are committed to achieving our shared vision

- Front-line service delivery
- Community resilience and partnerships
- Volunteer organisations
- Organisational performance and capability

Supporting our vision for safe and secure communities

Performance scorecard: our key focus areas assessed

This scorecard provides a snapshot of our performance against each of our key focus areas in our *2010-2014 Strategic Plan*.

Key focus areas	Progress during 2010-11
Front-line service delivery <i>Providing quality and effective services to keep the Queensland community safe and secure</i>	<ul style="list-style-type: none"> recruited an additional 75 ambulance officers and 24 operational firefighting personnel maintained some of the best ambulance and fire response times in the country implemented the revised disaster management arrangements completed construction of the state-of-the-art Queensland Emergency Operations Centre to enhance capacity to meet increasing operational demands and support large scale disasters continued the first stage development of the Southern Queensland Correctional Precinct and continued the expansion and refurbishment of the Lotus Glen Correctional Centre to manage future growth in prisoner numbers expanded probation and parole services to enable more Indigenous offenders to be supervised in their own communities commenced the All Hazards Information Management program aimed at providing the community with up-to-date, accessible information to inform disaster preparedness launched an Indigenous Priority Recruitment Statement which supports our commitment to increase the proportion of Indigenous employees.
Community resilience and partnerships <i>Building safer, more resilient communities in partnership with our stakeholders</i>	<ul style="list-style-type: none"> worked with individuals, businesses and communities to build their resilience to natural disaster events administered the Natural Disaster Resilience Program to reduce the vulnerability of communities to natural hazards undertook targeted community education and awareness campaigns relating to natural hazard risks developed programs and services in partnership with our stakeholders to reduce Indigenous representation in the criminal justice system managed and supervised offenders subject to community based supervision to ensure compliance with court orders developed the <i>DCS Action Plan for Disaster Resilience</i> to help build community resilience to disasters.
Volunteer organisations <i>Strengthening our volunteer management in terms of recruitment, retention, support and recognition</i>	<ul style="list-style-type: none"> provided funding for equipment, resources and training to support our volunteers and volunteer networks implemented a range of flexible learning products and tools enabling volunteers to choose the training method that best suits their lifestyle and learning style developed corporate partnerships to support our volunteers with community education and awareness, equipment and resources, and media support. supported Community Advisory Committees in representing the activities and interests of the local community where a correctional centre or work camp is located.
Organisational performance and capability <i>Enhancing organisational performance and capability to support the achievement of our vision of safe and secure communities</i>	<ul style="list-style-type: none"> developed our strategic plan which sets our direction for achieving safe and secure communities continued performance reviews to enhance performance and support organisational improvement delivered training programs to enhance staff safety and security released the Workforce Performance Framework including performance management, development, and recognition procedures provided managerial and professional development opportunities for our staff implemented initiatives relating to energy, water, waste management and greenhouse gas emissions to minimise our environmental impact.

Read more

52-67

Future direction

Our *2011-2015 Strategic Plan* continues to support our vision for safe and secure communities through the following key focus areas and strategies:

Services

- Manage demand for front-line community safety services
- Improve capability to deliver better services
- Leverage our knowledge, experience and diversity to enhance our services
- Develop innovative models of service delivery for remote communities, including Indigenous communities

68-76

Community

- Engage with the community to build and maintain community resilience
- Sustain productive relationships with regional councils and community organisations
- Support partnerships between volunteer groups to increase capability
- Promote social responsibility through offender reparation to the community
- Maintain mechanisms to share information with the public about natural hazards and risks
- Enhance approaches to community education and awareness

77-86

People

- Develop a workforce capability strategy that addresses the next generation workforce
- Build and sustain the capacity to recruit, retain and manage volunteers
- Support our staff and volunteers in areas of training, equipment and infrastructure
- Maintain a strong focus on staff health and well being
- Recruit and retain a diverse and effective workforce

87-121

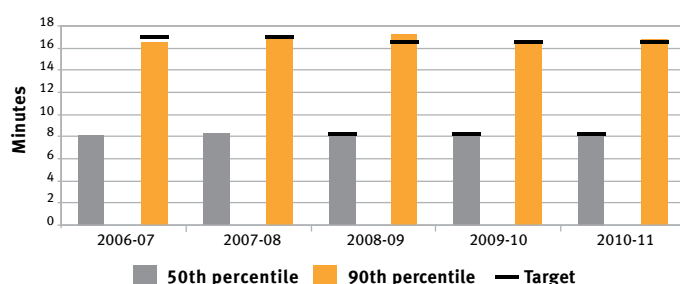
Systems

- Ensure effective commissioning of capital infrastructure
- Invest in contemporary communications and information management infrastructure to optimise service delivery
- Strengthen planning, risk and performance management, governance arrangements, policy and legislative development and compliance

Key performance measures: a snapshot

Presented below is a snapshot of some of our key performance measures which provide an indication of how well we are achieving our objectives. Further analysis of our key performance measures is provided from page 39, with a comprehensive list of key measures available at appendix one. Targets have been provided where available.

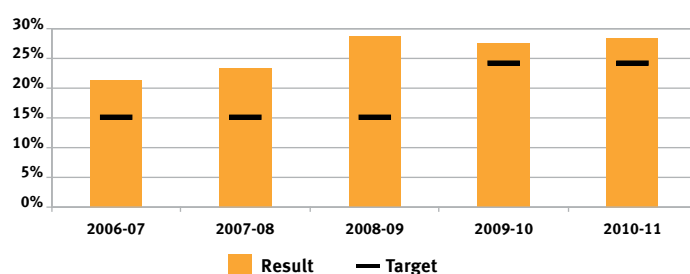
Response times to code 1 incidents: 50th and 90th percentile



Ambulance response

The QAS continues to deliver a timely and responsive service to the Queensland community with response times among the fastest in the country.

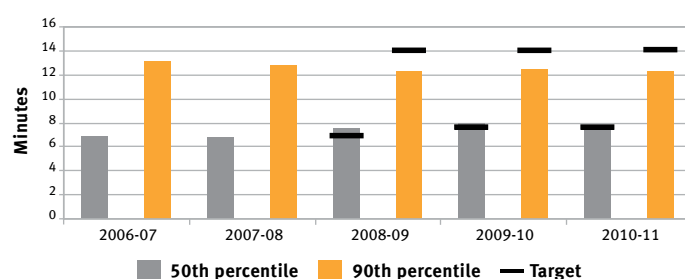
Cardiac Arrest Survived Event Rate



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. Over the past five years the survival rate has increased as the QAS strives for improvements in patient outcomes through innovation in this area.

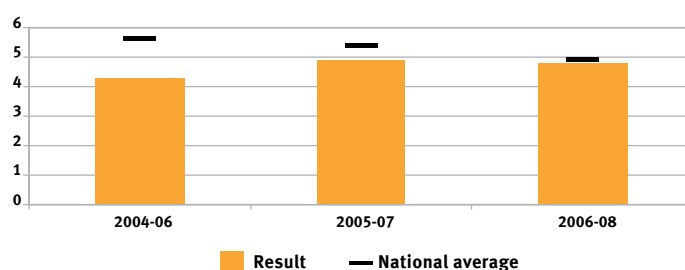
Response times to structure fires: 50th and 90th percentile



Response times to structure fires

The QFRS continues to deliver timely fire and rescue services to the Queensland community. The 2010-11 90th percentile response time of 12.2 minutes remained well within the long established service delivery model for responding to structure fires within 14 minutes, and the 50th percentile response time of 7.4 minutes was under our target of 7.6 minutes.

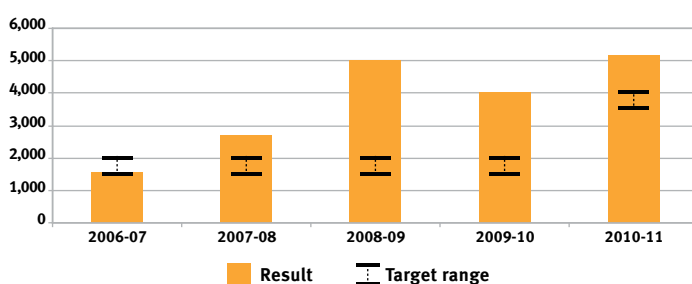
Three year weighted average, fire death rate (per million people)



Fire death rate

QFRS is committed to enhancing public safety and minimising the adverse effects of fire events on the community. The fire death rate in Queensland from 2004-06 to 2006-08 has consistently remained below the national three year weighted average. National results for 2007-09 will be published in the Report on Government Services 2012.

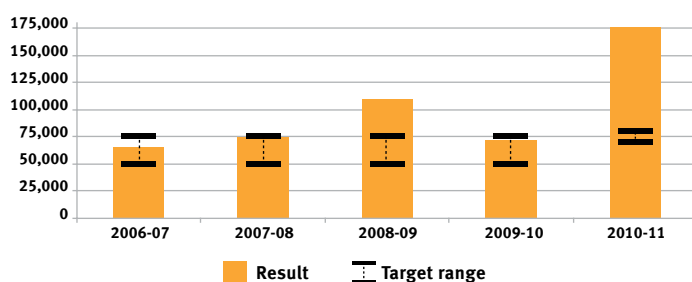
Number of people receiving disaster management training



Building community resilience

Disaster management training supports the effectiveness of disaster management services. The significant increase between 2009-10 and 2010-11 can be attributed to training associated with the implementation of amendments to disaster management arrangements in 2010, and in response to predictions of an impending severe cyclone and storm season.

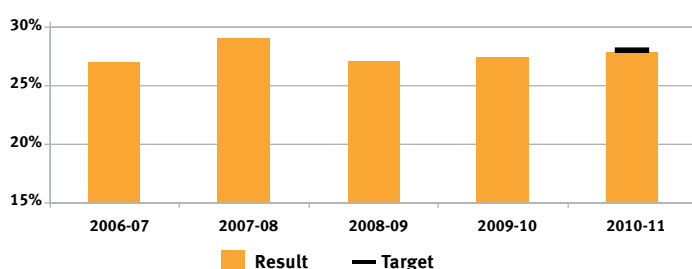
Number of SES volunteer hours of operation



SES volunteer hours of operation

Our SES volunteers support Queensland communities in times of emergency and disaster. They played a pivotal role in helping to prepare, protect and support communities from disaster events including flooding and Tropical Cyclone Yasi in 2010-11. This is highlighted by the number of hours contributed by our SES volunteers in 2010-11.

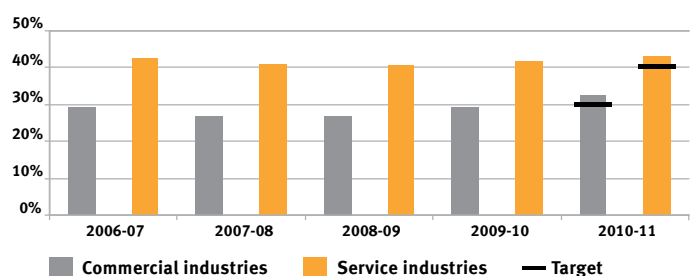
Prisoners in education



Prisoner education

Prisoners are provided with opportunities to participate in a range of educational programs aimed at building vocational skills and improving literacy and educational levels to support their ability to gain and retain employment upon release.

Prisoner Employment: Commercial and Service industries



Employment for prisoners

Commercial and service industries are key elements in providing prisoners with the opportunity to acquire and increase their vocational skills to help break the cycle of reoffending and contribute to their ability to gain and retain employment upon release. Employment in both commercial and service industries has increased in recent years.

Our financial performance

In the period to 30 June 2011, the department delivered its agreed services and realised an operating surplus of \$19.27 million through prudent financial management. This surplus was achieved in a period of lower economic growth than experienced in previous years and a year which saw increased demand for services due to a period of prolonged natural disasters.

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.

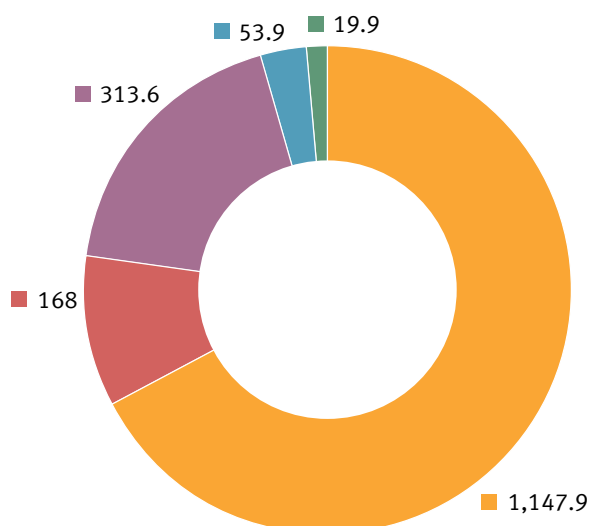
Departmental planning processes ensure that the department's budget continues to meet the present and future needs of the Queensland community. Most importantly, careful planning ensures our funds are spent effectively.

A comprehensive set of financial statements covering all of the department's activities is available in Part 2 of this report as a CD or via our website www.communitysafety.qld.gov.au. 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 on the inside cover of this report.

Financial overview	2011	2010
Income	\$1.703 billion	\$1.606 billion
Expenses	\$1.684 billion	\$1.593 billion
Operating result	\$19.270 million	\$13.044 million
Capital acquisitions	\$299 million	\$470 million
Assets	\$3.592 billion	\$3.423 billion
Equity	\$3.453 billion	\$3.283 billion

2011 Income

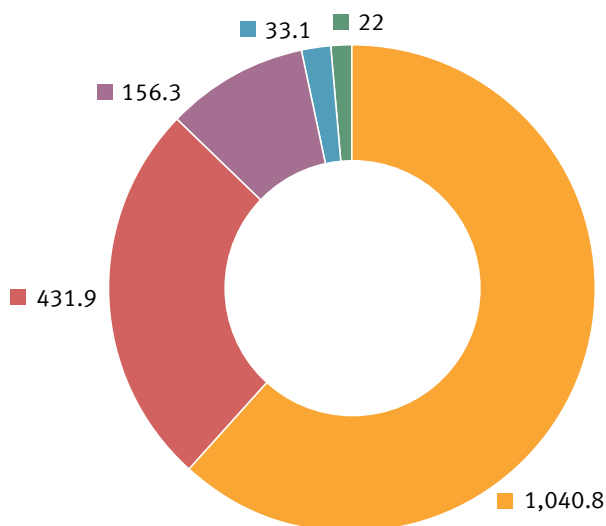
\$ million



- Departmental services revenue
- User charges, fees and fines
- Fire levies
- Grants and other contributions
- Other

2011 Expenses

\$ million



- Employee expenses
- Supplies and services
- Depreciation and amortisation
- Grants and subsidies
- Other

Summary Statement of Comprehensive Income

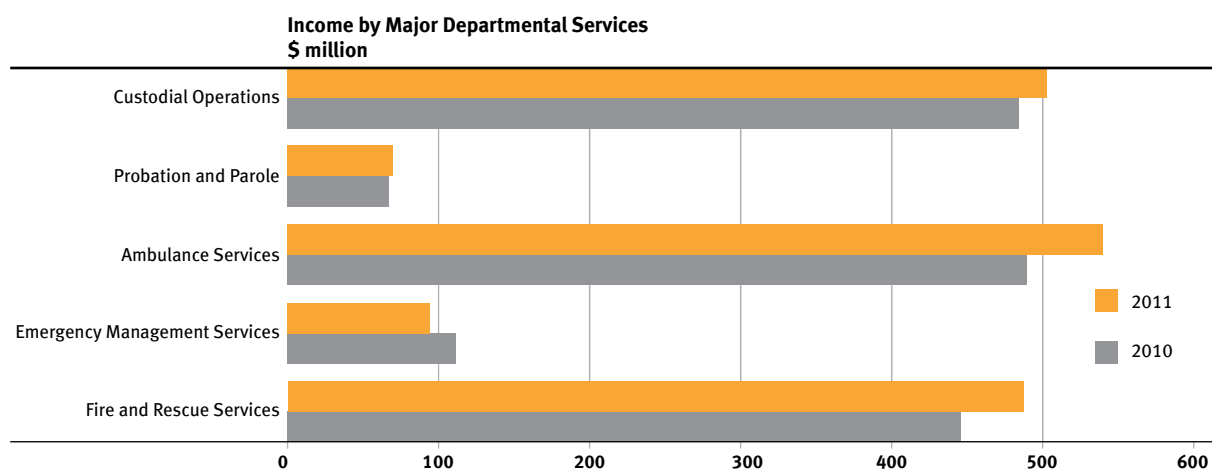
	2011 \$M	2010 \$M	
Income			
Departmental services revenue	1,147.943	1,096.273	Funding for wages increases, additional staff and Community Ambulance Cover
User charges, fees and fines	168.047	155.173	
Fire levies	313.642	301.588	Represents funding received to offset the cost of response to, and recovery from major disasters under the Natural Disaster Relief and Recovery Arrangements
Grants and other contributions	53.896	31.166	
Other	19.869	22.264	
Total Income	1,703.397	1,606.464	
Expenses			
Employee expenses	1,040.830	949.310	Represents costs of wages increases and additional staff
Supplies and services	431.920	411.940	
Depreciation and amortisation	156.348	154.449	Reflects transfer of Community Helicopter Providers funding to Queensland Health
Grants and subsidies	33.053	47.675	
Other	21.976	30.047	
Total Expenses	1,684.127	1,593.421	
Operating Result	19.270	13.044	

Summary Statement of Financial Position

	2011 \$M	2010 \$M	
Assets			
Cash	35.880	40.023	Reflects an increase in accrued revenue largely as a result of the Queensland Health Authorised Transport arrangements
Receivables	99.558	87.222	
Inventories	9.482	9.024	
Intangibles	34.150	34.616	Reflects an increase in buildings, vehicles and major items of plant under construction
Property Plant and Equipment	3,391.217	3,236.284	
Other	21.862	15.503	
Total Assets	3,592.149	3,422.672	
Liabilities			
Payables	91.904	89.357	
Accrued Employee Benefits	43.305	45.878	
Other	3.735	4.778	
Total Liabilities	138.944	140.012	
Net Assets	3,453.206	3,282.660	
Total Equity	3,453.206	3,282.660	

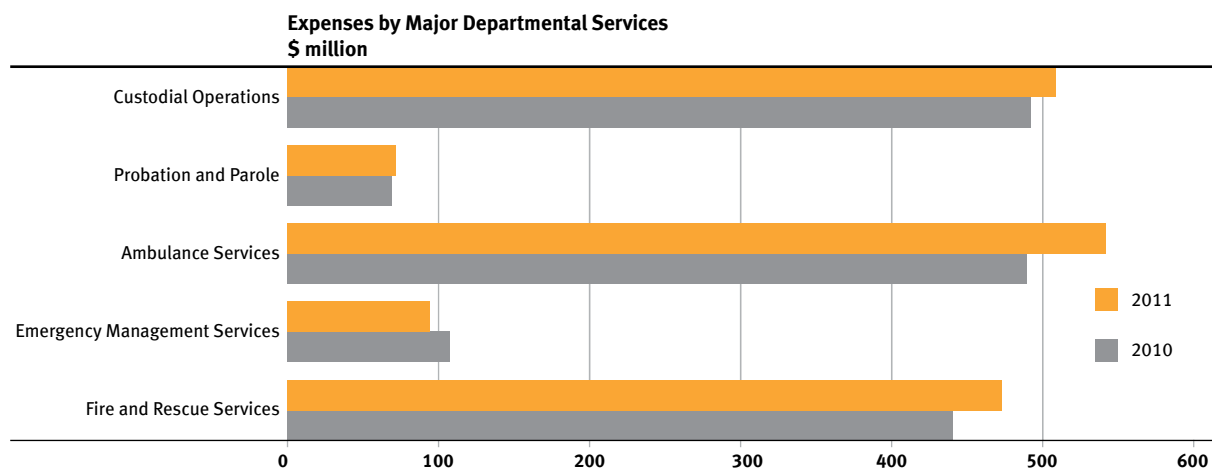
Total Income by Major Departmental Services

	2011 Income \$M	2010 Income \$M
Custodial Operations	506.143	487.786
Probation and Parole	70.395	67.837
Ambulance Services	543.671	492.847
Emergency Management Services	94.840	112.159
Fire and Rescue Services	490.559	448.733



Total Expenses by Major Departmental Services

	2011 Expenses \$M	2010 Expenses \$M
Custodial Operations	508.340	491.759
Probation and Parole	70.701	68.395
Ambulance Services	541.670	489.029
Emergency Management Services	93.093	106.838
Fire and Rescue Services	472.534	440.298



Chief Finance Officer 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 *Financial Accountability Act 2009* also requires each department's chief finance officer to provide an annual statement of assurance to their accountable officer (chief executive).

This statement includes assurances of the efficiency, effectiveness and economy of the department's financial operations and governance. The Department of Community Safety's 2010-11 Statement of Assurance satisfied all requirements of section 57 of the *Financial Performance and Management Standard 2009*, and has been provided to the Director-General. It indicated no deficiencies or breakdowns in internal controls which would impact adversely on the department's financial governance or financial statements for the year.



The new Queensland Emergency Operations Centre (QEOC) at Kedron Park. See page 54 for further details.

Services

How our services are delivered

The department's service delivery model is unique and is designed to best meet the needs of our organisation and our stakeholders.

We deliver our services through four operational divisions, each with separate roles, legislative responsibilities and accountabilities. These four operational divisions are supported by two corporate divisions which provide professional business services, strategic leadership and guidance to support service delivery.

Together we share a vision for safe and secure communities which we achieve through the key focus areas articulated in our strategic plan.

The department is supported by many thousands of dedicated volunteers across the state and partners with a network of volunteer organisations, advisory bodies and community service organisations to successfully meet the demands on our emergency and corrective services. Find out more about how our volunteers and partners support us in delivering our services from page 77.

Our divisions profiled

Queensland Ambulance Service	26
Queensland Corrective Services	28
Emergency Management Queensland	30
Queensland Fire and Rescue Service	32
Corporate Support Division	34
Strategic Policy Division	36



Queensland Ambulance Service

QAS provides essential emergency ambulance services across Queensland. The QAS aims to provide timely and quality ambulance services which meet the needs of the community. QAS services include:

- 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.

2010-11 at a glance:

3,639	QAS staff (excluding corporate service staff)
360	Volunteers (approximate)
559,461	Urgent incidents (code 1 and 2)
236,240	Non-urgent incidents (code 3 and 4)

Locations

220	Ambulance stations
27	Honorary ambulance stations
4	Field offices
30	First Responder locations
9	Air bases
5	Mine sites

Fleet

1,134 Ambulance vehicles

Financial snapshot: Ambulance Services

Income	\$543.671 million
Expenses	\$541.670 million
Assets	\$536.291 million
Liabilities	\$44.556 million

Environment

- Procurement of the most fuel efficient vehicles available

Learning and growth

- Building workforce capability through the Queensland Combined Emergency Services Academy School of Ambulance and Paramedic Studies
- Continual improvement through Regional Performance Reviews
- Online learning opportunities for staff and volunteers
- Supporting women through the emberin “my mentor” program

Did you know that 532,950 Triple Zero (000) calls were received by QAS throughout 2010-11? That's an average of 1,460 calls per day.

Highlights for 2010-11

- Recruited an additional 75 ambulance officers
- Continued to work collaboratively with Queensland Health in implementing patient flow strategies for Queensland Health emergency departments
- Completed the construction of new ambulance stations at Ashgrove/The Gap and Springfield, replaced ambulance stations at Ipswich, Jimboomba, Runaway Bay and Stanthorpe and refurbished the ambulance station at Moranbah
- Purchased ambulance staff housing at Blackwater, Capella, Carmila, and Meandarra in the Surat and Bowen Basins and at Dirranbandi
- Continued the rollout of new and replacement ambulance vehicles and incorporated two new designs in the ambulance fleet
- Upgraded the ambulance fleet in all regions with CF19 model Toughbooks (laptops) to support our ambulance officers in the field in managing data needs
- Conducted a detailed review of leadership and management development requirements as part of the QAS human resource management strategy
- Continued working with Queensland Health to develop locally based arrangements, under the *Queensland Health Authorised Transport arrangements*, enabling QAS and Queensland Health to ensure that patient transport services meet the clinical needs of the patient with the resources available in the local area
- Prevented, on average, 46 unnecessary ambulance transports per week in the Brisbane Region under the Secondary Triage and Referral system which manages and reduces the number of non-emergency ambulance trips.

Future direction

During 2011-12 we will:

- Recruit 50 additional ambulance officers, bringing the total number of additional ambulance officers employed since 2007 to 680
- Continue planning, construction, or purchase of ambulance staff housing in the Surat and Bowen Basins
- Provide 140 new and replacement ambulances
- Complete construction of four new ambulance stations in the growth areas of Coomera, Ningi, North Lakes and Pinjarra Hills
- Complete construction of replacement ambulance stations at Biggenden, Gayndah, Gordonvale, Normanton, Ravenshoe, and Winton, refurbish an ambulance station at Chermside and redevelop the South Mackay station
- Commence design and documentation works for replacement ambulance stations at Calliope, Cleveland, Emerald, Kingaroy and Tara, and finalise design and development approval for a replacement ambulance station at Gladstone, all due for completion in 2012-13
- Complete design and commence redevelopment of the Spring Hill complex and ambulance station
- Continue the replacement of Mobile Data Terminals in ambulance vehicles in South East Queensland, providing first responders with up to the minute information in relation to an incident to which they have been dispatched.

Kedron Park office details: Emergency Services Complex, Cnr Park and Kedron Park Roads, Kedron QLD 4031

Postal address: GPO Box 1425, Brisbane Qld 4001

Telephone: 13 QGOV (13 7468)

Website: www.ambulance.qld.gov.au

First Aid course bookings: www.ambulance.qld.gov.au/firstaid/bookings.asp

Baby capsule hire and child restraint checks: Contact Smart Services Queensland on 1300 369 003 (8.00am to 6.00pm, Monday to Friday)

Queensland Corrective Services

The purpose of QCS is to improve community safety and confidence in our work, enforce the orders of the court, and break the cycle of reoffending. Key challenges for QCS are to maximise community safety and security by ensuring prisoners are securely and humanely contained in the custodial environment and careful monitoring and management of offenders under community based supervision.

QCS is committed to delivering programs and services that will help rehabilitate offenders enabling them to participate in society within the law upon their release. QCS employs fully trained correctional staff as well as professionals across a range of disciplines, including psychologists, vocational and educational training instructors and counselors to ensure and maintain quality correctional services.

2010-11 at a glance:

3,395	QCS staff (excluding corporate service staff)
70	Volunteers (approximate)
5,537	Average daily prisoner population
15,502	Average daily community corrections offender population

Locations

10	High security correctional centres
8	Low security facilities
48	Probation and Parole offices

Fleet

35	Prisoner escort vehicles
9	Protective response vehicles

Financial snapshot

Custodial Operations

Income	\$506.143 million
Expenses	\$508.340 million
Assets	\$2.030 billion
Liabilities	\$36.893 million

Probation and Parole

Income	\$70.395 million
Expenses	\$70.701 million
Assets	\$299.927 million
Liabilities	\$5.454 million

Environment

- Greening Corrections
 - Developing a QCS Sustainable Corrections Strategy to reduce our carbon footprint
 - Developing green industry skills for prisoners
 - Increasing green community service projects
- Implementation of the Probation and Parole *Green Workplaces* strategy and *Custodial Operations 10 Year Strategy*

Learning and growth

- Focus on performance through Regional Performance Meetings
- Developing workforce capability through the QCS Academy
- Deliver training to entry level custodial officers and probation and parole officers in relation to behaviour management of people with intellectual or cognitive impairment

Did you know that during 2010-11, offenders performed over 345,000 hours of community service work?

Highlights for 2010-11

- Launched and implemented *Delivering Justice - Improving Corrections* which sets out six key priorities for reform:
 - serving the community
 - closing the gap on Aboriginal and Torres Strait Islander over representation
 - partners in rehabilitation
 - pathways for corrections
 - green corrections
 - becoming an agile and accountable organisation
- Launched and implemented the *Social Responsibility Charter* which sets out our commitment to rehabilitating offenders to become productive citizens who can participate in society within the law
- Implemented the Community Service Pathways Project to expand community service rejuvenation by linking community service work to training and employment pathways for offenders on community based orders
- Launched the *QCS Northern Strategy* providing opportunities for all northern prisoners, with a particular focus on the management of Aboriginal and Torres Strait Islander offenders, to engage in visits, rehabilitation, reparation and case management specifically for North Queensland communities
- Promoted prisoner and offender reparation through flood and cyclone relief assistance across the state with approximately 27,000 hours of work completed valued at almost \$541,000
- Progressed our capital program to expand correctional centre infrastructure for the future including substantial investments in the Southern Queensland Correctional Precinct at Gatton and the Lotus Glen Correctional Centre in Far North Queensland
- Finalised software upgrades of the Integrated Offender Management System which consolidates vital offender information to manage offenders across correctional pathways from custodial to probation and parole and reintegration into the community
- Completed the construction of contingency accommodation in Townsville for offenders released under the *Dangerous Prisoners (Sexual Offenders) Act 2003*
- Continued to focus on rehabilitation of offenders during the year. In partnership with Channel Seven, QCS participated in a televised restaurant training program which involved 12 offenders under different orders ranging from parole to community service.

The series, *Conviction Kitchen*, raised community awareness and demonstrated the positive effects employment can have in breaking the cycle of reoffending

- Encouraged staff to reduce their carbon footprint and overall impact on the environment through implementation of greening strategies under the Probation and Parole *Green Workplaces* strategy and *Custodial Operations 10 Year Strategy*
- Performed strongly in the 2010 Minister's Awards for Excellence in Community Safety, winning awards in six of the seven available categories which recognise and honour the creativity, innovation and dedication of front-line and behind the scenes personnel.

Future direction

During 2011-12 we will:

- Continue the first stage development of the Southern Queensland Correctional Precinct at Gatton and the expansion and redevelopment of Lotus Glen Correctional Centre
- Complete the post occupancy works at Arthur Gorrie, Brisbane and Townsville Correctional Centres
- Continue to modify cells at Arthur Gorrie Correctional Centre in order to increase the safety of prisoners with suicide resistant cells
- Monitor and track the movement of offenders on continuing supervision orders under the *Dangerous Prisoners (Sexual Offenders) Act 2003* through the introduction of global positioning system (GPS) technology
- Commence the construction of new low security accommodation for women at the Numinbah Correctional Centre
- Progress the implementation of new processes and procedures resulting from an independent, statewide security review into armoury and key control in high security correctional centres
- Continue to implement recommendations of the Queensland Auditor-General's *Report to Parliament No. 1 for 2011 - Management of offenders subject to supervision in the community*
- Address drug and alcohol use by offenders through implementing the QCS Drug and Alcohol Policy
- Ongoing collaboration with local communities to increase the number of community service work sites available to offenders to make reparation to the community.

Brisbane City office details: State Law Building, Cnr Ann and George Streets, Brisbane QLD 4000

Postal address: GPO Box 1054, Brisbane Qld 4001

Telephone: 13 QGOV (13 7468)

Website: www.correctiveservices.qld.gov.au



Emergency Management Queensland

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

EMQ delivers effective disaster management arrangements and emergency response to contribute 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.

2010-11 at a glance:

265	EMQ staff (excluding corporate service staff)
7,000	SES volunteers (approximate)
600	Emergency Services Cadets (approximate)
240	Emergency Services Cadet adult leaders (approximate)
5,142	People received disaster management training
175,334	SES volunteer hours of operation

Locations

Emergency Services Complex, Kedron Park

12	Area offices
7	Regional offices
3	EMQ Helicopter Rescue air bases

Fleet

5	Helicopters
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Financial snapshot: Emergency Management Services

Income	\$94.840 million
Expenses	\$93.093 million
Assets	\$99.427 million
Liabilities	\$8.662 million

Environment

- Implementation of *ClimateQ: toward a greener Queensland* initiatives
- Mitigating the impacts of disaster events

Learning and growth

- Increasing volunteer capability through the Queensland Combined Emergency Services Academy School of Emergency Management
- Building community resilience through disaster management training
- Continual improvement supported by lessons learnt from events

**Did you know that more than 131,000
phone calls were made to the
SES 132 500 number during 2010-11?**

Highlights for 2010-11

- Strengthened the SES capability to respond to natural disasters and emergencies in Queensland communities by providing equipment, personal protective clothing, training, vehicles, flood boats and trailers
- Continued to implement the recommendations from the review of the disaster management system including the development and review of policies, procedures and guidelines
- Our EMQ Helicopter Rescue service has been honoured and recognised internationally with the *Rescue of the Year Award* and the *Shephard Search and Rescue 2011 Crew Award* for its response to the flooding event in the Lockyer Valley in January 2011
- Supported community resilience by delivering disaster management training that incorporates the key elements of disaster prevention, preparedness, response and recovery
- Recruited four Indigenous Disaster Management Field Officers in remote communities who work collaboratively with Indigenous communities to enhance disaster management planning and exercises, improve local capability, and recruit and support volunteers for disaster management roles
- Provided funding, under the Queensland Government's Sustainable Resource Communities initiative, to the Maranoa Regional Council for the new SES building at Mitchell and the refurbished SES building at Surat
- Enhanced 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
- Continued to support:
 - Surf Life Saving Queensland - supporting beach patrol capabilities including additional beach patrols, lifeguard services and equipment
 - Royal Life Saving Society Queensland – supporting the provision of water safety education programs to young Queenslanders
 - Volunteer Marine Rescue Association Queensland (VMRAQ) and the Australian Volunteer Coast Guard Association (AVCGA) – supporting blue water rescue operations
- Supported regional councils and volunteer organisations to undertake projects for building community resilience and minimising the impact of natural disasters
- Partnered with the Australian Red Cross to win a Highly Commended Award from the 2010 Australian Safer Communities Awards for the 'emergency REDiPlan: Household preparedness for people with a disability, their families and carers' project.

Future direction

During 2011-12 we will:

- Implement recommendations of the Queensland Floods Commission of Inquiry
- Support the critical work of preparing for, and recovering from, disaster events by providing an additional seven regional disaster planning staff
- Strengthen Natural Disaster Relief and Recovery Arrangements (NDRRA) claims processing, reporting, data capture and analysis through the provision of additional resources (the NDRRA provides disaster response and recovery assistance in the form of grant and loan assistance to eligible impacted members of the community)
- Enhance coordination of information during disaster events by providing additional staff to perform the watch desk function within the State Disaster Coordination Centre
- Enhance SES capability by delivering new vehicles, flood boats and undertaking a disaster management exercise
- Continue to assist remote Indigenous communities to prepare for the impacts of extreme weather events which may result from climate change
- Assist local communities in response and recovery situations through the purchase of a disaster management warehouse in Townsville and additional stock for existing caches to ensure rapid and reliable deployment of high volumes of essential supplies
- Continue implementation of the revised disaster management arrangements.

Kedron Park office details: Emergency Services Complex, Cnr Park and Kedron Park Roads, Kedron QLD 4031

Postal address: GPO Box 1425, Brisbane Qld 4001

Telephone: 13 QGOV (13 7468)

Website: www.emergency.qld.gov.au/emq



Queensland Fire and Rescue Service

The QFRS aims to provide fire and rescue services in partnership with the community for a safer Queensland. 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. QFRS is creating a safer Queensland through a mission-driven focus that prepares and informs QFRS about communities to reduce incidents through risk reduction and readiness while also building response capability and capacity. QFRS strives to be the best by looking for innovative solutions to solving problems.

QFRS is best known for putting out fires, however QFRS provides a wide range of services which include:

- providing responsive structural fire services to the 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
- supporting disaster management and community assistance services.

QFRS aims to protect persons, property and the environment through the delivery of community safety and awareness programs, incident response capability and capacity (preparedness) and recovery assistance. QFRS provides its services to the general community, householders, industry, businesses, rural communities and specific groups within the general community, such as school children.

In addition to permanent firefighters, QFRS employs 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.

QFRS Rural Operations 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.

2010-11 at a glance:

2,986	QFRS staff (excluding corporate service staff)
34,000	Rural Fire Service volunteers (approximate)
40	Scientific Branch volunteers (approximate)
215	Volunteer Community Educators
837	Accidental residential structure fires

Locations

Emergency Services Complex, Kedron Park

242	Urban fire and rescue stations
463	Rural fire stations
1,448	Operational volunteer rural fire brigades
7	Regional offices
1	Special operations centre

Fleet

502	Urban appliances
938	Rural appliances

Financial snapshot: Fire and Rescue Services

Income	\$490.559 million
Expenses	\$472.534 million
Assets	\$626.891 million
Liabilities	\$43.378 million

Environment

- Use of Class A+ recycled water for firefighting
- Retrofitting petrol driven pumpsets with diesel driven pumpsets for Rural Fire Service appliances
- Procurement of the most fuel efficient fire appliances available
- Fire mitigation and management activities

Learning and growth

- Managing the QFRS Learning and Development Framework through the Queensland Combined Emergency Services Academy School of Fire and Rescue Service Training
- Innovation through the award winning *Flexible Learning for Volunteers: taking us into the future*
- Working with education providers to attract youth into volunteering

**Did you know that during 2010-11,
QFRS responded to 90 percent of
structure fires within 12.2 minutes?**

Highlights for 2010-11

- Recruited an additional 24 operational firefighting personnel
- Purchased 25 new or replacement urban fire appliances and 25 rural fire appliances
- Winner of the Education and Training category for the *'Flexible Learning for Volunteers: taking us into the future'* project. The project aims to proactively deal with the attraction, retention and support for fire and rescue service volunteers in rural operations areas of Queensland
- QFRS provided response to extreme flood and cyclone events during the summer season covering all regions of Queensland
- Relocated the State Operations Coordination Centre to the new Queensland Emergency Operations Centre. The state-of-the-art communication and incident control facility provides front-line staff with enhanced capacity to meet increasing operational demands and to support large scale disasters
- The Queensland Urban Search and Rescue (USAR) Taskforce was deployed to New Zealand to assist in search and rescue operations following the Christchurch earthquake in February 2011
- Completed construction of a new fire station at Agnes Water and replacement stations at Pullenvale and Toowoomba
- Enhanced community awareness of bushfires through the designation of Neighbourhood Safer Places and the rollout of the nationally revised fire danger ratings signs
- Launched *Catching Fire*, a fire safety DVD tailor made for the hearing impaired which will provide effective safety messaging featuring Auslan interpretation and captions
- Seventy-two members of the Queensland USAR Taskforce took to the skies in a Royal Australian Air Force C-17 Globemaster on 22 September 2010 as part of an exercise designed to test the squad's readiness to respond to a major disaster.

Future direction

During 2011-12 we will:

- Complete construction of the firefighting training facility at Dysart
- Provide an additional 24 urban fire appliances and 25 rural fire appliances
- Continue planning for a new fire station at Brassall and commence construction of a replacement fire station at Ripley as part of the works to replace the existing Ipswich fire station in 2012-13
- Complete construction of replacement or redeveloped fire stations at Cherbourg, Clermont, Craginsh, Emerald, Noosa and Walkerston
- Commence design and development approvals for replacement fire stations at Clifton, Mackay, Mareeba, Millaa Millaa, Mount Tamborine and Smithfield
- Continue to support the Volunteer Community Educators in the provision of bushfire and natural disaster community safety messages
- Continue building upon the award winning *'Flexible Learning for Volunteers: taking us into the future'* project by completing crew leader and first officer flexible learning programs
- Continue to engage 'at-risk' communities through the continued delivery of the *'Are you bushfire prepared? PREPARE.ACT.SURVIVE.'* campaign. The campaign, developed following the tragedy of the Victorian bushfires in February 2009 and recommendations from the 2009 Victorian Bushfires Royal Commission, informs residents enabling them to prepare for the bushfire season and equipping them with the knowledge they need to take appropriate actions to survive during a bushfire.

Corporate Support Division

The CSD objective is to professionally deliver corporate services to the operational divisions, Minister and Director-General of the Department of Community Safety.

CSD supports the delivery of essential front-line services to the community and 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 management
- 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 for the provision of transactional corporate services including finance, HR, records management services and business systems support.

2010-11 at a glance:

457 CSD staff

Locations

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

Environment

- All facilities are designed to minimise environmental impact

Learning and growth

- Frameworks and programs are in place to build workforce capability

Did you know that our department has a permanent retention rate of 93.61 percent? This means that 93.61 percent of our staff from 12 months ago are still employed with the department.

Highlights for 2010-11

- Finalised construction of the Queensland Emergency Operations Centre at Kedron which provides more effective coordination of day to day emergency response and large scale incidents and disasters. This state-of-the-art facility achieved a five-star Green Star rating for office design in March 2011 from the Green Building Council of Australia
- Continued to progress capital works projects and accommodation changes to ensure essential services to minimise the risk and impact of emergencies and disasters, and for an expanded correctional centre infrastructure to plan for the future
- Continued rollout of the Positive Workplaces Program to strengthen our workforce leadership capability
- Commenced the All Hazards Information Management program to provide accessible, relevant and up-to-date information to support decision making across stakeholder groups and enhance delivery and sharing of information across the department and with the community in the preparation, response and recovery phases of disaster events
- Progressed the Emergency Services Computer Aided Dispatch (ESCAD) and Triple Zero (000) upgrade to improve front-line service delivery through enhanced communication technologies
- Established the Workforce Performance Framework consisting of a range of HR procedures relating to performance management, development, talent management and recognition to maximise every employee's ability to contribute to the achievement of the department's objectives
- Improved communications for operational divisions through the implementation of automatic vehicle location equipment into QFRS appliances and QAS ambulance vehicles
- Provided assistance and support to the operational divisions in response to the disaster events which impacted the state, through the supply of sandbags, personal protective equipment, travel and accommodation arrangements, hire vehicles, fuel cards, volunteer expenses and logistical support to the State Disaster Coordination Centre and State Operations Coordination Centre.

Future direction

During 2011-12 we will:

- Continue to deliver the capital works building program including the Southern Queensland Correctional Precinct at Gatton and the expansion and redevelopment of the Lotus Glen Correctional Centre in Far North Queensland
- Continue implementation of environmental initiatives to minimise energy and water consumption, including the establishment of baseline data to maintain accurate reporting of future savings against reduction targets
- Complete the strategic management plans focusing on energy, water, waste and carbon emissions management. The plans articulate how we will manage our social and legislative responsibilities toward the environment and lay the foundation for improved management of our infrastructure
- Continue to explore opportunities for improving service delivery including greater efficiency in the administration of corporate cards, improved inventory systems for correctional facilities and increased use of electronic purchase orders
- Continue the development of a recruitment and selection framework consisting of a range of human resource procedures, guides and training to improve the department's ability to attract, retain and develop the best applicants to provide for a diverse and effective workforce
- Continue development of leadership and management training within the department to continue building management capability and performance and drive a workforce performance culture
- Continue development and refinement of standard building designs to provide functional, innovative buildings that support service delivery requirements whilst achieving value for money
- Continue the upgrade project for the ESCAD service and the Triple Zero (000) telephone system to advance delivery of call management, voice logging and business continuity by 2012-13
- Continue to progress the All Hazards Information Management program.

Strategic Policy Division

The 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. The SPD objective is to lead strategic policy to strengthen community safety.

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 policy and planning analysis and development
- management of the annual budget and mid-year review process
- 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 State Budget Papers and 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 Standing Council on 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.

2010-11 at a glance:

129 SPD staff

Locations

- Emergency Services Complex, Kedron Park
- State Law Building, Brisbane

Environment

- Coordinate the department's response to environmental sustainability priorities

Learning and growth

- Commitment to professional development in policy and public sector management and operations

Did you know that up to 400 phone calls a day were received from the media during the six weeks over Christmas in 2010-11?

Highlights for 2010-11

- Participated in the development of the COAG endorsed *National Strategy for Disaster Resilience* (NSDR)
- Developed the *DCS Action Plan for Disaster Resilience* which supports the NSDR in building community resilience to disasters
- Led the introduction of legislative amendments following the review of disaster management arrangements in Queensland
- Successfully delivered strategic communication and media activities regarding the Queensland flooding events and Tropical Cyclone Yasi
- Continued to lead legislative reform for our department, finalising and publishing the DCS Regulatory Simplification Plan. The department's regulatory simplification plan is a way to identify opportunities to reduce unnecessary and excessive legislative requirements, and streamline administrative and procurement processes
- Managed the Queensland Government response to the 2009 Victorian Bushfires Royal Commission
- Developed the DCS Indigenous Priority Recruitment Statement (IPRS) to address recruitment, retention, mentoring and advancement matters. The IPRS aligns with and supports the Queensland Government's commitment to work in partnership with Aboriginal and Torres Strait Islander peoples to enhance employment outcomes for Indigenous people across the Queensland Public Sector
- Finalised the *DCS Disability Service Plan 2010-2011*, the blueprint for the department's contribution to a safer community and a better quality of life for people with a disability
- Developed the *DCS 2011-2015 Strategic Plan* which outlines the department's key focus areas and strategies to provide for a safe and secure Queensland. The strategic plan shows that we will work together to make Queensland a safer place

and build strong working relationships both within the department and with our external partners and stakeholders, especially our volunteers

- Completed a cross agency review of safety and compliance issues and current legislation relevant to budget accommodation buildings in Queensland.

Future direction

During 2011-12 we will:

- Coordinate the department's response to recommendations of the Queensland Floods Commission of Inquiry
- Implement the *DCS Action Plan for Disaster Resilience* which supports the *National Strategy for Disaster Resilience*. The action plan aims to build community resilience to disaster events
- Continue to support our volunteers through the review of the *Volunteer Management Strategy 2009-2013*, and development of a range of volunteer initiatives for implementation in 2011-12
- Commence review of the *Corrective Services Act 2006* in accordance with legislative requirements
- Continue working with the Queensland Reconstruction Authority with a focus on building community resilience
- Finalise the development of the *DCS Disability Service Plan 2011-2013* in line with the Queensland Government's 10 year plan
- Deliver a new *Swift Water Campaign* to address the issues of driving through swift water and playing in flooded water, and a new *Storm Season Campaign* to ensure our communities are storm season prepared
- Finalise the development of the DCS Multicultural Action Plan to align with the new Queensland Multicultural Policy 'A multicultural future for all of us' and the Queensland *Multicultural Action Plan 2011-2014*.

Measuring our performance

Our key performance measures assessed

We regularly monitor performance to assess the effectiveness of our strategies in achieving our strategic objectives. Performance measurement provides evidence to guide and improve future planning, resource allocation, service provision and policy development.

Below are some of our key performance measures from our *2010-2014 Strategic Plan* and *2010-11 Service Delivery Statement* (SDS) which are aligned, where appropriate, with national benchmarks including those

measures contained within the *Report on Government Services* (ROGS). The tables note the relevant sources for each performance measure. These measures highlight the demand for our services and the timeliness, quality, efficiency and effectiveness of our front-line service delivery.

Five year results for a comprehensive list of our key performance measures are provided at appendix one.

Ambulance Services

Objective: Ambulance services meeting the needs of the community with a timely response

Performance measure	Notes	Strategic Plan	SDS	ROGS	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ Estimate	2010-11 Actual	2011-12 Target/ Estimate
Time within which code 1 incidents are attended:											
■ 50th percentile response time		✓	✓	✓	8.2 minutes	8.3 minutes	8.4 minutes	8.1 minutes	8.2 minutes	8.2 minutes	8.2 minutes
■ 90th percentile response time		✓	✓	✓	16.5 minutes	16.7 minutes	17.2 minutes	16.4 minutes	16.5 minutes	16.7 minutes	16.5 minutes
Cardiac Arrest Survived Event Rate	1	✓			21.3%	23.3%	28.6%	27.5%	>24%	28.4%	>24%
Level of patient satisfaction (survey) with ambulance response services	2	✓		✓	97%	99%	98%	98%	>95%	-	>95%
Urgent incidents (Code 1 and 2):		✓		✓							
■ Number of incidents attended per 1,000 population		✓			113	120	116	116	119	123	-
■ Number of incidents		✓			459,975	503,909	502,293	516,307	542,122	559,461	-
Non-urgent incidents (Code 3 and 4):		✓		✓							
■ Number of incidents attended per 1,000 population		✓			52	52	56	51	53	52	-
■ Number of incidents		✓			212,609	220,133	241,711	228,316	239,732	236,240	-

- indicates not available/ applicable

Notes:

1. Measure is similar to that published in ROGS with a different derivation used to calculate the result.

2. The 2010-11 result was not available at the time of publishing and will be reported in ROGS 2012 (published January 2012).

The QAS has continued to deliver responsive ambulance services to the Queensland community, while the population is increasing along with the number of calls for assistance to urgent incidents.

Our demand management strategies, including a community education campaign focussed on the importance of only ringing Triple Zero (000) for genuine life threatening emergencies, have ensured the number of

non-urgent incidents attended per 1,000 people remains steady.

The continued high quality clinical interventions and treatments provided by QAS officers is demonstrated by an improvement in the cardiac arrest survived event rate of 7.1 percentage points since 2006-07 and the high level of patient satisfaction consistently achieved over the last four years.

Custodial Operations

Objective: Secure containment and rehabilitation of prisoners

Performance measure	Notes	Strategic Plan	SDS	ROGS	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ Estimate	2010-11 Actual	2011-12 Target/ Estimate
Death rate (unnatural cause only)	1	✓	✓	✓	0.04	0.02	0.07	0.07	<0.04	0.05	0
Escape rates:	1										
■ High security facilities		✓	✓	✓	0	0	0	0	0	0	0
■ Low security facilities	2	✓	✓	✓	0.77	1.42	1.02	1.5	<0.57	0.19	<0.57
Assault rates:	1										
■ Serious assault (prisoner on officer)		✓	✓	✓	0.02	0.02	0.02	0.07	<0.02	0.09	<0.02
■ Assault (prisoner on officer)		✓	✓	✓	0.27	0.22	0.23	0.43	<0.24	0.72	<0.24
■ Serious assault (prisoner on prisoner)		✓	✓	✓	0.74	0.51	0.83	1.12	<0.69	1.32	<0.69
■ Assault (prisoner on prisoner)		✓	✓	✓	4.20	3.68	3.73	3.18	<3.87	3.25	<3.87
Program completions:											
■ Sex offender programs		✓	✓		253	285	361	389	320	375	320
■ Transition support		✓	✓		1,355	2,292	2,634	3,161	2,000	3,673	2,000
■ Other programs		✓	✓		718	867	1,238	1,463	1,000	1,294	1,000
Prisoner employment:											
■ Commercial industries		✓	✓	✓	29.0%	26.9%	26.9%	34.1%	>30%	32.4%	>30%
■ Service industries		✓	✓	✓	42.4%	40.8%	40.7%	41.7%	>40%	43.2%	>40%
Prisoners in education		✓	✓	✓	27.0%	29.0%	27.1%	27.4%	>28%	27.8%	>28%
Financial value of work performed in the community by prisoners from low security facilities		✓	✓		\$1.5 million	\$2.4 million	\$2.5 million	\$4.5 million	>\$3.0 million	\$3.73 million	>\$3.5 million
Cost of containment per prisoner per day	3		✓	✓	\$167.96	\$191.59	\$181.98	\$181.09	\$188	\$187.86	\$210
Proportion of prisoners who are Indigenous		✓		✓	26.9%	26.4%	26.7%	29.2%	-	30%	<30%
Prisoners released who returned to corrective services with a new correctional sanction within two years:											
■ Returns to prison		✓		✓	28.7%	33.6%	37.9%	33.5%	-	35.2%	-
■ Returns to corrective services		✓		✓	36.4%	42%	43.3%	38.9%	-	41.1%	-
Facility utilisation:											
■ High security facilities			✓	✓	103.3%	102.5%	92.2%	86.7%	85-95%	87.8%	85-95%
■ Low security facilities			✓	✓	79.4%	64.3%	60.4%	69.4%	85-95%	53.5%	85-95%
Average daily prisoner population				✓	5,649	5,491	5,629	5,631	-	5,537	-

- indicates not available/ applicable

Notes:

1. Rate per 100 prisoners.

2. 2009-10 result has been amended to align with ROGS.

3. Historical data has been amended to align with ROGS 2011. ROGS figures are adjusted annually by the gross domestic product deflator.

One of our primary objectives is to provide a safe, secure and humane custodial environment with a focus on the rehabilitation of offenders. During 2010-11 there were three deaths in custody from apparent unnatural causes. Following any death in custody, immediate attention is given to any operational issues that are 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.

The secure custodial infrastructure we maintain has ensured that there have been no escapes from high security facilities since 1998, and only one escape from low security facilities in 2010-11. In addition, we have preventative measures in place to ensure the safety of staff and prisoners including 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. Acts of violence are not tolerated and are referred to the Queensland Police Service's Corrective Services Investigation Unit. A recent research project to identify factors that contribute to prison assaults will inform the development of further strategies to prevent assaults into the future.

Our focus on rehabilitation ensures offenders are provided with integrated correctional rehabilitation services based on their individual needs, including preparatory, drug, violence or sexual offending programs, to reduce their risk of reoffending. Since 2006-07, program completions have increased for the three categories of: sex offender programs (48.22 percent increase); transition support (171 percent increase); and other programs (80.22 percent). Additionally, participation in employment and education provides prisoners with the opportunity to acquire and increase their knowledge and skills, assisting with breaking the cycle of reoffending and contributing to their ability to gain and retain employment upon release. The participation of prisoners in employment and education has remained stable over the last five years.

Reparation is also a key rehabilitation strategy for QCS with prisoners from low security facilities able to make some repayment to the community for the crimes they have committed. The increase in financial value of work

performed in 2009-10 and 2010-11 can be attributed to the support prisoners provided to communities to recover from disaster events as well as the increase in the rate per hour applied to the work undertaken.

The average daily number of prisoners has remained stable since 2006-07, whilst the average daily number of offenders subject to community supervision has increased due to changes in the *Corrective Services Act 2006*, including the introduction of Court Ordered Parole and a sustained reduction in the crime rate.

Our facility utilisation rate for high and low security facilities has declined over the last five years with the high facility utilisation rate remaining within the 85-95 percent range for the last three years, which is the optimum prison utilisation range defined by ROGS. The Low Security Reform Project and Offender Management Reform Project will continue to assist in identifying offenders for placement in low security facilities.

QCS has detailed its commitment to Closing the Gap on Aboriginal and Torres Strait Islander over representation in correctional services in its framework for reform: *Delivering Justice – Improving Corrections*. Since 2006, QCS has established permanently staffed Probation and Parole services in a number of Aboriginal and Torres Strait Islander communities to enable the appropriate diversion of offenders from the prison system. Probation and Parole services provide greater sentencing support to the judges and magistrates who visit these centres and help to ensure that, where appropriate, Aboriginal and Torres Strait Islander offenders are supervised in their own community.

While our overall rate of prisoners returning to corrective services has increased, rates of returns should be interpreted with care since they reflect a complex interaction of criminal justice factors. These factors include the level of crime being committed, police activity, sentencing practices and socio-economic contexts.

We remain cost efficient in the delivery of corrective services without compromising our safe, secure and rehabilitative corrections environment. The low cost in containment per prisoner can be attributed to our modern infrastructure which is economical to operate and less labour intensive in relation to staffing regimes.

Probation and Parole

Objective: Supervision and rehabilitation of offenders in the community

Performance measure	Notes	Strategic Plan	SDS	ROGS	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ Estimate	2010-11 Actual	2011-12 Target/ Estimate
Percentage of successfully completed orders:											
Supervision orders:	1	✓		✓	61%	68%	66%	68%	-	69%	>67%
■ Probation orders		✓	✓		61%	65%	66%	68%	>65%	68%	-
■ Parole orders (excluding court ordered)		✓	✓		67%	71%	63%	69%	>65%	74%	-
■ Court ordered parole orders		✓	✓		64%	70%	68%	69%	>70%	71%	-
■ Intensive correction orders		✓	✓		57%	68%	64%	69%	>65%	66%	-
■ Intensive drug rehabilitation orders		✓	✓		24%	30%	21%	25%	>25%	21%	-
Reparation orders:		✓		✓	62%	56%	57%	63%	-	55%	>60%
■ Community service orders		✓	✓		58%	57%	60%	63%	>60%	59%	-
■ Fine option orders		✓	✓		65%	54%	56%	64%	>60%	52%	-
Financial value of community service work performed (court ordered)		✓	✓		\$6.3 million	\$5.1 million	\$5.0 million	\$7.7 million	\$7.8 million	\$6.9 million	>\$7.4 million
Cost of supervision per offender per day	2		✓	✓	\$10.26	\$10.10	\$9.64	\$10.59	\$10.60	\$12.01	\$11.00
Proportion of offenders who are Indigenous		✓		✓	17.9%	18.5%	18.7%	20.3%	-	21.7%	>20%
Offenders discharged from community corrections orders who returned with a new correctional sanction within two years:											
■ Returns to community corrections		✓		✓	10.5%	12.1%	14.1%	15.6%	-	15.4%	-
■ Returns to corrective services		✓		✓	17.8%	20.4%	25.0%	30.7%	-	30.7%	-
Average daily community corrections offender population				✓	12,250	13,665	14,467	15,054	-	15,502	-

- indicates not available/ applicable

Notes:

1. Historical data for 2006-07 has been rounded to align with ROGS.

2. Historical data has been amended to align with ROGS 2011. ROGS figures are adjusted annually by the gross domestic product deflator.

The average daily number of offenders being supervised in the community has increased by approximately 27 percent since 2006-07 with the implementation of the probation and parole model and *Corrective Services Act 2006*. These reforms provided for the introduction of Court Ordered Parole, better assessment of offenders, and improved service delivery and supervision of offenders. Access to rehabilitative programs is provided to offenders to support them in completing their orders, with an upward trend in successful completions since 2006-07. The increasing number of offenders on community based orders, demonstrates the confidence the courts have in our ability to enforce their orders.

Our strong focus on community safety ensures that effective monitoring systems are in place enabling action to be taken where offenders fail to comply with any condition of their order. The increase since 2006-07 in offenders returning with a new correctional sanction within two years can also be attributed to the reforms undertaken in 2006.

One of our key priorities, outlined in the framework for reform, *Delivering Justice – Improving Corrections*, is to reduce the over representation of Indigenous prisoners in corrective services. The expansion of probation and parole services into Indigenous communities has

provided opportunities for offenders to be diverted from the prison system and undertake community based supervision where appropriate.

Community service work enables offenders to make reparation to the community for the offences they have committed. The increase in the financial value of court ordered community service work between 2008-09 and 2009-10 can be attributed, in part, to an increase in the rate per hour applied to the work undertaken. The reduction from 2009-10 to 2010-11 was due to a reduced number of offenders on community service orders in 2010-11, and the impacts of Queensland flooding events and Tropical Cyclone Yasi requiring the closure of a number of community service sites which impeded the ability of offenders to undertake community service work.

We continue to deliver an efficient Probation and Parole Service with the cost of supervising offenders consistently below the national average, without compromising the effective management of offenders within the community. The increasing daily cost of supervising offenders largely relates to the expansion of probation and parole services to manage the increasing numbers of offenders on community supervision, and the increase in salaries provided to our staff.



Emergency Management Services

Objective: Emergency management services delivering effective disaster management arrangements and emergency response

Performance measure	Strategic Plan		2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ Estimate		2011-12 Target/ Estimate
	SDS	ROGS					2010-11 Actual		
Number of people receiving disaster management training	✓	✓	1,551	2,696	5,012	4,025	3,500 – 4,000	5,142	3,500 – 4,000
Number of SES volunteers	✓	✓	7,000	6,430	6,300	6,800	7,000	7,000	7,000
Number of SES volunteer hours of operation	✓	✓	64,932	74,227	109,381	70,898	70,000 – 80,000	175,334	70,000 – 80,000
Percentage of the Queensland community that are aware of SES 132 500 number	✓		-	-	-	36.7%	40%	44%	45%

- indicates not available/applicable

The department's commitment to improving community safety through its support of an effective disaster management system, and increase in stakeholder demand, have contributed to an increase in the number of people receiving disaster management training. The significant increase between 2009-10 and 2010-11 can be attributed to training associated with the implementation of amendments to the disaster management arrangements in 2010, and in response to predictions that Queensland could experience a significant number of cyclones and above average rainfalls due to the La Nina climate phase.

Our State Emergency Service (SES) volunteers are a vital part of Queensland's disaster management system, contributing to the resilience of Queensland communities to disaster events. Since 2009-10, there has been an increase of approximately three percent in the number of active SES volunteers. The department's Volunteer Management Strategy is essential in strengthening our

volunteer management in terms of recruitment, retention, support and recognition.

In 2010-11, our SES volunteers responded to a number of significant events including Queensland flooding and Tropical Cyclone Yasi, with an increase in hours of operation of almost 150 percent since 2009-10.

The SES 132 500 contact number provides a single point of public contact for the SES to enhance emergency service responsiveness to flood and storm emergencies and similar events. The contact number was implemented in July 2007 and since that time there have been more than 200,000 calls for assistance, with more than 131,000 calls received in 2010-11 alone. The increase in community awareness of the contact number has increased by 7.3 percentage points since 2009-10 which can be attributed to targeted community awareness campaigns.

Fire and Rescue Services

Objective: Fire and rescue services partnering with the community for a safer Queensland

Performance measure	Notes	Strategic Plan	SDS	ROGS	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ Estimate	2010-11 Actual	2011-12 Target/ Estimate
Response times to structure fires:											
■ 50th percentile		✓	✓	✓	6.9 minutes	6.8 minutes	7.6 minutes	7.9 minutes	7.6 minutes	7.4 minutes	7.6 minutes
■ 90th percentile		✓	✓	✓	13.1 minutes	12.8 minutes	12.3 minutes	12.4 minutes	<14 minutes	12.2 minutes	<14 minutes
Percentage of structure fires confined to the object/room of origin	1	✓	✓	✓	67.3%	64.5%	67.2%	71.2%	>70%	72.8%	>70%
Percentage of households with operational smoke alarms installed		✓	✓	✓	79.0%	87.6%	90.1%	89.2%	95%	86.6%	95%
Number of accidental residential structure fires per 100,000 households	2	✓		✓	64.7	67.3	61.9	60.1	-	49.3	<65

Fire death and injury rates: three year weighted average

Fire death rate	Notes	Strategic Plan	SDS	ROGS	2002 to 2004	2003 to 2005	2004 to 2006	2005 to 2007	2006 to 2008
Three year weighted average per million people	3			✓	5.0	4.4	4.3	4.9	4.8

Rate of hospital admissions due to fire injury	Notes	Strategic Plan	SDS	ROGS	2002-03 to 2004-05	2003-04 to 2005-06	2004-05 to 2006-07	2005-06 to 2007-08	2006-07 to 2008-09
Three year weighted average per 100,000 people	3			✓	16.5	16.5	16.5	16.5	18.0

- Indicates not available/ applicable

Notes:

1. A change in calculation methodology for this measure was implemented in 2008-09 to align with ROGS. This measure is being replaced in ROGS 2012 with 'Percentage of building fires confined to room of origin'.
2. The number of Queensland households for 2010-11 (1,697,819) and for 2011-12 (1,740,810) is derived from the Australian Bureau of Statistics Household and Family Projections, Australia, 2006 to 2031 (Cat. No. 3236.0) Report (Series II) by averaging household data from the start and end of a financial year to derive the financial year midpoint estimate. Historical data has been revised to reflect this publication. This methodology is in line with that used in ROGS.
3. Fire deaths and injury data are volatile over time due to the small number of incidents. To overcome data volatility, three year weighted average fire death and fire injury rates are reported. Data for fire deaths for 2007 to 2009 and fire injuries for 2007-08 to 2009-10 will be available in ROGS 2012.

The QFRS has demonstrated a continued commitment to providing effective structural fire services to the urban community with a reduction in the 90th percentile response time, and an increase in the percentage of fires confined to the object/room of origin. The slight increase in the 50th percentile response time since 2007-08 can be 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 QFRS also dedicates a substantial amount of time and resources into partnering with the community to mitigate risks through education and fire safety activities. To enhance the fire safety of Queenslanders, legislation requiring the compulsory installation of smoke alarms in

all Queensland homes was introduced in July 2007. Since that time, there has been an increase in the percentage of homes with an operational smoke alarm; from 79 percent before the legislation was introduced to 86.6 percent in 2010-11. We continue to deliver promotional strategies to increase the percentage of households with an operational smoke alarm.

The effectiveness of QFRS education and fire safety activities is reflected in the 23.8 percent decrease in the number of accidental residential structure fires per 100,000 households since 2006-07. Firefighters support owners/occupiers to manage the risks associated with building and infrastructure safety to reduce deaths and injuries associated with fire, and the number of accidental fires.

Our key focus areas

Our strategic plan has four key focus areas and supporting strategies that are derived from our objectives and those of the Queensland Government. The department is committed to improving its services to the community and continually reviews performance against the four key focus areas:

- Front-line service delivery
- Community resilience and partnerships
- Volunteer organisations
- Organisational performance and capability.

Key achievements which demonstrate our commitment to achieving our vision of safe and secure communities are highlighted on pages 48-51 with further detail provided in the pages that follow.

Front-line service delivery	52
Community resilience and partnerships	68
Volunteer organisations	77
Organisational performance and capability	87



Photo by Michael Marston

Our key focus areas: Highlights

Front-line service delivery

Our strategies	Highlights	Page
1.1 Manage demand for front-line emergency services	Recruited 75 additional ambulance officers and maintained some of the best response times in the country	52
	Effectively managed demand for ambulance services through a range of initiatives	52
	Recruited 24 additional firefighting personnel	52
	Delivered timely fire and rescue services	52
	Implemented new disaster management arrangements	53
	Progressed delivery of the Capital Program	54
	Completed the state-of-the-art Queensland Emergency Operations Centre	54
	Supported Queensland communities impacted by the Queensland flood events and Tropical Cyclone Yasi	55
	Supported New Zealand during the Christchurch earthquake through the Queensland Urban Search and Rescue Taskforce	56
1.2 Supervise and manage offenders in the community	Delivered anti-arson community education	57
	Launched the QCS framework for reform Delivering Justice – Improving Corrections and the Social Responsibility Charter	57-58
	Continued implementation of the People, Resourcing, Innovation, Supervision and Management program	58
	Implemented Low Risk Offender Management strategies	58
1.3 Ensure prisoners are safely managed in facilities most appropriate for their level of risk to the community	Progressed initiatives to address over representation of Aboriginal and Torres Strait Islander prisoners	58
	Continued to implement strategies to reduce suicides in correctional centres	59
1.4 Deliver improved information and communication technology	Progressed delivery of correctional centre infrastructure	59
	Successfully conducted a large scale pilot of automatic vehicle location technology	60
	Delivered two major Information and Communication Technology initiatives for QFRS	60
	Rolled out the new release of the Integrated Offender Management System	61
	Continued to develop the Volunteer Information Management System	61
	Commenced the All Hazards Information Management program	61
1.5 Recruit and retain a diverse and effective workforce	Rolled out the Electronic Incident Command and Control management system	61
	Progressed the Public Safety Network initiative	62
1.6 Provide offender interventions to increase opportunities for successful reintegration	Continued to implement strategies to support diversity in our workforce	62
	Progressed initiatives under the Indigenous Priority Statement 2009-2013 and Action Plan	62-64
	Continued to deliver vocational education and training to offenders	65
	Participated in a restaurant training television program for offenders, <i>Conviction Kitchen</i>	65
	Provided offenders with transitional support through targeted programs	66
	Provided specialist support services for offenders with impaired cognitive functioning	66

Community resilience and partnerships

Our strategies	Highlights	Page
2.1 Support communities, including remote Indigenous communities, in effective and responsive emergency and disaster management	Progressed initiatives to build community resilience to disaster events	68
	Improved services to Indigenous communities	68
	Facilitated essential Natural Disaster Relief and Recovery Arrangements	69
	Actively supported local governments in the review and development of their disaster management plans	69
	Utilised Emergency Alert during the Queensland flooding events and Tropical Cyclone Yasi	69
	Released the <i>SES Get Ready Guide</i> storm planning tool	70
	Continued delivery of the QFRS Safehome community safety program	70
	Supported people with a disability and culturally and linguistically diverse people to prepare for emergencies and disasters	70
	Commenced the PREPARE.ACT.SURVIVE. bushfire preparedness campaign	71
2.2 Leverage strategic partnerships with government, community and business sectors	Identification of Neighbourhood Safer Places	71
	Reviewed land use planning instruments and provided advice to the Department of Local Government and Planning	71
	Participated in the development of the <i>National Strategy for Disaster Resilience</i>	72
	Maintained a collaborative approach to disaster management planning, preparedness, mitigation, response and recovery in Queensland, across state and local agencies	73
	Worked with Department of Transport and Main Roads and the Queensland Police Service to develop an Emergency Vehicle Pre-Emption System for use in South East Queensland	73
	Progressed the QAS Vulnerable Clients Program	73
2.3 Promote social responsibility through offender reparation to the community	Continued to deliver the Roads, Attitudes and Action Planning program	74
	Implemented the Community Service Pathways Project	75
	Offenders participated in community service work	75
2.4 Work closely with Indigenous communities to provide strong rehabilitation and reintegration opportunities	Prisoners worked alongside offenders who were on community based orders to help clean up various flood and cyclone affected areas across the state	75
	Progressed development of the <i>QCS Aboriginal and Torres Strait Islander Strategy</i>	75
2.5 Increase judicial and community confidence by effectively administering orders made by the court	Launched the <i>QCS Northern Strategy</i>	75
	Provided advisory services to all Queensland courts	76
	Effectively administered court orders	76

Volunteer organisations

Our strategies	Highlights	Page
3.1 Ensure volunteers have access to appropriate training, equipment and infrastructure to undertake their role safely and effectively	Developed and released a range of flexible learning products	77
	Delivered training and critical equipment to our volunteers	77, 78
	Assisted volunteer groups through the provision of grants and subsidies	77, 78
3.2 Build and sustain the capacity to recruit, retain and manage volunteers	State Emergency Service volunteer recruitment campaign	78
	Conducted a Rural Fire Service youth summit	78
	Successfully utilised Request for Assistance Online during disaster and emergency events	79
3.3 Support partnerships between volunteer groups to increase emergency capability and positively contribute to the Q2 target on volunteerism	Worked with education providers to attract youth into volunteering	78
	Provided funding to volunteer marine rescue organisations	79
	Continued to support partnerships with key stakeholders	79



Photo by Michael Marston

Organisational performance and capability

Our strategies	Highlights	Page
4.1 Engage in continuous improvement in planning; risk and performance management; governance; and legislative compliance	Developed our new strategic plan which sets our direction for achieving safe and secure communities	113
	Reviewed our suite of risk and business continuity management overarching documents	114
	Launched our Compliment or Complaint website	115
	Implemented requirements of the <i>Public Interest Disclosure Act 2010</i>	106
4.2 Leverage our knowledge, experiences and diversity to enhance our services	Provided strategic leadership and coordination of planning and performance in regional areas through Regional Planning and Coordination Teams	93, 113
	Continued QAS Regional Performance Reviews	114
	Continued QCS Regional Performance Meetings	114
4.3 Maintain a strong focus on staff health and well being	Actively promoted flexible work practices	99
	Implemented key workplace health and safety management standards	103-104
	Launched the DCS Staff Wellness Program	104
	Promoted healthy lifestyles through the QFRS Wellness Program	104
	Continued to deliver training to enhance the safety and security of paramedics	104
	Continued to offer free influenza vaccinations to staff	104
	Provided independent, professional and confidential counselling services to our staff and their families	99
4.4 Strengthen workforce capacity, capability and agility	Developed an <i>Indigenous Priority Recruitment Statement</i>	63, 97
	Set a goal to increase the number of permanent female firefighters to 150 by 2015	98
	Supported women through a range of initiatives	98
	Continued to deliver the QCS <i>Building Better Workplaces Together</i> program	101
	Developed the <i>QCS Workforce Management Strategy 2011-2013</i> and <i>Attraction and Retention Strategy</i>	101
	Released the Workforce Performance Framework	102
	Continued to build workforce capability through the Queensland Combined Emergency Services Academy and QCS Academy	102-103
4.5 Deliver contemporary and sustainable legislative and policy development	Conducted annual reviews of forward policy and legislative programs	112-113
	Released our Regulatory Simplification Plan	113
4.6 Strengthen leadership and management capability	Continued to deliver the Positive Workplaces Program	102
	Provided cultural competency training courses as part of induction packages for front-line officers	102
	Implementation of the new whole-of-government Code of Conduct requirements	106
4.7 Contribute to reducing the impact of climate change	Achieved a reduction in CO ₂ emissions from our QFleet leased vehicle fleet	107, 111
	Developed a Greenhouse Gas Vehicle Emissions Management Plan	107
	Implemented initiatives to reduce our energy consumption	107-110
	Implemented water conservation strategies	107-110
	Commenced development of a Waste Management Strategic Plan	108
	The Queensland Emergency Operations Centre achieved a five-star Green Star rating for office design from the Green Building Council of Australia	108
	Progressed initiatives under our priority, Greening Corrections	108
	Continued delivery of initiatives under the <i>ClimateQ: toward a greener Queensland strategy</i>	110

We are proud to expand on our performance under each of the key focus areas and supporting strategies outlined in our strategic plan. Read more about these and other highlights in the following pages.

Key focus area 1: Front-line service delivery

Managing demand for emergency services

Ambulance services

The QAS remains diligent in ensuring that as many resources as possible are directed to front-line service delivery. During 2010-11, an additional 75 ambulance officers were recruited, bringing the total number of additional ambulance officers employed since July 2007 to 630. The QAS will recruit a further 50 ambulance officers during 2011-12.

Ongoing implementation of QAS recruitment strategies to meet operational service delivery demand, maintain emergency response times and enhance the health and safety of our ambulance officers has helped to ensure that Queensland has maintained one of the highest ratios of ambulance officers per 100,000 people in the nation.

The Secondary Triage and Referral (STAR) system remains an important component of ambulance demand management strategies to reduce the number of non-emergency ambulance responses. The STAR system provides an alternative response to low acuity Triple Zero (000) calls for those callers who may not require an ambulance but who may still benefit from medical advice, referral or alternative assistance.

In 2010-11, the STAR system prevented, on average, 46 ambulance transports per week in the Brisbane Region, which is an improvement of 53 percent compared to 2009-10 when the system was implemented. This initiative contributes to the Queensland Government's *Toward Q2* target for Queensland to have the shortest public hospital waiting times in Australia, through reduced pressure on emergency departments.

The Australian Centre for Pre-Hospital Research has completed the formal evaluation of the implementation of STAR and will continue to undertake consultation with the relevant stakeholders.

Working with Queensland Health

The demand for non-emergency ambulance transport is managed through the Queensland Health Authorised Transport (QHAT) arrangements. The agreement between QAS and Queensland Health relates to inter-facility transports and non-urgent patient transports. During 2010-11, QAS and Queensland Health continued to work together to develop locally based arrangements to ensure that patient transport services meet the clinical needs of patients with resources available at the local area level.

The QAS supports the Queensland Health *Patient Flow Strategy* to manage the demand for services by sharing key information. The sharing of information enables ambulances to be redirected to the most appropriate emergency department and supports emergency department staff to prepare for the patient's

arrival. Highlights for 2010-11 include:

- continued utilisation of the Emergency Capacity for Hospitals Overview system which provides a real time operating picture of the status of emergency departments and available beds to all QAS Communications Centres to allow for better coordination of patients and workload
- completion of the Closed Circuit Television (CCTV) infrastructure to receive and support the display of CCTV images from Queensland Health which will improve overall safety and patient flow. CCTV images are now displayed on Communication Centre Supervisors' existing desktops and monitors in all Communication Centres, and work is in progress to purchase and install wall mounted monitor screens in each Communications Centre.

Ambulance Arrivals Board (AAB) infrastructure, to support the display of ambulance arrivals information at Queensland Health emergency departments and QAS Communications Centres, is currently being developed. Connectivity has been confirmed in QAS Communication Centres and the Royal Brisbane and Women's Hospital. The rollout across QAS Communications Centres and selected Queensland Health hospitals will occur following the release of the next version of AAB software.

Collectively, our initiatives contribute to reducing ramp times at emergency departments. Ramping is a term used to describe a time interval of greater than 15 minutes between arrival at the emergency department via ambulance transport and acceptance into the emergency department.

Through these strategies, the department is contributing to the Queensland Government's *Toward Q2* target for Queensland to have the shortest public hospital waiting times in Australia.

Front-line fire and rescue services

In 2010-11, an additional 24 operational firefighting personnel were recruited to enhance service delivery for front-line fire and rescue services, supporting the QFRS commitment to providing responsive structural fire services to the urban community.

The revised road crash rescue protocols, designed to reduce non-essential attendance by QFRS at road crashes, has seen a reduction in the number of QFRS road rescue incidents from 8,436 in 2008-09, to 4,543 in 2010-11. There has been an average monthly reduction of 191 since the revised protocols were introduced in September 2009.

The QFRS continued to deliver timely fire and rescue services to the Queensland community in 2010-11, with 90 percent of all response times recorded at less than or equal to 12.2 minutes, well within our target of responding within 14 minutes. The 50th percentile

response time was 7.4 minutes, an improvement from 7.9 minutes last year.

Reducing unwanted fire alarms

Unwanted alarms have a negative impact on QFRS and the wider community in a number of ways including increased safety concerns for fire crews and the public, and unnecessary costs and disruption to the community and industry.

In total, QFRS responded to 22,725 unwanted alarm activations from monitored fire alarm systems in 2010-11.

The Unwanted Alarms Taskforce was established in November 2006 to provide building professionals with information on how to reduce unwanted alarms in new buildings and to ensure effective management of unwanted alarms in identified 'problem buildings'. The QFRS continued to work with building owners to reduce the number of unwanted alarms in existing buildings in 2010-11.

Since the formation of the Taskforce, 68 existing buildings have adopted the Taskforce's recommendations, and these buildings recorded an average unwanted alarm reduction of 75 percent in 2010-11.

Disaster management system

A review of Queensland's disaster management arrangements was conducted by an independent consultancy during 2009. The recommendations from the review included amendments to the *Disaster Management Act 2003*, the *Public Safety Preservation Act 1986* and policy and operational arrangements for disaster management in Queensland. The *Disaster Management and Other Legislation Amendment Act 2010* commenced on 1 November 2010. Key outcomes include:

- integration and enhancement of communication systems
- modification to roles and functions within the disaster management structure, including changes to membership of disaster management groups
- modification to command and control roles
- improved governance and continuous improvement of the disaster management system
- enhancement of disaster recovery arrangements
- clarification of arrangements with local government for the SES.

Changes to legislation and policy have been accompanied by the delivery of training courses for all agencies involved at state, district and local levels.

Orko tests disaster management groups



Local governments and disaster management groups throughout the South West Region were put to the test when EMQ conducted Exercise Orko in November 2010.

Exercise Orko simulated the effects of a cyclone crossing the coast north of Brisbane, with the ensuing rain depression causing record flooding and damaging winds across the Lockyer Valley, Darling Downs, Granite Belt and south-west districts.

Local and district disaster management groups were activated and tested with a range of hypothetical events. EMQ South West Regional Director Bob Bundy said the feedback from the participants had been very positive.

'All of the local governments and district disaster coordinators involved have said they found the exercise beneficial and had identified many learning outcomes and areas for improvement,' he said.



The first component of the state's new emergency services nerve centre, the State Disaster Coordination Centre in the Queensland Emergency Operations Centre (QEOC), was officially opened by Premier Anna Bligh on 10 March 2011.

The State Disaster Coordination Centre features modern facilities and space for the effective coordination of responses to and management of large-scale incidents and disasters.

New disaster management hub opens

Capital program

The department's capital program ensures essential services to minimise the risk and impact of accidents, emergencies and disasters. Capital works projects supporting our front-line emergency service delivery in 2010-11 included:

Queensland Emergency Operations Centre (QEOC)

Construction of the QEOC at Kedron achieved practical completion in April 2011. The state-of-the-art communication and incident control facility provides front-line staff with enhanced capacity to meet increasing operational demands and to support large scale disasters.

During its construction, great effort was undertaken to prepare the new QEOC media conference room and the State Liaison Room as the 2010-11 summer disaster events unfolded. QEOC became a hive of activity as dozens of journalists, photographers and camera operators set up in the media room. Media personnel from all over Australia, and overseas, converged on Kedron Park where the media briefings were led.

The QEOC houses the State Disaster Coordination Centre, State Operations Coordination Centre, 24 hour Emergency Management Queensland Watch Desk, QAS and QFRS communications facilities, the Queensland Clinical Coordination Centre and the department's Geographic Information Services.

Stations, vehicles and upgrades

We completed construction of new ambulance stations at Ashgrove/The Gap and Springfield, replaced ambulance stations in Ipswich, Jimboomba, Runaway Bay and Stanthorpe, refurbished the Moranbah ambulance station, and continued design for redevelopment of the Spring Hill complex and ambulance station.

Community safety in Agnes Water and surrounding communities has been enhanced with a new QFRS station to service the growing area. Replacement QFRS stations also opened at Pullenvale and Toowoomba during the year.

Ambulance staff housing has been purchased at Blackwater, Capella, Carmila, and Meandarra in the Surat and Bowen Basins and in Dirranbandi to increase available staff accommodation in these areas.

The rollout of new and replacement vehicles continued in 2010-11, including the incorporation of two new vehicle designs to the ambulance fleet, 25 new or replacement urban fire appliances and 25 rural fire appliances.

State Disaster Coordination Centre

The State Disaster Coordination Centre (SDCC), located in the Queensland Emergency Operations Centre, provides whole-of-government coordination of resources and

manages all requests for assistance through the disaster management system. The SDCC features modern facilities and space for the effective coordination of responses to and management of large scale incidents and disasters.

To support the centre's operations, 50 employees across the Queensland Government were trained in its operations in January 2011 and were utilised during the disaster events early in 2011.

Volunteer contribution

In late 2010 and early 2011, our volunteers across the state from the State Emergency Service, Rural Fire Service, QAS and Surf Life Saving Queensland (SLSQ) worked around the clock to provide support and assistance to help their fellow Queenslanders prepare for, respond to, and recover from the effects of the Queensland flooding events and Tropical Cyclone Yasi.

Our SES volunteers provided storm and flood assistance, QAS volunteers assisted with the provision of pre-hospital medical care to the sick and injured, and RFS volunteers provided flood and storm rescue and recovery assistance.

We were also supported by staff and volunteers from across the country and from New Zealand who stood by us in our time of need.

In addition, SLSQ provided valuable assistance during the Brisbane floods with lifesavers from the Gold and Sunshine Coasts working directly with EMQ to provide emergency response and assistance to residents affected by the rising floodwaters, assisting and evacuating

residents in flood-affected regions.

The scale of the disasters was huge with roads and bridges cut, and causeways submerged, leaving many towns completely isolated for days and sometimes weeks. Without the support and assistance of our staff and all the volunteers from within and outside Queensland, who so willingly gave up their time to help others, the impacts of these events, and others, would have been far greater.

SES 132 500

The SES 132 500 emergency response telephone number provides a direct contact point for calls for assistance during cyclones, storms, floods and other extreme weather events. The communications infrastructure can direct calls to the appropriate SES unit or other agency and provide a coordinated overview of caller demand, resulting in the ability to identify and manage resource allocation and prioritisation. During 2010-11, more than 131,000 calls were made to the emergency response telephone number, with over 107,000 of these placed during the December to February flood and cyclone events.

In 2010-11, the results of an online survey indicated that 44 percent of the Queensland community were aware of the SES 132 500 number. Greater community awareness of SES 132 500 will result in better communication and coordination during disaster events. EMQ continues to undertake community awareness campaigns and has established a target of 45 percent community awareness for 2011-12.



Photo courtesy of Department of the Premier and Cabinet

QFRS expertise tested

The internationally accredited Queensland Urban Search and Rescue (USAR) Taskforce has been extremely busy over the past year with readiness exercises and deployments to domestic and international natural disasters.

In September 2010, a successful joint major exercise was conducted with RAAF Amberley to exercise the deployment of the Taskforce by air, and also to enhance relationships with RAAF Air Movements. Before long, the exercise became a reality with the Queensland USAR Taskforce being deployed at the request of the Australian government to Christchurch in 2011, where over 150 people were killed and 10,000 buildings damaged as a result of earthquakes. The initial 70 person Queensland USAR Taskforce was deployed for 11 days and performed search and rescue duties across the city, including the CTV Building where more than 100 people

died. A subsequent contingent of 16 persons from the Queensland USAR Taskforce was deployed to support the New South Wales USAR Taskforce in the second rotation.

Shortly after this event, disaster struck Japan in the form of a devastating earthquake and subsequent tsunami. The Queensland USAR Taskforce provided support to the New South Wales USAR Taskforce who were deployed to Japan at the request of the Australian government. This support was in the form of the Taskforce's two Canine Handlers and two search dogs.

The Taskforce has approximately 260 registered personnel, which includes the individual USAR disciplines such as Taskforce Managers, Rescue Technicians, Hazardous Material (Hazmat) Specialists, Doctors, QAS Paramedics, Communications Specialists, IT Specialists, Mechanics, Engineers and Canine Handlers (and canines).

Two themes have again been demonstrated through the flood and cyclone events in Queensland and recent disasters around the Pacific Rim. The first is that these days less than 25% of fire emergency work is putting out structure fires. The rest involves applying specialist capability to incidents that may involve swift water and urban search and rescue, as well as a substantial program of community work. A wide range of emergency management activities are provided to Queensland by the QFRS across areas of prevention/mitigation, preparedness, response and recovery.

The second, as demonstrated by the contributions of the QFRS in the aftermath of earthquakes in Christchurch and Japan is that there is considerable cooperation and coordination among emergency service organisations in response to emergency events. Events of considerable magnitude and duration, such as earthquakes, cyclones and bushfires, can involve international, interstate and other cooperation and support. These include substantial cooperative efforts across governments, particularly in the recovery stages after a major incident.

The role of the QFRS includes leadership and response in an expanding range of activities including:

- developing building fire safety codes and inspecting fire safety equipment and practices
- training and educating the community to achieve community awareness and behavioural change in relation to fire safety and road safety issues
- assisting individuals and communities to prepare for bushfires and other hazards
- responding to structure, bush, vehicle and other fires
- providing rural land management advice on the role and use of fire
- providing road crash rescue and other rescue services
- managing hazardous material incidents
- administering legislation relating to fire safety, hazardous materials facilities and hazard mitigation
- investigating fire cause and origin

From Fire to Flood to Search and Rescue



- wide ranging industry research activities
- a number of specialist rescue capabilities, collectively known as Urban Search and Rescue
- partnering with local government to provide disaster management
- facilitating the recovery process by providing rapid damage assessment capability and assisting clean-up activities immediately following disasters.

The QFRS works closely with other government departments and agencies, such as the SES, police and ambulance services, local governments and community service organisations to minimise the impact of fire and other emergencies on the community.

Domestically, the Queensland events over the summer of 2010-11 saw an unprecedented demand for USAR service delivery. As a result, Taskforce personnel were busy with the wide spread flooding and cyclone activity across the state.

QFRS Flexible Habitat Capability

When a natural disaster or major incident occurs in Queensland, it is vitally important that emergency services personnel have a safe and secure base from which to manage their response and recovery operations. This is even more crucial when the incident occurs in a remote part of the state, where facilities to shelter, feed and support emergency services workers and volunteers for the duration of the response operation may be limited or non-existent.

As part of its all-hazards approach to response and service delivery, the QFRS Flexible Habitat Capability (FHC) provides support in such a situation. The FHC is a field shelter system that can be easily transported and erected to provide a secure, weather-proof working environment. The FHC can be deployed by road or air within hours to affected communities in Queensland, nationwide or even overseas. It is an immensely valuable resource for our emergency services.

Air operations training

QFRS rolled out air operations training during the year to urban and rural fire staff across the state to bolster response capacities during bushfires. The training ensured that personnel could effectively respond to fires and complemented the existing firefighting arsenal. QFRS developed a comprehensive air operations training system to enhance the practical skills base of personnel to ensure communities are better protected from the threat of fire.

Throughout the state there are almost 150 rotary and fixed-wing aircraft available for use during significant fire events. These aircraft can be used for water bombing or air operations, including surveillance and intelligence gathering, through a 'call when needed' register of aviation operators. The service also has access to three contracted water-bombing helicopters based at Archerfield airport in Brisbane.

Air operations training held in Kingaroy greatly assisted more than 30 people from the rural and urban fire services to build their skills.

Helicopter fleet management

EMQ enhanced its engineering program in 2010-11 to maximise the helicopter fleet with funding for five additional engineers and associated training. Four of these engineers are based at the Brisbane Air Base, which has become the centre for heavy maintenance, with the remaining engineer based at the Cairns Air Base.

To further enhance the engineering capability, a further position was created for procurement and management of spare parts and engineering equipment, freeing up technical engineering staff for aircraft maintenance, resulting in minimised aircraft downtime.

Anti-arson community education strategies

Arson is a significant crime that affects us in many ways. It endangers the lives of those in the path of fire and the firefighters sent to combat it. It can destroy the environment, deprive communities of major buildings like schools, and take away the livelihood of businesses and their employees.

The QFRS undertakes a range of preventative measures which include the Rural Fire Service monitoring risks and conducting hazard reduction burns in susceptible areas. Queensland landowners are also encouraged to contact their local Fire Warden for a Permit to Light Fire, enabling them to conduct their own responsible hazard reduction activities as required.

The QFRS conducts a number of programs that focus on children and young people engaging in fire play or fire setting. The QFRS believes that by addressing the issue early in life these children and young people will adopt a more responsible attitude towards fire as they grow into adults.

The Fight Fire Fascination program each year deals with more than 200 young people who have displayed an unhealthy interest in fire. Experienced, specially trained firefighters educate young people and their families about the dangers and consequences of fire. The success rate in changing their behaviour is over 90 percent with other Australian states adopting the Queensland model.

Queensland is one of only a few states with a Juvenile Arson Offenders Program. This program works with young people who have become the subject of police or court attention as a result of their fire setting activities. Operated in conjunction with the Department of Communities, it uses experiential learning to modify behaviour. The majority of young people who go through the program do not return to malicious fire activities.

Safe, secure and appropriate management of offenders

Delivering Justice – Improving Corrections

To become the leading provider of corrections in Australia by 2014, QCS launched its framework for reform 2010-2014 *Delivering Justice – Improving Corrections* in August 2010.

The framework sets out six priorities, how these will benefit the community and how success will be measured. The priorities are:

- serving the community
- closing the gap on Aboriginal and Torres Strait Islander over representation
- partners in rehabilitation
- pathways for corrections
- green corrections
- becoming an agile and accountable organisation.

Under the framework, QCS will implement new management processes for offenders to ensure that rehabilitation resources are invested where they will offer the offender and the community the greatest benefit.

Probation and Parole officers will work more closely with offenders to better manage their risk to the community with the aim of improving community based corrections.

QCS Social Responsibility Charter

QCS operations have a significant impact on the community, the environment, use of public resources, and the ways in which it holds itself accountable for its actions.

The *Social Responsibility Charter* (the Charter) is a central element of the *Delivering Justice – Improving Corrections* framework and sets out the standards of behaviour the community expects of a modern corrective services agency.

The Charter states the values that QCS will uphold in the four areas of social, environmental, finance and governance, and outlines the central focus of encouraging offenders to meet their social responsibilities, become productive citizens and break the cycle of crime.

Business improvement

Implementation of the People, Resourcing, Innovation, Supervision and Management (PRISM) program, a five year business improvement strategy for Probation and Parole, continued in 2010-11. The program addresses issues such as workforce planning and flexibility, offender case management, offender risk management and resource allocation.

PRISM will make systemic changes to the current business model that will allow Probation and Parole to meet both the increased demands of offender growth and the expectations of the community and the Judiciary. PRISM initiatives focus on improving service delivery outcomes, particularly with regard to aligning service delivery to risk level. Specifically, PRISM will pilot a Low Risk Offender Management strategy to reduce over-servicing at this level, and a new model of case management.

Probation and Parole also rolled out the Reporting Services System during 2010-11 to enhance the availability of information used to manage offenders and identify trends at a statewide, regional, district or reporting centre level. The system provides all Probation and Parole staff with access to reports providing enhanced information including drug testing data, offender interventions and the status of a caseload.

Management of sexual offenders

During 2010-11, QCS continued to deliver a range of sexual offender programs seeking to reduce the risk of reoffending by ensuring appropriate intervention for sexual offenders. QCS also completed the construction of contingency accommodation in Townsville for offenders released under the *Dangerous Prisoners (Sexual Offenders) Act 2003* (DPSOA). QCS closely monitors offenders subject to orders under the Act through intensive supervision, dedicated surveillance, electronic monitoring, partnerships with other agencies and returning offenders who breach conditions to custody if necessary.

Funding of \$2.2 million is provided in 2011-12 to introduce global positioning system technology to monitor and track the movement of offenders on continuing supervision orders under the DPSOA. The QCS will continue to ensure that offenders released under the DPSOA are appropriately supervised and receive the control and treatment interventions needed to reintegrate successfully into the community and reduce their likelihood of reoffending.

Offender management

In February 2011, the Auditor-General of Queensland completed a performance management systems audit into the management of offenders subject to supervision in the community. The audit determined that the department had good systems and practices in place to manage offenders subject to supervision in the community, and identified opportunities to build capacity and enable more effective, efficient and economical delivery of services. The audit made seven recommendations covering a broad range of areas including Probation and Parole, Offender Intervention Services and the QCS Academy. One recommendation has been completed with the remainder progressing as appropriate.

Probation and Parole will pilot a new level of service for low risk offenders. The Low Risk Offender Management (LROM) strategy aims to eliminate over-servicing of low risk offenders by reducing the frequency at which they engage with a Probation and Parole Officer, whilst maintaining reporting requirements and providing a mechanism through which risk and compliance can be monitored and managed.

The LROM strategy defines a new category of low risk offenders and introduces state-of-the-art biometric reporting technology, allowing resources to be redirected to higher risk offenders. The strategy will deliver a supportive compliance tool for staff to flexibly manage offender supervision with a greater focus on high risk offenders.

Probation and Parole also finalised implementation of SMS technology across all Probation and Parole locations.

The SMS technology enables offenders to receive text messages sent by a supervising office to remind them to attend appointments, community service and interventions. They are also used as a tool to locate offenders upon failing to report. The technology has been well received from both offenders and staff and will also be utilised as part of the biometric reporting technology under the LROM strategy.

Supporting Indigenous offenders and communities

Under the department's *Indigenous Priority Statement 2009-2013 and Action Plan*, a number of initiatives to address the over representation of Aboriginal and Torres Strait Islander prisoners were progressed in 2010-11.

An Indigenous forum brought together approximately 40 Aboriginal and Torres Strait Islander QCS staff to provide advice and guidance in relation to supporting Indigenous offenders and communities. As a result of the

forum, there will be a greater focus on culturally based rehabilitation programs, developing these in partnership with Aboriginal and Torres Strait Islander people and communities with delivery by suitably qualified Aboriginal and Torres Strait Islander people.

A new office for the Normanton Probation and Parole Reporting Centre was opened and the establishment of a permanent reporting centre in Charleville was progressed. The Charleville Probation and Parole Reporting Centre will provide services to the community of Charleville and Cunnamulla which will enable more Indigenous offenders to be supervised and monitored in their own communities, with completion expected in 2011-12.

The Ending Offending and Ending Family Violence programs were delivered both within the correctional setting and the community and an Indigenous Sex Offender Program was delivered to offenders while in custody. QCS is currently reviewing the Ending Offending and Ending Family Violence programs to ensure they continue to meet the needs of Indigenous offenders.

Opportunities were provided for prisoners to practice their culture, including taking part in Murri Art programs, dance and observing sorry or grieving practices within the centres following the death of family members. Additionally, prisoners were visited by Aboriginal and Torres Strait Islander official visitors and Elders, Murri Chaplains and members of local community justice groups.

Cultural Liaison Officers and Cultural Development Officers were employed across the state to help offenders maintain contact with their communities and coordinate culturally specific activities such as NAIDOC (National Aboriginal and Torres Strait Islander Day of Observance Committee) week celebrations and Murri art classes.

Safety and security of offenders

QCS provides a safe and secure custodial environment. A number of strategies have been implemented to reduce suicides in correctional centres, including the removal of access to bars over windows and the provision of approximately 3,600 cells as at 30 June 2011 with suicide reduction measures in place following completion of recent building programs.

Additionally, suicide resistant cells will be provided as part of the upgrade of the Lotus Glen Correctional Centre and were included in the new Southern Queensland Correctional Centre at Gatton. Funding of \$6 million is also provided in 2011-12 towards the Arthur Gorrie Correctional Centre cell upgrade program to modify cells in order to increase the number of suicide resistant cells.

QCS is committed to minimising harm and preventing loss of life by assisting staff in the identification and safe management of offenders who are at risk of self harm or suicide both within correctional centres and the probation and parole sector. Under the *Queensland Government Suicide Prevention Project*, QCS recruited two Principal Project Officers (Suicide Prevention) in 2010-11. These project officers will scope and review the policies, processes and procedures used to guide

suicide risk detection and management within QCS to ensure they are current and evidence based. In addition, suicide awareness and prevention is a core component of training for all entry level staff and staff are required to undertake refresher training in suicide prevention every three years. The project officers will review the current training packages to ensure staff have access to targeted and appropriate training in suicide risk detection and management.

During 2010-11, there were three deaths in custody from unnatural causes, representing a rate of 0.05 per 100 prisoners. There has not been a death from an unnatural cause of an Indigenous prisoner in custody since 2003-04. In accordance with the *Coroners Act 2003*, the State Coroner investigates all deaths in custody. Immediate attention is also given to any operational issues that may be initially identified and an investigation is conducted by the Office of the Chief Inspector.

QCS continues to maintain secure custodial infrastructure which has ensured that there have been no escapes from high security facilities since 1998. During 2010-11, there was one escape from a low security facility which is a significant improvement compared to 28 in 1997-98.

Investing in corrections infrastructure

The department invests in correctional centre infrastructure to plan for the future and ensure safe and secure Queensland communities. Capital works projects in 2010-11 included:

Southern Queensland Correctional Centre

Development of the Southern Queensland Correctional Centre continued in 2010-11. A 300 bed male correctional centre is scheduled to open early in 2012.

Lotus Glen Correctional Centre

Queensland's most northern correctional centre, the Lotus Glen Correctional Centre, is undergoing a massive expansion and refurbishment.

The expansion and refurbishment commenced in January 2009 and continued through 2010-11. When the project is complete at the end of 2012, an additional 300 secure cells will be provided to increase the total centre capacity to 696 which will address the growth in prisoner numbers in Far North Queensland. In addition, support facilities will be upgraded, existing cell blocks refurbished and a further 24 beds will be accommodated at the low security farm.

Correctional facility utilisation

Correctional facility utilisation in 2010-11 is 87.8 percent for high security facilities and 53.5 percent for low security facilities. The Report on Government Services optimum prison utilisation rate is generally accepted to fall between 85 percent and 95 percent. QCS continues to assist in identifying offenders for placement in low security facilities through the Low Security Reform Project and Offender Management Reform Project.

Supporting culturally and linguistically diverse prisoners

QCS ensures that multicultural values and beliefs are upheld within our correctional centres by incorporating

practices from the 'Healthy Prison Standards' that include the appropriate management of the needs of culturally and linguistically diverse prisoners including the provision of meals that meet cultural and religious needs, and the provision of appropriate and sufficient library materials.

Operational information and communication technology

Information systems play a crucial role in supporting day to day emergency response, disaster management and the management and rehabilitation of offenders. The department is increasingly reliant on the integration and interoperability of its Information and Communication Technology (ICT) systems and services to assist the organisation in achieving delivery of high quality services to the community.

The department utilises 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 subject to an ongoing modernisation program and ongoing collaboration with other government agencies.

Volunteers support the delivery of emergency services across 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 from the State Emergency Service (SES), Emergency Service Cadet groups and the Rural Fire Service (RFS).

The department is redeveloping its technical business continuity provision by incorporating the government data centre, Polaris, as a member of its disaster management arrangement for critical ICT equipment.

The department also utilises a range of systems to support internal financial and business processes such as budget management, accounts receivable and accounts payable, asset management, records management, human resource 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.

We are increasingly reliant on ICT to deliver these services and constantly striving to improve our systems and processes. Details regarding the continuing improvement of our ICT systems are provided below.

Triple Zero (000) telephony project

Triple Zero (000) services are supported by several important ICT systems that enable calls to be received, the situation to be assessed and the most appropriate resources dispatched to respond to an incident. Two core elements are the Emergency Services Computer Aided Dispatch (ESCAD) service and the Triple Zero

(000) telephone system. Projects to upgrade both these technologies are underway to deliver improved call management, voice logging and business continuity. On completion in 2012-13, the projects will provide seamless interaction between the department's communication centres enabling continuity of service through improved integration between the ESCAD and Telephony systems and by directing calls to the first available agent regardless of location across the state.

Mobile Data Terminals

Mobile Data Terminals used in emergency vehicles are also important in providing first responders with up to the minute information in relation to an incident to which they have been dispatched. During the year, QFRS successfully conducted a large scale pilot of new automatic vehicle location technology to assist Triple Zero (000) operators in identifying and deploying the most appropriate resources to respond to emergencies. The QAS has commenced a project to deliver upgraded Mobile Data Terminals into ambulances. These terminals will provide more timely issuing and management of cases and the opportunity to incorporate more advanced technologies including interface into traffic management systems.

State-of-the-art technology for the Queensland Emergency Operations Centre (QEOC)

The QEOC has been designed and built to utilise state-of-the-art technology by the disaster management centre and Triple Zero (000) communication centre 24 hours a day, seven days a week.

These technologies incorporate leading collaboration and communication capabilities including video and voice conferencing facilities, and audio visual systems to maximise situational awareness. Communications systems also include the use of new Triple Zero (000) telephone capabilities and radio communications systems. Contemporary ICT infrastructure has been implemented to improve the resilience and availability of business systems and provide new levels of efficiency to minimise our carbon footprint.

The benefits associated with the new facility were demonstrated during the government's response to the Queensland flooding events and Tropical Cyclone Yasi in late 2010 and early 2011.

Enhancing QAS technology

The QAS operates a computerised automated data system to reduce the paperwork required of paramedics giving them more time to respond to emergency call-outs. The system, known as the electronic Ambulance Report Form (eARF), runs on Panasonic toughbook computers. During 2010-11, toughbooks across the state were upgraded to CF19 Model with 3G network capability enabling communications with ESCAD to automatically complete part of the eARF for the paramedic, and increased memory size allowing them to run required applications more efficiently and broaden the scope of use.

Operations Management System and Community Safety Operations projects

QFRS delivered two major ICT initiatives in 2010-11: the

Operations Management System (OMS); and Community Safety Operations (CSO) projects. OMS will improve fire responder resource management through transfer of information and reporting of activity to enable more appropriate allocation of staff and vehicles. The CSO project has delivered an online building plan lodgement system enabling faster assessment and approval timelines.

Integrated Offender Management System

The Integrated Offender Management System (IOMS) consolidates and shares vital offender information from custodial to probation and parole and reintegration into the community.

A new release of IOMS was rolled out in 2010-11 providing new computing technology to implement the first reports in a proposed series. These reports enable users to extract information from IOMS in a more timely and flexible fashion than the previous reporting system provided.

In addition to this improvement in delivery, the new technology provides the capability for users to create additional reports. User training to allow this capability to be exploited will occur during the 2011-12 financial year.

Volunteer Information Management System

In 2010-11, the department continued to develop the Volunteer Information Management System which will enable the provision of more accurate and detailed data on SES volunteers. Implementation of the Volunteer Information Management System is expected in 2011-12.

Request for Assistance Online

The State Emergency Service (SES) utilises Request for Assistance Online to manage and monitor operations. The software was designed and built in-house by the New South Wales SES. It allows the SES to manage, monitor and report on its tasks and activities undertaken on a normal everyday basis as well as large scale disasters.

All Hazards Information Management

The importance of up-to-date and accurate information being provided to the right people, in the right place at the right time forms a key element in quality decision making during major emergencies and disasters. In 2010-11, a major program of work commenced in the management, delivery and sharing of information across the department and with the community in the preparation, response and recovery phases of disaster events. The All Hazards Information Management (AHIM) program is targeted at providing the community with up-to-date, accessible information enabling them to prepare for events, and inform the development of their own response planning. The program will comprise a number of sub-projects designed to establish multi-channel information sharing capability, better disaster command and control systems and the synchronisation of the emergency services radio communication networks with advances in digital technology.

One of the first steps in the program will be the launch of Facebook and Twitter accounts by QFRS in early 2011-12,

to be followed by the other operational divisions. The utilisation of social media will assist in ensuring relevant and up-to-date information is provided to the Queensland community.

Other significant outcomes to be delivered in the short term include:

- better integration of the 132 500 SES contact number and Request for Assistance (RFA) Online which will enable more efficient management of requests for assistance from the public to the SES
- the development of a community emergency inventory which will deliver a portal to capture the capacity of communities to assist in times of an emergency
- enhancement of the capability of our mapping platform to improve situational awareness and planning during times of disaster.

Over the long term, the program is expected to deliver an information pipeline covering the three levels of disaster management, state, district and local, and all of the agencies with a role. The aim is to deliver much greater capacity for the gathering and sharing of information, including:

- identifying and connecting key disaster management systems across Queensland to provide a single information source during disasters. This system will be referred to as the Emergency Virtual Operations Centre (EVOC) and will be provided to disaster management stakeholders including local and state governments. The system will provide users with a single point for all important information to facilitate quality preparation and response activities.
- continuous improvement of the online and social media environment including the use of social networking tools to improve situational awareness and the timeliness of intelligence to the decision makers. This will include investigating the use of mass communication tools for more effective public engagement during a disaster event.

Modernisation program

Our department utilises 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 is subject to an ongoing modernisation program.

Electronic Incident Command and Control

In late 2010, the QFRS rolled out an Electronic Incident Command and Control (ECC) management system to organise emergency response and resources. Central to the ECC is a computer-based Electronic Incident Action Plan (eIAP) which gives operational officers the ability to access and input information in real time to effectively manage incidents.

The eIAP, coupled with the ECC support system, allows for the accurate tracking of resources, provides effective planning tools and includes an interface that enables rapid access to other support software and the internet. The information is streamed live to officers on the fireground, QFRS management, the State Operations

Coordination Centre and regional operations coordination centres. The eIAP also allows multiple users in remote locations or within the same environment to update information as it becomes available.

The system is installed on laptops used by senior officers enabling mobile command and control from an Emergency Response Vehicle.

Improving operability through the Public Safety Network initiative

The Public Safety Network (PSN) initiative was developed following an identified need for investment in data network infrastructure and management for the Queensland Police Service, Queensland Corrective Services and Department of Justice and Attorney-General.

In a Queensland Government first, these agencies now have contemporary information and communications technology architecture supported by a single 'backbone' data network. The PSN project was tasked with optimising core data network services to an acceptable standard of capacity, quality, reliability and security between 700 sites across Queensland. An integrated, internet protocol-based data network was established in 2010-11 with the capability to deliver enterprise-wide information, whereas previously each agency relied upon separate technologies and networks for voice, data and video.

The PSN continues to be provided in QCS correctional and administrative facilities with a new joint government site on Thursday Island established with the PSN providing the network capability.

During the year, DCS further developed its technical capability to support the amalgamation of the former Department of Emergency Services and QCS through the integration of their individual information technology networks. This integration has delivered immediate benefits in terms of shared access to information, and contemporary collaboration capabilities such as video conferencing.

DCS will continue to analyse the transition of its sites to the PSN as the opportunity arises through network upgrade activity or site redevelopment.

In addition, DCS and QPS have been working collaboratively to enhance front-line communications capabilities for front-line officers. The PSN initiative was the winner of the 'Strong' category of the 2010 Premier's Awards.

Information and Communication Technology planning

The department undertakes a range of planning activities in relation to information and communication technology (ICT), consistent with its responsibilities under the *Financial and Performance Management Standard 2009* and *Queensland Government Information Standard 2*.

Annual ICT planning activities are undertaken consistent with the DCS ICT Baseline, DCS ICT Program of Work, DCS Information Management Program of Work and DCS ICT Resources Strategic Plan.

The Information and Communication Services (ICS) Branch plans its portfolio of activity using strategic direction of the front-line divisions and corporate support divisions of DCS to determine its objectives for the immediate and future years. Within this consideration, whole-of-government initiatives are incorporated to ensure agency activities align with and complement the realisation of whole-of-government policy objectives. ICS also actively participates in the Queensland Government Enterprise Architecture baseline activity providing detailed assessment of the agencies strategic ICT assets and maturity in key focus areas. ICS participate in the relevant sub-committees responsible for the delivery of *Toward Q2* through ICT and have strong representation on the Chief Information Officers Leadership Team.

Building a diverse and effective workforce

A diverse workforce

Our department recognises the value of a diverse workforce and is committed to providing a workplace where there are equal employment opportunities. This commitment is reflected by strategies to increase the participation of people from culturally and linguistically diverse communities, Aboriginal and Torres Strait Islander peoples, and people with a disability, and to recognise the significant contribution made to the community by carers. These strategies are reflected in the following departmental plans:

- *Multicultural Plan 2009-2013 (Revised 2010) and Action Plan 2010-2011*
- *Indigenous Priority Statement 2009-2013 and Action Plan*
- *Disability Service Plan 2010-2011.*

Female firefighters

In March 2011, the Minister for Police, Corrective Services and Emergency Services announced a commitment to increase the number of permanent female firefighters within the QFRS to 150 by 2015. The QFRS has built momentum with its current strategies which have produced an increase in the number of women applying and an increase in the number of women appointed to the service. As at 30 June 2011, there were 48 female firefighters.

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 in 2008. The NIRA sets out the policy principles, objectives, performance measures and benchmarks for Australian jurisdictions working to improve the prospects of Indigenous people and communities around the nation. Our IPS provides direction to close the gap on Indigenous disadvantage and supports the *Queensland Government Reconciliation Action Plan 2009-2012*.

The department's IPS was endorsed by the Executive Leadership Team in December 2009.

All Queensland Government departments are required to report on their progress in supporting Aboriginal and Torres Strait Islander peoples in the following table:

Queensland Government Reconciliation Action Plan (RAP) - implementation progress

Initiative	National Aboriginal and Torres Strait Islander reforms
Action	<p>The Queensland Government will work actively with Aboriginal and Torres Strait Islander peoples to achieve the Council of Australian Governments national Closing the Gap targets and strategies, including in the key areas of early childhood, schooling, housing, health and economic participation.</p>
<p>Department of Community Safety Implementation progress in 2010-11</p>	<p>The department's commitment to Closing the Gap on Indigenous disadvantage, as identified in our IPS:</p> <ul style="list-style-type: none"> ■ Halve the gap in employment outcomes between Indigenous and non-Indigenous Australians within a decade. ■ We are committed to achieving improved services and outcomes for Aboriginal and Torres Strait Islander peoples and recognise that to successfully provide quality services to clients, we must value diversity and employ a workforce that represents the community we serve. <p>The DCS Indigenous Leadership and Development Team (ILDT) continues to be an important part of the department's governance structure to progress the IPS agenda and provide leadership development opportunities for its members. The ILDT met three times in 2010-11 with a focus on recruitment issues and reporting on regional activities, including NAIDOC (National Aboriginal and Islander Day Observance Committee) week event planning. As a result of the ILDT Statewide Forum held in November 2010, an Indigenous Priority Recruitment Statement (IPRS) was developed and endorsed by the Executive Leadership Team with implementation from July 2011. The IPRS aligns with and supports the Queensland Government's commitment to work in partnership with Aboriginal and Torres Strait Islander peoples to enhance employment outcomes for Indigenous people across the Queensland Public Sector (Project 2800). It also provides direction and outlines the recruitment and retention strategies necessary to meet our objectives. The IPRS supports our commitment to increase the percentage of Indigenous employees to 2.6 percent by 2012 across all divisions, with the exception of a five percent target for QCS. In addition, it addresses our Equal Employment Opportunity (EEO) responsibilities and supports the RAP actions and targets.</p> <p>DCS seeks to position itself as an employer of choice amongst Aboriginal and Torres Strait Islander peoples. Highlights for 2010-11 include:</p> <ul style="list-style-type: none"> ■ appointment of four Indigenous Disaster Management Field Officers in Cairns ■ appointment of Cultural Liaison Officers and Cultural Development Officers across the state to help offenders maintain contact with their communities ■ partnering with Brisbane City Council in the employment of four Indigenous Australian trainee administrative officers ■ appointment of QAS Indigenous Cadet Officers and Indigenous Ambulance Attendants in a number of remote Indigenous communities. <p>Additionally in 2011, through the Commonwealth Department of Education, Employment and Workplace Relations' Indigenous Cadetship Support program, the department is sponsoring five Aboriginal and Torres Strait Islander cadets undertaking university studies as well as continuing to support the Education toward Employment Scholarship Scheme by sponsoring 25 Aboriginal and Torres Strait Islander students across all six divisions of our department.</p> <p>We are a Bronze Sponsor for the Former Origin Greats Indigenous Employment Expos with events held in Cairns, Mackay, Mt Isa, Rockhampton, Townsville and Brisbane in 2010-11. We also supported the Indigenous All Stars Learn, Earn, Legend! Expo administered by the Commonwealth Department of Education, Employment and Workplace Relations.</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 the <i>Queensland Government Reconciliation Action Plan 2009-2012</i> as part of their annual reports.
Department of Community Safety Implementation progress in 2010-11	<p>The department's commitment to the <i>Queensland Government Reconciliation Action Plan 2009-2012</i> as identified in the IPS is as follows:</p> <ul style="list-style-type: none"> ■ implement appropriate Aboriginal and Torres Strait Islander awareness and cultural capability strategies in place for employees, especially for those delivering front-line services ■ increase public sector employment to reflect Queensland Indigenous working age population share, currently projected to be 2.6 percent ■ 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. <p>The IPRS outlines our commitment to:</p> <ul style="list-style-type: none"> ■ acknowledge, value and respect Aboriginal and Torres Strait Islander cultures and peoples ■ build the cultural capability of our staff to develop and implement policy, programs and services that redress the gap in life outcomes and opportunities of Aboriginal and Torres Strait Islander peoples ■ find, keep and grow Indigenous employment opportunities within our department. <p>Operational divisions continue to review, monitor and deliver cultural awareness training to assist in front-line service delivery across Queensland.</p> <p>As at 30 June 2011, our Indigenous workforce representation was 2.3 percent of all employees against the Queensland Government target of 2.6 percent by 2012. The DCS EEO survey response rate for 2010-11 is 70.11 percent.</p> <p>Each of our operational divisions has developed specific strategies to increase the number of Aboriginal and Torres Strait Islander employees.</p> <p>The QAS has produced and implemented the Operational Recruitment – Procedure for Indigenous Applicant Management, to address some of the barriers to employment experienced by Indigenous Australians. Work is ongoing to review psychometric and aptitude appraisal processes. Assessments are being reviewed to identify improvements in the support offered to Indigenous applicants through the QAS recruitment process.</p> <p>To further assist in recruiting Aboriginal and Torres Strait Islander peoples, QAS is developing an Action Plan to align with the IPRS and has also commenced a targeted marketing campaign placing advertisements for both Student Paramedics and Student Emergency Medical Dispatcher positions in Indigenous publications.</p> <p>As at 30 June 2011, QCS has approximately 140 Aboriginal and Torres Strait Islander staff, which is approximately four percent of its total workforce. QCS runs a targeted marketing campaign advertising careers in Indigenous publications.</p> <p>An Indigenous Forum for Aboriginal and Torres Strait Islander staff working in correctional centres and Probation and Parole offices has been implemented by QCS to provide advice and guidance in relation to supporting Indigenous offenders and communities. This forum brings together approximately 40 QCS Aboriginal and Torres Strait Islander staff. One of the forum's achievements is the development of the draft QCS Aboriginal and Torres Strait Islander Strategy 2011-2016, for implementation in 2011-12.</p> <p>Under the <i>ClimateQ Keeping Our Mob ClimateSafe</i> initiative, EMQ helps remote Indigenous communities prepare for the impacts of extreme weather events, with four Indigenous Disaster Management Field Officers employed in Cairns. These officers work directly with Indigenous councils and community organisations, delivering enhanced services to at risk communities to improve the safety of these communities, and encourage locals to sign up as volunteers by providing training and support.</p> <p>The QFRS continues to actively promote the role of permanent firefighter as attractive and accessible to Indigenous Australians. Continued success is being achieved through a case management approach, mentoring and support strategies for Aboriginal and Torres Strait Islander applicants. These strategies have seen an increase in the number of Indigenous Australians applying and being appointed to permanent firefighter positions. Additional resources are under development to further support Indigenous recruitment. There are three Indigenous Liaison Officers within QFRS; one role incorporates QFRS recruitment and cultural awareness duties; and the other two are based in the Central and North Coast regions and focus on community education and engagement roles in addition to operational duties.</p>

Opportunities for successful offender reintegration

Vocational education and training

Vocational education and training (VET) is an integral component of the process for the management and rehabilitation of offenders. QCS delivers VET programs to prisoners, including those with a disability, to develop foundational skills as a bridge to Certificate III. This activity contributes to the Queensland Government's *Toward Q2* target for three out of four Queenslanders to hold a trade, training or tertiary qualification.

In 2010-11, 289,712 hours of VET were delivered by external service providers to prisoners. There were approximately 17,000 prisoner enrolments in VET with 82 percent of the enrolments resulting in successful completions.

Prison Industries

There are many industries within Queensland's correctional centres, including furnishing, bakery, laundry and metal fabrication, which offer excellent training opportunities for prisoners to gain marketable work related skills to enhance their chances of obtaining sustainable legitimate post release employment. All correctional industries are administered by qualified

tradespersons who operate and manage production in the workshops and provide work instructions to prisoners.

Through arrangements with registered training organisations, trade instructors participate in the delivery of nationally accredited training programs to prisoners which are directly related to these specific industries.

In 2010-11, 32.4 percent of prisoners were employed in commercial industries which employ prisoners operating on a commercial fee for service basis. 43.2 percent of prisoners were employed in prison services, which employ prisoners to maintain the self-sufficiency of the correctional system, undertake charitable work and participate in community projects.

To ensure training is targeted to areas of skills shortages in external industries, an analysis of initiatives, adult education and VET courses was undertaken in 2010-11 which resulted in the expansion of activities in some centres.

Rehabilitation and reintegration

Over two days in April 2011, QCS conducted a business improvement forum with staff from across QCS focussed on improving rehabilitation and reintegration

Serving life lessons



Each year thousands of offenders are released after serving their sentence in prison or in the community. The majority do their time and return to the community. But for many the stigma of a criminal record is a major obstacle when it comes to finding a positive future. That's why Queensland Corrective Services (QCS) took part in a restaurant training program with Channel Seven.

Conviction Kitchen showed how offenders are held accountable and what they need to do to get their lives back on track. The program involved the selection of 12 offenders to be trained by Melbourne chef Ian Curley and restaurant manager Lisa Parker.

Six offenders worked at the front of the Brisbane restaurant serving diners, while the others worked in the kitchen. The restaurant proved so successful that it was described as the hottest booking in town.

QCS Director of the Office of the Commissioner, Ross McSwain, said more than 2.54 million Australians viewed the first three episodes of Conviction Kitchen.

'This kind of television can be more important than the news when it comes to providing information and raising community awareness and understanding of a particular issue,' Ross said.

'Offender rehabilitation is a difficult, complex area. Conviction Kitchen showed the difference a job can make to their chances of breaking the cycle of re-offending.'

outcomes for offenders. The forum identified six areas for improvement, and actions and initiatives to be implemented. A strategy is currently under development focussed on breaking the cycle of reoffending.

Improving work readiness for Aboriginal and Torres Strait Islander prisoners

As part of the Queensland government's *Aboriginal and Torres Strait Islander Justice Strategy 2011-2014*, QCS will partner with the Department of Transport and Main Roads and the Department of Communities to support successful transitions from corrections to the community. Aboriginal and Torres Strait Islander prisoners will receive driver education to assist with obtaining or regaining a driver's licence. In addition, literacy and numeracy training is available to all Aboriginal and Torres Strait Islander prisoners in correctional centres, regardless of their length of sentence. Both initiatives will increase opportunities for the successful reintegration of Aboriginal and Torres Strait Islander prisoners.

Post Release Employment Assistance Program – (Advance2Work)

Advance2Work is an employment assistance program that operates on a case management model, offering continuity of offender support from custody to the community. It supports offenders to become work-ready and to gain and maintain employment after their release.

Advance2Work is a Queensland Government initiative run through QCS and the Department of Employment, Economic Development and Innovation (DEEDI), delivered in all correctional centres across the state by non-government organisations.

During 2010-11, 2,307 prisoners were supported by the program with 561 placed into employment and 449 maintaining ongoing employment beyond 13 weeks.

Green skills development

During 2010-11, prisoners were engaged in a number of sustainability activities such as tree propagation and planting, recycling and vermiculture. The vocational education and training program was expanded to deliver conservation and horticulture courses providing prisoners with potential employment opportunities on release.

Integrated Transitional Support Model and Offender Reintegration Support Service

Research shows that following release from custody, offenders face many barriers to successfully reintegrate into the community including difficulties in securing stable accommodation and employment. Targeted support to address community resettlement issues reduces the likelihood that discharged offenders will reoffend. The Integrated Transitional Support Model which includes the Offender Reintegration Support Service provides structured and coordinated support to assist prisoners to plan for their release into the community.

Under the *National Partnership Agreement on Homelessness* (the NPA), Commonwealth funding of \$6 million is provided over four years (commenced 2009-10), to enhance and expand service delivery under the Integrated Transitional Support Model. The model is

being delivered at correctional centres across Queensland and includes the Transitions Program, a group-based release preparation program 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 correctional centres by a range of community based organisations. These linkages are important in helping participants to prepare to reintegrate into the community and increases the likelihood that they will access support services upon release. Each participant in the program completes a personal Transitions Plan detailing their goals and practical plans for resettling into the community.

The Offender Reintegration Support Service is delivered by contracted non-government organisations. The Offender Reintegration Support Service case workers link with eligible offenders prior to release and continue to support them as they make the critical transition back into the community. This may include 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.

During 2010-11, 3,673 offenders received transitional planning support through the Integrated Transitional Support Model against a target of 3,300 under the NPA.

A total of 1,097 offenders received support from the Offender Reintegration Support Service against a target of 1,250 under the NPA. The result was impacted in early 2011 due to the declared natural disasters and changes to the contracted providers in two of the four regions where the services are being delivered.

Supporting offenders with impaired cognitive functioning

Bridging the Gap is a three year pilot project which commenced in 2009-10, funded by the Queensland Government *Prevention and Early Intervention Incentives Pool* which supports the *National Partnership Agreement on Homelessness*. This project also supports the *Disability Service Plan 2010-2011* which recognises the increasing diversity of the offender population, including the increasing number of offenders with a disability.

The pilot project provides specialist support services for offenders in South East Queensland with impaired cognitive functioning, both while in prison and during their transition back into the community. Project staff identify through assessment, prisoners with cognitive impairment and developmental disorders that require intensive pre and post release assistance to support their successful reintegration into the community. An evaluation of the pilot will occur in 2011-12.

Under the *Bridging the Gap* initiative, 54 prisoners with impaired cognitive functioning received individual case management in 2010-11 while in prison; and 25 received specialist post release support.

In conjunction with the pilot project, Woodford Correctional Centre continued to provide an accommodation unit for eligible offenders where they

access support by specially trained staff and various modified activities.

During 2010-11, training was delivered to staff, including entry level training for custodial officers, in understanding impaired cognitive functioning and managing challenging behaviours. Additionally, a third Disability Service Worker (part-time) was appointed to support delivery of the program.

The success of this program was recognised in 2010-11 with the awarding of three Australia Day Awards associated with the project, including an award to the contracted non-government organisation provider, Interact Australia, for excellence in service provision.

Promoting prisoner responsibility

In accordance with 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. They are also encouraged to participate in community service rejuvenation projects.

Smoking cessation support

Smoking within correctional centres is significantly more prevalent than among the general public. QCS is committed to improving the health and wellbeing of its staff, prisoners, children who reside in correctional centres, and visitors by reducing the rate and prevalence of smoking within correctional facilities. The QCS anti-smoking policy, introduced in June 2009, 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.

During 2010-11, 5.1 cigarettes were purchased per prisoner per month, a decrease of 21 percent when compared with 6.5 cigarettes in 2009-10. 122.1 grams of roll your own tobacco were purchased per prisoner per month, an increase of two percent compared with 119.5 grams in 2009-10.

The pricing program introduced into correctional centres in September 2009 has seen the price of tobacco increase by one percent every six months, with price increases in September 2010 and March 2011. A further one percent price increase is scheduled for September 2011. The price increases discourage smoking and fund cessation support activities for prisoners.

This initiative contributes to the Queensland Government's *Toward Q2* target to cut by one-third obesity, smoking, heavy drinking and unsafe sun exposure.



Key focus area 2: Community resilience and partnerships

Supporting communities in disaster management

Building more resilient communities

The department continues to take a lead role in seeking to build community resilience to natural disaster events, particularly given the increased frequency and severity of events. Effective community engagement, education and planning will enable individuals, organisations and businesses to be prepared for and reduce the impacts of disaster events.

The Queensland Government released the *ClimateQ: toward a greener Queensland* strategy in August 2009 to expand and strengthen Queensland's climate change response. As part of the *ClimateQ* strategy, our department has progressed a number of initiatives in 2010-11 to help vulnerable communities adapt to the possible impacts of climate change and to build more resilient individuals, families and communities.

The *Disaster Management Warehouses and Caches* initiative provides additional equipment for the SES to respond to large scale emergencies and disasters, and critical items to assist in response and recovery. This initiative also provides for additional equipment for existing warehouses in Cairns, Rockhampton and Toowoomba. The Ormeau, Cairns, Rockhampton and Toowoomba warehouses were all utilised during the natural disaster events in December 2010 to February 2011. In 2010-11, we explored possible sites for a warehouse to be established in Townsville with the purchase of a site expected in 2011-12 and opening to occur in late 2012.

The *Disaster Preparedness in Vulnerable Communities* initiative aims to develop the capacity of individuals, families and businesses to contribute towards their own safety and well being in the event of a natural disaster. Digital media products including instructional DVDs for both businesses and homeowners outlining preventative measures to reduce the impact of disasters were produced in 2010-11 and distribution has commenced.

In addition, the *Queensland Evacuation Guidelines for Disaster Management Groups* were provided to key stakeholders for review and are expected to be finalised in early 2011-12. The guidelines incorporate an all-hazards approach and provide for consistency in evacuation processes in Queensland.

Under the *Keeping Our Mob ClimateSafe* initiative, four Indigenous Disaster Management Field Officers have been employed and are working collaboratively with Indigenous communities to enhance disaster management planning and exercises, improve local capability, and recruit and support volunteers for disaster management roles.

The *Support Our Heroes* initiative strengthens the response capability and preparedness of Queensland's State Emergency Service (SES) and Rural Fire Service (RFS) to support existing volunteers, attract new volunteers and provide additional equipment and resources. This initiative provided funding in 2010-11 for 20 rescue vehicles, four flood boats and two trailers for SES groups, and a disaster management exercise, Exercise Orko, which was conducted in the South West Region to test disaster management arrangements. In addition, retrofitting of radiant heat reflective curtains and diesel pumpsets to rural fire appliances progressed, however options for the retrofitting of radiant heat reflective curtains to light appliances is under consideration.

Funding is provided in 2011-12, for the provision of 20 new vehicles and four flood boats for SES groups, and the delivery of a disaster management exercise. Four new RFS appliances will also be purchased, and the retrofitting of radiant heat reflective curtains to heavy and medium appliances and the retrofitting of diesel pumpsets to RFS appliances will continue.

The *Bushfire Community Training Package* provides for the establishment of a network of up to 3,000 Volunteer Community Educators around Queensland to deliver bushfire and natural disaster education to their local communities. In 2010-11 the recruitment and training of Volunteer Community Educators continued and as at 30 June 2011, there were 215 appointed and trained with a further 42 awaiting finalisation of the application process and/or training, supported by a network of Mitigation and Education Officers and Area Coordinators.

Improving services to Indigenous communities

The department's *Indigenous Priority Statement 2009-2013 and Action Plan* includes initiatives designed to improve outcomes for Indigenous rural communities and to enhance their preparedness for, and response to, emergencies and disasters.

In 2010-11, we delivered and progressed a number of initiatives including:

- the appointment of four Indigenous Disaster Management Field officers, under the *ClimateQ* initiative *Keeping Our Mob ClimateSafe*
- the appointment of QAS Indigenous Cadet officers and Indigenous ambulance attendants in a number of remote Indigenous communities
- the provision of an emergency ground transport vehicle by the QAS to Stephen Island
- the establishment of a First Responder Group at Mabuig
- the provision of training and support to rural fire brigades and First Responder Groups
- a National Indigenous Radio Service campaign in the Torres Strait between December 2010 and February 2011.

Natural Disaster Relief and Recovery Arrangements

The Commonwealth and State Natural Disaster Relief and Recovery Arrangements (NDRRA) provide disaster response and recovery assistance in the form of grant and loan assistance to eligible impacted members of the community. The NDRRA also provides funding for the restoration of essential public infrastructure and for the reimbursement of extraordinary response operation costs.

During 2010-11, the NDRRA were activated on six occasions in response to storms, floods and cyclone events, with 100 percent of Queensland's land mass activated, incorporating all local government areas. The estimated cost of events which occurred in 2010-11 is expected to exceed \$6 billion.

Commencing 2010-11, additional funding of \$2.1 million is provided over five years with ongoing funding of \$0.36 million for additional resources to strengthen NDRRA claims processing, reporting and compliance requirements. In addition, \$0.3 million will be provided in 2011-12 for a database to strengthen NDRRA claims processing, reporting, data capture and analysis.

EMQ and local governments

EMQ assists local governments to integrate disaster management into their planning and operations. The

review of the disaster management system in 2010 positioned EMQ to focus on providing expert advice ensuring an effective disaster management framework is in place.

Local Disaster Management Plans are an important element of Queensland's disaster management system to help communities prepare for, mitigate, effectively respond to and recover from a disaster or emergency situation. EMQ actively supports local governments in the review and development of their disaster management plans to enhance community resilience.

EMQ and local governments share the responsibility for the management of the SES. We are continuing to work closely with local governments to achieve optimal active SES membership based on assessed requirements and functional agreements with local governments.

Emergency Alert

Under the *National Partnership Agreement on the Development of a Telephone-Based National Emergency Warning System*, the Commonwealth Government provided funding of \$15.65 million for the national implementation of Emergency Alert. Emergency Alert was launched nationwide in December 2009, except in Western Australia which operates its own telephone-based warning system. Emergency Alert enables

Keeping our mob climate safe

Four Indigenous Disaster Management Field Officers have been appointed as part of the *Keeping Our Mob ClimateSafe* (KOMCS) initiative.

Part of the State Government's *ClimateQ: toward a greener Queensland* strategy, KOMCS is designed to improve community preparedness in remote Indigenous communities which are particularly vulnerable to the impacts of extreme weather events such as cyclones, storm surges and flooding.

KOMCS will enhance the safety of these communities, as well as encouraging volunteers by providing better training and support. The Indigenous Disaster Management Field Officers have been employed in Cairns to work directly with Indigenous councils and community organisations in the Far Northern and Northern regions.

The officers will be trained in disaster management, prevention, preparedness, response and recovery concepts and principles to help develop communities' readiness for disaster events.

The KOMCS initiative involve partnerships with local government, Local Disaster Management Groups, SES units and RFS brigades.



Photo by Michael Marston

communities in areas at risk of serious or life threatening events to be alerted via landline and mobile telephone by recorded voice and text messages.

Emergency Alert is capable of sending up to 1,000 voice messages per minute based on the physical location of the landline and 30,000 text messages per minute to mobile telephones based on the billing address of the subscriber.

In December 2010, the State Disaster Management Group issued the *Emergency Alert: Queensland Operational Guidelines*, providing local and district Disaster Management Groups with criteria and protocols for the use of the public warning system. Emergency Alert was used extensively during the Queensland flooding and Tropical Cyclone Yasi events. During the year, Emergency Alert was initiated with 90 campaigns and 53 separate warnings.

Emergency Alert complements existing emergency warning methods such as radio and television broadcasts, website updates, and local notification such as door-knocks.

The role of the media in times of disaster

The department's Media and Corporate Communications (MACC) Branch played a key role during the 2010-11 disaster events, ensuring the provision of timely and accurate information to the Queensland community.

The MACC Branch hosted regular live media crosses from inside the State Disaster Coordination Centre, including early morning and daily crosses to nationally televised morning shows, news bulletins and current affairs programs. Television network producers received feedback from viewers that the coverage assisted them to understand what was happening and reassured them that the disaster response was being professionally managed.

During disaster events, the MACC Branch play a vital role behind the scenes on a range of tasks in addition to its traditional media liaison role. This includes recording and assisting in the issue of Emergency Alerts, coordinating key messages broadcast by other government departments, and ensuring local radio stations broadcast accurate up-to-date warnings to the public.

In addition, officers monitor reports published in the mainstream media and information posted to social media sites, with the latter emerging as a primary source of news and information for some members of the public. An analysis of the social media and other messaging will be used to refine media and communication strategies for future cyclone and flooding events.

SES Get Ready Guide

Emergency Management Queensland (EMQ) provides a range of publications on preparing for natural hazards and emergencies. In preparation for the 2010 storm season, EMQ released a storm planning tool, the *SES Get Ready Guide*, which details how residents can best prepare themselves for the storm season and includes information on cyclones, floods and tsunamis. The guide includes practical tips for residents on preparing a

household emergency plan, how to prepare emergency and evacuation kits, preparing their home, and how to tune into warnings. It also contains key emergency contact information for relevant government and industry agencies. The guide is available online at www.emergency.qld.gov.au/emq/css/publications.asp

QFRS Safehome Initiative

The QFRS *Safehome* initiative is designed to assist householders in conducting a safety and fire awareness inspection of their home, eliminating, as much as possible, any fire and safety hazards. Householders can invite their local firefighters to visit and assist them in recognising fire and safety hazards. The intent is to reduce death, injury and property damage due to home fires and accidents. Firefighters will also assist in the correct positioning of smoke alarms and discuss fire safety concerns. For further information and to book a visit online go to www.fire.qld.gov.au/communitysafety/freeprogams/safehome.asp

SafeSpace

SafeSpace is an integrated community safety education program designed for use by teachers working with upper primary school students in Queensland schools. It targets children who are at an age where they are becoming aware of the contribution they can make to safety in their lives and their community.

The program is based on four major concepts: characteristics of the community; hazards and safety issues in the community; services and infrastructure that support the community; and, what it means to be a responsible citizen.

Supporting people with a disability

During 2010-11, we progressed a number of initiatives under our *Disability Service Plan 2010-2011* to support people with a disability to prepare for emergencies and disasters. These included:

- the launch of *Catching Fire*, a fire safety DVD tailor made for the hearing impaired which will provide effective safety messaging featuring Auslan interpretation and captions
- the continued provision of \$0.15 million per annum for the Smoke Alarm Subsidy Scheme for Deaf and Hearing Impaired People. Further information is available at <http://www.fire.qld.gov.au/communitysafety/smokealarms/subsidy.asp>
- development of the Auslan version of emergency REDiPlan in partnership with the Australian Red Cross to educate people with a disability, their carers and families on how to prepare for, respond to, and recover from disasters. The Auslan version of REDiPlan can be accessed at <http://www.emergency.qld.gov.au/emq/css/Auslan-Intro.asp>

Culturally and linguistically diverse people

We are committed to ensuring community safety for all Queenslanders regardless of their cultural, ethnic or religious background. A number of initiatives under the department's *Multicultural Plan 2009-2013 (Revised 2010)* and *Action Plan 2010-2011* were progressed during 2010-11 including:

- continued engagement with ethnic communities to

- provide advice on emergency services
- production and distribution of a Multicultural Affairs Queensland communiqué to approximately 220 community groups across Queensland prior to the impact of Tropical Cyclone Yasi, providing emergency information in languages other than English
- availability of key emergency services documents in languages other than English, including *Emergency Triple Zero (000)* and *Smoke Alarm* brochures which can be accessed at <http://www.fire.qld.gov.au/communitysafety> and the *Preparing for Cyclones* booklet which can be accessed at <http://www.emergency.qld.gov.au/emq/css/cyclone.asp>
- sharing of information with other fire services in Australia and New Zealand on fire safety initiatives and resources for culturally and linguistically diverse groups.

Seniors

We value the significant contribution that seniors make to our communities and recognise the great diversity among seniors. The Queensland Government's *Positively Ageless Queensland Seniors Strategy 2010-2020* and its accompanying action plan for 2010-2012 identifies priority areas and outlines key initiatives that will benefit older Queenslanders, particularly those who are vulnerable, disadvantaged or socially isolated.

The department contributed to the action plan in 2010-11 through 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.

QFRS initiatives which aim to improve fire safety and general safety for seniors, include:

- promotion of fire and general safety information to seniors groups through the delivery of the *Seniors Fire Ed* program to 8,036 participants
- 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
- provision of a Smoke Alarm Subsidy for deaf and hearing impaired people to reduce property damage, injury and loss of life
- promotion of essential fire and general home safety advice through the *Safehome* program.

PREPARE.ACT.SURVIVE.

The bushfire preparedness campaign PREPARE.ACT.SURVIVE. commenced prior to the bushfire season in July 2010. The campaign promoted the new Bushfire Danger Ratings, including the new categories of 'severe' and 'catastrophic' introduced nationally as part of the recommendations of the 2009 Victorian Bushfires Royal Commission. The key messages of the campaign include the need to prepare a bushfire survival plan and that for extreme and catastrophic bushfire danger ratings, leaving early is the only option.



Community education and mitigation activities across the state were boosted by the rollout of new bushfire danger rating signs to enhance awareness of the new ratings system. In addition, the revised *Lighting fires in Queensland* brochure was released which includes information on the fire danger period, and how to obtain a fire permit. A copy of the brochure is available at www.ruralfire.qld.gov.au

Neighbourhood Safer Places

The 2009 Victorian Bushfires Royal Commission interim report recommended that people need a range of options to increase their safety in the event of a bushfire.

A Neighbourhood Safer Place is a local place, usually a building or open space, which may be safer for people to access as a last resort should personal bushfire plans fail or people's homes no longer provide protection as the fire front approaches.

The QFRS, in consultation with local councils, identify areas of highest bushfire risk through bushfire hazard mapping. As at 30 June 2011, 89 Neighbourhood Safer Places have been identified with a full list provided on the RFS website www.ruralfire.qld.gov.au

Partnering with government, business and the community

Minimising the impact of natural hazards

The State Planning Policy (SPP) 1/03 *Mitigating the Adverse Impacts of Flood, Bushfire and Landslide* expresses the state's interest in minimising the adverse impacts of these natural hazards on people, property, economic activity and the environment when making decisions about development. It is one of a suite of statutory State Planning Instruments under the framework provided by the *Sustainable Planning Act 2009*.

The SPP 1/03 must be appropriately reflected in planning schemes to ensure that the state's interests in natural disaster mitigation are interpreted in the local context

when planning for future development and making decisions on development applications. In 2010-11, the department reviewed 195 land use planning instruments providing advice to the Department of Local Government and Planning.

The SPP 1/03 is due to be reviewed by September 2013. The timetable for the review of SPP 1/03 is being aligned to benefit from recommendations arising from the Queensland Floods Commission of Inquiry. The SPP and its Guidelines are available online at <http://www.emergency.qld.gov.au/publications/spp/>

National Strategy for Disaster Resilience

Queensland manages natural disasters through well established and cooperative emergency management processes, the maintenance of up-to-date effective capability, and its dedicated professionals and volunteers.

With finite government resources and the potential for increased frequency and severity of natural disasters, enhancing community resilience to disasters is vital.

The *National Strategy for Disaster Resilience* (NSDR) was developed by the National Emergency Management Committee (NEMC) and endorsed by the Council of Australian Governments on 13 February 2011. It provides a whole-of-nation, resilience-based approach to disaster management, recognising that a national, coordinated and cooperative effort is needed to enhance Australia's capacity to withstand and recover from emergencies and disasters. The NSDR acknowledges the importance of all sectors of society sharing the responsibility for enhancing Australia's disaster resilience, including all levels of government, business and community leaders, the not-for-profit sector and individuals.

The NSDR identifies seven priorities for action:

- leading change and coordinating effort
- understanding risks
- communicating with and educating people about risks
- partnering with those that effect change
- empowering individuals and communities to exercise choice and take responsibility
- reducing risks in the built environment
- supporting capabilities for disaster resilience.

The Standing Council on Police and Emergency Management has responsibility for overseeing implementation of the NSDR on behalf of the Council of Australian Governments. This work is being coordinated by senior officials through the NEMC and its sub committees. Our department is represented on all sub committees including the NSDR Implementation Steering Group, established specifically to assist NEMC with coordinating and advising on implementation of the NSDR.

The department has developed an *Action Plan for Disaster Resilience* which supports the NSDR and builds on our implementation of the recommendations of the 2009 Victorian Bushfires Royal Commission, with the aim of achieving a more disaster resilient Queensland community.

The action plan has a strong focus on sharing responsibility for disaster resilience across the wider community and identifies five outcomes:

- effective evidence-based plans and policies
- enhanced community awareness and knowledge of risk factors and mitigation
- effective community engagement and flow of information to prepare for and respond to disasters
- strong partnerships through coordination and collaboration
- enhanced response capabilities.

The department's Resilience Team will implement the action plan and continue to contribute to resilience related work at the national level.

Building community preparedness

EMQ, in partnership with the Queensland Tropical Cyclone Coordination Committee, the Bureau of Meteorology, and the Department of Environment and Resource Management, conducted pre-season workshops in 2010-11 at Mackay, Beenleigh, Gladstone, Rockhampton, Innisfail, Charters Towers, Gympie, Charleville, St George and Kowanyama. The pre-season workshops are designed to enhance community preparedness for the cyclone, storm and flood season. These agencies will continue to work in partnership again in 2011-12 to further enhance community resilience.

Natural Disaster Resilience Program

The Natural Disaster Resilience Program (NDRP), funded under the *National Partnership Agreement on Natural Disaster Resilience*, aims to reduce the vulnerability of Queensland communities to natural hazards by supporting local governments and other stakeholders to build community resilience. The NDRP is funded jointly, with the Commonwealth Government and Queensland Government each providing \$22 million over four years (from 2009-10).

Funding allocations are prioritised against Queensland's highest threats, namely flooding, storm tide, cyclone, severe storms, and bushfires. Round Two of the NDRP was conducted in 2010-11 with NDRP funding of \$12.59 million allocated for 70 projects across Queensland.

Examples of projects funded under Round Two include:

- construction of the Jericho flood levee
- purchase and installation of flood gates for Murweh Shire Council
- implementation of the ALERT Flood Warning System for the Comet River with funding provided to the Central Highlands Regional Council
- Step Up, a suite of volunteering projects.

Applications for funding under Round Three closed on 30 June 2011 with announcements of successful projects expected in October 2011.

For further information regarding this program please visit: www.communitysafety.qld.gov.au/ndrp/

Community Resilience Survey

In May 2011, the department engaged the Queensland Office of Economic and Statistical Research within Queensland Treasury to survey over 3,000 people from all

walks of life about their ‘resilience’ to natural disasters. The survey was prepared with input from Griffith and James Cook University experts, and was funded under the NDRP.

We have used surveys to gauge the level of preparedness for natural disasters in the past, however this was the first time a survey was used to gain a better understanding of the levels of community resilience in various locations throughout Queensland.

The survey results are expected in October 2011 and will assist in identifying any major differences between Queensland’s regions. In addition, the results will assist with the design of community resilience enhancement projects and programs in 2012-13, to support Queensland’s implementation of the *National Strategy for Disaster Resilience*.

Disaster Management Alliance

The Queensland Disaster Management Alliance (the Alliance) is a joint initiative between our department and the Local Government Association of Queensland (LGAQ), which establishes a collaborative approach to disaster management planning, prevention, preparedness, response and recovery in Queensland, across state and local agencies.

This Alliance is supported by the *Resilient Communities through Partnerships* Memorandum of Agreement (MOA) which was endorsed by the Minister for Police, Corrective Services and Emergency Services and the LGAQ President in June 2010. The MOA outlines the principles and governance arrangements for the implementation and operation of the partnership between DCS and LGAQ on behalf of Queensland councils.

The Alliance continues to sponsor the annual Disaster Management for Local Government Conference. The 2011 conference, *‘The Race to Resilience... Are we there yet?’*, held in July 2011, focussed on community resilience, education and awareness and changes to the disaster management framework.

Our department provides expert presenters and panel members for these conferences, and committed \$50,000 in funding for each of the 2010 and 2011 events.

Emergency Vehicle Pre-Emption System

Our department is working with the Department of Transport and Main Roads (DTMR) and the Queensland Police Service to develop an Emergency Vehicle Pre-Emption (EVP) System for use in South East Queensland.

The purpose of the EVP project is to track the location of ambulance, fire and police emergency vehicles responding to emergency call-outs, and to implement interventions at downstream traffic signals to provide green lights in advance of the vehicle’s arrival. This will result in improved response times and safety to staff and the community.

In 2008-09 a ‘proof of concept’ was conducted in Bundaberg to test and demonstrate DTMR’s ability

to intervene at signalised intersections using the STREAMS traffic management system. This pilot system proved to be a success with travel time savings of up to 20 percent. Safety benefits were also reported for responding emergency vehicle crews and the general public by removing the safety conflicts of emergency vehicles progressing through red lights at signalised intersections. Bundaberg continues to utilise this initial traffic management system.

In September 2010, we took primary carriage of the business delivery of this project. The department continues to work jointly with DTMR on the technical requirements with a project team working towards a pilot implementation in South East Queensland of the first generation software development. The inter-departmental steering committee for the project has approved the Southport area as the pilot site. The Southport pilot will run for approximately six months, commencing mid 2012. This will be followed by an evaluation of the success of the pilot in 2013.

Consideration will be given to wider implementation and development of more complex phases to achieve improved response times and improved road and pedestrian safety based on the outcomes of the pilot.

Partners in rehabilitation

Queensland Corrective Services (QCS) recognises that for offenders to effectively reintegrate into the community a variety of groups and service providers must be actively engaged in their rehabilitation.

Service providers are an integral part of delivering rehabilitation and reintegration services to offenders as they advocate on behalf of offenders and are key stakeholders in supporting offenders in the community. QCS continues to strengthen partnerships with non-government organisations through stakeholder liaison networks and by engaging them as service providers.

Families can provide vital support to offenders throughout their sentence, particularly when the offender is reintegrating into the community. This support can reduce the risk of reoffending and increase the likelihood that the offender will engage in meaningful rehabilitation activities such as programs to address drug use and training to increase their job prospects after they are released. QCS is committed to providing families with the support they need to better support their loved ones.

Partnerships with local government and community groups help staff to ensure a strong culture of offender reparation and a steady source of community service projects. QCS continues to engage with the community through Community Advisory Committees.

QAS Vulnerable Clients Program

The QAS Vulnerable Clients Program is an initiative under the *National Partnership Agreement on Homelessness*, funded through the Queensland Government’s *Prevention and Early Intervention Incentives Pool* with \$0.819 million provided over two years, commencing 2009-10.

Brisbane paramedics are taking part in a two-year pilot program designed to enhance service delivery for vulnerable clients. The Vulnerable Clients Program aims to enhance the understanding of QAS paramedics and communications centre staff and to assist vulnerable client groups in the Queensland community.

This includes patients experiencing domestic and family violence, long-standing mental health problems or homelessness; children who are victims of abuse; the elderly who are isolated from support; Indigenous people who may have complex social needs; people with a developmental or cognitive disability; and people who are experiencing bereavement following the suicide or tragic death of a loved one.

An initiative of the National Partnership Agreement on Homelessness, the program is funded by the Queensland Government's Prevention and Early Intervention Incentives Pool.

The initiative assists QAS officers in providing vulnerable clients with more appropriate, effective and efficient access to service information, with the goal of delivering significantly better individual patient outcomes.

The program provides paramedics and communications centre staff with training and resources to enhance their knowledge of vulnerable client groups in the community as well as seeking to strengthen partnerships with other government departments and non-government agencies engaged in the support of vulnerable clients, including people with a disability. During 2010-11, 875 paramedics, patient transport service and communications centre officers within the Brisbane Region, QUT students and diploma student paramedics undertook training. A number of professional development lectures were filmed and distributed to all QAS regions on topics such as alcohol, tobacco and other drugs, palliative care, and bereavement.

As part of this initiative, a three month trial of the electronic referral system, SupportLink, commenced in the Brisbane Region in April 2011. The SupportLink system manages the referral link between emergency services and the myriad of both government and non-government organisations that provide support targeted to individuals and families affected by an emergency or crisis.

The Vulnerable Clients Program has been extended to 30 September 2011 and is undergoing evaluation with the final report expected to be completed by the end of October 2011.

Supporting people with a disability

In partnership with the Australian Red Cross, EMQ continues to support delivery of *emergency REDiPlan: Household preparedness for people with a disability, their families and carers*. *REDiPlan* is a resource aimed

QAS program targets vulnerable patients



at improving the ability for people with disabilities, their families and carers to prevent, prepare for, respond to and recover from emergencies. *REDiPlan* can be accessed at www.disaster.qld.gov.au or www.redcross.org.au

Roads, Attitudes and Action Planning (RAAP)

The RAAP program is a statewide initiative targeting young and prelicensed drivers, riders and passengers to influence behaviours and encourage safe driving habits. The program is delivered to Year 12 students, and the community, both independently by QFRS and in partnership with other agencies including QAS and the Queensland Police Service who are major stakeholders in road safety.

The RAAP program is reviewed regularly to ensure its relevance to young adults who are about to become part of the road user community. The program includes the screening of hard-hitting and provocative videos detailing the emotions and thoughts of friends, relatives and individuals involved in road crash trauma. The program supports the Queensland Government's *Toward Q2* target for Queensland to have the shortest public hospital waiting times in Australia.

Seniors Fire Ed

Seniors are one of the groups most at risk in house fires in Australia. The QFRS fire safety education program for Queensland seniors, *Seniors Fire Ed*, was developed in conjunction with the Retired Firefighters Association of Queensland. The program is delivered by retired firefighters on a voluntary basis and covers a broad range of topics on personal and home safety hints. For more information or bookings contact 1300 369 003.

Supporting people affected by disasters

The 'Heads of Agreement' between the Queensland Government and Surf Life Saving Queensland (SLSQ), established in July 2009, enables SLSQ volunteers to be provided with appropriate training and equipment, and the skills to be mobilised during natural disasters and other emergency events.

More than 120 volunteer surf lifesavers from across Queensland mobilised in Brisbane to help flood-stricken residents in South East Queensland in January 2011. In conjunction with the State Emergency Service, SLSQ established rescue coordination centres in Mount Gravatt and Newmarket to provide emergency response and assistance to Brisbane residents impacted by the rising flood waters.

In addition, the Westpac Lifesaver Helicopter Rescue Service was tasked with a number of evacuations in the surrounding Toowoomba/Esk region, while individual volunteers were actively assisting the SES to sandbag regions in readiness for expected flooding.

Being able to draw upon the exceptional white water skills of SLSQ volunteers during natural disasters and other events takes emergency responses in Queensland to new levels of excellence.

Strategies for offender reparation, rehabilitation and reintegration

Rehabilitation through reparation

Reparation is a central rehabilitation strategy for QCS and is a way for offenders to make some repayment to the community for the crimes they have committed. By making reparation, offenders are demonstrating they are capable of making a positive contribution to the community, and in return the community may feel offenders are earning a second chance.

Prisoners in low security facilities are provided with the opportunity to give back to the community by participating in community service work. In 2010-11, the financial value of work performed in the community by prisoners from low security facilities totalled \$3.73 million.

In addition, Probation and Parole supervise over 2,500 offenders subject to reparation orders and as such, there is a focus on ensuring that offenders undertake valuable work within their local community. During 2010-11, community service work valued at \$6.9 million was undertaken by offenders supervised by Probation and Parole.

During the year, Probation and Parole also implemented the Community Service Pathways Project. This project, available at eight locations across Queensland, allows offenders subject to reparation orders to undertake Adult and Vocational Education Training to obtain skills to assist them in finding employment.

Offenders help clean-up

During 2010-11, prisoners worked alongside offenders

who were on community based orders helping to clean-up various flood and cyclone affected areas across the state, playing their part in giving back to the community.

Prisoners filled sandbags while offenders on community service orders and work camp prisoners assisted with flood and cyclone clean-up and recovery works by removing debris from parks and roads, cleaning drains and fence lines, removing rubbish from private residences, sorting donations, and undertaking maintenance work.

Community service offenders were also deployed to provide assistance at various locations including Lifeline stores, Salvation Army, Children of the Dreaming, Anuhu Recycling Tip, the Sandy Gallop Golf Course, and the Camira/Springfield Community Centre and Ipswich Showgrounds, which were used as evacuation centres during the floods.

The efforts of low risk prisoners in recovery efforts enabled local communities to focus on restoring infrastructure and assisting residents. Participating in community service activities allows offenders to develop skills in their personal and work lives that help position them to successfully reintegrate into the community upon release.

All offenders undertaking community service undergo a formalised and strict assessment to determine their risk and need, regardless of the severity of the offence, to ensure that community safety is maintained.

QCS Aboriginal and Torres Strait Islander Strategy

Under the department's *Indigenous Priority Statement 2009-2013 and Action Plan*, QCS is developing an *Aboriginal and Torres Strait Islander Strategy* aimed at reducing Indigenous over representation in corrective services. QCS is working with Indigenous communities, the government and non-government sectors and QCS Aboriginal and Torres Strait Islander staff to develop programs and services that better reflect the complex needs and factors that bring Aboriginal and Torres Strait Islanders into contact with the justice system.

The strategy will focus on a number of key areas including reducing reoffending, supporting Aboriginal and Torres Strait Islander staff working within QCS, and expanding the number of partnerships with the non-government sector to ensure ongoing support to Indigenous offenders and victims. It is expected that the strategy will be finalised in 2011-12.

QCS Northern Strategy

In January 2011, QCS launched the *Northern Strategy* in a further endeavour to reduce the number of Aboriginal and Torres Strait Islander offenders in regional and remote communities, and within the Northern Queensland correctional centres.

The strategy is aimed at lowering the percentage of Indigenous prisoners through measures which reduce reoffending, focussing on reconnecting offenders with their culture and community, rehabilitation, reparation and finding employment opportunities following release from prison.

The strategy provides a cultural model as an avenue for offenders to take responsibility for their actions and undertake rehabilitation.

Court advisory services

The Probation and Parole service provides advisory services to all courts in Queensland which includes providing advice to Magistrates, prosecuting breaches and completing verbal and written pre-sentence reports for offenders.

During the year, the Judicial Liaison Unit implemented quarterly regional Judicial Liaison newsletters which provide detailed regional information including highlighting positive community work, new strategies, successful projects and data to reinforce achievements. The newsletters are distributed to Judges, Magistrates and other legal stakeholders.

Quarterly meetings are also held between QCS and the Department of Justice and Attorney-General to discuss arising issues, practical working solutions and to enhance communication regarding agency changes and direction.

QCS undertook the Court Workload Project in 2010 to identify how QCS can provide an improved service to the courts within existing resources. A total of 20 recommendations were made under the categories of communication and engagement, resourcing, reference materials, training, and supportive practice. All recommendations from the Court Workload Project were implemented by November 2010.

Community based supervision orders

In recent years the number of offenders subject to community based supervision orders has grown. This can be attributed to the success of the Probation and Parole service with its diversionary goals and stronger links with the courts which was complemented by the Court Ordered Parole introduced in August 2006.

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.

The financial value of community service court ordered work performed in 2010-11 was \$6.9 million.

Three future Assistance Dogs moved to the next level when they graduated from Borallon Correctional Centre's Pups in Prison program on 3 May 2011. After spending 13 months being trained by offenders, the labradors have become the first Pups in Prison dogs to graduate from a high-security correctional centre in Queensland.

The Pups in Prison program is a joint venture between Borallon Correctional Centre and Assistance Dogs Australia, a non-profit organisation that trains dogs to help people with special needs. During their time at Borallon, the pups learned more than 40 individual commands and tasks which will help their future companions to gain greater freedom and independence.

Not only do the dogs assist physically, they relieve loneliness and social isolation, helping their owners interact more with their local communities. This increase in independence allows the Assistance Dog recipients to broaden their activities.

Within Borallon, the Pups in Prison program provides offenders with new levels of responsibility, self-esteem and communication. Offenders also learn compassion, patience and cooperation, and have the opportunity to make a positive contribution to the community.

One of the pups' trainers said the program's debut at Borallon had been a great success for the offenders involved. 'All of these pups will go on to give assistance and companionship for many years to come.'

'I feel happy I have made a positive contribution towards making someone's life easier,' he said. With their foundation training completed, the pups have travelled to Sydney to complete their advanced training at the Assistance Dogs Australia training facility before being placed with a recipient.

Borallon's Pups in Prison graduation a high-security first



Key focus area 3: Volunteer organisations

We commend the tireless work of our volunteers and acknowledge the many hours they give up to work side-by-side with our front-line staff in supporting Queensland communities. The dedicated effort of our volunteers is invaluable as the demand for our services grows with an increasing population and increasing severity and frequency of weather events.

Volunteers are critical to the successful delivery of our front-line services and the response by volunteers to the weather events in Queensland this summer demonstrated this essential partnership.

We aim to better support our volunteers through our Volunteer Management Strategy 2009-2013 (VMS). The VMS focuses on strengthening our volunteer management in terms of recruitment, retention, support and recognition and contributes to the Queensland Government's *Toward Q2* target to increase by 50 percent the proportion of Queenslanders involved in their communities as volunteers.

Highlights regarding how we supported our volunteers in 2010-11 include:

- continued funding, under the *Support Our Heroes* initiative, for the allocation of vehicles, trailers and flood boats for State Emergency Service (SES) groups, delivery of a major disaster management exercise, and the retrofitting of Rural Fire Service (RFS) appliances with radiant heat reflective curtains and diesel pumpsets
- continued provision of annual funding to Surf Life Saving Queensland (SLSQ), under the *Keeping Our Beaches Safe* initiative, for increased beach patrols, communications and camera surveillance, as well as operating costs for the twin engine EC135 helicopter's aerial patrol capabilities along beaches from Coolangatta to Noosa
- ongoing recruitment and training of Volunteer Community Educators as part of the *ClimateQ* strategy's *Bushfire Community Training Package* to deliver education to local communities to strengthen their bushfire and natural disaster preparedness
- continued development of the Volunteer Information Management System which aims to provide more accurate and detailed data on SES volunteers, with implementation expected in 2011-12
- the appointment of four Indigenous Disaster Management Field Officers as part of the *ClimateQ* strategy's *Keeping Our Mob Climatesafe* initiative to work with Indigenous councils to enhance disaster management planning and recruit and support volunteers.

Future directions for 2011-12 include:

- implementing the strategies in our *Action Plan for Disaster Resilience* – an action plan developed in response to the National Strategy for Disaster Resilience which aims to provide a whole-of-nation,

resilience-based approach to disaster management

- increasing the number of skilled volunteers within communities, especially those in high risk or remote areas
- actively seeking volunteers from community groups and tertiary institutions to support the rehabilitation and reintegration of offenders in the community in line with the QCS framework for reform, *Delivering Justice – Improving Corrections*
- continuing to promote ZEROharm within our volunteer networks by supporting safe and healthy practices
- supporting reward and recognition programs for volunteers and volunteer organisations
- continuing to support our volunteers and partners.

The following pages expand on our initiatives which support our volunteers across Queensland.

Volunteer training, equipment and infrastructure

Flexible learning products

The QAS, EMQ and QFRS developed and released a range of flexible learning products during the year enabling volunteers to undertake training through a number of different learning modes.

Ongoing delivery of the QAS Flexible Learning Initiative enables QAS volunteers to complete self-paced online induction and mandatory programs and online assessments in the Learning Management System and the department's portal. These include the electronic Ambulance Report Form (e-ARF) Orientation and mental health intervention training program.

The QAS is currently embedding the use of its Collaborative Learning Online site enabling trainers to interact with learners through discussion forums and the provision of learning objects specific to the learner. Several Regional Staff Development Units with volunteers in remote areas are investigating the use of this system to support their volunteers undertaking the Nationally Accredited program, HLT41007 Certificate IV in Health Care (Ambulance).

The RFS developed the RFS Crew Leader and First Officer programs for RFS volunteers, and EMQ developed the Perform CPR, Provide Basic Emergency Life Support and Apply First Aid programs for SES volunteers. Development of these products will continue in 2011-12 for both RFS and SES volunteers.

The development of an online training platform, called Volunteers Online, commenced in November 2010 and will be rolled out across the state in early 2011-12, with online training material available to assist in the training of RFS and SES volunteers. This platform will facilitate the integration of multi-media, discussion forums, and

interactive knowledge quizzes and allows for a flexible framework of education.

The RFS' *Flexible Learning for Volunteers: taking us into the future* has been recognised nationally, winning the Education and Training national category award at the Emergency Management Australia 2010 Australian Safer Communities Awards in November 2010. The tools developed under this initiative 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.

Safeguarding cyclone communities

The delivery of *Safeguarding Cyclone Communities* initiatives continued in 2010-11 to help safeguard communities in coastal Queensland from the impact of cyclones. Highlights for 2010-11 include:

- the provision of funding for SES equipment including flood boats and rescue trailers, and personal protective equipment for SES and RFS volunteers
- the provision of communications equipment including hand-held radios for SES volunteers and portable radios for rural fire brigades
- the provision of funding to enhance the training of SES and RFS volunteers including the development of online training materials
- the conduct of an extensive education and awareness campaign on cyclone preparedness and safety procedures
- ongoing annual funding to support our volunteers with equipment and training to help safeguard cyclone affected communities.

Grants and subsidies

We provide a number of grants and subsidies schemes to assist volunteer groups to purchase required resources to assist with their volunteer roles and response capacity. Successful outcomes this year include:

- contributions of \$33,142 received by local ambulance committees through the Gambling Community Benefit Fund which enabled the purchase of a MegaCode Kelly manikin and a VitalSim, a LIFEPAK 12 defibrillator, and a LIFENET BLUE field service upgrade kit
- funding of \$2.5 million provided to rural fire brigades of which \$1.5 million was allocated to station improvement grants with 127 brigades receiving grants of up to \$30,000 to undertake improvements to existing stations
- funding of \$100,000 from the Olga Wilson Trust for the distribution of first aid equipment to rural fire brigades, with 144 rural fire brigades applying for equipment.

Rural fire brigades are also eligible to seek grant funding via the Gambling Community Benefit Fund and Jupiter's Casino Benefit Fund administered by the Office of Liquor and Gaming Regulation, Department of Justice and Attorney-General, during four annual funding rounds. The successful brigade recipients may apply the funding to offset the cost of an appliance or complement a specific project.

School of Emergency Management

The School of Emergency Management strives 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 rollout of new training resource kits and other supporting resources to SES volunteers across the state.

Recruitment, retention and management of our volunteers

State Emergency Service volunteer recruitment campaign

On 12 June 2011, the SES launched a new campaign to encourage more Queenslanders to take up SES membership.

The campaign is focused on the community response to the recent disaster events and employs statewide promotional activities including television advertisements, radio discussions, the distribution of promotional flyers, and participation in the National Careers and Employment Expo. The campaign is proving to be a success with over 380 inquiries from potential applicants, and over 150 formal applications to join the SES received by 30 June 2011.

Rural Fire Service youth summit

QFRS Rural Operations has set its sights on attracting the younger generation and in the pursuit of this aim held the second Youth Summit in Townsville in April 2011.

Thirty Rural Fire Service (RFS) volunteers and university students studying public relations all aged between 18 and 25 years attended the event which was aimed at stimulating ideas on how to attract and retain young brigade members in the future.

The information gathered during the summit will be used to help Rural Operations tailor recruitment campaigns to suit this age group.

The summit enhanced collaboration with James Cook University Public Relations students who prepare an annual research paper on 'What Attracts Younger People to Volunteerism' and students from the James Cook University Journalism faculty who are undertaking internships with QFRS and are producing a recruitment video about the advantages of volunteering.

National Volunteer Action Plan

In Australia today, there are over 500,000 volunteers who play a crucial role in the delivery of emergency management services across the country. Australia's ability to respond to and recover from emergencies and disasters relies heavily on the contribution of volunteers but, as a result of socio-economic shifts, we are presented with challenges in relation to the attraction, support and retention of volunteers.

States and Territories have primary responsibility for emergency management, with the Commonwealth providing assistance with issues common to all

jurisdictions. In recognition that a volunteer workforce provides the backbone of Australian response to natural disaster events, organisations focused on emergency management developed the *National Action Plan for the Attraction, Support and Retention of Emergency Management Volunteers* (the Plan) in 2009.

In February 2011, the Ministerial Council for Police and Emergency Management – Emergency Management (now the Standing Council for Police and Emergency Management) identified two priority issues under the Plan. To address these issues, the National Emergency Management Committee Community Engagement Subcommittee will undertake two projects as follows:

- a review of *The Emergency Services Volunteer Action Plan* to ensure consistency with the *National Strategy for Disaster Resilience* and consider ways to ensure timely and effective implementation of the amended Plan
- development of a strategy for coordinating volunteer effort in the immediate clean-up stage post-disaster.

Request for Assistance Online

Request for Assistance (RFA) Online was successfully utilised during the Queensland flooding and Tropical Cyclone events this year. RFA Online enables the coordination of SES tasks resulting from requests for assistance from the public, enabling 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.

Volunteer assistance services

The department is committed to ensuring that volunteers have access to independent, professional and confidential assistance services which provide counselling for personal or volunteer work related problems.

EMbrace program

The EMbrace program provides counselling services for EMQ volunteers including SES volunteers and Emergency Services Cadets. It offers a number of options to assist and support individuals with personal or volunteer related issues. Options include:

- critical incident response and support
- training and education
- peer support
- chaplaincy service
- confidential counselling
- crisis telephone counselling
- organisational consultancy.

FireCare

The QFRS assistance program, FireCare, is designed specifically for QFRS staff and volunteers, and their immediate families, to provide support for both work and non work related matters. FireCare's goal is to promote well being through a coordinated program including:

- peer support program
- self referral options to confidential professional counselling services
- psychological first aid
- crisis telephone support
- training and education.

FireCare is also supported by the QFRS chaplaincy service.

Protecting our volunteers

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

Supporting volunteer partnerships

Senior School Program

QFRS Rural Operations has trialled the Certificate II in Public Safety (Firefighting Operations) as one of the vocational education and training qualifications made available to students of Kilcoy State High School.

The program allowed senior students aged 16 years and over to nominate to undertake the course. Once successful, they became Registered Juniors at their local brigades and on the vocational education days allocated by the school, the students, led by a Rural Operations qualified trainer/assessor, undertook the theory and practical assessment required to complete their qualification. As part of their course they also attended brigade training nights, community education events, hazard reduction burns and various other activities relating to their studies.

Eight Kilcoy State High School students successfully completed the program, achieving four credits towards their Queensland Certificate of Education. The program is now being rolled out across the state.

Working with our partners

Volunteer marine rescue organisations play an integral part in Queensland's search and rescue capability and provide operational support to the Queensland Water Police in search and rescue operations on a 24 hour a day, seven days per week basis. Funding was provided in 2010-11 to both the Volunteer Marine Rescue Association Queensland (VMRAQ) and the Australian Volunteer Coast Guard Association (AVCGA) to support blue water rescue operations including ongoing training, administration costs and upgrade of computers at radio bases to improve vessel monitoring.

Additionally, funding is provided to SLSQ for the SLSQ Life Saving Development Fund and WorkCover payments, and to the Royal Life Saving Society to provide water safety education programs to young Queenslanders.

Corporate partners supporting our volunteers

The department's corporate partnership strategy enables the corporate sector to support volunteering in

Queensland communities. During the year, SES groups, RFS brigades and communities across Queensland benefited from sponsorship agreements as follows:

- NRMA Insurance, as major sponsor for the SES and storm season campaign, provided substantial financial and in-kind media support. This partnership supported SES events, provided new equipment and promoted community preparedness for the storm season. A new three year sponsorship agreement was formally ratified at the beginning of December 2010 between the department and NRMA Insurance
- Reliance Petroleum provided financial support for the construction and supply of essential firefighting equipment for rural fire brigades, specifically slip-on firefighting units
- Energex provided financial support for rural fire brigades in the Brisbane, North Coast and South East regions for the construction and supply of essential firefighting equipment such as slip-on units, defibrillators for appliances, hoses and portable dams
- Bendigo Bank has commenced fundraising for the RFS at ten of its branches. The aim is to purchase an education trailer for the Central Region and the bank has committed an initial start up contribution
- The Boating, Camping and Fishing group provided financial support for the SES through an in-store round up system that raised funds for equipment and also promoted the benefits of joining the SES
- IGA provided funding for the RFS in the South West Region. The funds were used to purchase GPS units for brigades in the region.

The Queensland SES, established in 1975 by the state government, evolved from the former Queensland Civil Defence Organisation following its response to the 1974 Brisbane floods. Today there are approximately 7,000 active SES members within 338 groups and four Emergency Service Units throughout Queensland, with volunteers involved in a wide range of disaster and emergency related operations.

In December 2010 and January 2011, SES volunteers across the state responded to thousands of calls for assistance for the widespread flooding across Queensland. Less than a month later, Tropical Cyclone Yasi struck in North Queensland and once again SES groups across the state mobilised to assist with recovery efforts. This devastating run of events highlights the staggering volume and immeasurable value of work the SES undertakes to assist Queenslanders.

The many years of support including the very significant efforts during the Queensland flooding events and Tropical Cyclone Yasi was recognised this year with the SES being awarded a “Queensland Greats Award”. The Queensland Greats awards honour individuals and institutions whose long term or lifetime achievements have played a significant role in the history and development of Queensland. The 2011 Queensland Greats were announced in June 2011 during Queensland Week by the Honourable the Premier of Queensland.

In addition, the outstanding work by Queensland’s SES volunteers throughout the past year was recognised during the annual SES Week in November with awards presented to a number of units and groups at both regional ceremonies and the Emergency Services Complex at Kedron.

Queensland Greats



Photo by Michael Marston

Our volunteers profiled

Emergency services volunteers are essential in building community capacity and enhancing community resilience to the adverse effects of disasters and emergency events. The support of the community and volunteers is also vital for the successful rehabilitation and reintegration of offenders in the community.

Volunteers

- Honorary Ambulance Officers
- Emergency Services Cadets and adult leaders
- 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
- Community Advisory Committees (corrective services volunteers)
- Volunteer Community Educators
- QFRS Scientific Branch.

QAS volunteers

In partnership with our Honorary Ambulance Officers 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 360 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 demand does not support the placement of permanent paramedics. These volunteers require formal clinical training to a Certificate IV Basic Emergency Care level
- 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.

The QAS has honours and awards systems in place to acknowledge the contribution of our volunteers including:

- Local Ambulance Committee (LAC) Certificates of Appreciation
- Assistant Commissioner's Commendation
- Long Service Award
- Ambulance Week Awards, including an award for the LAC Achiever of the Year in each region and Honorary Ambulance Officer of the Year
- DCS Australia Day Achievement Medallions.

How to get involved

For further information, please contact Smart Services Queensland on **13 QGOV (13 7468)** or your regional office, the address and contact number of which is located at appendix 11 of this report.

Alternatively, visit: www.ambulance.qld.gov.au/volunteer 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 either a professional career or a voluntary role 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 600 cadets supported by approximately 240 adult leaders in 49 cadet groups throughout Queensland. Many of these cadet groups are in rural and remote communities.

The 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 Surf Life Saving Queensland (SLSQ), Volunteer Marine Rescue Association Queensland (VMRAQ), Australian Volunteer Coast Guard Association (AVCGA), EMQ, QAS, QFRS and Strategic Policy Division.

How to get involved

To qualify for enrolment as an Emergency Services Cadet, a young person must:

- have commenced Grade 8 at high school but not reached the age of 16 years
- have a parent 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 an Emergency Services Cadet.

To qualify for enrolment as an adult member an 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
- 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 Smart Services Queensland on **13 QGOV (13 7468)**. Alternatively, visit: www.emergency.qld.gov.au/cadets for more details.

Volunteer Marine Rescue

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

SLSQ 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.

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

The VMRAQ and the AVCGA are an important part of Australia's National Search and Rescue Plan. Collectively they have 46 blue water units stretching from the New South Wales border to Mornington Island in the Gulf of Carpentaria.

How to get involved

For further information, please contact Smart Services Queensland on **13 QGOV (13 7468)**. 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 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 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, SES volunteers committed 175,334 hours of operation 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.

Recognised nationally and abroad for their work during severe weather events in 2010-11, including the Queensland floods and Tropical Cyclones Andrew and Yasi, the SES were activated during the year in response to a variety of events. These included 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.

The SES recognises its volunteers in a variety of ways to acknowledge their contribution. In the past twelve months, SES volunteers have been awarded:

- 94 Meritorious Medals
- 122 Meritorious Service Clasps
- 32 National Medals
- 23 National Medal Clasps.

How to get involved

For further information, please contact Smart Services Queensland on **13 QGOV (13 7468)**. Alternatively, visit: www.ses.qld.gov.au for more details.

Rural Fire Service

The Rural Fire Service (RFS) 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 1,448 Rural Fire Brigades established to provide assistance to local communities 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.

The RFS played an integral role during the 2010-11 disaster events. The response required across these disasters was unprecedented and went beyond what is normal and expected of QFRS and the volunteers of the RFS.

At the onset of the flooding episodes, many RFS volunteers were operationally engaged, assisting people to move to higher ground, helping community members save what possessions they could and participating in rescue and recovery operations. During the aftermath we saw RFS volunteers provide valuable clean-up and hose out functions enabling communities a quicker return to normality.

The Northern Queensland cyclone activity again saw RFS volunteers respond by assisting communities clear debris, reinstate road networks, clean-up in and around homes and provide hose outs to remove salt water damage and/or sand and mangrove silt. Some additional activities the brigades were involved in during the massive clean-up operations included moving furniture, hosing down airport runways, as well as rescuing and transporting impacted people.

The QFRS rewards and acknowledges the efforts of the individuals who volunteer their time and skills to help protect Queensland communities. A wide range of awards are available to RFS volunteers to recognise their contribution to both the community, the QFRS and the RFS. As a RFS volunteer you become eligible for:

- Australian Honours including Bravery Awards, Star of Courage, Australian Fire Service Medal and National Medal

- Achievement Awards including Australia Day Achievement Awards and Minister's Awards for Excellence
- QFRS Honours including Diligent and Ethical Service Medal and Naming of New Appliances
- Certificates including Certificate of Commendation, Certificate of Appreciation and Volunteer of the Year Award
- Royal Humane Society of Australia Awards.

During 2010-11, RFS volunteers were awarded 65 Diligent and Ethical Service Medals and 72 National Medals.

How to get involved

To qualify as a rural fire volunteer you must:

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

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

For further information, please contact Smart Services Queensland on **13 QGOV (13 7468)**. Alternatively, visit: www.ruralfire.qld.gov.au for more details.

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.

The role of the committees 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 to the community. This may include identifying training and post release employment opportunities.

Volunteer Community Educators

Volunteer Community Educators are non-operational volunteers dedicated to providing bushfire, fire safety and natural disaster community safety education. They are focussed at the grassroots level, assisting people in their local communities with fire safety and natural disaster preparedness. A network of Mitigation and Education Officers and Area Coordinators support these volunteers.

How to get involved

For further information please visit <http://www.ruralfire.qld.gov.au/Volunteering/RFS%20Roles/index.html>

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 national 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 a day, seven days per week scientific support service in collaboration with Queensland Health Forensic and Services, 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 unknown chemical reactions, unknown powders in mail and fires causing hazardous materials release.

How to get involved

For further information on the 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)	Division responsible
Honorary Ambulance Officers (including Ambulance Attendants, First Responders and Volunteer Drivers)	30	360	QAS
State Emergency Service	338 groups	7,000	EMQ
Emergency Service Units	4		
Emergency Services Cadets	49 groups	600 cadets 240 adult leaders	EMQ
Rural Fire Service	1,448 brigades	34,000	QFRS
Volunteer Community Educators	-	215	QFRS
QFRS Scientific Branch	1	40	QFRS
Approximate sub-total:	1,870	42,500	
Our network of supported volunteer organisations and groups			
Community Advisory Committees*	-	70	QCS
Surf Life Saving Queensland	59 clubs 6 branches	33,400	EMQ
Royal Life Saving Society Queensland	2 clubs		
Volunteer Marine Rescue Association Queensland	24 squadrons	1,300	EMQ
Australian Volunteer Coast Guard Association	22 flotillas	1,600	EMQ
Approximate sub-total:	113	36,500	
Approximate total:	1,983	79,000	

* 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 profiled

The delivery of front-line services utilising volunteer support relies on strong local community backing and critical partnerships with key stakeholders including local and state governments, the Commonwealth Government, as well as various organisations, community groups and industries across Queensland. The following highlights some of our partners who help to make Queensland safer.

Partners

- State Disaster Management Group
- Local Ambulance Committees
- Queensland Local Ambulance Committee Advisory Council
- SES Volunteer Executive Committee
- Emergency Services Cadet Steering Committee
- Rural Fire Brigades Association of Queensland.

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 ensure effective disaster management is developed and implemented for the state, and to develop the strategic policy framework and the State Disaster Management Plan. The group also coordinates state and commonwealth assistance for disaster management and ensures that effective arrangements between the State and Commonwealth Government on matters relating to disaster management are established and maintained. This includes the identification of resources within and outside the state that may be required for disaster operations.

The SDMG meets on a quarterly basis with membership comprising the Chief Executive Officers of each of the 13 Queensland Government departments, the Assistant

Director-General, EMQ, and the CEO of the Local Government Association of Queensland. The Director-General of the Department of the Premier and Cabinet is the Chair and our Director-General is the Deputy Chair. The SDMG is supported by an executive officer from the Queensland Police Service (QPS). The SDMG reports to the Minister for Police, Corrective Services and Emergency Services regarding disaster management in the state.

Following a review of Queensland's disaster management arrangements in 2009-10, membership of the SDMG changed to reflect legislative amendments to the *Disaster Management Act 2003*. These amendments commenced on 1 November 2010.

The SDMG acted as the key leadership body for Queensland's disaster management arrangements during the floods and cyclones of 2010-11. It provided strategic direction for disaster operations, particularly through the State Disaster Coordinator, appointed by the Chair of the SDMG for the cyclone and flooding events.

The SDMG ensured that arrangements between the State of Queensland, Commonwealth Government and key stakeholders relevant to the disasters worked effectively to support disaster operations in response to this year's major events. Additionally, the SDMG provided timely and accurate reports and made key recommendations to the Minister and Premier about matters relating to disaster management and disaster operations.

Local Ambulance Committees

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

- promoting community participation in and 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.

How to get involved

Community members interested in joining or establishing a LAC should contact Smart Services Queensland on **13 QGOV (13 7468)** or your regional office, the address and contact number of which is located at appendix 11 of this report. Alternatively, please visit: www.ambulance.qld.gov.au/volunteer for more details.

Queensland Local Ambulance Committee Advisory Council

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

Queensland Local Ambulance Committee Advisory Council (QLAC) plays a fundamental 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.

SES Volunteer Executive Committee

The SES Volunteer Executive Committee (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.

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 Surf Life Saving Queensland (SLSQ), Volunteer Marine Rescue Association Queensland (VMRAQ), Australian Volunteer Coast Guard Association (AVCGA), EMQ, QAS, QFRS and Strategic Policy Division.

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

Rural Fire Brigades Association of Queensland

The Rural Fire Brigades Association of Queensland comprises of 19 volunteer representative positions covering 15 QFRS Rural Operations areas. The Association's Executive met quarterly during 2010-11 with QFRS Rural Operations management to strategically discuss issues pertaining to RFS volunteers such as policy, training, equipment and safety issues.

Key focus area 4: Organisational performance and capability

The way that our department is managed and the systems, structures and controls that determine how we conduct our business are important in supporting the achievement of our vision of safe and secure communities. Throughout this annual report, we describe the various elements of our governance arrangements which help to ensure the achievement of our performance objectives, and compliance and accountability responsibilities.

In the following pages we provide a detailed account of our executive leadership, committees and boards, and how we support and manage our staff. We acknowledge our social responsibilities toward the environment and highlight the steps we have taken to reduce our environmental impact. Various elements of our governance arrangements are also further described,

including accountability and compliance matters, and how we manage our knowledge capital.

Throughout 2010-11 we have continued to implement strategies to enhance our performance and capability as an organisation. We expand on these and existing arrangements under the following sections:

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Photo by Michael Marston

Executive Leadership Team

Our Executive Leadership Team (ELT), the key leadership group for the department, provides leadership and direction on strategic and operational issues and supports the Director-General as the accountable officer of DCS, to achieve efficient, effective and financially responsible management of the department.



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 Wooragee.



David Melville

APM, ASM M Educ Admin, Grad Cert Pub Pol, Grad Cert App Mgt, BA, FAIM, HFACAP

Commissioner, QAS

David was seconded from the Queensland Police Service (QPS) to the role of Commissioner, QAS in February 2008, and was appointed in May 2008. He has over 33 years experience in bringing uniformed operational service delivery to the community of Queensland. He began his uniformed career in the Commonwealth Police Force (now Australian Federal Police) in Sydney in 1976 before moving north to join the QPS as a Constable in 1978. David has extensive experience in operational planning, management and administration and the professional development of staff. David was awarded the Australian Police Medal as part of the Queen's Birthday Honours list in June 1998, and more recently was awarded the Ambulance Service Medal in the 2011 Queen's Birthday Honours List. He was also awarded the National Medal and the QPS Medal during the 1990s. David retired at the conclusion of his appointment as Commissioner, QAS on 17 June 2011.



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. 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. In Queensland, Kelvin has recently been appointed to the Sentencing Advisory Council, is a member of the Project 2800 Steering Committee, a project to increase the number of Indigenous Public Service staff and is the Government Champion for Hope Vale. At the request of the New Zealand government, Kelvin has also been granted permission to provide technical advice for that country's current prison procurement projects.



Bruce Grady

Assistant Director-General, EMQ

Bruce has undertaken a range of senior and executive management positions within the Queensland Government since 1994. Bruce joined Emergency Management Queensland in March 2006 and he has held the roles of Deputy Executive Director and Deputy Chief Officer within Emergency Management Queensland where his focus was on policy development, planning and operational response. Bruce acted in the role of Chief Officer, Emergency Management Queensland from December 2009 to November 2010 before being appointed as Assistant Director-General, Emergency Management Queensland.



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 board member 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 was appointed as the Assistant Director-General, SPD in July 2009 after the Machinery of Government changes prior to which he had been the Executive Director, Strategic Policy and Executive Services of the Department of Emergency Services since 2006. 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 reform initiatives in the transport, and community safety portfolios at state and national levels including reform of the Disaster Management Act, the Australian Road Rules and adoption of 50km/h speed limit to residential areas. Gary is committed to ensuring SPD continues to provide an influential contribution to department policy in climate change and emergency management.



Gary Taylor

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

Assistant Director-General, CSD

Gary was appointed in June 2008 and has over 17 years experience in the Queensland Government. Gary has held a range of senior financial and management positions in the public (most particularly in Corrective Services and Emergency Services) 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 (CFO)

Arthur was appointed as Chief Finance Officer in October 2008 and has over 29 years experience in the Queensland Government with over 16 years experience in senior management roles. Arthur has held a variety of positions across a number of Queensland Government agencies with experience in strategic management, policy, human resources, financial management, management accounting and training, as well as leading a number of major change projects for the Queensland Government. Arthur provides financial and procurement management expertise and a broad governance role to the department.



New QAS Commissioner appointed

Russell Bowles

ASM, MBA Assoc Dip App Sc(Amb)

Commissioner, QAS

In June 2011, Russell was appointed Commissioner QAS. Russell joined the Queensland Ambulance Service (QAS) in January 1981 as a cadet ambulance officer. Russell's career progression with QAS has encompassed a diversity of front-line operational roles in locations spanning the Far North West to South East Queensland. Russell has performed a variety of roles during his career including Station Officer, Communications Centre Supervisor, Area Manager, Assistant Commissioner, and Deputy Commissioner. His achievements include being the QAS Negotiation Team Leader for both the 2005 and 2008 Enterprise Partnership Agreement Bargaining and Arbitration, and implementing the Communication Centre Performance Reviews and Business Continuity Planning. Russell brings more than 30 years of ambulance experience to the role, including extensive experience in high-level leadership and strategic planning in the ambulance sector. Russell was awarded the Ambulance Service Medal in the 2005 Australia Day Honours List.

Committees and Boards

Executive Committees

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*.

The head of each division, together with the Chief Finance Officer, supports the Director-General in his role. In addition, some of these officers have statutory responsibilities to undertake their individual roles. Specifically, the roles of Commissioner, QAS, QCS, QFRS and the Assistant Director-General, EMQ are undertaken in accordance with the provisions of their relevant legislation.

An integral part of DCS governance arrangements is the executive committee structure which supports the Director-General and Executive Leadership Team (ELT). Each executive committee assumes a level of accountability and is chaired by a member of the ELT whose role is to ensure transparency in the decision making processes of the committees. The department is currently evaluating the effectiveness of the executive committee structure, roles and responsibilities to support the continual improvement of governance arrangements.

The following executive committees operate within the department.

Executive Leadership Team

Chair: Director-General

The ELT meets monthly and is the key leadership group for DCS providing leadership and direction on strategic and operational issues and supporting 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.

Audit Committee

Chair: Director-General

The DCS Audit Committee acts as a forum between the Director-General, senior management, Internal Audit and the Queensland Audit Office (QAO). All recommendations for business improvement and the like are actioned through this forum including those relating to performance management and systems performance stemming from reviews conducted by the QAO.

The DCS Audit Committee is established pursuant to section 35 of the *Financial and Performance Management Standard 2009* and operates in accordance with:

- *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*
- *Public Records Act 2002*.

During 2010-11, the committee observed the terms of its charter having due regard to the Audit Committee Guidelines which were reissued by the Queensland Treasury in December 2009.

The membership of the committee comprises the:

- Director-General
- Commissioner, QAS
- Commissioner, QCS
- Assistant Director-General, EMQ
- Commissioner, QFRS
- Assistant Director-General, CSD
- Assistant Director-General, SPD
- 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.

The committee met four times in 2010-11 and during the year the committee:

- endorsed the 2010-11 annual internal audit plan for approval by the Director-General
- reviewed the external audit plan prepared by the Queensland Audit Office
- reviewed and endorsed the department's annual financial statements

- received internal and external audit reports and management responses
- reviewed and endorsed a range of agency policy and practice statements
- provided guidance and approved accountability guidelines for a number of significant departmental projects
- considered audit recommendations by the Queensland Audit Office including Performance Management Systems audit recommendations.

Strategy and Performance Committee

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.

The membership of the committee comprises the:

- Assistant Director-General, SPD
- Commissioner, QCS
- Assistant Director-General, EMQ
- Commissioner, QFRS
- Assistant Director-General, CSD
- Assistant Commissioner, Service Planning and Resourcing, QAS
- Chief Finance Officer
- Executive Director, Policy and Legislative Reform Branch
- Executive Director, Information and Communication Services
- Executive Director, Facilities Management Branch
- Director, Organisational Performance and Evaluation Branch
- Director, Internal Audit or nominee as observer
- two Regional Planning and Coordination Team members attending meetings on a rotational basis.

The committee has a responsibility to:

- interpret and implement the strategic direction articulated by the ELT
- ensure strategic initiatives align with whole-of-government and 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-government 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, practices and legislation.

Finance Committee

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 membership of the committee comprises the:

- Assistant Director-General, CSD
- Commissioner, QAS
- Commissioner, QCS
- Commissioner, QFRS
- Assistant Director-General, EMQ
- Assistant Director-General, SPD
- Chief Finance Officer.

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.

Workplace Health and Safety Governance Committee

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.

Membership of the committee comprises the:

- Commissioner, QAS
- Deputy Commissioner, QAS
- Deputy Commissioner, Probation and Parole, QCS
- Deputy Commissioner, Custodial Services, QCS
- Executive Director, EMQ
- Deputy Commissioner, QFRS

- Executive Director, Human Resources Branch, CSD
- Executive Director, Facilities Management Branch, CSD
- Executive Director, Ministerial, Information and Legal Services, SPD
- an external expert member from Workplace Health and Safety Queensland.

Strategic Capability Committee

Chair: Assistant Director-General, 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 membership of the committee comprises the:

- Assistant Director-General, EMQ
- Deputy Commissioner, QAS
- Deputy Commissioner, Custodial Operations, QCS
- Executive Director, Operational Support Services, QCS
- Deputy Commissioner, QFRS
- Executive Director, Human Resource Management Branch, CSD
- Executive Director, Policy and Legislative Reform Branch, SPD.

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.

Capital Works Committee

Chair: Commissioner, QCS

The Capital Works Committee (CWC) supports the Director-General by providing strategic oversight of the capital investment program in support of the department's strategic direction.

The membership of the committee comprises the:

- Commissioner, QCS
- Chief Finance Officer
- Assistant Commissioner, Service Planning and Resourcing, QAS
- Executive Director, Operational Support Services, QCS
- Assistant Director-General, EMQ
- Executive Director, Operations Business and Strategy, QFRS
- Executive Director, Facilities Management Branch, CSD.

The committee has responsibility to:

- provide strategic guidance and direction to the

department, to enable the effective delivery of the Capital Works Program and development of the department's Strategic Asset Plan

- provide strategic direction on the department's facilities and other major assets including fleet, but excluding Information and Communication Technology
- facilitate department-wide co-operation and collaboration in the formulation of integrated asset management strategies and solutions to deliver effective outcomes
- work collaboratively strengthening the 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 in line with broader strategic direction of the department
- ensure that asset management planning, delivery and performance processes and practices satisfy the department's accountabilities
- ensure that relevant legislation and whole-of-government policies are complied with during the delivery of the Capital Works program.

Communication and Information Committee

Chair: Commissioner, QFRS

The Communication and Information Committee (C&IC) is a strategic investment governance committee. The committee has a 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.

The membership of the committee comprises the:

- Commissioner, QFRS
- Assistant Director-General, EMQ
- Assistant Director-General, CSD
- Assistant Director-General, SPD
- Chief Finance Officer
- Assistant Commissioner, Service Planning and Resourcing, QAS
- Executive Director, Operational Support Services, QCS
- Deputy Commissioner, QFRS
- Executive Director, Information and Communication Systems, CSD
- Queensland Government Chief Information Office representative.

ICT governance

All ICS projects are governed through the relevant project boards in the first instance with the C&IC maintaining overarching oversight of delivery and strategic alignment. The C&IC manages the priority and scheduling of the

ICT portfolio against resource availability and value of proposed investments ensuring portfolio alignment with the objectives of the agency.

New projects are managed through the initiating division to ensure compliance with operational strategy and to address operational or corporate requirements. If determined as a viable project, the initiating division submits the project to the C&IC for review against the department priorities and strategies. On approval at this gateway, the project is submitted to the department's Finance Committee for funding approval. The project is then scheduled against the portfolio of activity for delivery.

This structured process enables our department to fully assess any new projects for integrity of concept, funding and capability to deliver the outcomes. It also enables the department, over time, to assess its benefits realisation from the delivery of these projects. Further to the above outlined process surrounding project initiation, the Project Management Lifecycle (PML) has also recently been approved by the Executive Leadership Team for widespread implementation across the agency. The PML incorporates very clear approval gateways for projects including the solution development lifecycle.

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. The 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.

The committee is chaired on a rotational basis by the regional divisional heads. Meetings are timed to coincide with the department's planning and performance cycle and prior to the meetings of the Strategy and Performance Committee.

The membership of the committee comprises the:

- Assistant Commissioner(s), QAS and QFRS
- Regional Director(s), EMQ
- Regional Manager(s), Operational Support, QAS
- Manager(s), Strategic Development, QFRS
- Manager, Operational Support, QFRS (Brisbane Region only)
- Regional Manager, Rural Operations, QFRS
- Regional Manager(s), Probation and Parole Services, QCS
- General Manager(s), Custodial Operations, QCS.

Senior officers of a region whose primary responsibility includes a planning function may be invited by Assistant Commissioners/Regional Directors to attend an RPCT meeting.

Divisional leadership groups

Each of our divisions has their own key leadership groups which are comprised of senior executives and managers from within the division. Each group provides leadership and direction on issues affecting their services and supports the divisional head in their role in managing the division.

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 who 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, and applications for parolees to travel overseas
- the Central and North Queensland Regional Parole Board and the Southern Queensland Regional Parole Board hear all other matters (including court ordered parole).

Extensive consultation with Aboriginal and Torres Strait Islander groups and agencies was undertaken during the year. The President held meetings with Community Justice Groups in the Gulf and Torres Strait to seek their input into the process of release of prisoners back into those communities, and also led a delegation, including the Deputy President of the Central and Northern Queensland Regional Board and the Aboriginal and Torres Strait Islander board representative to visit the remote communities of Wujal Wujal, Hopevale, Kowanyama, and Lockhart River. The Boards will continue to work in partnership with Indigenous communities to ensure the effective reintegration of Aboriginal and Torres Strait Islander prisoners.

The Boards considered a record number of matters during the year. The total of 15,124 represents a 26 percent increase over the previous year. Through the enhancement of work processes, and the ongoing commitment of Board members and department staff, the Boards continued to deliver timely decision making in accordance with legislative and procedural requirements.

Financial information for the Parole Boards is reported in our financial statements under 'Note 33: Parole boards' which are available electronically via our website www.communitysafety.qld.gov.au or by CD with all printed copies of our annual report.

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 from urban, rural and remote areas, whose expertise and experience in emergency services and related areas provide a community based perspective on the delivery of emergency services in Queensland. In October 2010, Linley Macleod, an existing member of ESAC, was appointed as chairperson of the Board.

Areas of representation include ambulance, fire, emergency management, local government, unions, surf lifesaving, coast guard, environment, industry, and the Indigenous community. ESAC meetings provide a forum for members to present reports for comment or discussion on service delivery, community engagement and disaster management.

Prior to the 2010-11 flood and cyclone events, the Minister tasked ESAC to examine ways to engage the community and build resilience in times of great stress; subsequently ESAC had an increased focus on volunteerism in DCS and a network of other supported

volunteer organisations. ESAC members continue to provide proactive advice regarding the needs of the community following the recent flood and cyclone events.

During 2010-11, ESAC had a sustained interest in the key areas of service delivery in the Cape and far northern region, particularly in empowering Indigenous communities, the support mechanisms and training of rural fire volunteers, forming strong links with local government including effective communication channels and local support and creating partnerships with members in areas of common interest.

Notably, ESAC facilitated a formal cross agency SMS alert messaging system for marine stings in Queensland. The implementation of this system by the Queensland Ambulance Service and Queensland Health ensures Surf Life Saving Queensland (SLSQ) and other relevant stakeholders are provided timely notification of incidents of marine sting treatments and emergency department transport. This system enables SLSQ to take appropriate action, such as the closure of bathing areas to best prevent further stings occurring.

The council met three times in 2010-11. Total expenses for the council during 2010-11 totalled \$11,383. This included \$4,606 for remuneration and \$6,777 for on-costs including travel, accommodation, catering and administrative costs.

Women on Boards

During 2010-11, the collective number of women on these boards was 15 (or 38.5 percent). There were no new members appointed to these boards during 2010-11, since no terms of appointment were due to expire during that period.



Photo by Michael Marston

Our people

The dedicated staff of the department are essential to the delivery of our front-line services that help make Queensland safer. To achieve our vision for safe and secure communities it is vital that we continue to attract, retain and develop a motivated workforce capable of delivering the department's community safety services now and into the future. Our front-line personnel are backed up by dedicated support staff and together they strive to deliver quality services to the Queensland community.

Staff profile

The total number of full time equivalent (FTE) staff for the department as at 30 June 2011 was 10,887. Between 1 July 2010 and 30 June 2011, our permanent retention

rate was 93.61 percent and our permanent separation rate was 5.04 percent. There were no voluntary early retirements, seven redundancies and one retrenchment with total severance benefits totalling \$574,276.05 in this reporting period.

The following tables show the breakdown of our staff across the four operational divisions. These figures include personnel from the Corporate Support Division (CSD) and Strategic Policy Division (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.

Total FTEs for our department

Division	Actual FTE 30 June 2010	Actual FTE 30 June 2011	Estimated FTE 30 June 2012
QAS	3,759	3,853	3,892
QCS	3,469	3,520	3,521
EMQ	284	315	320
QFRS	3,132	3,199	3,152
Total	10,644	10,887	10,885



Photo by Michael Marston

Profile by operational division

Queensland Ambulance Service	Actual FTE 30 June 2011
Qualified Ambulance Officers	2,177
Student and base level Ambulance Officers	419
Patient Transport Officers	176
Clinical Other	1
Communications Staff	423
Operational Support Personnel	261
Corporate Support Personnel	182
Corporate Service Allocation	214
Total	3,853

Queensland Corrective Services	Actual FTE 30 June 2011
Custodial Officers	1,718
Trade Instructors	205
Probation and Parole Personnel	593
Centre-based Personnel	667
Operational Support Personnel	212
Corporate Service Allocation	125
Total	3,520

Emergency Management Queensland	Actual FTE 30 June 2011
Emergency Management Queensland Directorate	2
Operations Branch	159
Policy and Performance Branch	20
Helicopter Rescue	72
Governance and Management Branch	12
Corporate Service Allocation	50
Total	315

Queensland Fire and Rescue Service	Actual FTE 30 June 2011
Firefighting Staff	
Firefighters and Station Officers	2,014
Rural Fire Officers	96
Commissioner/Deputy Commissioner/Assistant Commissioners	12
Senior Officers	140
Auxiliary	160
Non-firefighting Staff	
Maintenance	74
Communications	117
Operational Support Personnel	207
Corporate Support Personnel	166
Corporate Service Allocation	213
Total	3,199

Equal employment opportunity targets and actual representation

Target group	Target	Actual
Aboriginal and Torres Strait Islander people	2.6% by 2012	2.3%
Culturally and Linguistically Diverse people	-	3.33%
People with a Disability	-	5.5%
All women	-	34.7%

Aboriginal and Torres Strait Islander staff lead the way

The DCS Indigenous Leadership and Development Team (ILDT) provides leadership and advice to management regarding service delivery, reconciliation and employment for Aboriginal and Torres Strait Islander communities, employees and volunteers. 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 the department.

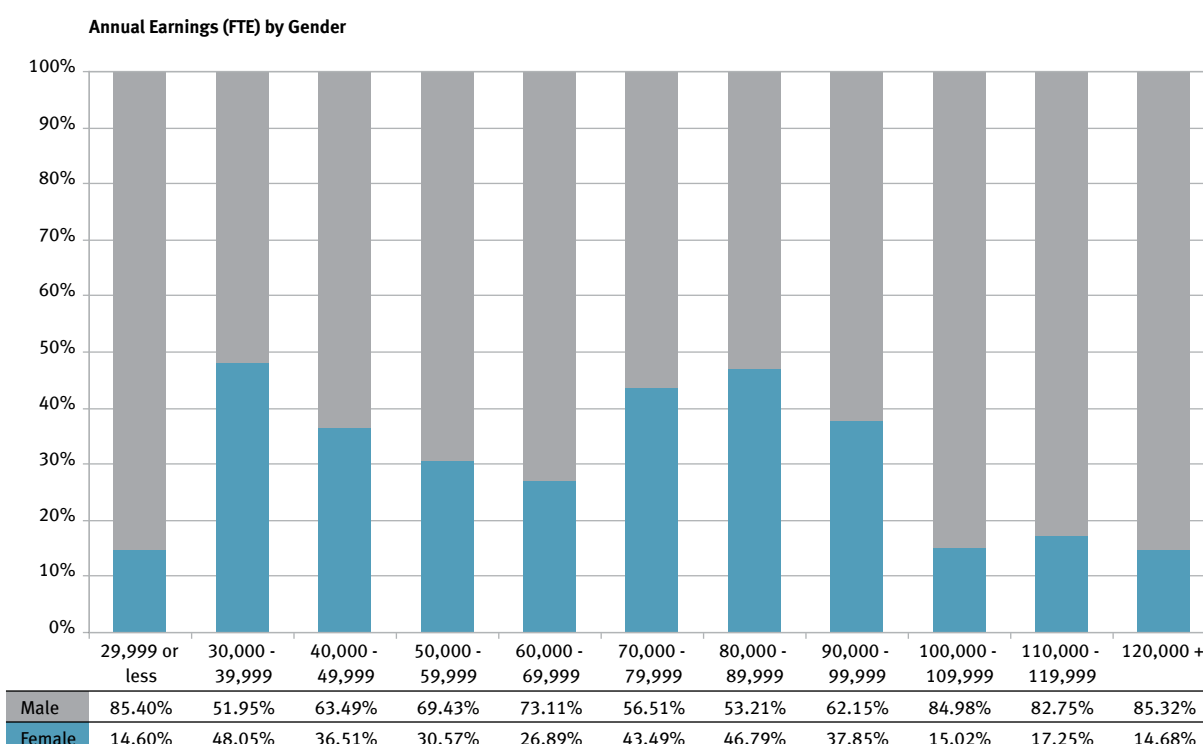
As a result of the ILDT Statewide Forum held in November

2010, an *Indigenous Priority Recruitment Statement* was developed and approved by the Executive Leadership Team for implementation from July 2011. Other initiatives such as cultural awareness and training, and Regional Indigenous Action Plans are high priorities for this team to progress. Members are supported and encouraged to undertake professional development opportunities and become more involved in regional activities and issues, building on leadership skills.

Members of the ILDT are mentored by senior departmental officers who are nominated as Regional Indigenous Champions. These champions are also key contacts for Indigenous service delivery, reconciliation and employment matters for their region.

Profile of annual earnings by gender

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



Other initiatives for women

The department continues to support the Women's Reference Group (WRG) which meets on a quarterly basis. The WRG acts as a communication avenue for women to raise issues that can be addressed by the Executive Leadership Team (ELT). The WRG works towards:

- **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 the department
- **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 the department and the community 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 conducted a survey of staff in 2010 on issues relating to flexible work practices, career progression and professional development to identify any issues which may impact on women within the agency and to set the strategic direction for the group for the next five year period. An online survey was distributed to all staff across the DCS and the results are currently being analysed. Some key issues already identified include misconceptions regarding flexible work practices, concerns about recruitment and selection decisions, and access to learning and development opportunities.

The department continues to support the celebration of International Women's Day and whole-of-government

This year saw the Queensland Fire and Rescue Service (QFRS) strive towards a new goal to increase the number of permanent female firefighters.

The first permanent female firefighter joined QFRS in 1995. It took ten years to increase this number to 14 and this number has further increased to 48 in June 2011. The QFRS will build on this success and endeavour to meet the new goal of having 150 female firefighters by 2015.

Female firefighters who are employed with QFRS come from a variety of backgrounds including ex-defence force personnel and ex-police officers. They have unique skills and characteristics from which the fire service can benefit. Greater diversity can have a positive impact on any workplace, and seeing more women becoming part of the firefighting culture is a priority for QFRS.

The QFRS will support quality female applicants by:

- developing gender specific promotional materials, including updating the QFRS website with modern materials, visuals, graphics, videos, interviews and other resources
- attracting applicants from the defence forces, sporting associations, fitness centres, gyms and other recruitment processes
- appointing a case manager to ensure mentoring and support to applicants throughout the recruitment process
- making resources available to assist with training and preparing for assessments
- developing networks to provide peer support and advice to female applicants from the point of application, continuing throughout their career.

A firefighter's role is challenging, demanding physical strength as well as a sharp mind, a commitment to teamwork and an uncompromised dedication to safety. It is a job which carries significant risk, but also the potential for great reward. The department recognises

The department lights fire on female recruitment



Photo by Michael Marston

we must maintain the high standards currently required to become a firefighter. All females must meet the same standards as their male counterparts to qualify, including physical, mechanical, and psychological testing.

We encourage all women who can meet these stringent requirements to consider joining the internationally renowned ranks of our fire service.

For more information visit: www.fire.qld.gov.au/employment/recruitment.asp

leadership development opportunities for women such as:

- The Inspiring Women's Program where the department supported 42 women as part of the August 2010 program
- Regional Leadership Journey where 12 women were supported to participate.

The QAS has also continued to support the careers and self-development of women within the QAS through the emberin “my mentor” program. In 2010-11, 44 operational and public service women within the QAS 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.

The QFRS has implemented a range of targeted strategies and a case management approach to the recruitment of women. This has resulted in ten additional female firefighters recruited in 2010-11, bringing the total of female firefighters to 48.

Our media and public relations staff

Communication services within our 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 service 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 2011, we employed 15.4 FTE staff whose functions relate to media, public affairs or communications.

Employee assistance services

The department is committed to ensuring that employees have access to independent, professional and confidential employee assistance services which provide counselling for personal or work related problems that can affect work performance or general well being. We also assist employees by offering flexible work options to promote a healthy work-life balance.

PPC Worldwide

We have engaged the services of PPC Worldwide to provide employee assistance to all employees across the department including post incident support services and confidential counselling.

PPC Worldwide offers both face-to-face and telephone counselling and support services. Our staff and their immediate families have access to this confidential service 24 hours a day, seven days per week. In addition, PPC Worldwide provides our managers with a dedicated service to offer practical advice and support to assist them in their role.

While QAS and QFRS employees can access the services of PPC Worldwide, they also have their own tailored counselling services through Priority One and FireCare.

Priority One

Priority One is the QAS employee assistance service which provides self referral counselling for all QAS employees and their immediate family with a professional counsellor. This counselling is available for both work 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.

FireCare

FireCare is the QFRS employee assistance program designed specifically for QFRS staff and volunteers and their immediate families. This support is available for both work and non work related matters. FireCare's goal is to promote staff well being through a coordinated program including:

- peer support program
- self referral options to confidential professional counselling services
- psychological first aid
- crisis telephone support
- training and education.

FireCare is also supported by the QFRS chaplaincy service.

Flexible work practices

The department actively promotes flexible work practices to help our workforce balance work priorities with family and other commitments. In 2011, we released human resource (HR) procedures regarding telecommuting and cultural leave to add further support to the maintenance of a healthy work-life balance within our workforce.

The HR Telecommuting procedure supports the department's flexible work initiatives by providing employees with an option to work at a home based office for all or part of their usual hours. This is achieved by using telecommunications technology to keep the employee in contact with the office while at home.

The HR Cultural Leave procedure supports the principles of flexible work and equity within the department by providing employees from diverse cultural backgrounds with a mechanism to access their leave entitlements to fulfil cultural or religious beliefs, or to attend events or ceremonies that acknowledge their culture.

New Hours of Work arrangements for public servants (excluding EMQ employees who have separate and specific provisions) were introduced on 1 October 2010. The development and introduction of the new *Hours of Work* arrangements was integral to the broader project coordinated by the Queensland Public Service Commission promoting the use of flexible work practices within the department.

Focus groups and awareness sessions were held for managers and employees across the department prior to the introduction of the new *Hours of Work* arrangements. These sessions ensured the effective and equitable implementation of the arrangements and also advised

Recognising the achievements of our staff

During 2010-11, our people were recognised for their outstanding contribution in their line of work through various awards and accolades which recognise the dedication and commitment of staff across the spectrum of the department's operational and support divisions. These awards recognise the efforts of staff and work teams that have displayed ongoing dedication, professionalism and innovation to deliver the very best for Queenslanders.

During the summer floods and cyclones, our staff were invariably at the coalface during severe weather events, often under extremely challenging circumstances and

away from their own families providing world class emergency response. This dedication and commitment to keeping our community safe was exemplified through services provided by all staff.

Not only are DCS staff at the forefront when disaster strikes, they are also on the front foot during "quiet" times, developing and implementing leading and break-through operational initiatives, providing outstanding community education programs and campaigns, and delivering internal and external activities which ultimately lead to greater community safety.

The heroic efforts of personnel from EMQ Helicopter Rescue (EMQHR) during January's flooding in the Lockyer Valley have been recognised with a major international award. The EMQHR crews from Rescue 500 and Rescue 510 were recognised with the Rescue of the Year Award at the Helicopter Rescue and Response Association's (HRRRA) annual conference in Orlando, Florida on 5 March 2011.

Brisbane-based EMQHR pilot Peter Row led Rescue 510 during the rescues and accepted the award in Florida on behalf of his colleagues. He said the crews were extremely proud to win the award.

'While we don't do the job to receive awards, this recognition from our colleagues around the world makes us extremely proud of the job we do,' Peter said. 'It was an honour to accept this award on behalf of EMQ which we dedicate to the survivors of Grantham and the people who tragically lost their lives.'

Police, Corrective Services and Emergency Services Minister Neil Roberts said the HRRRA award was a tribute to the professionalism and dedication of the EMQHR crews.

'In what was an unprecedented rescue operation for our state and nation, EMQHR crews flew in heavy rain and dark conditions to rescue 43 people from roofs, cars and trees as the floodwaters rose around them. Tragically 17 people lost their lives in the Lockyer Valley floods. The crews from EMQ Rescue 500 and EMQ Rescue 510 were all that stood between life and death for many more people.'

Mr Roberts said the award reconfirmed that Queensland was home to some of the world's best emergency services personnel. 'EMQ rescue personnel and Queenslanders should feel extremely proud of this award.'

Lockyer Valley rescues earn top award for EMQ Helicopter Rescue



employees of flexible work arrangements that are now available to them and those which are being developed.

During the last 18 months, the department undertook a process of consultation with the shared services agency to ensure the development of effective and consistent processes for the implementation of purchased leave. This process has resulted in the development of an HR procedure regarding purchased leave, which is scheduled for release in the second half of 2011.

We recognise the important role played by employees who provide care to their children and other dependants. Our Emergency Services Complex, Kedron Park, provides a carers room which allows employees to continue working within the complex whilst caring for their children when a situation arises as a result of normal care arrangements breaking down.

Workforce capability

Maintaining the capability of our staff is essential to ensure the continued delivery of our quality front-line services to the people of Queensland.

A strategic approach to managing our people

Strategic workforce planning is an important element in achieving our department's vision for safe and secure communities. Part of the planning process is to ensure our department and people have the capacity and capability to be well positioned to meet the operational challenges and demands for the future.

Every two years, the Queensland Public Service Commission prepares a report to Parliament detailing the state of the Queensland Public Service, including workforce trends, recent public sector reforms, integrity and accountability initiatives, leadership and workforce capability. The State of the Service Report 2010 highlights the importance for organisations to determine the capabilities necessary to build a high performance workforce, and the benefits of capability frameworks in communicating the desired behaviours and skills on which to base the development and management of performance.

To facilitate the further development of organisational capability, key capability frameworks are being developed in line with our strategic plan, to provide profiles for each of our divisions. These frameworks will provide a basis for key HR strategies, including:

- building management capability and performance
- recruitment and retention of a diverse workforce
- driving a workforce performance culture.

During 2010-11, QCS continued to deliver the *Building Better Workplaces Together* program to QCS workplaces across the state. Queensland is a diverse state where each region and workplace has a different set of circumstances affecting its operations. The program is aimed at better understanding each of the region's workplace circumstances to enable improvements to be tailored to individual workplaces. Successful program outcomes during 2010-11 included the provision of

additional training in identified areas, changes to social and physical environments and interim enterprise bargaining agreements.

The *QCS Workforce Management Strategy 2011-2013* and *Attraction and Retention Strategy* has also been developed along with supporting workforce resources which are relevant to managing Probation and Parole's attraction, retention and career development activities to enhance workforce capacity, capability and flexibility.

The department will continue to develop practical responses to improve capability and performance. This strategic approach to managing people demonstrates our commitment to remaining at the forefront of service delivery, and providing the best possible opportunities for our people.

Recruitment and selection

Having well defined and effective HR strategies and associated initiatives will position our department to attract, retain and develop talented people to achieve the strategic intent of becoming:

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

We are revising our recruitment methods for a number of occupation groups (including Paramedics, Emergency Medical Dispatchers, Custodial Officers and Probation and Parole Officers) to further promote the employment of the best people for each job.

The revisions have included more effective and efficient recruitment processes, and review of job profiles and marketing strategies. These changes have enabled the improved attraction of suitable applicants.

A review was undertaken within Custodial Operations into workforce planning practices and methodologies as a key driver for improvements within the review of entry level recruitment and selection processes. The review provided findings and recommendations to enhance the efficiency and effectiveness of this crucial business process.

We continue to promote ourselves to prospective employees through targeted advertising for selected roles and attendance at a number of employment and careers events.

During 2010-11, we attended the Re-invent Your Career event and the National Careers Expo. We have also participated in a number of Former Origin Greats Employment and Career Expos throughout the state.

The department has supported a range of current and recent students through traineeships and graduate pathway programs. These include:

- the Education toward Employment (E2E) Scholarship Scheme which has seen the department sponsor 25 Indigenous high school students
- current sponsorship of five cadets as part of the Indigenous Cadetship Program
- other traineeships and apprenticeship programs.

The department is committed to further improving recruitment and selection processes. To support this, work has been under development, scheduled for release in 2011, on a revised Recruitment and Selection Framework that will include training for panel members.

Employee performance management framework

We are committed to maximising every employee's ability and opportunity to contribute to the achievement of our department's objectives. Central to this commitment is the effective and appropriate performance management and development of employees, to encourage a culture where managers and employees are accountable for their performance. Outstanding performance should be both recognised and valued.

In 2010, we established the Workforce Performance Framework, consisting of a range of HR Procedures relating to performance management and development, talent management and recognition. We are continuing to develop strategies for:

- consistent delivery of induction programs at the corporate level to support divisional induction frameworks currently in operation
- effective recognition of outstanding performance within our workforce.

The Workforce Performance Framework provides managers with the necessary tools to confidently and fairly manage the performance of their employees by ensuring:

- job responsibilities and expected standards of behaviour are communicated to employees
- performance outputs and actions are jointly developed and agreed between managers and employees in accordance with departmental and divisional objectives
- development of employees occurs in line with role responsibilities and departmental and divisional objectives
- feedback of employee behaviour and performance is provided on a regular basis
- outstanding performance is recognised.

In 2011, a collaborative process commenced to ensure the Workforce Performance Framework is effectively integrated to meet the strategic needs of our department now, and into the future. To support implementation, the HR Branch provides direction and assistance in the management of staff grievances and disciplinary processes across all divisions within our department.

Strengthening our leadership, management and workforce capability

The Positive Workplaces Program (PWP) is designed to enhance managerial and leadership skills, particularly in relation to understanding and addressing bullying and harassment, and managing conflict and diminished performance. Delivery of the PWP continued in 2010-11 with 16 programs offered across the state to 293 participants.

In addition, 140 senior executives, directors and managers participated in a 360 degree feedback process.

360 degree surveys are designed to provide feedback to participants on their performance against a set of non-technical capabilities, from the perspective of other people. The reports developed from the process are then used in a developmental capacity for the participants, and the summary information from all the reports can be used to inform the development of other initiatives and departmental programs. Outcomes from the surveys are being used to develop an executive leadership development program which is expected to commence in late 2011.

During the year, we also provided cultural competency training courses as part of induction packages for our QAS officers, firefighters, custodial officers and probation and parole reporting officers.

Queensland Combined Emergency Services Academy

The Queensland Combined Emergency Services Academy (QCESA) comprises three elements, each 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 prepares staff for service and enhances 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 First Responders, patient transport officers, emergency medical dispatchers, paramedics, intensive care paramedics and managers.

QAS continued to deliver nationally accredited and non accredited courses using the vocational education and training model, and currently has scope of registration to deliver:

- Certificate II in Emergency Medical First Response
- Certificate III in Non-Emergency Client Transport
- Certificate III in Ambulance Communication (Call Taking)
- Ambulance Communication (Despatch)
- Certificate IV in Health Care (Ambulance)
- Diploma of Paramedical Science (Ambulance).

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

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

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

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 State Emergency Service (SES). To achieve this, the school continues to implement quality training policies through the development of robust training procedures and the rollout of new training resource kits and other supporting resources to SES volunteers across the state.

School of Fire and Rescue Service Training

The School of Fire and Rescue Service Training maintains and manages the QFRS Learning and Development Framework, in association with all QFRS regions. This framework provides:

- a pathway for professional development from recruit through to Station Officer 3 articulating to an Advanced Diploma of Public Safety (Firefighting Management)
- a pathway for professional development from Recruit Auxiliary Firefighter through to the rank of Auxiliary Captain, including the awarding of a Certificate II level qualification
- a pathway for professional development for Fire Communications Officers to a Certificate III level qualification, including the provision of centralised fire communications officer recruit training.

During 2010-11, four recruit courses were facilitated, resulting in the graduation of 111 firefighters. QFRS is undertaking a significant curriculum review and redevelopment across its learning framework. The result of this work will see new and enhanced professional development across all the ranks and roles within QFRS.

QCS Academy

The primary role of the QCS Academy 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 2010-11 include:

- seven Custodial Entry Level Programs that catered for 152 recruits
- sixty-six QCS staff trained as instructors in areas of firearms, chemical agents, control and restraint, and fire management
- thirteen training courses for probation and parole staff resulting in 212 officers trained
- fifty-four staff undertaking workplace assessor programs from the Certificate IV Training and Assessment with five of the programs being conducted in regional locations
- management and leadership development programs for 141 employees
- delivery of the Custodial Awareness Program to 169 people at the QCS Academy and 288 people in correctional centres.

QFRS professional development

During 2010-11, the QFRS continued to provide staff with opportunities for professional development, engaging with both internal and external stakeholders for delivery. Courses were made available to both operational and public service staff and volunteers, with course outcomes being tailored through to senior executive levels.

The Command Leadership Management (CLM) principles are being established within the QFRS as an integral component of its learning framework with CLM knowledge and education being delivered to various target groups using a blended learning approach. Further application of CLM knowledge is currently being explored and will result in an increased number of education delivery options in 2011 and onwards. Target groups include:

- recruit firefighters whilst undertaking their basic recruit training
- Officer Development Candidates at various stages through their educational programs
- regional staff through the outsourced CLM Development Program
- general staff through the Core Skills Training Program.

In addition, QFRS provides staff at all ranks the opportunity to attend one of the four leadership programs developed by the Australasian Fire and Emergency Service Authorities Council (AFAC) in partnership with the Australian Institute of Police Management (AIPM).

In March 2011, Senior Officers attended the first of two internally managed excellence symposiums. The aim of the symposium was to reinforce CLM principles, with a particular focus on leadership, and to motivate and support participants to build organisational capability and strengthen community safety, readiness and resilience whilst enhancing operational service delivery within their own roles. The symposium is held every two years.

Work is continuing on a Station Officer development program scheduled to commence in 2011-12 which will contain an increased focus on leadership and people management capabilities and will contribute to an improved operational capability for the QFRS.

The 2011 AFAC Conference *New World, New Thinking* to be held in August-September 2011 provides an excellent opportunity for staff to attend lectures, meet with industry experts and consult with colleagues from other fire services and organisations.

Health and safety matters

Health and safety is of paramount importance to the department and it is the collective responsibility of all to ensure a safe and healthy workplace.

Workplace Health and Safety

The department's health and safety management system is based on a continuous improvement model and the development, enhancement and implementation of key Workplace Health and Safety (WH&S) Management Standards and supporting information is ongoing. These key management standards are the basis of the DCS WH&S Management System and provide the framework on which to develop and implement more specific and detailed system components across the department.

In addition, the *Workplace Health and Safety Strategy 2010-2014* (WH&S Strategy 2010-2014) complements the management standards. In developing and establishing the WH&S Strategy 2010-2014, we affirm our commitment to the ZEROharm philosophy that all injuries are preventable. Fundamental to our success is

the leadership drive to achieve the following five strategic objectives during the life of the strategy:

- create safer workplaces
- build workforce capability to be actively engaged in WH&S
- ensure workplace injury and illness are effectively managed
- build effective WH&S governance
- have a fit and healthy workforce.

The WH&S Strategy 2010-2014 also supports two Queensland Government strategic initiatives:

- *Toward Q2: Tomorrow's Queensland* ambition of Healthy – by implementing initiatives appropriate to our organisation to reduce levels of obesity, smoking, heavy drinking and unsafe sun exposure amongst our workforce
- *Safer and Healthier Workplaces 2007-2012* – by reducing the number of lost time injury claims greater than five working days and the percentage of work days lost.

Significant work is currently being undertaken prior to commencement of the nationally harmonised Workplace Health and Safety legislation which comes into effect on 1 January 2012. We are developing relevant tools and resources to ensure a seamless transition to the new legislation.

The Safety Health Environment system has been implemented across all divisions of our department and allows staff to electronically report health and safety hazards within the workplace. The system enables the assessment of risk and provides for the early investigation and resolution of issues. The Incident and Hazard Modules of the system were successfully implemented in 2010-11 within QCS with further implementation to occur in areas such as the Injury Management Module.

Staff Wellness Program

The DCS Staff Wellness Program was launched in 2010-11 with the aim of supporting staff to increase their health awareness and to take action to improve their lifestyle habits for the long term. A number of initiatives have been implemented including activities and campaigns in which staff, their families and friends can participate. These include discounts and special offers from partnering health and wellness-related providers and online health risk behaviour change resources to assist staff to make long term lifestyle changes.

QFRS Wellness Program

The QFRS Wellness Program has been introduced to provide:

- continued improvement and monitoring of occupational health and physical fitness for all QFRS staff
- improved ability for firefighters to respond to incidents safely and effectively
- a contribution to the longevity and quality of life of QFRS staff during their working life as well as into their retirement

- staff encouragement to be aware of and take steps towards sustainable healthy lifestyle choices.

The program is delivered via a number of methods including:

- wellness campaigns and seminars
- newsletters, publications and videos
- health and fitness assessments
- individual and team based exercise programs
- the supply of exercise equipment, including training in the use of the equipment
- continued support of a wellness hour on shift for operational staff.

As part of this program, the Fighting Fit Challenge was again conducted in early 2011. The program ran over 12 weeks to help QFRS staff and their families establish healthy habits that will last a lifetime. The challenge included weight/waist loss, healthy habits, fitness level, lower blood pressure and quit smoking competitions.

Safety of our paramedics

The QAS continued to deliver 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 delivered to paramedics by providing insight into situational awareness and environmental risk assessments, defensive awareness, tactical communication and workplace safety.

Influenza vaccination program

In 2010-11, we continued to offer a free influenza vaccination program to all employees. Over 2,000 employees participated in this initiative, an increase of more than 22 percent when compared to 2009-10.

Workers' compensation

The number of claims for workers' compensation has remained static over the last five years reflecting the department's ongoing commitment to supporting staff through effective workplace rehabilitation and return to work practices. To monitor WH&S and workers' compensation performance, we utilise two key indicators:

1. the lost time injury frequency rate (LTIFR) which is a measure of lost time injuries (one day or greater) per million hours worked
2. 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 2011, the whole-of-department LTIFR was 27.62 and IDR was 0.72 percent. Stabilisation and reduction of these rates through the effective management of workplace hazards, incidents and injury management remains a key objective for our department.

Employee relations

We recognise the importance of managing and planning activities concerning developing, maintaining and improving employer-employee relationships. There are a range of services and agreements in place designed

to uphold these relationships, contributing to the productivity, motivation, and morale of the department.

Industrial relations

Our Human Resources (HR) Branch provides specialised services in industrial and employee relations to our four operational divisions as well as our two corporate support divisions. The management of industrial issues is focused at the local level through consultative committees which provide open communication between management, staff and union representatives and allows for transparent decision making. The HR Branch also provides assistance in the areas of performance management, grievance resolution and workplace investigations.

Due to the diversified employee groups within our department, the industrial environment is intricate with each of the operational divisions having their own employing legislation, certified agreements, industrial instruments, and policies.

The services provided are delivered to ensure they comply with the *Industrial Relations Act 1999* and are consistent with government policy and contemporary employee relations practices.

Queensland Ambulance Service

The majority of QAS staff are covered by the *Ambulance Service Employees Award-2003*. In 2010, the Queensland Industrial Relations Commission made a decision (known as the Queensland Ambulance Service Determination 2010) on wages and working conditions. This new determination commenced on 1 July 2010, consolidating a range of previous agreements, and simplified working conditions within QAS. Implementing these arrangements has been a major area of focus for QAS this year.

A stable industrial relations environment has been provided through regular consultative meetings held with the United Voice Industrial Union of Employees, both at a state and regional level.

Queensland Corrective Services

Custodial officers employed with QCS have their own Industrial Award and Certified Agreement (the *Queensland Corrective Services - Correctional Employees' Certified Agreement 2010*). QCS is committed to improving consultation with employees and Together Queensland (known as the Queensland Public Sector Union (QPSU) prior to August 2011) in the interests of collaboration and promoting effective management of industrial relations. Some examples of outcomes achieved through better consultation in the past year include:

- a more effective peak consultative group (Agency Custodial Consultative Committee)
- agreement on Trade Instructor and Farm Officer progression arrangements through a joint working party
- agreed outcome with the QPSU for the Offender Management Reform working party with regard to specialised recruitment
- New Principles of Rostering and Workforce Management Systems policy finalised with the QPSU

- a new recruitment model maximising permanent employment through the transition of existing casuals and which directly targets future applicants for permanent, part time and casual positions
- improved consultation regarding the implementation of new procedures and changes to existing procedures.

Emergency Management Queensland

Employees of EMQ are covered by the *State Government Department Certified Agreement 2009* (the Agreement). EMQ has utilised the consultative framework of the Agreement to introduce an 'issues forum' to allow employee delegates the opportunity to bring employee relations issues to the table with management for local resolution. EMQ has a permanent management representative at the Agency Consultative Committee.

Queensland Fire and Rescue Service

Employees of QFRS have industrial coverage under the:

- *Queensland Fire and Rescue Service Interim Award State - 2003*
- *Queensland Fire and Rescue Service Communications Centres Award - State 2003*
- *Building Trades Public Sector Award-State, Engineering Award - State 2002*
- *General Stores, Warehousing and Distribution Award - State 2003*
- *Engineering Award – State 2002*

The QFRS and the unions have maintained a strong relationship and local level resolution of issues which has resulted in no industrial disputation during the past year. This is achieved through effective consultative arrangements with employee and stakeholder groups within the QFRS. Local arrangements have been organised with the:

- United Firefighters' Union of Australia, Union of Employees Queensland
- Queensland Fire and Rescue – Senior Officers Union of Employees
- Together Queensland (known as the Queensland Public Sector Union prior to August 2011)
- Electrical Trades Union of Employees Australia, Queensland Branch
- Automotive, Metals, Engineering, Printing and Kindred Industries Industrial Union of Employees, Queensland
- Construction, Forestry, Mining and Energy Union of Employees Queensland Branch
- Queensland Auxiliary Firefighters Association

Public Service

The majority of staff in the corporate divisions of the department as well as non custodial staff in QCS have industrial coverage under the *Public Service Award-State 2003* and the *State Government Department Certified Agreement 2009*. The Core Agreement establishes the consultative arrangements for the department and Together Queensland. The peak consultative body for the public service in the department is the Agency Consultative Committee whose representation is drawn from employee and union delegates, and management, who meet bimonthly. Local level consultation occurs with union delegates representing employee issues at bimonthly issues forums.

Code of Conduct

The department recognises the importance of promoting a culture of ethical behaviour and conduct within the workforce. From 1 July to 31 December 2010, the department operated under the DCS Code of Conduct, which was developed in accordance with the requirements of the *Public Sector Ethics Act 1994*. A program of online training was delivered to support the operation of the DCS Code of Conduct, and the associated DCS ethical decision making model.

In January 2011, the Code of Conduct for the Queensland Public Service was released. This new Code of Conduct is based on the revised ethical principles of the amended *Public Sector Ethics Act 1994*, and superseded the existing DCS Code of Conduct. On its release, the Code of Conduct for the Queensland Public Service was disseminated within the department. We have undertaken a review of our HR Policy Framework to support the consistent application of the Code of Conduct requirements.

The Code of Conduct for the Queensland Public Service is available through the department's intranet and internet sites.

An awareness package covering the ethical principles of the Code of Conduct, and the government model for ethical decision making was made available to the department. Specific ethical decision making training was delivered by the office of the Queensland Ombudsman to Senior Executive Service Officers and equivalents within the department.

The department is also participating in a collaborative project with a number of other government departments to develop an online ethical decision making and Code of Conduct training package for employees and supervisors. It is anticipated that this will be available in the second half of 2011.

Ethical Standards

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

The ESU is managed within the Ministerial, Information and Legal Services Branch of the Strategic Policy Division and liaises with all divisions within the department. The unit also provides advice to management and staff about ethical and integrity related matters. As the department's primary point of liaison with the Crime and Misconduct Commission (CMC), the ESU discharges the obligations placed on the department by the *Crime and Misconduct Act 2001*, which requires that all matters involving suspected official misconduct by staff be reported to the CMC. The ESU regularly meets and liaises with the CMC and, most recently, has been working with the Commission on the implementation of its Building Integrity Project, which focuses on enhancing the department's accountability and integrity framework.

The ESU receives information and complaints (from members of the public and employees of the department) and through an assessment process, determines the most appropriate resolution strategy for each matter. The unit undertakes investigations into the more serious matters and also provides assistance to divisions in conducting regional investigations through advice, training and mentoring. The unit also provides assistance to the divisions in dealing with matters through the managerial resolution process.

The ESU plays a vital role in the criminal history screening process in relation to persons seeking employment or seeking to be a volunteer within the department. Where such a person is identified as having a criminal history, the unit provides the relevant division with the information necessary to make an informed decision regarding the person's suitability for employment or engagement as a volunteer.

Training programs are delivered by the ESU across the department, aimed at promoting ethical behaviour 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 *Public Interest Disclosure Act 2010* and also collects reportable data on PID and provides advice to divisions on the management and protection of persons that have made a PID.

Public interest disclosures

During the reporting period 1 July 2010 to 30 December 2010, the ESU received 39 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 suspected official misconduct by other staff. There were 12 disclosures substantially verified during this reporting period.

With the repeal of the *Whistleblowers Protection Act 1994* and the introduction of the *Public Interest Disclosure Act 2010* (PID Act) on 1 January 2011, the way in which public interest disclosures are to be publicly reported has changed. From 1 January 2011 agencies are no longer required to report public interest disclosures in annual reports.

Under section 61 of the PID Act, the Public Service Commission (PSC) is now responsible for the oversight of public interest disclosures and preparing an annual report on the operation of the PID Act. From 1 January 2011 agencies are required to report information about public interest disclosures to the PSC. The PSC will prepare an annual report on the operations of the PID Act and the information provided by agencies. The annual report will be made publicly available after the end of each financial year.

Environmental sustainability

Our commitment to promoting environmental sustainability supports the Queensland Government's *Toward Q2: Tomorrow's Queensland* Green ambition, including the reduction of Queensland's greenhouse gas emissions. This includes implementation of the Queensland Government's environmental and climate change strategies, such as *ClimateQ: toward a greener Queensland* and policies to reduce emissions from vehicles and government buildings.

During 2010-11, we have implemented a number of initiatives to reduce our environmental impact. This includes development of an environmental policy and the continuing development of strategic plans focusing on energy, water, waste and carbon emissions management. The plans articulate how we will manage our social and legislative responsibilities towards the environment and lay the foundation for improved management of our infrastructure.

Vehicle emissions reduction

We are committed to achieving the targets and initiatives of the *QFleet ClimateSmart policy* through reduced carbon dioxide (CO₂) emissions from our leased fleet. The *QFleet ClimateSmart policy* sets targets of carbon reduction for QFleet vehicles of 15 percent by 31 December 2010, 30 percent (revised June 2011) 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.

As at 31 March 2011, we achieved a 22.3 percent reduction in CO₂ emissions from our QFleet leased vehicles (compared to a 30 June 2007 baseline), more than seven percentage points better than the December 2010 target of 15 percent.

In response to the *QFleet ClimateSmart Action Plan 2007-2010*, we developed a Greenhouse Gas Vehicle Emissions Management Plan. The plan sets CO₂ reduction targets for vehicles we lease from QFleet at 29.75 percent by 2012 and 50 percent by 2017. In addition to leased vehicles, the department owns specific purpose emergency response vehicles.

We have implemented a number of strategies to reduce vehicle emissions including:

- ensuring new or replacement vehicles meet or exceed the minimum Green Vehicle Guide (GVG) rating standard required under the *QFleet ClimateSmart policy*
- replacing light commercial fleet vehicles with diesel and/or LPG fuelled vehicles; and passenger vehicles with either diesel, hybrid, micro, light or small vehicles
- the dissemination of education strategies to staff to promote responsible vehicle use and emission reduction.

Energy management

The *ClimateSmart Buildings Strategic Energy Efficiency Policy for Queensland Government Buildings* (ClimateSmart Buildings) requires all government buildings to reduce energy consumption by five percent by 2010 and 20 percent by 2015 (compared to a 30 June 2006

baseline). Our Strategic Energy Management Plan 2011, currently under development, will define how we will manage our future energy consumption in order to meet the objectives of the policy.

During 2010-11, we implemented a number of initiatives to reduce our energy consumption including:

- establishment of an 18 month contract for the supply of electricity to 42 of the department's larger sites commencing 1 July 2011, and the establishment of a consolidated billing regime for the department's Ergon sites which will result in energy and cost savings
- retrofitting existing lighting with energy efficient lighting, installation of sensor lights and timer controls, and where practicable the installation of solar photovoltaic systems and solar hot water systems
- the finalisation of an Energy Performance Contract (EPC) at Woodford Correctional Centre with EPCs for Wolston and Brisbane Women's correctional centres in progress
- the transition of the Caboolture and Surfers Paradise fire and rescue stations to a contestable contractual energy supply arrangement resulting in substantial cost savings. These sites were also retrofitted with energy efficient equipment. It is expected that the costs of conducting this project will be recovered in approximately two years in energy savings alone. Further savings are expected in terms of ongoing maintenance costs. Project specifications have forecast a 30 percent reduction in energy consumption for the two sites.

Over the next 12 months we will:

- implement our Strategic Energy Management Plan
- identify the sites most in need of energy retrofitting works
- tender for one energy contract for franchise sites throughout South East Queensland
- develop an information and awareness package for staff.

Air travel emissions

The extensive response and recovery efforts required due to the Queensland flooding and Tropical Cyclone Yasi resulted in extensive travel throughout the state for our volunteers and staff. The increased air travel has directly impacted our emissions with 1,642 tonnes of CO₂-e (carbon dioxide equivalent) emissions in 2010-11, an increase of 62 percent compared to the 2009-10 result. Emissions relating to international air travel have increased slightly from 49 tonnes of CO₂-e in 2009-10 to 56 tonnes in 2010-11.

Water conservation

We are developing a Strategic Water Management Plan which will articulate our direction and strategies in water management, with a focus on reducing water use, re-using water and capturing rainwater. The plan will also inform employees of their responsibilities in minimising water use.

In 2010-11 we implemented a number of water conservation strategies including:

- development of Water Efficiency Management Plans for a number of departmental sites throughout South East Queensland

- introduction of environmentally sustainable development initiatives using standard design specifications for all new facilities
- installation of a 110,000 litre rainwater harvester tank for toilet flushing and a 350,000 litre stormwater harvester tank for irrigation in the new Queensland Emergency Operations Centre at Kedron.

Since the introduction of Water Efficiency Management Plans, we have achieved ongoing water efficiencies, including a 30 percent reduction in water consumption in 2010-11, for the Brisbane Women's, Arthur Gorrie, Borallon, Wolston and Woodford correctional centres, compared to the 2004-05 baseline.

To further manage our water consumption, over the next 12 months we will:

- implement our Strategic Water Management Plan
- introduce a water efficiency education program aimed at raising the awareness of the importance of minimising water consumption
- conduct water audits at various departmental sites across the state with the aim of developing recommendations for water reduction initiatives.

Waste management

The DCS Waste Management Strategic Plan will be finalised in 2011-12 to provide a strategic vision for waste management for the period 2011-2014, including a framework for achieving this vision.

The Waste Management Strategic Plan will define the following goals:

- meet relevant regulatory and legislative requirements in order to maintain our environmental performance
- implement and support a waste reduction, re-use and recycling program
- develop and implement education and training in order to provide skills and competencies to effectively undertake environmental management
- give purchase preference, where appropriate, to reusable, recycled and energy efficient products whilst maintaining our performance objectives
- maintain the effectiveness of our environmental management systems, through a process of continual improvement.

An action plan is being developed to underpin the Waste Management Strategic Plan, identifying specific initiatives, targets, timeframes and performance indicators to achieve our goals. The plan will also enable performance monitoring to support benchmarking and continuous improvement.

During 2011-12, to improve our waste management we will:

- implement the Waste Management Strategic Plan
- introduce an education program aimed at raising the awareness of all staff about recycling and the importance of minimising packaged goods.

Queensland Emergency Operations Centre (QEOC)

The QEOC facility has been designed in line with the world's best practice for highly effective communications

centre management and disaster coordination, and is the largest building of its kind in the southern hemisphere.

By achieving a five-star Green Star rating for office design in March 2011 from the Green Building Council of Australia, we are focussed on the well being of employees and the long-term health of the environment.

QEOC incorporates initiatives such as full water recycling, rainwater harvesting, low energy lighting and on site power generation, co-generation (gas power generation), tier three rated disaster management uninterruptible power supply and diesel power generation.

The 500 kilowatt-electric natural gas fire micro turbines will help produce clean power and provide peak load reduction and redundancy from the power grid. The heat produced from these turbines will also provide domestic hot water.

Greening Corrections

Under the framework for reform, *Delivering Justice – Improving Corrections*, QCS has identified a key priority of Greening Corrections.

QCS is working to become the greenest corrections system in Australia and is striving toward carbon neutral corrections. Work has commenced on a *Sustainable Corrections Strategy* that will bring together all the greening initiatives underway across QCS. Together with a baseline carbon emission measurement this will inform and shape how we reduce our carbon footprint. Initiatives underway include:

- Probation and Parole's *Green Workplaces*
- *Custodial Operations 10 year Strategy*
- *Green skills development for prisoners*
- Partnerships with green non-government organisations will also be investigated to expand the range of green community service projects available for low risk prisoners and offenders on community based orders. This may include growing and planting native flora, caring for injured wildlife and removing weeds from community land areas. Low risk offenders will also continue to assist with cleaning up the environment following natural and other disaster events.

Southern Queensland Correctional Centre

The new Southern Queensland Correctional Centre has been designed utilising a range of sustainable building practices to minimise energy usage and reduce the associated environmental impact of the facility. This marks the state's first correctional facility to implement sustainability holistically across the design, construction and operational phases of the project.

Project initiatives have been drawn from a wide range of sources including a comprehensive review of international and Australian leading correctional facilities, the Green Building Council of Australia's Green Star suite of tools, the United Kingdom's Building Research Establishment Environmental Assessment Method (BREEAM) for prisons and Arup's Sustainable Project Appraisal Routine (SPeAR®), which enables the assessment of sustainability performance.

On average, a prisoner in South Queensland consumes 342 litres of water per day. The implementation of the water saving design is expected to reduce consumption by 60 percent. Water efficiency features introduced include:

- electronically controlling water used for showering to reduce water demand
- introducing a vacuum sewer system to reduce water used for toilet flushing
- installing water meters on all major water using facilities to monitor efficiency.

In addition, all roof water and storm water from the site catchment will be collected and used for landscaping irrigation; and the facility's greywater and blackwater will be recycled on site and used for toilet flushing, laundry facilities, surface wash-down, irrigation and cooling tower consumption. Efficient irrigation systems will also be introduced alongside drought-resistant landscaping to ensure no potable water is used for landscaping purposes.

Strategies have also been implemented to minimise the energy and associated carbon impact of the facility, including:

- the use of solar hot water heating with electric boost to supply hot water to areas of the facility not containing prisoners, reducing energy use for hot water by almost two-thirds
- the installation of highly efficient internal lighting to reduce load and the installation of occupancy sensors in variable occupancy non-prisoner areas
- the design of mechanical ventilation systems to achieve an average nine percent improvement on the Building Code of Australia energy efficiency requirements
- the implementation of measures to improve energy efficiency above that of a standard facility including the provision of heat exchangers to recover the energy from waste air.



The new Southern Queensland Correctional Centre at Gatton will be opened as a high-security male-only facility with 104 secure and 196 residential beds. The centre will also include accommodation for aged and frail prisoners in the residential section as well as a medical centre for infirm prisoners. (Aerial image taken in early 2011)

Brisbane Correctional Centre Laundry

The Brisbane Correctional Centre (BCC) laundry commenced operations in June 2008. These operations include contracts for the Ipswich and Gold Coast General Hospitals, Holy Cross Laundry, Wesley Linen and the Ipswich watch house. The BCC laundry has a service delivery model that ensures a 24 hour turnaround, seven days a week.

In addition to contracted services, BCC provides a linen exchange service for all accommodation areas within the centre. These operations significantly contribute to whole-of-government strategies targeting waste and energy savings. The BCC laundry recycles between 60 to 70 percent of all water. The laundry employs 72 offenders daily and provides vocational education training programs for offenders to obtain a Certificate I or Certificate II in Laundry Operations.

The significant water recycling achievement of the BCC laundry was acknowledged in January 2011 when Aquarecycle, the manufacturer of the recycling plant, presented the centre with an “Excellence in water and energy savings” award.

ClimateQ: toward a greener Queensland

During 2010-11, we progressed a number of initiatives under the Queensland Government’s *ClimateQ: toward a greener Queensland* strategy aimed at assisting vulnerable communities adapt to the possible impacts of climate change and to build community resilience to the impacts of natural disasters. These initiatives are discussed in detail throughout our annual report and include:

- *Disaster Management Warehouses and Caches*: to enable the rapid response and reliable deployment of critical supplies to local communities
- *Bushfire Community Training Package*: to develop and support a network of Volunteer Community Educators to deliver bushfire and natural disaster education to communities
- *Keeping Our Mob ClimateSafe*: to help remote Indigenous communities prepare for the impacts of extreme weather events
- *Disaster Preparedness in Vulnerable Communities*: to develop community awareness, and improve the capacity of individuals, families and businesses to contribute towards their own safety and well being in the event of natural disasters
- *Support Our Heroes*: to strengthen the response capability and preparedness of our State Emergency Service and Rural Fire Service volunteers by providing additional equipment and resources.

Reporting on emissions

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 vehicle use, electricity consumption and air travel. These activities are sources of both direct and indirect greenhouse gas emissions, which are reported as carbon dioxide equivalent emissions (CO₂-e).

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 service providers are used. Due to data availability limitations and timing constraints, the 12 month reporting period from 1 April 2010 to 31 March 2011 has been applied.

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 occupied.

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 our emissions for the period 1 April 2010 to 31 March 2011.



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	5,104	2,552	2,552	1
■ Department-owned vehicles	15,480	-	15,480	
■ Hired vehicles	143	143	-	2
Other				
■ EMQ helicopter	3,652	-	3,652	3
Electricity consumption				
■ Government-owned buildings	72,454	-	72,454	4
■ Leased privately-owned buildings	1,361	-	1,361	5
Air travel				
■ Domestic air travel on commercial airlines	1,642	1,642	-	6
■ International air travel on commercial airlines	56	56	-	6

Notes:

- The emissions figures have been calculated using a combination of two methodologies. QFleet has supplied the data for the period 1 April 2010 to 30 June 2010 with emissions calculated using the contracted kilometres-travelled methodology (used in previous years). For the period 1 July 2010 to 31 March 2011, the Queensland Government Chief Procurement Office (QGCPPO) has provided available actual fuel data, with emissions calculated using the National Greenhouse Emissions Reporting methodology. All emissions reported represent emissions associated with four primary fuel types: unleaded petrol; diesel; liquefied petroleum gas (LPG) and E10. The emissions offsets purchased by QFleet for the period up to 30 June 2010 relate to national Greenhouse Friendly™ certified carbon offsets for those vehicles that did not comply with the minimum Green Vehicle Guide (GVG) ratings. Vehicle emissions offsetting undertaken by this department since 1 July 2010 relates to the Queensland Government's commitment to offset 50 percent of vehicle emissions from 2010.
- The hire car vehicle emissions figures have been calculated by the hire car company and are attributable to vehicles booked under the Standing Offer Arrangement managed by the QGCPPO. The emission offsets figure relates to purchased national Greenhouse Friendly™ certified carbon offsets.
- 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* (July 2011) contained in Table 4, *Fuel combustion emission factors – fuels used for transport energy purposes*.
- These emissions are calculated based on available building-related electricity consumption records for the period 1 April 2010 to 31 March 2011. The emissions reported are limited to those linked to the electricity consumed by this department in buildings it owns, or in space it leases within other government buildings. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary. For example, in those government office buildings that do not have separate electricity sub-metering for departmental tenants, the electricity consumption and associated emissions have been apportioned 45 percent to the landlord, and 55 percent to the tenants – in line with historical benchmarking. Emissions have been calculated by converting electricity consumption into carbon emissions using the Scope 2 conversion factor of 0.89kg CO₂-e/kWh as published in the Australian Government's *National Greenhouse Accounts Factors Workbook* (July 2011).
- These emissions figures are based on available building-related electricity consumption records for the period 1 April 2010 to 31 March 2011. The emissions reported are limited to those linked to the electricity consumed by this department in spaces leased in buildings other than government-owned buildings (i.e. privately-owned). Electricity usage has been calculated or estimated using actual electricity records or lease charges received from landlords. Incomplete electricity consumption records have been apportioned and/or extrapolated where necessary.
- Air travel includes all flights recorded by the QGCPPO during the period 1 April 2010 to 31 March 2011, specifically international air travel on commercial airlines and domestic air travel on commercial airlines. The emissions are calculated by QGCPPO using the kilometres flown from data provided by the relevant commercial airline and applying a methodology based on International Civil Aviation Organisation criteria. This methodology uses an averaged consumption of fuel per passenger for flights, which can then be converted into tonnes of CO₂. The emission offsets figure for air travel relates to purchased national Greenhouse Friendly™ certified carbon offsets.

More about our governance arrangements

Our governance arrangements encompass every aspect of our business. Throughout our annual report we describe various aspects of our governance framework including our commitment to achieving government objectives through accountable processes, our organisational structure, leadership team, our internal and external relationships with stakeholders and the systems we have in place to support effective management and communication. This section outlines some of the other vital mechanisms currently in place to ensure that we maintain a healthy governance system.

Governance framework

Governance relates to the systems and practices that support the achievement of strategic objectives. Our governance framework provides assurance regarding our performance, compliance and accountability requirements. Effective governance enables us to ensure we continue to do the 'right things' in the 'right way'.

Every person in our department has a role to play in achieving effective governance, and with the guidance of our Executive Leadership Team, their various contributions support an efficient, effective and accountable organisation which contributes to the provision of sustainable services to the Queensland community and our other stakeholders.

Our governance framework provides the mechanisms to deliver services that align with the Queensland Government priorities relating to community safety, and to do this in a way that improves transparency and accountability in the management of resources. The framework details the arrangements that are in place and how they interact, to ensure we achieve our objectives.

To support the achievement of our objectives, the DCS governance framework centres on five key elements:

- Leadership, accountability and culture
- Structures and relationships
- Information, communication and decision support
- Strategic planning, performance monitoring and evaluation
- Comprehensive risk management, compliance and assurance systems.

Leadership, accountability and culture

Strong leadership is critical and must be supported by a strong organisational culture.

We strive for clear and ongoing communication about our governance requirements within an environment that supports continuous improvement. We acknowledge that our success depends on the strong leadership of the senior executive and that senior managers must model good governance behaviours and demonstrate a commitment to achieving government objectives through transparent and accountable processes.

In recognition of our unique service delivery model, the department's governance arrangements are reinforced at

both corporate and divisional levels and are designed to promote effective leadership and accountability within a culture of community service.

Structures and relationships

The department maintains relationships across all levels of government and with the not-for-profit, academic and business sectors. Internally, executive and other committees support the operations of the department and the Director-General as the accountable officer. Externally, a variety of informal and formal structures support relationships assisting both operational service delivery and business activities. These structures range from legislated disaster management committees to contractual arrangements and less formal relationships between individuals.

Information, communication and decision support

Systems to support information management and effective communication ensure the right information gets to the right people at the right time. Good information governance supports decision making and improves accountability for decisions and performance.

Due to the dispersed nature of the department's operations, the requirements for 'real-time' information and the diversity of stakeholders, Information and Communication Technology is a critical enabler to service delivery and the operation of the business and underpins the department's knowledge management.

Strategic planning, performance monitoring and evaluation

Strategic planning, performance monitoring, reviews and evaluations are all essential tools for ensuring that DCS regularly conducts a 'reality check' of its governance systems and identifies potential risks that could affect our ability to achieve intended outcomes.

We deliver our services in an ever changing environment – our budget, staff, culture and objectives change over time. We work to ensure that we have contemporary systems in place which allow for the timely identification of, and response to changing needs and circumstances.

Comprehensive risk management, compliance and assurance systems

DCS recognises the importance of having flexible compliance, decision making and risk management systems in place which acknowledge the diversity of our organisation and the dynamic environment in which we operate. Mechanisms to support assurance include the various frameworks, policies, controls, structures and systems in place throughout the department.

Planning and Performance management cycle

The department's planning and performance management cycle provides an outline of the key activities we undertake throughout the year in the areas of policy development, planning, budgeting and performance management.

Policy development

Throughout the year, the development and review of policies and legislation is led by our Policy and Legislative Reform Branch, Strategic Policy Division in line with

the department's Forward Policy Program and Forward Legislation Program.

These programs are reviewed annually and articulate the department's planned response to immediate issues and long term departmental and government objectives. They are also 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.

The department 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 objectives of government.

Regulatory Simplification Plan

As part of the whole-of-government regulatory reform agenda, the department released its Regulatory Simplification Plan for 2010-11. This plan identifies opportunities to reduce excessive legislative requirements and streamline administrative and procurement processes as a way of reducing the compliance burden on the business, community and government sectors. Key initiatives include:

- reviewing the smoke alarm provisions to assess and evaluate the effectiveness of implementation arrangements and measure the impact of the new laws from a safety and compliance perspective
- the QFRS information access project which is investigating the potential to streamline processes for relevant stakeholders to access information from fire investigation reports
- the QFRS Community Safety Operations Information Communication Technology (ICT) Project aimed at developing systems, ICT environments and training to enable electronic assessment and approval of building development applications.

Planning

Our strategic plan sets the direction for the department over a four year period to achieve our shared vision of safe and secure Queensland communities. The plan is developed following consultation with both internal and external stakeholders and describes our vision, purpose, values, objectives and strategic challenges. The annual review of our strategic plan involves significant interrogation of contemporary research and advice and source documents that are supported by environmental scanning processes.

The strategic plan presents our key focus areas and strategies for achieving our objectives, and the performance indicators that we will use to measure our success. As a Queensland Government department, our strategic plan aligns with the government's vision for Queensland, outlining our commitments in supporting the *Toward Q2: Tomorrow's Queensland* ambitions and targets. Our planning is also undertaken in accordance with the Queensland Department of the Premier and Cabinet Agency Planning Requirements.

Our departmental strategic plan is supported by divisional, regional, operational, business, functional, and project plans which are all underpinned by individual performance and development plans. This tiered planning approach enables employees to identify how their work contributes to team and unit objectives, divisional objectives and the objectives of the department and the Queensland Government.

Functional and specific purpose planning is undertaken to address areas of strategic importance at the department or whole-of-government level. A wide range of plans address such issues as workplace health and safety, information and communication technology, workforce capability, infrastructure planning, diversity and other priorities.

From time to time the Government releases whole-of-government plans or announces initiatives to address specific issues for Queensland, such as Queensland's commitments under the Council of Australian Governments' reform agenda. These initiatives require appropriate planning for implementation by the department to ensure our responsibilities are met.

Regional planning framework

The department has a regional planning framework in place which implements our strategic plan at a regional level and leverages our knowledge, experiences and diversity to provide best-value outcomes for regional communities. Seven Regional Planning and Coordination teams comprising senior executive management from the operational divisions, meet regularly to provide strategic leadership and coordination of planning and performance in a regional context for the advancement of whole-of-government and whole-of-department initiatives. These teams support the achievement of strategic planning outcomes through central-regional engagement, collaborative coordination of effective community safety services from a regional perspective and closer cooperation between those engaged in strategic planning and performance monitoring.

Budgeting

The Queensland Government produces its State Budget annually. Our department's forward estimates provide an initial fiscal context from which the government may consider and prioritise proposed policy initiatives as part of its overall Budget strategy.

The department provides input into the development of Budget documents which are reviewed through a series of parliamentary Estimates Committees, which comprise Government and opposition members. This process informs general parliamentary debate on the Budget and ensures the accountability and transparency of the overall Budget process.

Performance Management

The department has many systems and mechanisms in place for monitoring and evaluating the performance of our organisation in achieving key priorities and objectives. These include our executive committees, management structures, internal audit function, accountability arrangements, data systems and branches with performance management responsibilities. The various

aspects of our approach to performance management are described throughout our annual report. In addition, we are proud to highlight the following regional review processes.

QAS Regional Performance Reviews

The Regional Performance Review (RPR) process provides the QAS Commissioner with 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 and 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 QAS conducted 16 reviews in 2010-11.

The Queensland Audit Office (QAO) conducted an audit of performance reviews in a number of public sector agencies in 2009-10 including the QAS RPR process. The Auditor-General's *Report to Parliament No. 5 for 2010: Performance Reviews – Using performance information to improve service delivery* noted 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.

The QAO recommended two opportunities for QAS, suggesting the introduction of corporate and themed reviews as the system matures; and providing additional assistance to the regions in setting up local mini-RPR processes. In response, the QAS has introduced a number of initiatives in 2010-11 including a pilot corporate area review, and the design of a suite of reports to present current RPR data online to facilitate local mini-RPR processes. This includes data analysis down to individual station level and further promotion of a performance culture across the service. Shared learnings and initiatives stemming from regional reviews are formally presented at meetings of senior executives and reference to successful management of similar issues in other areas and the sharing of proven strategies is an integral component of the RPR process.

QCS Regional Performance Meetings

QCS Regional Performance Meetings commenced in July 2009 to manage performance at the regional level and enhance the service's framework for monitoring and reporting performance.

In 2010-11, seven Regional Performance Meetings were conducted at regional centres across the state. Action items arising from the meetings are tracked and followed up with quarterly update reports to the QCS Board of Management.

QFRS Commissioner's Reviews

The Commissioner's review process within the QFRS examines performance within the seven regions, Rural Operations and head office. The process is currently being

re-evaluated with an enhanced process to be introduced within the next six to twelve months.

Managing our risk

The department is committed to providing the necessary foundations and organisational arrangements for managing risk within the agency. Risk management practice informs decision making to enhance organisational performance at all levels of the organisation. Risk management is embedded at all stages of the management cycle, positioning the department to achieve the vision, purpose and objectives documented in our strategic plan.

We are committed to improving our risk management system and during 2010-11 the focus has been on reviewing risk management tools and methodologies to enhance the identification, analysis and management of risk across the department. The department's approach to risk management aligns with legislative requirements, Queensland Government guidelines and the international risk management standard *AS/NZS ISO 31000:2009 Risk management – Principles and Guidelines*. The system provides a platform for evidence-based decision making to meet the needs of our diverse organisation.

The department's risk management system provides for a disciplined but flexible approach to the management of risk as part of our strategic and operational activities where risk management is an integral part of planning, performance management and service delivery at all levels of the organisation.

Recent natural disaster events across the state have emphasised the need for us to be well prepared in order to ensure the continuing delivery of our services. Evidence of our preparedness for such events is demonstrated through our business continuity management program which provides for the planning and monitoring of business continuity management activities across the department.

During 2010-11, we have reviewed our business continuity management policy and program which require that business continuity plans and supporting arrangements are in place, compliant, and tested in accordance with the standard, *AS/NZS 5050:2010 Business continuity – Managing disruption-related risk*. Key learnings from recent events will help to inform development and revision of plans to ensure a rigorous approach to business continuity management is achieved across the department.

New business continuity plans for the delivery of front-line emergency services are being reviewed as the Queensland Emergency Operations Centre (QEOC) progressively comes online. This innovative facility is a fit-for-purpose facility designed to meet the future challenges of the 21st century for emergency and disaster management while supporting the department's counter-terrorism response capability. It will provide the foundation for the provision for future growth of Triple Zero (000) services in Australia's fastest growing state and region. The QEOC will ensure the department can more effectively coordinate day to day emergency

responses and improve the management of large scale incidents and disasters.

Internal Audit

The Internal Audit Unit is established to provide independent and objective assurance and consulting activities to all levels of management across all divisions within the department. The unit reports directly to the Director-General and is independent of management and the authorised auditors (Queensland Audit Office). All Internal Audit work is performed in accordance with the strategic and annual plan endorsed by the DCS Audit Committee and approved by the Director-General.

The role of Internal Audit is defined in the *Internal Audit Charter*, endorsed by the DCS Audit Committee which operates in accordance with *Queensland Treasury's Audit Committee Guidelines*, and approved by the Director-General. The Charter has regard to the *Financial and Performance Management Standard 2009* and the auditing standards, as promulgated by the Institute of Internal Auditors.

The unit assists management to achieve its objectives by using a systematic, disciplined approach to review and improve the effectiveness of risk management, internal control and governance processes, improving the overall level of compliance and accountability within the department. The unit uses a range of review types including operational (effectiveness), performance (efficiency), compliance, financial management, governance and information technology to identify areas of significant operational and financial risk, together with the controls and governance arrangements established to manage such risks.

Achievements during 2010-11 include the:

- full acceptance of audit reports by the DCS Audit Committee
- successful development of the annual work plan incorporating the diversity of the organisation
- improvement of governance and accountability frameworks operating within the department through:
 - successfully completing of a large portion of the approved 2010-11 annual plan
 - working closely with management to target the higher risk areas of the department
 - providing advice, support and guidance to staff throughout the agency to assist them in satisfactorily discharging their responsibilities.

Systems were in place to ensure the effective, efficient and economic operation of the audit function. In addition, during 2010-11, the unit's client survey results showed positive feedback on the professionalism of staff, the conduct of, and the succinct and timely reporting on the respective reviews.

Management of compliments and complaints

The department values all feedback as it helps to improve our efficiency and effectiveness. In October 2010, we launched our Compliment or Complaint website and since that time there has been a steady stream of compliment forms and emails thanking DCS officers for their professionalism and kindness during difficult situations.

In addition, members of the public are using the online complaint form accessed at www.communitysafety.qld.gov.au/info/complaints.htm

This form assists with streamlining the complaints management process. People with a hearing or speech impairment can be referred to the Teletypewriter and the National Relay Service for assistance in contacting the department through this website.

The departmental policy and procedure for complaints management is based on Queensland's *Developing Effective Complaints Management Policy and Procedures* and the national standard on complaints handling, and is compliant with the Queensland *Complaints Management Systems Directive No. 13/06*.

In February 2011, we finalised a Complaints Management Improvement Project which aimed to:

- ensure compliance with Public Service Directive 13/06
- ensure consistency with other Queensland Government departments
- adopt a best practice approach to complaints resolution.

Under the project, a number of significant actions were taken to achieve the purposes of the project. These included increasing visibility of complaints mechanisms with the introduction of the Compliment or Complaint website, the introduction of online compliments and complaints forms and the development of a brochure and poster. Further, to ensure accessibility of complaints mechanisms, the department engaged the University of Queensland Translation and Interpreter Service to translate the Compliment or Complaint poster and brochure into six languages.

To assist with staff awareness and training, a Complaints Management Toolkit was developed and placed on the DCS intranet, providing staff with material to assist with the management of complaints. Training by the Queensland Ombudsman's Office was also provided to Brisbane based staff members.

Right to Information

The Information Rights Unit manages the department's responsibilities under the *Right to Information Act 2009* (RTI Act) and the *Information Privacy Act 2009* (IP Act). The unit is managed within the Ministerial, Information and Legal Services Branch, Strategic Policy Division 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 RTI Publication Scheme 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.

During 2010-11, increased access was given to documents held by the department through administrative release mechanisms. QFRS is now responsible for the direct release of fire reports, eliminating the need for individuals and insurers to submit RTI applications and providing a more efficient service.

A significant number of documents from offenders' files and electronic records are also available administratively through correctional centres and Probation and Parole offices. Where possible, other offender records are released under provisions of the *Corrective Services Act 2006*, again eliminating the need for a formal access application.

To access the department's Publication Scheme visit: www.communitysafety.qld.gov.au/CRTI/publishinfo.asp

To access the department's Disclosure Log visit: www.communitysafety.qld.gov.au/CRTI/requestofinfo.asp

Information privacy

The department collects and uses personal information as part of its day to day activities. Subject to limited exceptions, the *Information Privacy Act 2009* (IP Act) requires that personal information held by the department be collected, stored, used and disclosed in accordance with the 11 Information Privacy Principles (IPPs) found in Schedule 3 to the IP Act.

A Privacy Plan, available on our website at www.communitysafety.qld.gov.au/info/privacy.htm assists members of the public, staff and volunteers to understand how personal information is managed within the department. DCS is committed to ensuring that privacy complaints received within the department are managed in accordance with the IP Act.

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 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 that it complies with this whole of government approach.

External privacy audit

In 2010-11, the Office of the Information Commissioner conducted desktop audits of Queensland Government department RTI Publication Schemes, to assess compliance with selected legislative requirements under RTI and IP Acts.

DCS was audited to ascertain compliance with requirements for publicly accessible Publication Schemes and Disclosure Logs and compliance with IPP 2 and 5. IPP 2 provides that the agency must advise the purpose of the collection, any laws which gives them authority to collect the information and who they usually disclose or give the information to. IPP 5 requires the agency to take certain steps to inform individuals of the types of personal information the agency holds and why and what an individual can do to access their own personal information.

The review found that *"given that the legislation was introduced relatively recently, the Department's level of compliance was a commendable achievement. The Department's website was user-friendly and the information about privacy and the RTI was prominently displayed"*.

Our recordkeeping practices

Sound recordkeeping practices underpin good corporate governance. Public authorities in Queensland are required to report on their recordkeeping reforms. Our department complies with the *Public Records Act 2002* by making and keeping full and accurate records of activities and having regard to recordkeeping policies, standards and guidelines issued by the State Archivist.

The department has in place an extensive Information Management Program including recordkeeping as a key element.

This complies with the provisions of *Information Standard 40: Recordkeeping* and *Information Standard 31: Retention and Disposal of Public Records*.

Over the past year, DCS has been reviewing, establishing and implementing key policies and procedures supporting this environment. We have also focused on progressing and updating, established and respective divisional retention and disposal schedules.

Recordkeeping education and training is conducted on an ongoing basis as required within the department.

The department has also been developing an organisational information management awareness campaign with the express purpose of incorporating good recordkeeping practices within the information management lifecycle. Our department continues to work with Queensland State Archives in relation to our recordkeeping responsibilities.

Procurement practices

Our department complies with the requirement under the *Financial and Performance Management Standard 2009* that all agencies adhere to the *State Procurement Policy 2008* (Procurement Policy) in managing the acquisition of goods and services.

The Queensland Audit Office (QAO) completed a “cross sector” compliance audit of the department in 2010 regarding adherence to the Procurement Policy. They reported that *“the results of the audit were satisfactory and I am satisfied that your Department’s procurement function operates effectively”* – Director of Audit.

We have also established a single Instrument of Financial and Travel Delegations with standardised contractual, supply, revenue, and procurement delegation thresholds across the department. This is reinforced by a single set of Agency Procurement Procedures to provide guidance and instruction to officers concerning procurement practices and systems across all divisions. The Agency Procurement Procedures use the same objectives and principles as the State Procurement Policy.

In establishing supply arrangements, the department uses its best endeavours to ensure that competitive local businesses and industries are given a full, fair and reasonable opportunity to supply goods and services to the Queensland Government. This is done by providing guidance, training and instruction to relevant staff, ensuring that all staff members comply with the DCS Minimum Quotation Requirements (based on approved procurement thresholds). Undertaking procurement planning including the strategy where appropriate, that “Invitations to Offer” (Tenders) for significant purchases are posted on the Government eTender website.

Shared Services

Queensland Shared Services is a whole-of-government approach to corporate service delivery and is underpinned by standardising business processes, consolidating technology and pooling resources and expertise.

In 2010-11, the Corporate Support Division managed our department’s arrangements for the provision of transactional corporate services including finance, HR, records management and business systems support. The provision of these services and oversight of risks and controls is managed under operating level agreements.

The activities of the Queensland Government’s shared services are reported in the annual report of the Department of Public Works.

Child protection

The department is committed to the safety and well being of all children and young people who receive our services and access our programs.

During 2010-11, we continued to facilitate a wide range of child safety initiatives including: support for mothers with children residing with them in correctional facilities; delivery of a range of parenting programs; and training for staff in working with children and young people, providing care to children at risk, and child safety reporting and notifications.

In accordance with relevant child safety legislation (including the *Commission for Children and Young People and Child Guardian Act 2000*, *Child Protection Act 1999* and *Child Protection (Offender Reporting Act 2004)*, we have:

- continued to screen employees in accordance with the requirements for regulated employment
- contributed to the Child Protection Partnerships Report 2009-10 regarding the child protection activity we undertook during the financial year
- jointly signed a monitoring plan with the Commission for Children and Young People and Child Guardian (CCYPCG) which outlines our obligations regarding information sharing and how the CCYPCG undertakes monitoring of our child safety outcomes
- commenced a review of our Child Protection Risk Management Strategy
- continued to notify offenders who are reportable offenders under the *Child Protection (Offender Reporting) Act 2004* of their obligations and requirements to report.

Additionally, we have maintained the position of Child Safety Director and have been represented on the Queensland Government Child Safety Directors Network, established to ensure coordinated responses to child safety across government.

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 of, and understand the carers charter under the *Carers (Recognition) Act 2008*.

During 2010-11, we endeavoured to raise staff awareness and understanding of the carer’s charter by recognising the role of carers in our Disability Service Plan, with a number of initiatives aimed at delivering better community safety advice and disaster management support to carers and the people they care for.

The department actively supports carers and the people they care for through a more flexible approach to the way we deliver our services and programs. This can be demonstrated by:

- the provision of community safety educational programs, and information and publications which are flexible, accessible and address the needs of people with a disability, their family and carers. Programs include QFRS Safehome and FireAble which provide

advice and assistance to people with a disability and their carers about increasing fire and general safety measures in their homes

- working across all levels of government to identify vulnerable people to build community resilience and help minimise the impacts of natural disasters
- 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 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
- the launch of our Compliment or Complaint website which includes online compliments and complaints forms that are clear and simple to use and enable lodging of the forms on behalf of another person
- the continuing delivery of training under the QAS Vulnerable Clients Program to enhance the knowledge, skills and abilities of qualified paramedics when providing care to vulnerable people. A range of referral options and tools have been developed to assist paramedics in providing additional support to vulnerable clients which may include persons with carers
- the continuation of personal care skills training to prisoners at the Wolston Correctional Centre who are providing full time care to infirm and elderly prisoners. The level of care required for each individual prisoner is assessed on a case by case basis and includes the advice and guidance of health professionals and QCS staff. DCS is committed to further improving the development and facilitation of this training with the implementation of an Aged Care Certificate which will benefit both course participants and those prisoners requiring care. The ongoing partnership between QCS and Queensland Health ensures that prisoners who require care and the prisoners trained to provide care are supported through certified training, assessment and supervision.

DCS human resource policies, accessible via the department's intranet, take into account the needs of employees who are carers. The following policy and procedures finalised or under development during 2010-11 reflect the principles of the carers charter:

- the Parental Leave and Carers Leave policy values the role that carers play in the lives of many employees and the wider community
- the Telecommuting procedure provides a mechanism to allow for the agreed regular performance of part, or all, of the employee's hours of work at a home-based office, using telecommunications technology to replace the employee's physical journey to work
- the Employee Complaints Management procedure, proposed for release in 2011, to provide a consistent mechanism for complaints to be managed efficiently and equitably within a transparent governance framework.

DCS actively consults carers and representative bodies in relevant strategic policy and planning decisions applicable to carers and the people they care for through the development of our Disability Service Plan and community safety resources such as the Queensland version of emergency REDiPlan.

The REDiPlan resource is designed to educate people with a disability, their carers and their families on how to prepare for, respond to and recover from disasters. During 2010-11, in partnership with the Australian Red Cross and Deaf Services Queensland, an Auslan version of the DVD was produced.

Through our Disability Service Plan we will continue to implement strategies in support of Queenslanders with a disability, as well as acknowledging and recognising the needs of carers and the people they care for.

External accountability

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

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

External scrutiny

External scrutiny of the department is ongoing and comes from many sources. This section provides information about reports that were released from external sources on the operations of the department during 2010-11.

Queensland Audit Office

The Queensland Audit Office (QAO) supports the role of the Auditor-General in providing Parliament with independent assurance of public sector accountability and performance through timely reporting to Parliament on the results of QAO financial, assurance and performance management systems audits.

During 2010-11, the following reports were tabled by the QAO directly relating to the operations of DCS:

Financial and Assurance Audits

- Report No. 8 for 2010: *Results of audits at 31 May 2010 Financial and Compliance audits* - tabled 6 July 2010
- Report No. 13 for 2010: *Results of audits at 31 October 2010 Performance Management Systems audit* - tabled 18 November 2010
- Report No. 4 for 2011: *Information systems governance and security* - tabled 21 June 2011
- Report No. 5 for 2011: *Results of audits at 31 May 2011* - tabled 23 June 2011.

Performance Management Systems Audits

- Report No. 12 for 2010: *Follow up of 2009 Queensland Health audits* - tabled 16 November 2010
- Report No. 1 for 2011: *Management of offenders subject to supervision in the community* – tabled 25 February 2011.

These reports identify opportunities for our department to continue to build capacity and enable us to deliver services more effectively, efficiently and economically.

The department has considered the findings and recommendations of the above audits. These reports, along with our responses can be accessed at www.qao.qld.gov.au

Parliamentary Committees

Public Accounts and Public Works Committee

During 2010-11, the Public Accounts and Public Works Committee (PAPWC) legislated role was:

- the assessment of the integrity, economy, efficiency and effectiveness of government financial management by examining government financial documents and considering the annual and other reports of the Auditor-General
- works (public works) undertaken by an entity that is a constructing authority for the works if the committee decides to consider the works
- any major government owned corporation works if the committee decides to consider the works.

There were four reports tabled by the PAPWC in 2010-11, directly related to the operations of DCS:

- Report No. 5, September 2010: Inquiry into an Evaluation of the Effectiveness of the Performance Management Systems (PMS) audit mandate
- Report No. 8, March 2011: Review of Auditor-General's Reports – January 2010 to December 2010
- Report No. 10, June 2011: Enhancing Accountability through Annual Reporting
- Report No. 11, June 2011: Management of Rural Fire Services in Queensland.

These reports and submissions can be accessed at www.parliament.qld.gov.au

As at 16 June 2011, following reforms to Queensland's parliamentary committee system, all functions of the previous committees (including PAPWC) have been given to seven new portfolio committees. These new portfolio committees are able to review reports by the Auditor-General and examine major capital works within their portfolio areas with responsibility for scrutinising all ministerial portfolios and Government departments.

Queensland Ombudsman

The Queensland Ombudsman did not publish any investigation reports into the operations of DCS during 2010-11.

Queensland Coroner

In accordance with the *Coroners Act 2003* the State Coroner is responsible for all investigations into deaths in custody. During 2010-11, DCS was subject to 13 coronial recommendations resulting from three inquests into

deaths in custody. The department has implemented five of these recommendations and is continuing to progress six with a further two under consideration.

All comments and recommendations made by the State Coroner are given serious consideration by DCS and are implemented where practicable.

Queensland Floods Commission of Inquiry

On 17 January 2011, the Queensland Government established an independent Commission of Inquiry to examine the unprecedented flood events that impacted 70 percent of the state.

The Terms of Reference for the inquiry provide for an independent and thorough examination of the chain of events leading to the floods, all aspects of the response and the subsequent aftermath of the 2010-11 flood events.

With all the powers of a Royal Commission, the Queensland Floods Commission of Inquiry is taking public submissions from across Queensland and has held the first round of public hearings in affected areas. A second round of hearings is scheduled to begin on 29 September 2011.

The Commission of Inquiry delivered the interim report on 1 August 2011, covering matters associated with flood preparedness to enable early recommendations to be implemented before next summer's wet season. The final report will be delivered on 24 February 2012.

For further details please visit: www.floodcommission.qld.gov.au

DCS has examined the findings, recommendations and issues raised in the reports listed above and is taking action as appropriate.

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.

Our department's knowledge capital is demonstrated through our 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.

By having effective and efficient knowledge management systems we are continually improving and increasing the knowledge base that supports and enhances effective decision making and service delivery.

Intranet portal

The departmental intranet is an integral part of our 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 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).

The capability of the web-based planning and performance portal continues to improve the department's capability for information exchange on planning, performance reporting, business continuity, risk management and governance.

Ambulance services

The 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 computer aided dispatch 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.

The QAS undertook a project to develop a consolidated and comprehensive operational policy framework. The development phase of the framework is now available on the department's intranet and provides an intuitive, user friendly single point of contact for all QAS operational policy documents for quick and ready reference by all QAS staff. Further work is continuing to review remaining documents within the framework and to further enhance the search functionality. Other departmental policies and procedures are also accessible within the framework.

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 are vital in ensuring performance targets are met. For example, response times performance, financial management and human resource data are key elements in the proper functioning of the QAS Regional Performance Review process.

Corrective services

The QCS Integrated Offender Management System consolidates and shares vital offender information across all aspects of the offender lifecycle from custodial to probation and reintegration into the community.

QCS has utilised new computing technology to implement the first reports in a proposed series. These reports enable users to extract information from the Integrated Offender Management System in a more timely and flexible fashion than the previous reporting system provided.

In addition to this improvement in delivery, the new technology provides the capability for users to create additional reports. User training to allow this capability to be exploited will occur during the 2011-12 financial year.

Emergency management

EMQ enhances engagement with stakeholder groups through the use of 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.

An information system is also used to record EMQ Helicopter Rescue tasking data. The information supports the assessment of helicopter performance, service planning and statutory reporting of aircraft utilisation.

Fire and rescue services

The 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.

Both operational and non operational QFRS information is available through the internal 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 QFRS has also established a Central Operations Reporting Environment (CORE) which provides access to information for a consistent approach to reporting, planning and enhanced service delivery.

The Rural Fire Service Volunteer Portal is a dynamic and interactive communication tool designed to keep volunteers up-to-date with 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 and Wildfire Alert Levels. Further development

of the site has continued with additional learning bytes being added to the Training Toolbox and the addition of the News Desk.

The QFRS utilises a range of information systems that support building fire safety, the Fight Fire Fascination program, unwanted alarm management and the QFRS compliance and prosecution database. QFRS also undertakes fire investigations and is supported in this process by an information system that assists in determining causation. Outcomes of these investigations determine areas to facilitate enhancement to fire safety and prevention programs.

The 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.

DCS Learning Management System

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

The Learning Management System is predominantly used within QFRS and QAS for online operational learning. The Learning Management System is predominantly used within QFRS and QAS for online operational learning. Over the coming period, the department will upgrade Saba to the current version and will be investigating the expansion of the system usage to all elements of the department to improve operational and corporate knowledge.

Research and Development

Australian Centre for Pre-hospital Research (ACPHR)

ACPHR is the research unit within the QAS. The centre works closely with the Offices of the Commissioner, Medical Director, senior executives and on-road staff to provide high quality research evidence to inform the organisation's clinical, operational and service related activities. ACPHR has a wide network of research partners and successfully attracts external grant funding through independent and joint research activities.

Projects (and their funding bodies) for 2010-11 included:

- a joint research project with Queensland Health and the University of Queensland: *Paramedic initiated referral to public health intervention services: Evaluation of QAS referral to a multi-component falls prevention service for community dwelling patients aged over 65 years*. This study, funded by the Queensland Injury Prevention Council, was performed to evaluate the success of a paramedic-initiated referral system in addressing the needs of elderly high risk falls patients within the community
- a joint research project with the Queensland University of Technology (QUT) and James Cook University (JCU): *Emergency Health Services Queensland study*. The purpose of this study, funded via an Australian Research Council (ARC) Linkage Grant, is to examine the reasons for increased demand for emergency health services in Queensland. This will lead to improved understanding of the factors that affect emergency health service utilisation and provide recommendations for strategies to manage this demand

- a joint research project with QUT and JCU: *The Environmental Health Risk of Heat Waves associated with Global Warming study*. This study, funded via an ARC Linkage Grant, evaluates the impact of severe heat events on demand for emergency health services, and patient outcomes. The outcomes of this research will be used to inform service planning and provision during heatwave periods.

The centre widely publishes the outcomes from research through internal reporting processes, peer reviewed journal articles, publications and conference presentations.

Prison Violence Report

In 2010-11, the Operational Strategy and Research Unit within QCS completed an extensive research project on prison violence. The project aimed to examine the long term trends across and within individual centres, the perpetrators and their motivations, and the situational and environmental dynamics of prison violence.

Results suggest that factors impacting on assault rates over time are often centre specific and have allowed for the development of an assault perpetrator profile. These findings provide useful direction for future research and policy development in the areas of violence prevention and offender management.

Rehabilitation Needs and Treatment of Indigenous Offenders in Queensland Report

As part of the Indigenous Criminal Justice Research Agenda co-ordinated by the Queensland Department of the Premier and Cabinet, the Operational Strategy and Research Unit within QCS conducted an explorative project on the rehabilitation needs of Indigenous offenders.

The project sought to review best practice literature on rehabilitative programs that target Indigenous criminogenic needs, and develop a better understanding of the current considerations made by QCS in response to these needs. The project also investigated barriers to program completion by Indigenous offenders and included a descriptive analysis of program completion rates for Indigenous and non-Indigenous offenders.

Findings highlight the need for a whole-of-government approach in attending to Indigenous rehabilitation and over representation in the criminal justice system.

Diesel Emission Research Project at Fire Stations

The QFRS Scientific Branch undertook an assessment of diesel emissions at fire stations. The study focused on characterising emissions within the context of the normal operation of a fire station and included specific activities and work areas. The study involved fire stations from around Queensland that best represented the variety of stations in use.

The results were summarised in a report published in 2010 and the results were communicated to the fire-fighters involved in the study. Recommendations for consideration were provided. The results will be also published in the research literature.

Appendices

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Appendix 1 – Five year results: key performance measures

The following tables disclose our performance over a five year period for a number of our key performance measures. These performance measures are identified in a number of sources which may include our *2010-2014 Strategic Plan*, the *2010-11 Service Delivery Statement (SDS)*, and/or the *Report on Government Services (ROGS)*. Results for a number of other key measures are also disclosed and the tables note the relevant sources for each performance measure.

The results provide an indication of the demand for our services and the timeliness, quality, efficiency and effectiveness of our front-line service delivery. Where appropriate, we have aligned our strategic plan and SDS measures with those contained within the ROGS.



Photo by Michael Marston

Ambulance Services

Objective: Ambulance services meeting the needs of the community with a timely response

Performance measure	Notes	Strategic Plan	SDS	ROGS	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/Estimate	2010-11 Actual	2011-12 Target/Estimate
Time within which code 1 incidents are attended:	1, 2										
■ 50th percentile response time	3	✓	✓	✓	8.2 minutes	8.3 minutes	8.4 minutes	8.1 minutes	8.2 minutes	8.2 minutes	8.2 minutes
■ 90th percentile response time	4	✓	✓	✓	16.5 minutes	16.7 minutes	17.2 minutes	16.4 minutes	16.5 minutes	16.7 minutes	16.5 minutes
Cardiac Arrest Survived Event Rate	5, 6	✓			21.3%	23.3%	28.6%	27.5%	>24%	28.4%	>24%
Level of patient satisfaction (survey) with ambulance response services	7	✓		✓	97%	99%	98%	98%	>95%	-	>95%
Urgent incidents (Code 1 and 2):	1, 2, 8	✓		✓							
■ Number of incidents attended per 1,000 population	9, 10	✓			113	120	116	116	119	123	-
■ Number of incidents	11	✓			459,975	503,909	502,293	516,307	542,122	559,461	-
Non-urgent incidents (Code 3 and 4):	12	✓		✓							
■ Number of incidents attended per 1,000 population	9, 10	✓			52	52	56	51	53	52	-
■ Number of incidents	11	✓			212,609	220,133	241,711	228,316	239,732	236,240	-
Percentage of triple zero calls answered within 10 seconds	13		✓		-	-	90.27%	92.16%	90%	91.07%	90%
Percentage of non-urgent incidents attended to by the appointment time	1, 12, 14		✓		72.17%	70.99%	70.67%	76.51%	>70%	75.98%	>70%
Ambulance service response locations	15		✓	✓	277	287	287	291	292	295	295
Gross cost per incident	1, 16		✓		\$526	\$542	\$615	\$657	\$700	\$681	\$680
Gross cost per head of population	5, 9, 17		✓		\$88.51	\$96.74	\$105.91	\$109.96	\$115.50	\$119.51	\$122
Operational staff as a percentage of total personnel	18		✓	✓	77.6%	81.0%	82.8%	82.9%	82.6%	82.9%	>82.6%

- indicates not available/applicable

Notes:

1. An incident is an event that results in one or more responses by the ambulance service.
2. A code 1 incident is potentially life threatening necessitating the use of ambulance warning devices (lights and/or siren) en route. Queensland's response times are among the best in the nation and have remained stable over the last five years.
3. This measure reports the time within which 50 percent of the first responding ambulance resources arrive at the scene of an emergency in code 1 situations.
4. This measure reports the time within which 90 percent of the first responding ambulance resources arrive at the scene of an emergency in code 1 situations.
5. Measure is similar to that published in ROGS with a different derivation used to calculate the result.
6. The cardiac arrest survived event rate has increased since 2006-07 and has remained above the established target.
7. The high level of patient satisfaction for QAS services has been maintained over the past four years with the 2009-10 result equal to the national average. The 2010-11 result was not available at the time of publishing and will be reported in ROGS 2012 (published January 2012).
8. A code 2 incident requires an undelayed response, and does not necessitate the use of ambulance warning devices (lights and sirens).
9. Population figure of 4,567,714 used to calculate the 2010-11 target/estimate was sourced from the Queensland Office of Economic and Statistical Research (OESR) Australian Demographic Statistics September Quarter 2009 Report. Population figure of 4,548,661 used to calculate the 2010-11 actual is sourced from the OESR Australian Demographic Statistics December Quarter 2010 Report. Population figure of 4,704,287 used to calculate the 2011-12 target/estimate is sourced from the OESR Projected Population, medium series, 2011 edition. Population figures are in line with those used in ROGS.
10. The number of urgent incidents attended per 1,000 population has increased by

six percent since 2009-10. The number of non-urgent incidents attended per 1,000 population has remained steady over the past five years which can be attributed to QAS demand management strategies.

11. The number of urgent incidents has increased by approximately 8.3 percent since 2009-10; and the number of non-urgent incidents has increased by approximately 3.5 percent. The lower increase in non-urgent incidents can be attributed to QAS demand management strategies.
12. Non-urgent incidents (code 3 and 4) require response by an ambulance or patient transport service and do not necessitate the use of ambulance warning devices (lights and sirens).
13. Measure introduced in 2008-09. The result has remained stable over the last three years.
14. This measure reports the proportion of medically authorised road transports (excluding Queensland Health and aero medical transports) which arrive on time for a designated appointment. Results have improved since 2008-09 and performance has consistently been above the target of >70 percent since the measure was introduced in 2004-05.
15. Ambulance service response locations are inclusive of first responder locations. Ambulance stations/locations and first responder locations are counted separately in ROGS. The 2006-07 result has been amended to align with ROGS to exclude seven communications centres.
16. This measure reports ambulance service expenditure divided by the number of incidents.
17. This measure reports ambulance service expenditure divided by the population of Queensland.
18. Operational staff are those principally involved in the delivery of front-line ambulance services and include paramedics, patient transport officers and communications centre staff. The total QAS personnel includes operational and corporate support staff. An additional 630 ambulance officers have been employed since July 2007. For 2008-09 and 2009-10, QAS exceeded the national average for this measure.

Custodial Operations

Objective: Secure containment and rehabilitation of prisoners

Performance measure	Notes	Strategic Plan	SDS	ROGS	Other key measure	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/Estimate	2010-11 Actual	2011-12 Target/Estimate
Death rate (unnatural cause only):	1	✓	✓	✓		0.04	0.02	0.07	0.07	<0.04	0.05	0
■ High security facilities	2				✓	0.04	0.02	0.08	0.08	-	-	0
■ Low security facilities	3				✓	0	0	0	0	-	-	0
■ Indigenous prisoners	4			✓		0	0	0	0	-	0	0
■ Non-Indigenous prisoners	5			✓		0.05	0.02	0.10	0.10	-	0.08	0
Escape rates:	6											
■ High security facilities	2	✓	✓	✓		0	0	0	0	0	0	0
■ Low security facilities	3, 7	✓	✓	✓		0.77	1.42	1.02	1.50	<0.57	0.19	<0.57
Assault rates:	8											
■ Serious assault (prisoner on officer)	9	✓	✓	✓		0.02	0.02	0.02	0.07	<0.02	0.09	<0.02
■ Assault (prisoner on officer)	10	✓	✓	✓		0.27	0.22	0.23	0.43	<0.24	0.72	<0.24
■ Serious assault (prisoner on prisoner)	9	✓	✓	✓		0.74	0.51	0.83	1.12	<0.69	1.32	<0.69
■ Assault (prisoner on prisoner)	10	✓	✓	✓		4.20	3.68	3.73	3.18	<3.87	3.25	<3.87
Program completions:	11											
■ Sex offender programs	12	✓	✓			253	285	361	389	320	375	320
■ Transition support	13	✓	✓			1,355	2,292	2,634	3,161	2,000	3,673	2,000
■ Other programs	14	✓	✓			718	867	1,238	1,463	1,000	1,294	1,000
Prisoner employment (%):	15											
■ Commercial industries	16	✓	✓	✓		29.0%	26.9%	26.9%	34.1%	>30%	32.4%	>30%
■ Service industries	17	✓	✓	✓		42.4%	40.8%	40.7%	41.7%	>40%	43.2%	>40%
Prisoners employed (Number of):	15											
■ Commercial industries	16				✓	1,234	1,114	1,160	1,355	-	1,317	-
■ Service industries	17				✓	1,808	1,674	1,756	1,754	-	1,758	-
Prisoners in education	18	✓	✓	✓		27.0%	29.0%	27.1%	27.4%	>28%	27.8%	>28%
Annual hours curriculum (AHC):	18											
■ Vocational Education and Training					✓	195,818	219,924	259,840	287,082	-	289,712	-
■ Literacy/numeracy					✓	280,500	262,790	196,835	220,910	-	209,220	-
Percentage of successful completions in Vocational Education and Training	18				✓	83%	85%	85%	82%	-	82%	-
Financial value of work performed in the community by prisoners from low security facilities	3, 19	✓	✓			\$1.5 million	\$2.4 million	\$2.5 million	\$4.5 million	>\$3.0 million	\$3.73 million	>\$3.5 million
Prisoners released who returned to corrective services with a new correctional sanction within two years:	20											
■ Returns to prison		✓		✓		28.7%	33.6%	37.9%	33.5%	-	35.2%	-
■ Returns to corrective services		✓		✓		36.4%	42.0%	43.3%	38.9%	-	41.1%	-
Proportion of prisoners who are Indigenous	21	✓		✓		26.9%	26.4%	26.7%	29.2%	-	30%	<30%
Indigenous status (proportion):	21	✓		✓								
■ Male prisoners Indigenous						27%	27%	27%	29%	-	30%	-
■ Male prisoners non-Indigenous						73%	73%	73%	71%	-	70%	-
■ Female prisoners Indigenous						29%	26%	28%	30%	-	36%	-
■ Female prisoners non-Indigenous						71%	74%	72%	70%	-	64%	-
Cost of containment per prisoner per day	22		✓	✓		\$167.96	\$191.59	\$181.98	\$181.09	\$188	\$187.86	\$210
Facility utilisation:	23											
■ High security facilities	2		✓	✓		103.3%	102.5%	92.2%	86.7%	85-95%	87.8%	85-95%
■ Low security facilities	3, 24		✓	✓		79.4%	64.3%	60.4%	69.4%	85-95%	53.5%	85-95%

Performance measure	Notes	Strategic Plan	SDS	ROGS	Other key measure	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/Estimate	2010-11 Actual	2011-12 Target/Estimate
Number of male prisoners:	25, 26			✓								
■ High security facilities	2					4,532	4,533	4,674	4,597	-	4,663	-
■ Low security facilities	3					693	551	519	603	-	457	-
Number of female prisoners:	25			✓								
■ High security facilities	2					334	326	368	365	-	359	-
■ Low security facilities	3, 27					90	80	68	65	-	58	-
Short sentence profile:	28											
■ Proportion of prisoners with sentence ≤ 1 yr (non-violent, non-sexual offenders)					✓	45%	37%	32%	29%	-	30%	-
■ Proportion of prisoners with sentence ≤ 1 yr (all sentenced prisoners)					✓	29%	23%	20%	19%	-	19%	-
Completion of immediate risk needs on day of admission	29				✓	98%	99%	98%	99%	-	99%	-
Completion of offender management plan reviews (OMPRs)	30				✓	96%	90%	93%	91%	-	90%	-
Number of correctional custodial facilities	31			✓		13	14	14	14	-	14	-
Number of high security centres	2				✓	-	-	10	10	-	10	-
Number of low security facilities	3				✓	-	-	8	8	-	8	-
Average daily prisoner population				✓		5,649	5,491	5,629	5,631	-	5,537	-

- indicates not available/applicable

Notes:

- This measure reports deaths by unnatural cause per 100 prisoners. 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.
- High security facilities are defined as custodial facilities where the regime for managing prisoners requires them to be confined by a secure perimeter physical barrier, regardless of the individual classifications of the prisoners held within these facilities.
- 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.
- Death rate (unnatural cause only) for Indigenous prisoners is a specific measure of Indigenous prisoner deaths per 100 Indigenous prisoners. This is a new SDS measure in 2011-12 to improve alignment with ROGS.
- Death rate (unnatural cause only) for non-Indigenous prisoners is a specific measure of non-Indigenous prisoner deaths per 100 non-Indigenous prisoners. This is a new SDS measure in 2011-12 to improve alignment with ROGS.
- This measure reports escapes per 100 prisoners. The QCS maintains secure custodial infrastructure which has ensured that there have been no escapes from high security facilities since 1998. Despite fluctuations in the escape rate from low security facilities, the overall trend is one of decline.
- 2009-10 result has been amended to align with ROGS.
- This measure reports assaults per 100 prisoners. All cases involving violence within prisons are referred to the Queensland Police Service's Corrective Services Investigation Unit for investigation. The QCS has implemented preventative actions/safety measures to mitigate the number of assaults in prisons.
- Serious assaults refer to acts of physical violence resulting in injuries requiring medical treatment involving overnight hospitalisation in a medical facility or ongoing medical treatment, as well as all sexual assaults.
- Assaults refer to acts of physical violence resulting in a physical injury that may or may not require short-term medical intervention but do not involve hospitalisation or ongoing medical treatment.
- This measure reports the number of program completions. Integrated correctional rehabilitation services are provided to offenders to help reduce the risk of re-offending and to protect the community. In 2010-11 all program targets were exceeded through the effective use of available resources. In addition, service demand was higher than expected in 2010-11 resulting in the increased level of program completions. Since 2006-07, program completions have increased for the three categories of: sex offender programs (48 percent); transition support (171 percent); and other programs (80 percent). The target/estimate is based on the programs funded for delivery during the year.
- Sex offender programs include preparatory, medium, high and maintenance programs for sexual offenders such as *Crossroads*, *New Directions* and *Staying on Track*.
- Transition support is an integrated model that provides transitional support and assistance to prisoners according to their level of reintegration need, assessed re-offending risk and their length of sentence. The model has two key components: the *Transitions Program* and the *Transitional Support Service*.
- Other programs include violence, substance abuse and general offending programs such as *Making Choices* and *Turning Point*.
- 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. The participation of prisoners in employment has remained stable over the last five years.

- Commercial industries are those which employ prisoners operating on a commercial fee for service basis.
- Service industries are those which employ prisoners to maintain the self-sufficiency of the correctional system and include prisoners employed in charitable work and community projects.
- The participation of prisoners in education contributes to their ability to gain and retain employment upon release.
- The higher than anticipated financial value of work performed in 2010-11 can be attributed to the support prisoners provided to communities to recover from disaster events. An increase in the rate per hour applied to the work undertaken was implemented in 2009-10.
- The 2009-10 results for returns to prison and returns to corrective services were 4.1 percentage points and 5.1 percentage points below the national averages respectively.
- A key priority of QCS is to reduce the over-representation of Indigenous prisoners in corrective services. Opportunity for the diversion of offenders into community based supervision is improved by the expansion of Probation and Parole into Indigenous communities in the Gulf and Cape areas providing additional capacity to supervise offenders within these communities.
- This measure reports the average daily cost of providing corrective services per prisoner. The 2009-10 result of \$181.09 was well under the national average of \$207.15. Historical data has been amended to align with ROGS 2011. ROGS figures are adjusted annually by the gross domestic product deflator.
- This measure reports the annual daily average prisoner population as a percentage of the number of single occupancy cells and designated beds in shared occupancy cells provided for in the design capacity of the prisons. The ROGS optimum prison utilisation rate is generally accepted to fall between 85 percent and 95 percent.
- The Low Security Reform Project and Offender Management Reform Project will continue to assist in identifying offenders for placement in low security facilities. A thorough assessment to determine suitability is completed for prisoners prior to placement in a low security facility and prisoners are only transferred where they present a minimal risk to community safety. A number of low risk offenders who would have been eligible for placement in these facilities are now supervised by Probation and Parole following the introduction of Court-ordered Parole from August 2006.
- Average number of prisoners held for the year by facility type (referred to as the annual average daily state). Since 2006-07 there has been an increase in the total number of prisoners. The QCS Capacity Utilisation Strategy aims to deliver more effective and efficient capacity utilisation in high and low security facilities to manage the prison population increase.
- Data for 2006-07 and 2009-10 has been amended to align with ROGS.
- Data for 2007-08 has been amended to align with ROGS.
- The short sentence profile measures are used to monitor sentencing patterns. Both measures include sentenced prisoners only (i.e. remand prisoners are excluded from the calculation).
- Number of risk needs assessments completed on day of admission divided by the number of offenders admitted expressed as a percentage completed. The result has remained stable over the past five years.
- Percentage of offenders who have their Offender Management Plan Review requirements met.
- This measure reports the number of government operated and privately operated correctional facilities. In 2010-11, Queensland maintained 12 government operated and 2 privately operated correctional facilities.

Probation and Parole

Objective: Supervision and rehabilitation of offenders in the community

Performance measure	Notes	Strategic Plan	SDS	ROGS	Other key measure	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/Estimate	2010-11 Actual	2011-12 Target/Estimate
Percentage of successfully completed orders:	1											
■ Supervision orders	2	✓		✓		61%	68%	66%	68%	-	69%	>67%
■ Probation orders		✓	✓			61%	65%	66%	68%	>65%	68%	-
■ Parole orders (excluding court ordered)		✓	✓			67%	71%	63%	69%	>65%	74%	-
■ Court ordered parole orders		✓	✓			64%	70%	68%	69%	>70%	71%	-
■ Intensive correction orders		✓	✓			57%	68%	64%	69%	>65%	66%	-
■ Intensive drug rehabilitation orders		✓	✓			24%	30%	21%	25%	>25%	21%	-
■ Reparation orders	3	✓		✓		62%	56%	57%	63%	-	55%	>60%
■ Community service orders		✓	✓			58%	57%	60%	63%	>60%	59%	-
■ Fine option orders		✓	✓			65%	54%	56%	64%	>60%	52%	-
Financial value of community service work performed (court ordered)	4	✓	✓			\$6.3 million	\$5.1 million	\$5.0 million	\$7.7 million	\$7.8 million	\$6.9 million	>\$7.4 million
Proportion of offenders who are Indigenous	5	✓		✓		17.9%	18.5%	18.7%	20.3%	-	21.7%	>20%
Indigenous status (proportion):	5	✓		✓								
■ Male offenders Indigenous						17%	18%	19%	20%	-	21%	-
■ Male offenders non-Indigenous						83%	82%	81%	80%	-	79%	-
■ Female offenders Indigenous						23%	24%	23%	24%	-	26%	-
■ Female offenders non-Indigenous						77%	76%	77%	76%	-	74%	-
Offenders discharged from community corrections orders who returned with a new correctional sanction within two years:	6											
■ Returns to community corrections		✓		✓		10.5%	12.1%	14.1%	15.6%	-	15.4%	-
■ Returns to corrective services		✓		✓		17.8%	20.4%	25.0%	30.7%	-	30.7%	-
Cost of supervision per offender per day	7		✓	✓		\$10.26	\$10.10	\$9.64	\$10.59	\$10.60	\$12.01	\$11.00
Hours of community service performed per offender per month				✓		11	11	12	11	-	10	-
Number of community service project sites				✓		757	649	587	612	-	612	-
Community corrections rate	8			✓		385.5	419.9	431.7	436.0	-	-	-
Number of male offenders on orders (distinct count):												
■ Supervision orders:	2, 9											
■ Probation orders				✓		6,230	6,430	6,633	6,656	-	7,003	-
■ Parole orders (excluding court ordered)				✓		733	835	855	898	-	972	-
■ Court ordered parole orders				✓		529	1,968	2,624	2,697	-	2,701	-
■ Intensive correction orders				✓		483	361	294	254	-	224	-

Performance measure	Notes	Strategic Plan	SDS	ROGS	Other key measure	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ Estimate	2010-11 Actual	2011-12 Target/ Estimate
■ Intensive drug rehabilitation orders					✓	114	91	90	83	-	98	-
■ Reparation orders:	3											
■ Community service orders					✓	1,463	1,430	1,398	1,678	-	1,672	-
■ Fine option orders					✓	739	446	347	502	-	659	-
Number of female offenders on orders (distinct count):												
■ Supervision orders:	2, 9											
■ Probation orders					✓	1,762	1,838	1,875	1,924	-	2,009	-
■ Parole orders (excluding court ordered)					✓	77	89	96	103	-	126	-
■ Court ordered parole orders					✓	77	321	439	436	-	439	-
■ Intensive correction orders					✓	88	76	70	62	-	45	-
■ Intensive drug rehabilitation orders					✓	13	13	12	17	-	13	-
■ Reparation orders:	3											
■ Community service orders					✓	406	396	387	422	-	375	-
■ Fine option orders					✓	323	169	122	137	-	172	-
Community corrections offender to staff ratio	10			✓		24.3	26.0	23.7	24.7	-	26.2	-
Number of Courts to which advisory services delivered				✓		111	111	111	111	-	111	-
Completion of offender management plan reviews (OMPRs)	11			✓		28%	94%	93%	97%	-	98%	-
Number of District Offices				✓		34	34	34	34	-	35	-
Number of Reporting Centres				✓		106	106	117	117	-	133	-
Total community service hours performed				✓		-	-	289,846	386,736	-	345,967	-
Number of probation and parole offices				✓		-	-	44	46	-	48	-
Average daily community corrections offender population				✓		12,250	13,665	14,467	15,054	-	15,502	-

- indicates not available/applicable

Notes:

- Offenders are provided with access to rehabilitative programs to support them in completing their orders, with an upward trend in successful completions since 2006-07. 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.
- Supervision orders include a range of orders other than those categorised as restricted movement or reparation and include probation orders; parole orders (excluding court ordered); court ordered parole orders; intensive correction orders; and intensive drug rehabilitation orders. Historical data for 2006-07 has been rounded to align with ROGS.
- Reparation orders include community service orders and fine option orders, which require offenders to undertake unpaid work.
- This measure reports the financial value of court ordered work performed by offenders for the community. The contribution by offenders enables them to make reparation to the community. The 2010-11 result was affected by a reduction in the number of offenders on community service orders and the impact of Queensland flooding and Tropical Cyclone Yasi on the ability of some offenders to undertake community service work. The increase in the financial value of court ordered community service work between 2008-09 and 2009-10 can be attributed to an increase in the rate per hour applied to the work undertaken.
- A key priority of QCS is to reduce the over-representation of Indigenous prisoners in corrective services. The expansion of probation and parole services into Indigenous communities has provided opportunities for offenders to be diverted from the prison system and undertake community based supervision where appropriate.

- Our strong focus on community safety ensures that effective monitoring systems are in place enabling action to be taken where offenders fail to comply with any condition of their order. The increase since 2006-07 in offenders returning with a new correctional sanction within two years can partly be attributed to the reforms undertaken in 2006.
- The QCS cost per offender per day was \$10.59 in 2009-10, compared to the national average of \$18.25, the second lowest of the eight reporting jurisdictions. For the past six years QCS has consistently recorded a low cost per offender per day when compared with other jurisdictions. This can be attributed to the high offender-to-staff ratio in the Probation and Parole Service. Historical data has been amended to align with ROGS 2011. ROGS figures are adjusted annually by the gross domestic product deflator.
- The rate of persons supervised in 2009-10 was 436 per 100,000 adults compared to the national average of 335.9. This high level of utilisation is indicative of the confidence the court has in the Probation and Parole Service to manage offenders effectively in the community and enforce the orders of the court. The 2010-11 result was not available at the time of publishing and will be reported in ROGS 2012 (published January 2012).
- The growth in the number of offenders subject to community based supervision orders in recent years can be attributed to the success of the 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.
- In 2009-10 QCS had the equal highest community corrections offender to staff ratio in the country of 24.7 compared to the national average of 18.2.
- This measure reports the percentage of offenders who have their Offender Management Plan Review requirements met. There was a significant reduction in the number of offenders requiring the completion of an offender management plan review between 2006-07 and 2007-08.

Emergency Management Services

Objective: Emergency management services delivering effective disaster management arrangements and emergency response

Performance measure	Notes	Strategic Plan	SDS	ROGS	Other key measure	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ Estimate	2010-11 Actual	2011-12 Target/ Estimate
Number of people receiving disaster management training	1	✓	✓			1,551	2,696	5,012	4,025	3,500 - 4,000	5,142	3,500 - 4,000
Number of SES volunteers	2	✓	✓	✓		7,000	6,430	6,300	6,800	7,000	7,000	7,000
Number of SES volunteer hours of operation	3	✓	✓			64,932	74,227	109,381	70,898	70,000 - 80,000	175,334	70,000 - 80,000
EMQ Helicopter Rescue engine hours as a percentage of the total helicopter rescue network engine hours	4	✓	✓			-	-	-	-	40%	-	-
Percentage of EMQ Helicopter Rescue base availability	5				✓	-	-	-	-	85%	84%	85%
Number of EMQ Helicopter Rescue hours of operation:	6				✓							
■ Aeromedical						1,840	1,776	1,777	2,384	2,000 - 2,500	2,182	2,000 - 2,500
■ Counter disaster	7					8	62	61	42	10-50	116	10-50
■ Search and rescue						284	227	273	238	250-350	251	250-350
■ Other	8					462	748	762	680	800 - 1,000	674	800 - 1,000
Percentage of the Queensland community that are aware of SES 132 500 number	9, 10		✓			-	-	-	36.7%	40%	44%	45%
Number of calls made to the SES 132 500 number	9, 11				✓	-	-	53,120	20,790	-	131,453	-
Number of warnings, advices, bulletins received and assessed through State Disaster Coordination Centre	12				✓	-	-	2,862	3,035	1,500	3,599	1,500
Percentage of Local Disaster Management Groups with a contemporary Disaster Management Plan	13				✓	-	84%	49%	86%	-	82%	-

- indicates not available/applicable

Notes:

1. The number of people receiving disaster management training builds and tests disaster management capability. Prior to 2010-11 the measure was titled 'Number of people receiving disaster management training incorporating disaster mitigation concepts'. The high training result in 2010-11 is due to implementation of amendments to the disaster management arrangements and in response to predictions that Queensland could experience a significant number of cyclones and above average rainfalls.
2. Since 2007-08, this measure represents active members only. Previously, both active and reserve members were counted. An active member is defined as someone who regularly attends training and is available to attend an activation. This measure relates directly to the capability of the State Emergency Service (SES) to deliver its functions under the *Disaster Management Act 2003*, performing activities to help communities prepare for, respond to and recover from an event or disaster. Since 2009-10, there has been an increase of approximately three percent in the number of SES volunteers.
3. This measure reports the number of hours of operation performed by volunteers in the SES, such as responses to flood and storm emergencies. In 2010-11 SES volunteers responded to significant events including the Queensland flooding and Tropical Cyclone Yasi, with an increase in hours of operation of almost 150 percent compared to 2009-10.
4. New measure in 2010-11, however was discontinued as the administrative responsibility for managing community helicopter providers was transferred to Queensland Health from 1 July 2010. Therefore, this measure no longer applies to Emergency Management Queensland (EMQ).
5. New measure in 2011-12 reports the extent to which EMQ Helicopter Rescue bases are available for tasking as a proportion of the number of hours in the month.
6. Prior to 2009-10, these measures reported time in flight (aircraft hours). From 2009-10, the measures report total time consumed from engine on to engine off (engine hours). The measures relate directly to the provision of emergency helicopter services to save lives and enhance community safety and are demand driven.
7. The high result for 2010-11 can be attributed to the Queensland flooding and cyclone events.
8. 'Other' includes training, charter, familiarisation/safety presentation, law enforcement, maintenance/ferry, police, public relations, and support to other government agencies.
9. The SES 132 500 contact number was introduced in Queensland in July 2007.
10. This measure provides an indicator of the level of awareness within the community of the number to call for SES assistance during storm and flood emergencies and similar events. The 2010-11 result is sourced from an online survey undertaken in December 2010. A survey will be conducted annually. There has been an increase in community awareness of the contact number of 7.3 percentage points since 2009-10.
11. Approximately 82 percent of the calls received in 2010-11 were placed during the December 2010 to February 2011 flood and cyclone events.
12. New measure in 2008-09. The high result for 2010-11 can be attributed to the Queensland flooding and cyclone events.
13. New measure in 2007-08 reported the 'Percentage of Local Disaster Management Groups with current Disaster Management Plans'. Measure was amended in 2010-11 to 'Percentage of Local Disaster Management Groups with a contemporary Disaster Management Plan'. EMQ continues to support local governments to prepare Disaster Management Plans.

Fire and Rescue Services

Objective: Fire and rescue services partnering with the community for a safer Queensland

Performance measure	Notes	Strategic Plan	SDS	ROGS	Other key measure	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Target/ Estimate	2010-11 Actual	2011-12 Target/ Estimate
Response times to structure fires:	1											
■ 50th percentile	2	✓	✓	✓		6.9 minutes	6.8 minutes	7.6 minutes	7.9 minutes	7.6 minutes	7.4 minutes	7.6 minutes
■ 90th percentile	3	✓	✓	✓		13.1 minutes	12.8 minutes	12.3 minutes	12.4 minutes	<14 minutes	12.2 minutes	<14 minutes
Percentage of structure fires confined to the object/ room of origin	1, 4	✓	✓	✓		67.3%	64.5%	67.2%	71.2%	>70%	72.8%	>70%
Percentage of building fires confined to room of origin	5			✓		66.6%	68.4%	66.3%	70.6%	>70%	72.3%	>70%
Percentage of building and small fires confined to object, part room and room of origin	5			✓		-	-	-	-	>70%	87.6%	>70%
Percentage of households with operational smoke alarms installed	6	✓	✓	✓		79.0%	87.6%	90.1%	89.2%	95%	86.6%	95%
Percentage of households with fire safety measures	7, 8		✓			-	-	41.9%	40.9%	43%	40.9%	43%
Number of accidental residential structural fires	1, 9	✓	✓			992	1,058	999	994	<1,300	837	-
Number of accidental residential structure fires per 100,000 households	1, 9, 10	✓		✓		64.7	67.3	61.9	60.1	-	49.3	<65
Number of road rescue extrications	11, 12		✓	✓		2,104	2,183	2,382	1,959	<2,500	1,290	<2,500
Number of road rescue incidents	12		✓	✓		7,809	8,192	8,436	6,925	<8,000	4,543	<8,000
Number of system initiated false alarms	13		✓	✓		19,130	20,916	21,264	20,418	<24,000	22,725	-
Number of landscape fires	14		✓	✓		10,912	8,093	7,358	10,298	<13,000	5,072	<13,000
Number of hazardous materials incidents	15		✓	✓		324	415	430	319	<600	347	-
Percentage of building premises inspected and deemed complete and compliant	7, 16		✓			-	-	41.7%	67.1%	>50%	63.2%	>50%
Number of building approvals processed	7, 17		✓			-	-	3,076	2,916	>2,800	2,566	-
Cost per incident	7, 18		✓			-	-	\$5,689	\$6,405	\$6,454	\$6,907	\$7,103
Median dollar loss per structure fire	1, 19, 20		✓	✓		\$2,000	\$2,000	\$2,000	\$2,000	\$2,500	\$2,000	\$2,500
Property loss from structure fire per person	1, 19, 21		✓	✓		\$23	\$36	\$30	\$30	<\$35	\$25	<\$35
Fire service organisations' expenditure per 1,000 people	22, 23		✓			-	-	\$96,221	\$103,084	\$106,000	\$107,763	\$110,000
Operational staff as a percentage of total personnel	24		✓	✓		75.4%	78.0%	76.4%	75.8%	>75%	75.7%	>75%
Number of hours spent on safety promotion and public education per 100,000 population	22, 25, 26		✓			-	-	-	-	>2,000	1,678	>2,000
Number of hours spent conducting fire safety activities within urban levy areas per 100,000 population	22, 27		✓			-	-	-	-	>1,000	1,098	>1,000
Total number of incidents	28			✓		68,661	70,145	70,030	68,819	-	68,489	-
Fire incidents attended by fire service organisations (number per 100,000 people)	22, 29			✓		464	396	365	412	-	303	-
Number of rural fire service volunteers	30			✓		36,000	35,000	34,000	34,000	-	34,000	-

Fire death and injury rates: three year weighted average

Fire death rate	Notes	Strategic Plan	SDS	ROGS	2002 to 2004	2003 to 2005	2004 to 2006	2005 to 2007	2006 to 2008
Three year weighted average per million people	31			✓	5.0	4.4	4.3	4.9	4.8

Rate of hospital admissions due to fire injury	Notes	Strategic Plan	SDS	ROGS	2002-03 to 2004-05	2003-04 to 2005-06	2004-05 to 2006-07	2005-06 to 2007-08	2006-07 to 2008-09
Three year weighted average per 100,000 people	31			✓	16.5	16.5	16.5	16.5	18.0

- indicates not available/applicable

Notes:

- Structure fires are fires in housing and other buildings.
- This measure reports the time within which 50 percent of the first responding fire appliances arrive at the scene of a structure fire.
- This measure reports the time within which 90 percent of the first responding fire appliances arrive at the scene of a structure fire.
- There has been an increase in the percentage of structure fires that are confined to the object/room of origin since 2007-08. A change in calculation methodology for this measure was implemented in 2008-09 to align with ROGS. This measure is being replaced in ROGS 2012 with the 'Percentage of building fires confined to room of origin'.
- New measure introduced in 2010-11 for publication in ROGS 2012.
- The 2010-11 result is sourced from an online survey undertaken in December 2010. The survey is conducted annually. Legislation requiring the compulsory installation of smoke alarms in all Queensland homes was introduced in July 2007. Since that time, there has been an increase in the percentage of homes with an operational smoke alarm. The QFRS continues to deliver promotional strategies to increase the percentage of households with an operational smoke alarm.
- New measure in 2008-09, therefore historical data is unavailable.
- This measure provides an indication of the percentage of households with non-mandatory fire safety measures such as fire extinguishers, fire blankets and fire escape plans. The 2010-11 result is sourced from an online survey undertaken in December 2010. The survey is conducted annually. Promotional strategies are being undertaken to increase the percentage of households with fire safety measures in place.
- Accidental residential structure fires are defined as those fires in a residential structure that are not deliberately lit and can be reduced and prevented from occurring with effective educational programs.
- The number of Queensland households for 2010-11 (1,697,819) and for 2011-12 (1,740,810) is derived from the Australian Bureau of Statistics Household and Family Projections, Australia, 2006 to 2031 (Cat. No.3236.0) Report (Series II) by averaging household data from the start and end of a financial year to derive the financial year midpoint estimate. Historical data has been revised to reflect this publication. This methodology is in line with that used in ROGS. QFRS recorded the second lowest result in 2009-10 across all jurisdictions. The effectiveness of QFRS education and fire safety activities is reflected in the 23.8 percent decrease in accidental residential structure fires per 100,000 households since 2006-07.
- Extractions are defined as assisted release and removal of trapped people from motor vehicles. This measure is a subset of all road rescue incidents.
- A road rescue is defined as an accident or incident involving a motor vehicle and the presumption that there are injuries or that assistance is required. Flooding and wet weather in 2010-11 resulted in a lower than anticipated number of road rescue incidents and extractions. In September 2009, revised road crash rescue protocols were implemented, resulting in a reduction in non-essential attendance by QFRS at mobile property crashes.
- This measure reports the number of system initiated false alarms responded to by urban and volunteer QFRS personnel. Despite an increase in false alarms across regions affected by wet weather in 2010-11, the total number of false alarms was lower than anticipated as a result of the rollout of a new alarm solution and ongoing work with building owners who have high alarm frequencies.
- Landscape fires include bushfires and grass fires. Flooding and wet weather in 2010-11 resulted in a lower than anticipated number of landscape fires.
- Hazardous materials incidents include chemical spills, harmful gas leaks, radiological contamination, explosions, and spills of petroleum and petroleum products.
- Measure reports the percentage of Maintenance Inspection Reports conducted and deemed complete and compliant with building fire safety regulations and fire safety procedures in high-risk environments. A change in calculation methodology was implemented in 2009-10 to more accurately measure performance in building fire safety activities. This measure is calculated based on the number of premises due for inspection in a particular year.
- This measure is dependent on the number of building approvals submitted and is subject to fluctuations in building activity. In the 2011-12 SDS, this measure has been amended to 'Percentage of building approvals processed within agreed timeframes'. Schedule 15 of the *Sustainable Planning Regulation 2009* states that building approvals are to be completed within 15 business days. Data for this new measure will be available commencing 2011-12 with the introduction of the new Community Safety Operations System.
- The cost per incident is determined by dividing total operating expenses by total incidents attended.
- Historical data aligns with ROGS published for that respective year. ROGS figures are adjusted annually by the gross domestic product deflator each year and are republished.
- The 2010-11 result is based on the values over the previous five years due to a systems issue that has now been rectified. It is expected that actual data will be available for 2011-12.
- The 2010-11 result is understated due to a systems issue that has now been rectified. It is expected that actual data will be available for 2011-12. QFRS recorded the third lowest result for property loss from structure fire in 2009-10 and has remained below the national average for the preceding four years.
- Population figure of 4,567,714 used to calculate the 2010-11 target/estimate was sourced from the Queensland Office of Economic and Statistical Research (OESR) Australian Demographic Statistics September Quarter 2009 Report. Population figure of 4,548,661 used to calculate the 2010-11 actual is sourced from the OESR Australian Demographic Statistics December Quarter 2010 Report. Population figure of 4,704,287 used to calculate the 2011-12 target/estimate is sourced from the OESR Projected Population, medium series, 2011 edition. Population figures are in line with those used in ROGS.
- This measure has been amended in the 2011-12 SDS to report 'Fire service organisations' expenditure per person', to improve alignment with ROGS.
- Operational personnel includes permanent and part-time firefighters; and total personnel includes operational and support personnel. In line with ROGS, Communications Operatives are not included in this measure, however within Queensland these personnel also provide direct front-line services to the community.
- New measure in 2010-11. This measure reports the time spent by QFRS personnel conducting fire safety promotion and community education activities designed to lead to safer communities - for example, *Roads, Attitudes and Action Planning (RAAP)*, *Fire Ed*, and *Operation Safehome*.
- Operational requirements in response to Queensland flooding and Tropical Cyclone Yasi impacted on the ability to undertake promotional activities.
- New measure in 2010-11. This measure reports the time spent by QFRS personnel conducting fire safety activities designed to lead to safer communities, including Maintenance Inspection Reports and other types of building inspections.
- Total number of incidents includes fires and other emergencies and incidents. The total number of incidents has remained steady over the last five years.
- A fire incident is defined as a fire reported to the QFRS that requires a response. QFRS recorded the third lowest number of fire incidents attended per 100,000 people across all jurisdictions in 2009-10. Over the period 2006-07 to 2009-10, QFRS maintained a significantly lower number of incidents per 100,000 people than the national average, reflecting a commitment to community awareness campaigns and fire safety activities.
- QFRS reported the third highest number of RFS volunteers across all jurisdictions from 2006-07 to 2009-10.
- Fire deaths and injury data are volatile over time due to the small number of incidents. To overcome data volatility, three year weighted average fire death and fire injury rates are reported. Data for fire deaths for 2007 to 2009 and fire injuries for 2007-08 to 2009-10 will be available in ROGS 2012. The Queensland three year average fire death rate for 2006 to 2008 was the third lowest in the nation.

Appendix 2 – Administered legislation

Ambulance Service Act 1991

Section 3D states that the functions of the service are:

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

Corrective Services Act 2006

Section 3 of this Act states that:

1. The purpose of corrective services is community safety and crime prevention through the humane containment, supervision and rehabilitation of offenders.
2. This Act recognises that every member of society has certain basic human entitlements, and that, for this reason, an offender's entitlements, other than those that are necessarily diminished because of imprisonment or another court sentence, should be safeguarded.
3. This Act also recognises—
 - a. the need to respect an offender's dignity; and
 - b. the special needs of some offenders by taking into account—
 - i. an offender's age, sex or cultural background; and
 - ii. any disability an offender has.

Parole Orders (Transfer) Act 1984

This Act provides for the reciprocal enforcement of parole orders.

Disaster Management Act 2003

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

- a. to help communities—
 - i. mitigate the potential adverse effects of an event; and
 - ii. prepare for managing the effects of an event; and
 - 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 functions.

Fire and Rescue Service Act 1990

Section 8B states that the functions of the service are—

- a. to protect persons, property and the environment from fire and hazardous materials emergencies; and
- 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; and
- c. to provide an advisory service, and undertake other measures, to promote—
 - i. fire prevention and fire control; and
 - ii. safety and other procedures if a fire or hazardous materials emergency happens; and
- d. to cooperate with any entity that provides an emergency service; and
- e. to perform other functions given to the service under this Act or another Act; and
- f. to perform functions incidental to its other functions; and
- 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.

Appendix 3 – Overseas Travel

We expand the skills and knowledge of our professional fire, ambulance, emergency management and corrective services officers by providing international training experience and develop our relations with other countries. These initiatives ensure Queensland communities are protected by 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 2010-11 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 forums to enhance skills, network and benchmark
- funding by Emergency Management Australia and the Australian Defence Force for QFRS Deployment Taskforces to provide technical assistance during the Christchurch and Japanese earthquake disasters.

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
Tracey Crosby Director Parole Board Secretariat QCS	New Zealand	To attend the annual Australasian Parole Conference.	\$3,264	Nil
Peter McInnes President of Parole Board QCS				
Leisa Thomas Senior Community Education Officer QFRS	New Zealand	To attend the Fire Awareness and Intervention Programme (FAIP) Conference.	\$1,877	Nil
TOTAL			\$5,141	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
Douglas Tapper Engineer, Brisbane EMQ Helicopter Rescue,	Italy	To undertake AW139 Helicopter Avionics maintenance course.	\$7,834	Nil
Darryl Humphries Pilot, Brisbane EMQ Helicopter Rescue	Italy	To undertake AW139 simulator training.	\$6,520	Nil
Gregory Kempton Pilot, Cairns EMQ Helicopter Rescue	Italy	To undertake AW139 simulator training.	\$4,914	Nil
Trevor Wilson Chief Pilot EMQ Helicopter Rescue	Italy	To undertake AW139 simulator training.	\$5,058	Nil
Mark Kempton Pilot Brisbane EMQ Helicopter Rescue	Italy	To undertake AW139 simulator training.	\$4,253	Nil
TOTAL			\$28,579	Nil

Table 3 – Externally sponsored overseas travel

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Lee Johnson Commissioner QFRS	Japan	To attend the International Search and Rescue Advisory Group global meeting to discuss the regional work plan for the Asia Pacific group for 2010-11 and receive briefings on the progress of the external classification process for Urban Search and Rescue taskforces.	\$864	\$14,068 (AusAid)
John Cawcutt Director, State Operations Branch QFRS				
Shan Raffel Acting Inspector, Brisbane Region QFRS	USA, Canada, Germany, Austria, Denmark, Norway, Switzerland	To take up a 2009 Churchill Fellowship to research international best practice in emergency planning, preparation and response to emergencies in large tunnels.	\$94	\$22,678 (Winston Churchill Memorial Trust)
Shan Raffel Acting Inspector, Brisbane Region QFRS	New Zealand	To deliver a presentation and participate in the FIRE-New Zealand 2010 Conference in Christchurch.	\$192	\$1,300 (New Zealand Branch of the Institution of Fire Engineers)
Gavin Holden Manager Training & Emergency Management QFRS	Tanzania	To visit Bulyanhulu Gold Mine Limited to assess the viability of providing emergency response training for the mine operations.	\$855	\$3,700 (Bulyanhulu Gold Mine Limited)

Table 3 – Externally sponsored overseas travel (continued)

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Trevor Wilson Chief Pilot EMQ Helicopter Rescue	New Zealand	To deliver a presentation on “Introducing Technology into the Aviation Industry” at the Aviation Industry Association of New Zealand Annual Conference.	\$89	\$2,867 (Air New Zealand and Aviation Industry Association New Zealand)
Trevor Wilson Chief Pilot EMQ Helicopter Rescue	United States of America	To undertake proposed inspection testing of the proposed replacement aircraft for an AW139 helicopter.	\$491	\$36,527 (Agusta Westland)
Tony Hodgkinson Chief Engineer EMQ Helicopter Rescue				
Stephen Smith Manager Technical Rescue QFRS	France	To attend the Pompiers de L'Urgence Internationale IEC Exercise as Australian representatives undertaking classifier and an observer roles.	Nil	\$22,112 (AusAid)
Larry Cullen Station Officer QFRS				
Hector Fuentes Queensland USAR Taskforce Medical Specialist Queensland Health on behalf of QFRS	Czech Republic	To attend and represent Australia at the International and Search and Rescue Advisory Group International External Classification.	Nil	\$10,635 (AusAid)
Dr Michael Logan Director Scientific Branch QFRS	United States of America	To deliver a presentation at the Department of Defence Technical Support Working Group Personal Protective Equipment Conference 2010 concerning Chemical Permeation in Firefighter Turnout Gear.	Nil	\$6,999 (Australian Government)
Samuel Cooke Senior Firefighter QFRS	Canada	An international firefighter exchange with a firefighter from Edmonton Community Services Department.	Nil	\$2,200 (Personally funded)
Ian Lawless Firefighter Training Officer QFRS	Tanzania	To provide Training and Emergency Management (TEM) emergency response training for Bulyanhulu Gold Mine limited (BGML).	Nil	\$6,400 (African Barrick Gold)
Garry Berry Firefighter Training Officer QFRS				
Wayne Brown Station Officer QFRS	United States of America	To participate in an advanced training program at the International Class A Foam and Compressed Air Foam Systems Academy.	\$3,357	\$3,200 (Waterous Australia)
Tony Eggins Station Officer QFRS				

Table 3 – Externally sponsored overseas travel (continued)

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
Andrew Brown Chief Inspector QCS	New Zealand	To attend the Work Based Project residential for the Executive Master of Public Administration program.	\$875	Unknown (Executive Master of Public Administration)
Robert Frey Station Officer QFRS	United States of America	To attend a meeting with the Australian Prime Minister in connection with a speech she was to give to the US Congress.	\$550	\$8,750 (Department of Prime Minister and Cabinet)
Albert Holt Principal Policy Officer SPD	New Zealand	To attend an Executive Master of Public Administration residential workshop/ conference as part of his personal development under his Queensland Government scholarship.	\$919	\$676 (Australian and New Zealand School of Government)
Alan Mountford Advanced Care Paramedic QAS	United States of America	To attend the 2011 Emergency Medical Services Today Conference and Journal of Emergency Medical Services Games Pre-Hospital Emergency Care Olympics.	Nil	\$28,000 (Team Australia)
Neil Noble Regional Operations Supervisor QAS				
Garry Harris Advanced Care Paramedic QAS				
Wayne Allen Project Officer QEOC QAS				
Kelvin Anderson Commissioner QCS	New Zealand	To attend a meeting of the New Zealand Government Steering Group (Public Private Partnership) for Additional Prisoner Capacity.	\$36	\$575 (New Zealand Government)
Greg Huppatz Senior Aircrew Officer, Townsville EMQ Helicopter Rescue	United Kingdom	To be a Guest Speaker at the 2011 International Search and Rescue Conference.	\$150	Unknown (Agusta Westland)
Peter Row Pilot EMQ Helicopter Rescue	United States of America	To attend the Goodrich Hoist Users Conference and Heli-Expo 2011.	\$1,140	Unknown (Goodrich)
Gavin Irwin Firefighter Brisbane Region QFRS	Canada	To enter into an exchange with Firefighter Mike Cornish from Port Moody Fire & Rescue Service Canada.	Nil	\$3,980 (Self funded)
Scott Marles Station Officer Brisbane Region QFRS	Germany	To enter into an exchange with Firefighter Dirk Wahlsedt from Hamburg Fire & Rescue Service Germany.	Nil	\$2,686 estimated (Hamburg Fire Station)
Barry Keal Auxiliary Firefighter QFRS	Papua New Guinea	To continue the QFRS provision of Emergency Response training to Lihir Gold Ltd as a commercial activity.	Nil	\$1,700 estimated (Lihir Gold Limited)

Table 3 – Externally sponsored overseas travel (continued)

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
John Cawcutt Chief Superintendent QFRS	Costa Rica	To attend the Team Leaders Meeting and International External Classifiers Classification.	\$769	\$29,450 estimated (AusAid)
Stephen Smith Inspector QFRS				
USAR Taskforce 2 QFRS, QAS, EMQ John Cawcutt, David Hermann, Ross Vette, Mark Crowe, Stephen Smith, Bruce Sheldon, Peter Whitbread, David Woods, Brendan Ashby, Brendan Flynn, Karl Noble, Stewart Lange, Ryan Wood, Paul Albrow, Brad Mills, Corey Dennis, Kelvin Graham, Andrew Neil, Warren Erasmus Graeme Hall, Paul Beck, Scott O'Donnell, Matthew Quinn, Brian Flynn, Gavin Irwin, Stephen Lee, Adam Martin, Peter Dawson, Bradley Commens, Megan Stifler, Eric Chambers, Shane Tinsley, Scott Beasley, Lauren Fowler, John Fullard, Philip Paff, Mark Greif, Richard Corey, Bernie Stonehouse, Tony Guse, Ross Edmistine, Marcus Barrett, Gary Paskins, Russell VonNida, Glen Brown, John Morrison, Andrew Sbrizzi, Michael Coombes, Brendan Streets, Terrance Teen, Simon Johnstone, Ross Gregory, Carlos Toman, Stephen Lohmann, Brad Muirhair, Tim Sticher, Keith Jones, Steve Hatton, Brendon Ranizowski, Ryan Thomas, Michael Ewing, Barry Lowday, Christopher Purcill, Monica Niewalda, John Reid, Robert Heywood, Hector Feutes, Glenn Ryan, Gavin Leader, Paul Mudra, Natalie Dunton, John Murray, Bradley Stockwell, David Wharton	New Zealand	To provide technical assistance during the Christchurch Earthquake Disaster.	\$1,677	Unknown (Australian Defence Force)

Table 3 – Externally sponsored overseas travel (continued)

Name of officer and position	Destination	Reason for travel	Agency cost	Contribution from other agencies or sources
USAR Taskforce 3 QFRS Gary Littlewood, Christopher Daniel, Neil Mellifont, Gavin Bilesner, Bradley Hindmarsh, Hason Harvey, Craig Stolte, Timothy Clark, Mark Rosenthal, Adrian Stafford, David Russo, David Lloyd, Peter Mapson, Kevin Anderson, Desmond Adams, Wayne Roe	New Zealand	To provide technical assistance during the Christchurch Earthquake Disaster.	Nil	Unknown (Emergency Management Australia)
Barry Lowday Canine Handler QFRS Christopher Purcill Canine Handler QFRS	Japan	To provide technical assistance during the Japan Earthquake Disaster.	Nil	Unknown (Australian Defence Force)
Corey Dennis Station Officer QFRS Shane Tinsley Station Officer QFRS Bruce Shelton Senior Firefighter QFRS Jon Fullard Senior Firefighter QFRS	Indonesia	To attend the ASEAN Forum Disaster Relief Exercise 2011.	\$2,131	\$11,228 Estimated (AusAid & Emergency Management Australia)
Dr Michael Logan Scientific Branch Director QFRS	United Kingdom	To participate in the Multinational Forensic Capability Exercise as an exercise evaluator	Nil	\$7,199 (Commonwealth Attorney General's Department)
Tai Moore Station Officer QFRS Don Wilson Station Officer QFRS	Papua New Guinea	To continue the provision of training to the Lihir Gold Limited Emergency Response Team.	Nil	\$3,400 Estimated (Lihir Gold Limited)
TOTAL			\$14,189	\$230,330
TOTAL ALL TRAVEL			\$47,909	\$230,330

Appendix 4 – 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 & Technical	\$582,328
Human Resource Management	\$152,755
Management	\$32,500
Total	\$767,583

Appendix 5 – 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	2-3
Glossary	150
Public availability	Inside cover
Interpreter service statement	3
Copyright notice	Inside cover
Government Information Licensing Framework (GILF) Licence	Inside cover
Letter of compliance	
A letter of compliance from the accountable officer or statutory body to the relevant Minister(s)	Inside cover
General information	
Introductory Information	6-8
Agency role and main functions	8-11, 14-15
Operating environment	10
External scrutiny	118
Machinery of government changes	n/a
Review of proposed forward operations	10,15
Non-financial performance	
Government objectives for the community	14
Other whole-of-government plans / specific initiatives	62-64, 68, 71, 78, 104, 107, 110
Council of Australian Government (COAG) initiatives	12, 66, 69, 72-74, 77, 79
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Financial performance	
Summary of financial performance	20-22
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Schedule of statutory authorities or instrumentalities	n/a
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<i>Whistleblowers Protection Act 1994</i>	106
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Summary of requirement	Page
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Indigenous matters (The Queensland Government Reconciliation Action Plan 2009-2012)	62-64
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Certification of financial statements	Part 2 (pg 48)
Independent Auditor's Report	Part 2 (pg 49)
Remuneration disclosures	Part 2 (pg 26-27)

Appendix 6 – Global Reporting Initiative

This report endeavours to review our economic, environmental and social performance by addressing the Sustainability Reporting Guidelines version 3.1 (G3.1) 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	Page
Standard Disclosures: Profile		
Strategy and analysis		
1.1	Director-General statement	6-7
1.2	Description of key impacts, risks and opportunities	10, 16-19, 40-47, 114, 124-133
Organisational profile		
2.1	Name of the organisation	Front cover
2.2	Primary brands, products, and/or services	8-19, 24-37, Part 2 (CD attachment)
2.3	Operational structure of the organisation	9
2.4	Location of the organisation's headquarters	11, 24-37, 159
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.	11
2.6	Nature of ownership and legal form	Front cover, 8, 134
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/ beneficiaries)	8-12, 24-37
2.8	Scale of the reporting organisation, including: <ul style="list-style-type: none"> ■ number of employees ■ number of operations ■ net revenues ■ quantity of products or services provided ■ total assets. 	20-22, 24-37, 95-96, Part 2 (CD attachment)
2.9	Significant changes during the reporting period regarding size, structure, or ownership including the location of, or changes in operations, including facility openings, closings, and expansions	26-36, 54, 95
2.10	Awards received in the reporting period	3
Report parameters		
3.1	Reporting period (e.g. fiscal/calendar year) for information provided	Inside cover
3.2	Date of most recent previous report	12
3.3	Reporting cycle (annual, biennial, etc.)	Front cover
3.4	Contact point for questions regarding the report	Inside cover
3.5	Process for defining report content, including: <ul style="list-style-type: none"> ■ determining materiality ■ prioritising topics within the report ■ identifying stakeholders the organisation expects to use the report. 	Inside cover, 9, 11, 12
3.6	Boundary of the report (e.g. Countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	8-22

GRI Number	Topic	Page
3.7	State any specific limitations on the scope or boundary of the report	110
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	38-45, 124-133
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	38-45, 124-133
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	38-45, 124-13
3.12	Table identifying the Standard Disclosures in the report	144-145
3.13	Policy and current practice with regard to seeking external assurance for the report	Part 2 (CD attachment page 49-50)
Governance, commitments and engagement		
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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)	88
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	88-89
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	101, 105
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	1, 106
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles. Include frequency with which the highest governance body assesses sustainability performance	106, 112, 114
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses. Include date of adoption, countries/operations where applied, and the range of stakeholders involved in the development and governance of these initiatives (e.g., multi-stakeholder, etc.). Differentiate between nonbinding, voluntary initiatives and those with which the organisation has an obligation to comply	62-79, 107, 110
4.14	List of stakeholder groups engaged by the organisation	Inside cover, 9, 11
4.15	Basis for identification and selection of stakeholders with whom to engage	15-25
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	11, 105, 120
Standard Disclosures: Performance Indicators		
Environmental		
EN4	Indirect energy consumption by primary source	111
EN5	Energy saved due to conservation and efficiency improvements	107-110
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	107-110

GRI Number	Topic	Page
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	107-110
EN16	Total direct and indirect greenhouse gas emissions by weight	111
EN17	Other relevant indirect greenhouse gas emissions by weight	111
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	107-110
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	107-110
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce	111
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LA4	Percentage of employees covered by collective bargaining agreements	105
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities by region and by gender	104
LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	99, 103-104
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	101-103
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	87-94
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	97
Society		
SO3	Percentage of employees trained in organisation's anti-corruption policies and procedures	106
SO4	Actions taken in response to incidents of corruption	106
SO5	Public policy positions and participation in public policy development and lobbying	36
Product responsibility		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	39, 125
Economic		
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	20-22, Part 2 (CD attachment)
EC4	Significant financial assistance received from government	20-22, Part 2 (CD attachment)
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	6-7, 24-37, 54

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Appendix 8 – Abbreviations

ACPHR

Australian Centre for Pre-hospital Research

AFAC

Australasian Fire and Emergency Service Authorities Council

ARA

Australasian Reporting Awards

AVCGA

Australian Volunteer Coast Guard Association

CAC

Community Advisory Committees

CALD

Culturally and Linguistically Diverse

C&IC

Communication and Information Committee

CBR

Chemical Biological Radiological

CCTV

Closed-circuit television

CEO

Chief Executive Officer

CFO

Chief Finance Officer

ClimateQ*ClimateQ: toward a greener Queensland***CMC**

Crime and Misconduct Commission

CO₂-e

Carbon dioxide equivalent emissions

COAG

Council of Australian Governments

CORE

Central Operations Reporting Environment

CSD

Corporate Support Division

CWC

Capital Works Committee

DCS

Department of Community Safety

DERM

Department of Environment and Resource Management

DES

Department of Emergency Services (former)

DPC

Department of the Premier and Cabinet

DPW

Department of Public Works

EA

Emergency Alert

ELT

Executive Leadership Team

EMQ

Emergency Management Queensland

EPC

Energy Performance Contracts

ERV

Emergency Response Vehicle

ESAC

Emergency Services Advisory Council

ESCAD

Emergency Services Computer Aided Dispatch

ESU

Emergency Service Units

FAA*Financial Accountability Act 2009***FOGs**

Former Origin Greats

FPMS*Financial and Performance Management Standard 2009***FTE**

Full time equivalent

GRI

Global Reporting Initiative

HazMat

Hazardous Materials

HR

Human Resources

HRM

Human Resource Management

ICS

Information and Communications Systems

ICT

Information and Communications Technology

IDR

Injury Downtime Rate

ILD

Indigenous Leadership and Development Team

IP

Information Privacy

IPP

Information Privacy Principles

IPS

Indigenous Priority Statement

JCU

James Cook University

LAC

Local Ambulance Committee

LMS

Learning Management System

LTIFR

Lost time injury frequency rate

MOG

Machinery of government

NEMC

National Emergency Management Committee

NPA

National Partnership Agreement

NDRP

Natural Disaster Resilience Program

NDRRA

Natural Disaster Relief and Recovery Arrangements

NIRA

National Indigenous Reform Agreement

NIRS

National Indigenous Radio Service

NSW

New South Wales

OESR

Office of Economic and Statistical Research

OMS

Operations Management System

OPE

Organisational Performance and Evaluation Branch

ORSS

Offender Reintegration Support Service

PID

Public Interest Disclosures

PMS

Performance Management Systems (audit)

PSC

Public Service Commission

PSN

Public Safety Network

PWP

Positive Workplaces Program

QAO

Queensland Audit Office

QAS

Queensland Ambulance Service

QCESA

Queensland Combined Emergency Services Academy

QCS

Queensland Corrective Services

QCSC

Queensland Corrective Services Commission

QEOC

Queensland Emergency Operations Centre

QES

Queensland Emergency Services

QFRS

Queensland Fire and Rescue Service

QH

Queensland Health

QLAC

Queensland Local Ambulance Committee Advisory Council

QPS

Queensland Police Service

QUT

Queensland University of Technology

RAAP

Roads, Attitudes and Action Planning

RAP

Reconciliation Action Plan

RFA

Request for Assistance

RFS

Rural Fire Service

RLSSQ

Royal Life Saving Society Queensland

ROGS

Report on Government Services

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

SPD

Strategic Policy Division

STAR

Secondary Triage and Referral

Toward Q2*Toward Q2: Tomorrow's Queensland***Treasury**

Queensland Treasury

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

WoG

Whole-of-government

WRG

Women's Reference Group

Appendix 9 – Glossary

Accountable officer

The chief executive of a department of government under the *Public Service Act 2008*, section 14, is the accountable officer of the department (*Financial Accountability Act 2009*, section 65(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.

All-hazards approach

A set of arrangements to address risks from all emergencies including accidents, natural disasters or terrorist incidents.

Ambitions

Represent the desired effects on, or consequences of, Government services on the community. Ambitions are more specific goals for change and should be strategic, high-level and measurable.

Annual report

A written report on the operations of the agency during the financial year, as prescribed by the *Financial Accountability Act 2009*, section 63.

Auslan (Australian Sign Language)

Auslan is the language of the deaf community in Australia.

Benchmark

A standard of excellence or achievement 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.

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.

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.

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 objectives are set and achieved; how risk is monitored and assessed and how performance of the department is optimised.

Demand management

An integrated strategy to reduce pressures on the organisation and its staff to deliver services caused by increasing demand for services.

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.

Evaluation

The systematic, objective assessment of appropriateness, effectiveness and/or efficiency of a policy, program, or initiative, etc.

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 framework

A framework established to provide rigor around governance practices and arrangements and introduces an underlying values system to encourage commitment rather than compliance.

Government blueprint for the future

The Premier must prepare and table in the Legislative Assembly 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 (*Financial Accountability Act 2009*, section 10). The five ambitions outlined in *Toward Q2: Tomorrow's Queensland* are the current government objectives for the community.

Government targets

Specific, observable and measurable goals for improvement in key policy areas. Achievement of the government targets is likely to require collaboration between multiple agencies. *Toward Q2: Tomorrow's Queensland* is the government's vision for Queensland to the year 2020, and identifies 10 specific whole-of-government targets.

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.

Machinery of government changes

From time to time, the Premier will re-align responsibilities across government agencies. These re-alignments are known as machinery-of-government changes.

Memorandum of Agreement

A document describing a bilateral or multilateral agreement between parties.

Natural Disaster Relief 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 patient transport (also non-emergency ambulance trips/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.

Objectives (departmental objectives)

The effects or impacts that a department seeks to have on its clients, stakeholders, or the broader community and should collectively contribute to the whole-of-government

objectives for the community.

Operational plan

An agency's operational plan provides for the services the agency intends to deliver during the plan's timeframe. An operational plan must cover a period of not more than one year (*Financial and Performance Management Standard 2009*, section 9)

Outcome

The result that was generated as a result of the delivery of services. Performance indicators measure the extent to which outcomes have achieved the agency's objectives

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 the department carries out specific functions or processes.

Performance target

The expected or desired level of performance for a given period.

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

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)

The state-of-the-art communication and incident control facility provides front-line staff with enhanced capacity to meet increasing operational demands and to support large scale 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.

Reparation

QCS provides appropriate opportunities for offenders to make reparation to the community. This enables offenders to make amends and compensate the community for committing an offence.

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 estimates of agencies.

Service standard

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.

Standards of Efficiency – reflect how resources (inputs) are used to produce services and objectives, expressed as a ratio of resources (inputs) to services – *technical efficiency*, or resources (inputs) to objectives – *cost efficiency*.

Standards of Effectiveness – reflect how well a service achieves its stated objectives through meeting service delivery standards – *operational effectiveness*, or achieving desired objectives – *policy effectiveness*.

Services

Services are the deliverables that will help the agency to achieve its objectives. They describe the areas in which an agency delivers services to its clients at a level appropriate to the agency.

Stakeholder

Those parties who have an interest in an organisation, its activities and its achievements, including customers, partners, employees, shareholders, owners, the community, government and regulators.

State Budget

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.

Strategic plan

Each accountable officer and statutory body must develop a strategic plan for the agency to cover a period of at least four years.

Strategy

The way in which an agency intends to pursue its objectives and deliver its services, and assist in achieving the Government's objectives for the community. Strategies can occur at various levels within an agency. Strategies included in an agency's strategic plan would generally be longer term 'strategic' strategies that are pursued over a number of years. Strategies included in an agency's operational plan would generally be shorter term.

Toward Q2 target

The 10 long-term measurable targets for 2020 outlined in *Toward Q2: Tomorrow's Queensland*.

Triage

Process of prioritising patients based on the severity of their condition.

Vision

This statement defines success for our organisation including what we strive to achieve for the community and other stakeholders. This takes into account the current status of the department and outlines its future direction.

Vulnerable clients

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.

ZEROharm

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.

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Appendix 11 – Key locations of the department

General Inquiries	Emergency Services Complex, Cnr Park and Kedron Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001 www.communitysafety.qld.gov.au	13 QGOV (13 7468)
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	Emergency Services Complex, Cnr Park and Kedron Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001	
Queensland Ambulance Service	Emergency Services Complex, Cnr Park and Kedron Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001 www.ambulance.qld.gov.au	
Queensland Corrective Services	State Law Building, 50 Ann Street, Brisbane, QLD GPO Box 1054, Brisbane, QLD 4001 www.correctiveservices.qld.gov.au	
Emergency Management Queensland	Emergency Services Complex, Cnr Park and Kedron Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001 www.emergency.qld.gov.au/emq www.disaster.qld.gov.au	13 QGOV (13 7468)
Queensland Fire and Rescue Service	Emergency Services Complex, Cnr Park and Kedron Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001 www.fire.qld.gov.au	
Corporate Support Division	Emergency Services Complex, Cnr Park and Kedron Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001	
Strategic Policy Division	Emergency Services Complex, Cnr Park and Kedron Park Roads, Kedron, QLD GPO Box 1425, Brisbane, QLD 4001	
Regional Offices		
Queensland Ambulance Service		
Brisbane	GPO Box 625, Brisbane QLD 4001	07 3635 1800
Central	PO Box 1531, Rockhampton QLD 4700	07 4938 4887
Far Northern	PO Box 920, Cairns QLD 4870	07 4039 8244
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 8506
South Western	PO Box 831, Toowoomba QLD 4350	07 4616 1576

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 5400
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 7587
South Coast	PO Box 476, Southport QLD 4215	07 5583 5555
Southern	PO Box 559, Toowoomba QLD 4350	07 4616 1602

Emergency Management Queensland

Brisbane	GPO Box 2953, Brisbane QLD 4001	07 3635 1889
Central	PO Box 1397, Rockhampton QLD 4700	07 4938 4988
Far Northern	PO Box 242, Cairns QLD 4870	07 4032 8673
North Coast	PO Box 4068, Caloundra QLD 4551	07 5420 7561
Northern	PO Box 5845, Townsville QLD 4810	07 4796 9050
South Eastern	114 Lahrs Rd, Ormeau QLD 4208	07 5547 3108
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 1921
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
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

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Financial Statements

This CD represents Part 2 of our annual report

Financial snapshot	2011	2010
Income	\$1.703 billion	\$1.606 billion
Expenses	\$1.684 billion	\$1.593 billion
Operating result	\$19.270 million	\$13.044 million
Assets	\$3.592 billion	\$3.423 billion
Liabilities	\$138.944 million	\$140.012 million

If the CD is missing, please view our financial statements at www.communitysafety.qld.gov.au



Department of Community Safety
Financial Statements
for the year ended 30 June 2011

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Department of Community Safety

Statement of Comprehensive Income

for the year ended 30 June 2011

	Notes	2011 \$'000	2010 \$'000
Income from Continuing Operations			
Departmental services revenue	3	1,147,943	1,096,273
User charges, fees and fines	4	168,047	155,173
Fire levies	5	313,642	301,588
Grants and other contributions	6	53,896	31,166
Other revenues	7	18,464	21,877
Total Revenue		1,701,992	1,606,077
Gains	8	1,405	387
Total Income from Continuing Operations		1,703,397	1,606,464
Expenses from Continuing Operations			
Employee expenses	9	1,040,830	949,310
Supplies and services	10	431,920	411,940
Depreciation and amortisation	11	156,348	154,449
Grants and subsidies	12	33,053	47,675
Impairment losses	13	3,007	871
Finance / borrowing costs	14	232	289
Other expenses	15	18,737	28,887
Total Expenses from Continuing Operations		1,684,127	1,593,421
Operating Result from Continuing Operations		19,270	13,044
Other Comprehensive Income			
Increase (decrease) in asset revaluation surplus	29	21,596	27,352
Increase in accumulated surplus due to transfer of property, plant and equipment to assets held for sale		-	499
Total Other Comprehensive Income		21,596	27,851
Total Comprehensive Income		40,866	40,895

The accompanying notes form part of these statements.

Department of Community Safety

Statement of Financial Position

as at 30 June 2011

	Notes	2011 \$'000	2010 \$'000
Current assets			
Cash and cash equivalents	16	35,880	40,023
Receivables	17	99,558	87,222
Inventories	18	9,482	9,024
Biological assets	19	83	24
Other current assets	20	19,477	13,037
		<u>164,480</u>	<u>149,330</u>
Non current assets classified as held for sale	22	1,470	1,610
Total current assets		<u>165,950</u>	<u>150,940</u>
Non current assets			
Biological assets	19	808	808
Other financial assets	21	24	24
Intangible assets	23	34,150	34,616
Property, plant and equipment	24	3,391,217	3,236,284
Total non current assets		<u>3,426,199</u>	<u>3,271,732</u>
Total assets		<u>3,592,149</u>	<u>3,422,672</u>
Current liabilities			
Payables	25	91,904	89,357
Other financial liabilities	26	320	840
Accrued employee benefits	27	43,305	45,878
Other current liabilities	28	410	623
Total current liabilities		<u>135,939</u>	<u>136,697</u>
Non current liabilities			
Other financial liabilities	26	3,005	3,315
Total non current liabilities		<u>3,005</u>	<u>3,315</u>
Total liabilities		<u>138,944</u>	<u>140,012</u>
Net assets		<u>3,453,206</u>	<u>3,282,660</u>
Equity			
Contributed equity		3,364,351	3,234,672
Accumulated surplus		39,907	20,637
Asset revaluation surplus	29	48,948	27,352
Total equity		<u>3,453,206</u>	<u>3,282,660</u>

The accompanying notes form part of these statements.

Department of Community Safety

Statement of Changes in Equity

for the year ended 30 June 2011

	Accumulated Surplus	Asset Revaluation Surplus (Note 29)	Contributed Equity	TOTAL
	\$'000	\$'000	\$'000	\$'000
Balance as at 1 July 2009	7,094	-	2,939,059	2,946,154
Operating result from continuing operations	<u>13,044</u>	<u>-</u>	<u>-</u>	<u>13,044</u>
<i>Total other comprehensive income</i>				
Increase in asset revaluation surplus	-	27,851	-	27,851
Sale of revalued assets, and transfers to held for sale	499	(499)	-	-
<i>Transactions with owners as owners</i>				
Equity withdrawals (Note 3)	-	-	(90,445)	(90,445)
Equity injections (Note 3)	-	-	384,813	384,813
Assets transferred (to) from other departments	-	-	1,244	1,244
Balance as at 30 June 2010	<u>20,637</u>	<u>27,352</u>	<u>3,234,672</u>	<u>3,282,661</u>
 Balance as at 1 July 2010	 20,637	 27,352	 3,234,672	 3,282,661
Operating result from continuing operations	<u>19,270</u>	<u>-</u>	<u>-</u>	<u>19,270</u>
<i>Total other comprehensive income</i>				
Increase in asset revaluation surplus	-	21,596	-	21,596
<i>Transactions with owners as owners</i>				
Equity withdrawals (Note 3)	-	-	(88,458)	(88,458)
Equity injections (Note 3)	-	-	218,139	218,139
Balance as at 30 June 2011	<u>39,907</u>	<u>48,948</u>	<u>3,364,352</u>	<u>3,453,205</u>

The accompanying notes form part of these statements.

Department of Community Safety

Statement of Cash Flows

for the year ended 30 June 2011

	Notes	2011 \$'000	2010 \$'000
Cash flows from operating activities			
<i>Inflows:</i>			
Departmental services receipts		1,148,049	1,096,552
User charges, fees and fines		155,953	144,591
Fire levies		314,124	305,659
Grants and other contributions		49,290	27,768
GST collected from customers		14,579	11,066
GST input tax credits from ATO		76,564	89,498
Interest receipts		1,110	872
Other		21,350	26,713
<i>Outflows:</i>			
Employee expenses		(1,042,093)	(955,960)
Supplies and services		(448,127)	(373,811)
Grants and subsidies		(33,053)	(47,676)
Finance / borrowing costs		(1)	(1)
GST paid to suppliers		(76,384)	(88,226)
GST remitted to ATO		(11,755)	(13,965)
Other		(11,444)	(8,814)
Net cash provided by (used in) operating activities	30	158,161	214,265
Cash flows from investing activities			
<i>Inflows:</i>			
Sales of property, plant and equipment		4,001	1,784
Sales of investments		-	55
<i>Outflows:</i>			
Payments for property, plant and equipment		(287,064)	(492,808)
Payments for intangibles		(7,862)	(4,617)
Net cash provided by (used in) investing activities		(290,925)	(495,586)
Cash flows from financing activities			
<i>Inflows:</i>			
Borrowings		-	54
Equity injections		218,139	384,813
<i>Outflows:</i>			
Borrowing redemptions		(1,061)	(1,703)
Equity withdrawals		(88,458)	(90,445)
Net cash provided by (used in) financing activities		128,620	292,719
Net increase in cash and cash equivalents		(4,143)	11,398
Cash and cash equivalents at beginning of reporting period		40,023	28,625
Cash and cash equivalents at 30 June	16	35,880	40,023

The accompanying notes form part of these statements.

Department of Community Safety

Statement of Comprehensive Income by major departmental services

for the year ended 30 June 2011

	Custodial Operations	Probation and Parole	Ambulance Services	Emergency Management Services	Fire and Rescue Services	Inter- departmental service eliminations	Total
	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000
Income from Continuing Operations*							
Departmental services revenue	481,004	66,899	422,299	74,204	103,537	-	1,147,943
User charges, fees and fines	9,444	1,313	100,781	903	55,606	-	168,047
Fire levies	-	-	-	-	313,642	-	313,642
Grants and other contributions	4,029	560	16,369	18,898	14,040	-	53,896
Other revenues	11,640	1,619	3,628	348	3,440	(2,211)	18,464
Total Revenue	506,116	70,392	543,077	94,353	490,265	(2,211)	1,701,992
Total gains	26	4	594	487	294	-	1,405
Total Income from Continuing Operations	506,143	70,395	543,671	94,840	490,559	(2,211)	1,703,397
Expenses from Continuing Operations*							
Employee expenses	258,865	36,003	390,776	32,538	322,648	-	1,040,830
Supplies and services	170,213	23,674	103,892	24,506	111,846	(2,211)	431,920
Depreciation and amortisation	71,499	9,944	37,645	3,984	33,276	-	156,348
Grants and subsidies	2,038	283	823	28,537	1,372	-	33,053
Impairment losses	194	27	1,605	41	1,140	-	3,007
Finance / borrowing costs	2	-	1	2	227	-	232
Other expenses	5,530	769	6,928	3,485	2,025	-	18,737
Total Expenses from Continuing Operations	508,340	70,701	541,670	93,093	472,534	(2,211)	1,684,127
Operating Result from Continuing Operations	(2,198)	(305)	2,001	1,747	18,025	-	19,270
Other Comprehensive Income							
Increase (decrease) in asset revaluation surplus	41,752	-	(12,338)	(4,297)	(3,522)	-	21,596
Increase in accumulated surplus due to transfer of property, plant and equipment to assets held for sale	-	-	-	-	-	-	-
Total Other Comprehensive Income	41,752	-	(12,338)	(4,297)	(3,522)	-	21,596
Total Comprehensive Income	39,554	(305)	(10,337)	(2,550)	14,503	-	40,866
* Allocation of income and expenses from corporate services to ordinary activities (disclosure only):							
Income	253	35	774	160	768	-	1,991
Expenses	10,325	1,436	31,609	6,551	31,357	-	81,277

Department of Community Safety

Statement of Comprehensive Income by major departmental services (continued)

for the year ended 30 June 2011

	Custodial Operations	Probation and Parole	Ambulance Services	Emergency Management Services	Fire and Rescue Services	Inter- departmental service eliminations	Total
	2010 \$'000	2010 \$'000	2010 \$'000	2010 \$'000	2010 \$'000	2010 \$'000	2010 \$'000
Income from Continuing Operations*							
Departmental services revenue	459,156	63,860	377,429	99,261	96,567	-	1,096,273
User charges, fees and fines	10,178	1,416	99,441	1,911	42,227	-	155,173
Fire levies	-	-	-	-	301,588	-	301,588
Grants and other contributions	3,908	543	13,117	10,454	3,143	-	31,165
Other revenues	14,510	2,018	2,789	413	5,046	(2,899)	21,877
Total Revenue	487,752	67,837	492,776	112,039	448,571	(2,899)	1,606,076
Total gains	34	-	71	120	162	-	387
Total Income from Continuing Operations	487,786	67,837	492,847	112,159	448,733	(2,899)	1,606,463
Expenses from Continuing Operations*							
Employee expenses	241,495	33,597	352,027	29,563	292,628	-	949,310
Supplies and services	168,536	23,430	93,488	28,434	100,951	(2,899)	411,940
Depreciation and amortisation	69,528	9,671	37,152	3,861	34,237	-	154,449
Grants and subsidies	1,763	245	1,719	37,658	6,291	-	47,676
Impairment losses	(25)	(3)	382	(1)	518	-	871
Finance / borrowing costs	4	0	10	22	253	-	289
Other expenses	10,458	1,455	4,251	7,301	5,420	-	28,885
Total Expenses from Continuing Operations	491,759	68,395	489,029	106,838	440,298	(2,899)	1,593,420
Operating Result from Continuing Operations	(3,973)	(557)	3,818	5,321	8,435	-	13,044
Other Comprehensive Income							
Increase (decrease) in asset revaluation surplus	4,662	-	7,641	(1,860)	16,908	-	27,352
Increase in accumulated surplus due to transfer of property, plant and equipment to assets held for sale	-	-	554	-	(55)	-	499
Total Other Comprehensive Income	4,662	-	8,195	(1,860)	16,853	-	27,851
Total Comprehensive Income	689	(557)	12,013	3,461	25,288	-	40,894
* Allocation of income and expenses from corporate services to ordinary activities (disclosure only):							
Income	561	78	1,746	339	1,729	-	4,453
Expenses	8,688	1,221	27,103	5,266	26,826	-	69,104

The accompanying notes form part of these statements.

Department of Community Safety
Statement of Assets and Liabilities by major departmental services

as at 30 June 2011

	Custodial Operations	Probation and Parole	Ambulance Services	Emergency Management Services	Fire and Rescue Services	Total
	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000
Current assets						
Cash and cash equivalents	12,400	1,833	(3,059)	21,884	2,822	35,880
Receivables	13,620	2,014	38,519	2,041	43,365	99,558
Inventories	3,933	581	3,157	1,249	562	9,482
Biological assets	83	-	-	-	-	83
Other financial assets	-	-	-	-	-	-
Other	7,808	1,154	5,655	2,017	2,844	19,477
	<u>37,843</u>	<u>5,583</u>	<u>44,272</u>	<u>27,190</u>	<u>49,593</u>	<u>164,480</u>
Non current assets classified as held for sale	-	-	300	-	1,170	1,470
Total current assets	<u>37,843</u>	<u>5,583</u>	<u>44,572</u>	<u>27,190</u>	<u>50,763</u>	<u>165,950</u>
Non current assets						
Biological assets	808	-	-	-	-	808
Other financial assets	24	-	-	-	-	24
Intangibles	4,420	653	7,930	721	20,427	34,150
Property, plant and equipment	1,986,518	293,691	483,790	71,516	555,702	3,391,217
Total non current assets	<u>1,991,770</u>	<u>294,344</u>	<u>491,720</u>	<u>72,237</u>	<u>576,129</u>	<u>3,426,199</u>
Total assets	<u>2,029,613</u>	<u>299,927</u>	<u>536,291</u>	<u>99,427</u>	<u>626,891</u>	<u>3,592,149</u>
Current liabilities						
Payables	28,622	4,232	26,277	7,561	25,212	91,904
Other financial liabilities	17	3	-	-	300	320
Accrued employee benefits	8,239	1,218	18,059	1,066	14,723	43,305
Other	-	-	221	34	155	410
Total current liabilities	<u>36,879</u>	<u>5,452</u>	<u>44,556</u>	<u>8,662</u>	<u>40,389</u>	<u>135,939</u>
Non current liabilities						
Other financial liabilities	14	2	-	-	2,989	3,005
Total non current liabilities	<u>14</u>	<u>2</u>	<u>-</u>	<u>-</u>	<u>2,989</u>	<u>3,005</u>
Total liabilities	<u>36,893</u>	<u>5,454</u>	<u>44,556</u>	<u>8,662</u>	<u>43,378</u>	<u>138,944</u>
Net assets	<u>1,992,720</u>	<u>294,473</u>	<u>491,735</u>	<u>90,765</u>	<u>583,513</u>	<u>3,453,206</u>

Department of Community Safety
Statement of Assets and Liabilities by major departmental services (continued)

as at 30 June 2011

	Custodial Operations	Probation and Parole	Ambulance Services	Emergency Management Services	Fire and Rescue Services	Total
	2010 \$'000	2010 \$'000	2010 \$'000	2010 \$'000	2010 \$'000	2010 \$'000
Current assets						
Cash and cash equivalents	10,374	1,534	11,079	19,891	(2,854)	40,023
Receivables	13,229	1,956	27,602	2,418	42,018	87,222
Inventories	3,412	504	3,428	1,353	328	9,024
Biological assets	24	-	-	-	-	24
Other financial assets	-	-	-	-	-	-
Other	2,645	391	7,414	731	1,857	13,037
	<u>29,684</u>	<u>4,385</u>	<u>49,522</u>	<u>24,392</u>	<u>41,347</u>	<u>149,330</u>
Non current assets classified as held for sale	-	-	1,610	-	-	1,610
Total current assets	<u>29,684</u>	<u>4,385</u>	<u>51,132</u>	<u>24,392</u>	<u>41,347</u>	<u>150,940</u>
Non current assets						
Biological assets	808	-	-	-	-	808
Other financial assets	24	-	-	-	-	24
Intangibles	5,671	838	8,241	1,026	18,839	34,616
Property, plant and equipment	1,857,900	274,676	481,564	74,053	548,090	3,236,284
Total non current assets	<u>1,864,403</u>	<u>275,514</u>	<u>489,806</u>	<u>75,080</u>	<u>566,930</u>	<u>3,271,732</u>
Total assets	<u>1,894,087</u>	<u>279,899</u>	<u>540,938</u>	<u>99,472</u>	<u>608,277</u>	<u>3,422,672</u>
Current liabilities						
Payables	19,386	2,866	30,717	8,661	27,728	89,357
Other financial liabilities	19	-	124	291	407	840
Accrued employee benefits	7,145	1,056	23,676	795	13,207	45,878
Other	-	-	315	56	252	622
Total current liabilities	<u>26,550</u>	<u>3,922</u>	<u>54,831</u>	<u>9,802</u>	<u>41,593</u>	<u>136,697</u>
Non current liabilities						
Other financial liabilities	30	5	-	-	3,280	3,315
Total non current liabilities	<u>30</u>	<u>5</u>	<u>-</u>	<u>-</u>	<u>3,280</u>	<u>3,315</u>
Total liabilities	<u>26,580</u>	<u>3,927</u>	<u>54,831</u>	<u>9,802</u>	<u>44,873</u>	<u>140,012</u>
Net assets	<u>1,867,506</u>	<u>275,972</u>	<u>486,107</u>	<u>89,669</u>	<u>563,404</u>	<u>3,282,660</u>

The accompanying notes form part of these statements.

Department of Community Safety
Notes to and forming part of the financial statements
for the year ended 30 June 2011

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1. Objectives and principal activities of the department

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

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

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

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

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

2. Summary of significant accounting policies

(a) Basis of accounting

This financial report is a general purpose financial report and has been prepared on an accrual basis in accordance with the Australian accounting standards. In addition the statements comply with the Treasurer's *Minimum Reporting Requirements for Queensland Government Agencies* for 2010-11 and other prescribed requirements.

The department has prepared these financial statements in compliance with section 42 of the *Financial and Performance Management Standard 2009*.

The department has applied the Australian accounting standards and interpretations that are applicable to not-for-profit entities, as the Department of Community Safety is a not-for-profit department. Unless otherwise stated, the financial statements have been prepared in accordance with the historical cost convention.

(b) The reporting entity

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

The major departmental services undertaken by the department are disclosed in note 2(z).

(c) Administered transactions and balances

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

Administered transactions and balances are disclosed in note 36. These transactions and balances are not significant in comparison to the department's overall financial performance/financial position.

(d) Trust and agency transactions and balances

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

As the department acts only in a custodial role in respect of these transactions and balances, they are not recognised in the financial statements, but are disclosed in note 37. Applicable audit arrangements are also shown in note 37.

(e) Departmental services revenue

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

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

(f) User charges, fees and fines

User charges and fees controlled by the department are recognised as revenues when the related services are provided and can be measured reliably with a sufficient degree of certainty. This involves either invoicing for related goods/services and/or the recognition of accrued revenue. User charges and fees are controlled by the department where they can be deployed for the achievement of departmental objectives.

Taxes, fees and fines collected but not controlled by the department are reported as administered revenue. Refer note 36.

(g) Grants and other contributions

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

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

(h) Cash and cash equivalents

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

(i) Receivables

Trade debtors are recognised at the amounts due at the time of sale or service delivery. Settlement of these amounts is generally required between 14 to 30 days from the invoice date.

The collectability of receivables is assessed periodically with provision being made for impairment. Additional information on impairment is contained in notes 13 and 17. All known bad debts were written off as at 30 June 2011. Refer note 35 for a description of loss events.

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

(j) Inventories

Inventories held for sale are valued at the lower of cost and net realisable value. These include harvested agricultural produce held by correctional centre farms, and raw materials, work in progress and finished goods of correctional centre industries. Cost of these inventories is assigned on a weighted average basis and includes expenditure incurred in acquiring the inventories and bringing them to their existing condition, except for training costs which are expensed as incurred.

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

Inventories held for internal consumption are valued at cost or weighted average cost and include expenditure incurred in acquiring inventories and bringing them to their existing condition pursuant of AASB 102 *Inventories*.

Inventories held for internal consumption are those inventories which the department consumes in its normal course of business. The cost of inventories held for internal consumption is adjusted, where applicable, for any loss of service potential.

(k) Biological assets

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

(l) Non current assets classified as held for sale

Non current assets held for sale consist of those assets which management has determined are available for immediate sale in their present condition, and their sale is highly probable within the next twelve months.

These assets are measured at the lower of the assets' carrying amounts and their fair values less costs to sell. These assets are not depreciated.

(m) Acquisitions of assets

Actual cost is used for the initial recording of all acquisitions of assets controlled by the department. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all other costs incurred in getting the assets ready for use, including architects' fees and engineering design fees. However any training costs are expensed as incurred.

Assets acquired at no cost or for nominal consideration, other than from an involuntary transfer from another Queensland department, are recognised at their fair value at the date of acquisition in accordance with AASB 116 *Property, Plant and Equipment* and Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*.

Where assets are received free of charge from another Queensland department (whether as a result of machinery-of-Government or other involuntary transfer), the acquisition cost is recognised at the carrying amount in the books of the transferor immediately prior to the transfer together with any accumulated depreciation.

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

(n) Property, plant and equipment

Items of property, plant and equipment with a cost, or other value, equal to or in excess of the following thresholds are recognised in the financial statements in the year of acquisition except for ambulance stretchers, which are expensed. Items with a lesser value are expensed in the year of acquisition:

Department of Community Safety
Notes to and forming part of the financial statements
for the year ended 30 June 2011

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

Land improvements undertaken by the department are included with buildings.

(o) Revaluations of non current physical assets

Land, buildings, heritage and cultural assets and major plant and equipment are measured at fair value in accordance with AASB 116 *Property Plant & Equipment* and the Queensland Treasury's *Non-Current Asset Policies for the Queensland Public Sector*. These asset classes are revalued by management each year to ensure that they are disclosed at fair value. For these asset classes, the cost of items acquired during the financial year has been judged by management to materially represent their fair value at the end of the reporting period.

Capital works in progress are measured at their acquisition cost or construction cost.

Fair Value Basis

Fair value is determined to be the depreciated replacement cost when there is not an active or liquid market for assets controlled by the department.

Fair value for land is determined by establishing its market value by reference to observable prices in an active market or recent market transactions.

The fair value for non-residential buildings and heritage and cultural assets is determined by calculating the depreciated replacement cost of the asset.

The fair value of residences is determined by their market value or alternatively where there is no active and liquid market fair value is the depreciated replacement cost.

Revaluation of emergency services land and buildings

The department's emergency services land and buildings are divided into regions across the State and the valuation of these land and buildings is undertaken on a rolling program. The table below shows the program of revaluation:

Year	Region
2009-10	Northern
2010-11	Far Northern
2011-12	South East, Brisbane & Whyte Island Fire Academy
2012-13	North Coast and South West
2013-14	Central Region (& Kedron Park)

Annually, one or more regions are independently assessed for value by the department's valuer, State Valuation Service (SVS), a unit of the Department of Environment and Resource Management, such that each asset is independently valued over a five year cycle. The 2011 valuations were certified by the Manager Client Valuations, SVS.

To ensure that all assets are simultaneously valued, and materially reflect their fair value at balance date, interim revaluations by way of index are performed for the remaining assets. The department assessed the data provided by SVS. Assets with significant or unusual movements were referred back to SVS for review, resulting in a number of changes to the original valuation figures. Where necessary, consultation with local management was undertaken to resolve anomalies.

Revaluation of corrective services land and buildings

The revaluation program applied to corrective services land and buildings (which represents 67% of the total property, plant and equipment class of assets) is shown in the table below:

Department of Community Safety
Notes to and forming part of the financial statements
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Year	Facilities
2009-10	Lotus Glen Correctional Centre Innisfail Work Camp Bowen Work Camp Mt Isa Community Corrections Office Julia Creek Work Camp Winton Work Camp Boulia Work Camp Wolston Mens Correctional Centre Brisbane Women's Prison
2010-11	Borallon Correctional Centre Woodford Correctional Centre Numinbah Prison Farm Palen Creek Prison Farm Helena Jones Centre
2011-12	Arthur Gorrie Correctional Centre Training and Development Transport and Escort West Brisbane Centre
2012-13	Brisbane Correctional Centre Darling Downs Correctional Centre St George Work Camp Dirranbandi Work Camp Charleville Work Camp Mitchell Work Camp Yuleba
2013-14	Townsville Correctional Centre Townsville Women's Correctional Centre Maryborough Correctional Centre Capricornia Correctional Centre Emerald Probation and Parole Blackall Work Camp Clermont Work Camp Springsure Work Camp

Given the special nature of its assets, the corrective services data provided by SVS was reviewed by the Department of Public Works (DPW). Specifically, DPW reviewed the major infrastructure components of each facility to ensure they were valid and materially correct. Assets with significant or unusual movements were referred back to SVS and DPW for review. The 2011 valuations were certified by the Manager Client Valuations, SVS.

Indexation of land and buildings

To materially reflect fair value at balance date, interim revaluations by way of indices are performed on land and buildings. Departmental land and residential assets have been revalued using indices provided by SVS. These indices were specific to each parcel of land and applied on a one-to-one basis.

At 30 June each year management determines the fair value of land and buildings by combining the independent valuation for the region and applying indices to the remaining assets not independently valued in the current year. The percentage of the number and value of assets being comprehensively revalued is shown below:

	2009		2010		2011	
Asset class	% of assets	% of valuation	% of assets	% of valuation	% of assets	% of valuation
Land	21	17	10	12	11	9
Buildings	23	36	15	17	17	16

The department adopted the Building Price Index (BPI) as the basis for interim revaluations of non-residential buildings. BPI is based on the price of contracts let for standard buildings constructed by

DPW across the State. SVS has confirmed that BPI is the most appropriate measure to reflect price changes in the department's buildings and heritage and cultural assets. Emergency services used the published BPI, while corrective services used an adjusted BPI provided by DPW. As the published BPI remained unchanged for the 2010-2011 financial year, no interim revaluation index was applied to emergency services non-residential buildings. The adjusted BPI showed a rise in construction costs of 3.1 percent, which has been applied to corrective services building assets.

Valuation of major plant and equipment

The methods of determining the value of each category of major plant and equipment differ. The processes are as follows:

Fire appliances are valued on the basis of replacement cost. They are valued internally by fire services fleet management, a group within the department responsible for coordinating the fit out of this specialised equipment. Valuations are based on extensive current and previous years' costing data from the fitout program as the build methods and equipment fitted to the appliances is not duplicated by any other service. This data is incorporated by management using industry experience to deliver the final revaluation.

Helicopters are revalued based on market value. The Bell 412 helicopters were revalued by Hawker Pacific, the Australian agent for Bell Helicopter Textron, using a publication by HeliValue\$ Inc., which is 'The Official Helicopter Blue Book'. The 30 June 2011 exchange rate of USD 1.0739 was used to convert this to \$AUD. This value was then grossed-up to give the revalued amount and accumulated depreciation values. The AW 139 helicopters were revalued by Heliflite Pty Ltd, the Australian agent for Augusta Westland, based on the current market value of AW 139 helicopters of similar flight hours and role equipment. The 30 June 2011 Euro exchange rate of 0.7405 was used to convert this to \$AUD. This value was then grossed-up to give the revalued amount and accumulated depreciation values.

Revaluation adjustments

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent that it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent that it exceeds the balance, if any, in the asset revaluation surplus relating to that class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Materiality concepts under AASB 1031 are considered in determining whether any difference between the carrying amount and the fair value of each asset class is material.

(p) Intangibles

Intangible assets with a cost or other value equal to or greater than \$100,000 are recognised in the financial statements, items with a lesser value being expensed. Each intangible asset is amortised over its estimated useful life to the agency, less any anticipated residual value. The residual value is zero for all the department's intangible assets. Where intangible assets have an active market, they are measured at fair value; otherwise they are measured at cost. It has been determined that there is no active market for any of the department's intangible assets. As such the assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

Purchased software

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

Internally generated software

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

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

(q) Amortisation and depreciation of intangibles, property, plant and equipment

Land, being an asset with an unlimited useful life, is not depreciated.

Depreciation on property, plant and equipment is calculated on a straight-line basis in order to write-off the value of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to the department.

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

Heritage and cultural assets comprise principally buildings and art work. They are depreciated on a straight-line basis in order to write-off the value of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to the department.

Assets under construction are not depreciated until they have reached their service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant classes with property, plant and equipment.

Items comprising the department's technical library are expensed on acquisition.

Amortisation of intangibles is calculated on a straight-line basis in order to write-off the value of each asset, less its estimated residual value, progressively over its estimated useful life to the department.

Any expenditure of a value exceeding the department's asset recognition thresholds, and which increases the originally assessed capacity or service potential of an asset, is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset.

The depreciable amount of improvements to or on a leasehold property is progressively allocated over the estimated useful lives of the improvements or the unexpired period of the lease, whichever is shorter. The unexpired period of leases includes any option period where the exercise of that option is probable.

A review has been conducted on all assets to determine the current economic life to the entity. Any change to an asset's economic life was applied as at 30 June 2011.

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

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

(r) Impairment of non current assets

All non current physical and intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

The asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

An impairment loss is recognised immediately in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the Asset Revaluation Surplus of the relevant class to the extent available.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income, unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase. Refer also notes 23 and 24.

(s) Leases

A distinction is made in the financial statements between finance leases that effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership, and operating leases under which the lessor retains substantially all risks and benefits.

No non current assets held by the department have been acquired by means of a finance lease.

Operating lease payments are representative of the pattern of benefits derived from the leased assets and accordingly, are expensed to the Statement of Comprehensive Income in the periods in which they are incurred.

(t) Other financial assets

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

Other financial assets are brought to account at the lower of cost and recoverable amount and are disclosed at the fair values indicated in note 21.

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

(u) Payables

Trade creditors are recognised at the amount to be paid for the goods and services received gross of applicable trade and other discounts, inclusive of Goods and Services Tax. Amounts owing are unsecured and are generally settled on 30-day terms.

(v) Financial instruments

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

Recognition

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

Classification

Financial instruments are classified and measured as follows:

Cash and cash equivalents - held at fair value through profit and loss

Receivables - held at amortised cost

Shares - held at cost

Payables - held at amortised cost

Borrowings - held at amortised cost

Derivatives - held at fair value through profit and loss

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

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

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

Transactions in foreign currencies are converted to local currency at the rate of the exchange ruling at the date of the transaction. Foreign currency monetary items that are outstanding at the reporting date are translated using the spot rate at the end of the period.

The department has a contract with an overseas supplier for the supply of helicopters. This contract has been operable in the current reporting period. The department has purchased foreign currency as a strategy to mitigate the risk of foreign currency exposure.

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

All other disclosures relating to the measurement basis and financial risk management of financial instruments held by the department are included in note 35.

(w) Employee benefits

Wages, salaries and sick leave

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

Entitlements not expected to be paid within 12 months are classified as non-current liabilities and recognised at their present value, calculated using yields on Fixed Rate Commonwealth Government bonds of similar maturity, after projecting the remuneration rates expected to apply at the time of likely settlement.

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non vesting, an expense is recognised for this leave as it is taken.

Annual leave

The department is part of the Queensland Government's Annual Leave Central Scheme. Under this scheme a levy is made on the department to cover the cost of employees annual leave (including leave loading and on-costs). The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears.

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

Long service leave

Under the Queensland Government's long service leave scheme a levy is made on the department to cover this expense. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

No provision for long service leave is recognised in the financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Superannuation

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

No liability is recognised for accruing superannuation benefits in these financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

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

Liabilities for TOIL and accrued time are recognised in the Statement of Financial Position as the amount unpaid at reporting date in respect to all employee services and related on-costs such as payroll tax, workcover premiums, long service leave levies and employer superannuation contributions. As short-term employee entitlement liabilities, provisions for TOIL and accrued time are shown as current liabilities and are measured based on remuneration rates expected to be paid when the liabilities are settled. A liability for TOIL or accrued time is only recognised in the Statement of Financial Position where payment for that time vests in the employee. No liability is recorded in circumstances where the employee has no right to payment for the TOIL or accrued time.

Executive remuneration

The executive remuneration disclosures in the employee expenses note (note 9) in the financial statements are made in accordance with section 5 Addendum (issued in May 2011) to the *Financial Reporting Requirements for Queensland Government Agencies* issued by Queensland Treasury and include:

- the aggregate remuneration of all key executive management personnel who are (or have been) members of the Executive Leadership Team.
- the position title and description of responsibilities for each of those executives, their contract classification, appointment authority and appointment date and/or resignation date.
- key executive management personnel is defined pursuant to AASB 124 *Related Party Disclosures* as those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly.

The remuneration disclosed is all remuneration paid or payable and includes:

Short term employee benefits

- salaries;
- annual leave;
- sick leave;
- allowances paid and provided;
- non monetary benefits (including Fringe Benefits Tax) including motor vehicles and housing;
- any performance pay paid and provided;

Long term employee benefits

- long service leave paid and provided;

Post employment benefits

- employer superannuation contributions;
- termination benefits (where applicable);

(x) Finance/borrowing costs

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

Finance costs include:

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

No borrowing costs are capitalised into qualifying assets.

(y) Allocation of revenues and expenses from ordinary activities to corporate services

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

(z) Major services of the department

The identity and purpose of the five major services of the department during the period were:

• **Ambulance services – provided by the Queensland Ambulance Service (QAS)**

QAS provided emergency and non urgent patient care; routine pre-hospital patient care and casualty room services, patient transport, community education and awareness programs, community first aid training and a baby capsule hire service.

• **Probation and parole – provided by the Queensland Corrective Services (QCS)**

These departmental services provide supervision and rehabilitation of offenders in the community. Probation and Parole ensures offenders are appropriately supervised and receive the control and treatment interventions they need to reintegrate successfully into the community and reduce their likelihood of re-offending.

• **Emergency management services – provided by Emergency Management Queensland (EMQ)**

EMQ services focus on: the development of policy, process, systems, and advice to support and improve Queensland's disaster management system; the management and support of the State Emergency Service (SES); and the operation of the Emergency Management Queensland Helicopter Rescue Service. EMQ administers State government grants support to Volunteer Marine Rescue (VMR) associations.

• **Custodial operations – provided by the QCS**

These departmental services provide community safety and crime prevention through the humane containment, supervision and rehabilitation of offenders in correctional centres throughout Queensland. A variety of programs and support services are provided to assist offenders to successfully reintegrate into the community upon their release.

• **Fire and rescue services – provided by the Queensland Fire and Rescue Service (QFRS)**

QFRS provided services in six service delivery areas – landscape fire services, structural fire services, all hazards and rescue services, disaster management and community assistance services, community risk mitigation services and buildings and infrastructure fire safety services. It provided expert advice and services for environmental and hazard mitigation, community education, fire prevention, hazardous materials management, fire fighting and rescue services including vehicle extrications, swift water rescue, confined space rescue, vertical rescue and urban search and rescue.

(aa) Insurance

The department's non current physical assets and other risks are insured through the Queensland Government Insurance Fund (QGIF) and other commercial insurance providers, premiums being paid on a risk assessment basis. In addition, the department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

(ab) Services received free of charge or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and an expense.

(ac) Contributed equity

Non reciprocal transfers of assets and liabilities between wholly owned Queensland State Public Sector entities as a result of machinery-of-Government changes are adjusted to 'Contributed Equity' in accordance with Urgent Issues Group Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*. Appropriation for equity adjustments is similarly designated.

(ad) Taxation

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the Department of Community Safety. As such, GST credits receivable from/payable to the Australian Tax Office are recognised and accrued (refer note 17).

(ae) Issuance of financial statements

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

(af) Judgements and assumptions

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

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

Valuation of property, plant and equipment – note 24;
Impairment provisions – notes 23 and 24;
Contingencies – note 32.

(ag) Rounding and comparatives

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where the amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required. Sub-totals and totals may not add due to rounding, but the overall discrepancy is no greater than two thousand.

The reporting period covered by these financial statements is 1 July 2010 to 30 June 2011.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

(ah) New and revised accounting standards and reporting requirements

The department did not voluntarily change any of its accounting policies during 2010-11. Only one amendment to an Australian accounting standard was applicable to the department for the first time in the 2010-11 reporting period.

AASB 2009 – 5 *Amendments to Australian Accounting Standards arising from the Annual Improvements Project* included certain amendments to AASB 117 *Leases* that revised the criteria for classifying leases involving land and buildings. Consequently, the Department of Community Safety was required to reassess the classification of the land elements of all unexpired leases the department had entered into as at 1 July 2010, on the basis of information existing at the inception of the relevant leases. The outcome of the department's reassessment was that no reclassification from an operating lease to a finance lease was necessary.

The department was required to change the basis on which it reports its executive remuneration (refer note 9). This change was as a consequence of an addendum to the *Financial Reporting Requirements for Queensland Government Agencies* issued in May 2011 by Queensland Treasury. The department is now required to report remuneration of its 'key executive management personnel' as defined in AASB 124 *Related Party Disclosures*. The disclosures are now to include the position titles, description of responsibilities, contract classification and appointment authority together with remuneration which includes components broadly similar to prior periods. The executive remuneration reported in prior periods included summarised data across a different selection of personnel.

The department is not permitted to early adopt a new or amended accounting standard ahead of the specified commencement date unless approval is obtained from Queensland Treasury. Consequently the department has not applied any Australian accounting standards and interpretations that have been issued but are not yet effective. The department will apply these standards and interpretations in accordance with their respective commencement dates.

At the date of authorisation of the financial report, significant impacts of new or amended Australian accounting standards with future commencement dates are as set out below.

AASB 2010-4 *Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project* [AASB 1, AASB 7, AASB 101 & AASB 134 and Interpretation 13] becomes effective from reporting periods beginning on or after 1 January 2011. The department will then need to make changes to its disclosures about credit risk on financial instruments in note 35(b). No longer will the department need to disclose amounts that best represent the entity's maximum exposure to credit risk where the carrying amount of the instruments reflects this. If the department holds collateral or other credit enhancements in respect of any financial instrument, it will need to disclose - by class of instrument - the financial extent to which those arrangements mitigate the credit risk. There will be no need to disclose the carrying amount of financial assets for which the terms have been renegotiated, which would otherwise be past due or impaired.

Also, for those financial assets that are either past due but not impaired, or have been individually impaired, there will be no need to separately disclose details about any associated collateral or other credit enhancements held by the department.

AASB 9 *Financial Instruments* (December 2010) and AASB 2010-7 *Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)* [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127] become effective from reporting periods beginning on or after 1 January 2013. The main impacts of these standards on the department are that they will change the requirements for the classification, measurement and disclosures associated with financial assets. Under the new requirements, financial assets will be more simply classified according to whether they are measured at either amortised cost or fair value. Pursuant to AASB 9, financial assets can only be measured at amortised cost if two conditions are met. One of these conditions is that the asset must be held within a business model whose objective is to hold assets in order to collect contractual cash flows. The other condition is that the contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial application of AASB 9, the department will need to re-assess the measurement of its financial assets against the new classification and measurement requirements, based on the facts and circumstances that exist at that date. Assuming no change in the types of transactions the department enters into, it is not expected that any of the department's financial assets will meet the criteria in AASB 9 to be measured at amortised cost. Therefore, as from the 2013-14 financial statements, all of the department's financial assets will be required to be classified as "financial assets required to be measured at fair value through profit or loss" (instead of the measurement classifications presently used in notes 2(v) and 35). The same classification will be used for net gains/losses recognised in the Statement of Comprehensive Income in respect of those financial assets. In the case of the department's receivables, the carrying amount is considered to be a reasonable approximation of fair value. It is not expected that there will be a significant impact on the department's financial report.

AASB 1053 *Application of Tiers of Australian Accounting Standards* and AASB 2010-2 *Amendments to Australian Accounting Standards arising from Reduced Disclosure Requirements* [AASB 1, 2, 3, 5, 7, 8, 101, 102, 107, 108, 110, 111, 112, 116, 117, 119, 121, 123, 124, 127, 128, 131, 133, 134, 136, 137, 138, 140, 141, 1050 & 1052 and Interpretations 2, 4, 5, 15, 17, 127, 129, & 1052] apply to reporting periods beginning on or after 1 July 2013. AASB 1053 establishes a differential reporting framework for those entities that prepare general purpose financial statements, consisting of two tiers of reporting requirements – Australian Accounting Standards (commonly referred to as "tier 1"), and Australian Accounting Standards – Reduced Disclosure Requirements (commonly referred to as "tier 2").

Tier 1 requirements comprise the full range of AASB recognition, measurement, presentation and disclosure requirements that are currently applicable to reporting entities in Australia. The only difference between the tier 1 and tier 2 requirements is that tier 2 requires fewer disclosures than tier 1. AASB 2010-2 sets out the details of which disclosures in standards and interpretations are not required under tier 2 reporting.

Pursuant to AASB 1053, public sector entities like the Department of Community Safety may adopt tier 2 requirements for their general purpose financial statements. However, AASB 1053 acknowledges the power of a regulator to require application of the tier 1 requirements. In the case of the Department of Community Safety, the Queensland Treasury is the regulator. Queensland Treasury has advised that its policy decision is to require all departments to adopt tier 1 reporting requirements. In compliance with Treasury's policy which prohibits the early adoption of new or revised accounting standards unless Treasury approval is granted, the department has not early adopted AASB 1053.

All other Australian accounting standards and interpretations with future commencement dates are either not applicable to the department's activities, or have no material impact on the department.

Department of Community Safety
Notes to and forming part of the financial statements
for the year ended 30 June 2011

	2011 \$'000	2010 \$'000
REVENUE FROM CONTINUING OPERATIONS		

3. Reconciliation of payments from Consolidated Fund to departmental services revenue recognised in Statement of Comprehensive Income

Budgeted departmental services appropriation	1,153,941	1,096,766
Transfers from/to other departments	(3,465)	-
Lapsed departmental services appropriation	(2,427)	(214)
Total departmental services receipts	<u>1,148,049</u>	<u>1,096,552</u>
Less: opening balance of departmental services revenue receivable	(106)	(385)
Plus: closing balance of departmental services revenue receivable	-	106
Departmental services revenue recognised in Statement of Comprehensive Income	<u>1,147,943</u>	<u>1,096,273</u>

Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity (refer Statement of Changes in Equity)

Budgeted equity adjustment appropriation	126,216	355,825
Transfers from/to other headings	3,465	-
Lapsed equity adjustment	-	(61,457)
Equity adjustment recognised in contributed equity	<u>129,681</u>	<u>294,368</u>

4. User charges, fees and fines

Aviation user charges	896	1,907
Fees for services *	7,699	6,162
Public education	4,272	4,862
QAS patient transport fees and charges	86,715	86,841
QFRS operational fees and charges *	39,142	28,413
Sale of services	24,299	22,577
Services to the Commonwealth	4,990	4,304
Other receipts for goods and services rendered	34	107
Total	<u>168,047</u>	<u>155,173</u>

* In 2009-10 QFRS fire safety fees were classified as fees for services in error. The revenue for 2010-11 has been correctly classified as QFRS operational fees and charges. Comparative information for 2009-10 has been recast by transferring \$8.439M from fees for services to QFRS operational fees and charges. This reclassification has had zero impact on the comparative 2010 operating result and equity.

5. Fire levies

Gross fire levy revenue	319,808	307,696
Less: pensioner discount	(6,166)	(6,108)
Net fire levy revenue	<u>313,642</u>	<u>301,588</u>

Department of Community Safety

Notes to and forming part of the financial statements

for the year ended 30 June 2011

	2011 \$'000	2010 \$'000
6. Grants and other contributions		
Commonwealth receipts	9,464	10,225
Constituted local ambulance committee contributions	407	329
Donations - assets	498	373
Donations - other	540	628
Gambling Community Benefit Fund	479	169
Grants from State Government departments	3,623	2,766
Motor Accident Insurance Commission	14,006	12,549
Queensland Reconstruction Authority	21,280	-
Rural fire brigade contributions	908	839
Services received below fair value	750	1,812
Sponsorships	435	983
Other	1,506	492
Total	53,896	31,165

7. Other revenues

Airport link recovery of costs	808	3,917
Asset adjustments/write-ons	912	210
Compensation - Coomera fire reserve	-	1,000
Energy grants credit scheme	202	217
Goods and services provided to prisoners	9,928	10,002
Insurance recoveries	2,668	1,014
Interest	1,110	872
Other regulatory fees	67	60
Property rental	1,479	1,317
Recovery of Public Safety Network fees	-	1,327
Other *	1,290	1,941
Total	18,464	21,877

* In 2009-10 the gain on change in fair value of derivative was classified as other revenue in error. The revenue for 2010-11 has been correctly classified as gains. Comparative information for 2009-10 has been recast by transferring \$0.120M from other revenue to gains. This reclassification has had zero impact on the comparative 2010 operating result and equity.

8. Gains

Gain on sale of property, plant and equipment	919	267
Gain on change in fair value of derivative *	486	120
Total	1,405	387

* In 2009-10 the gain on change in fair value of derivative was classified as other revenue in error. The revenue for 2010-11 has been correctly classified as gains. Comparative information for 2009-10 has been recast by transferring \$0.120M from other revenue to gains. This reclassification has had zero impact on the comparative 2010 operating result and equity.

Department of Community Safety
Notes to and forming part of the financial statements
for the year ended 30 June 2011

	2011 \$'000	2010 \$'000
EXPENSES FROM CONTINUING OPERATIONS		
9. Employee expenses		
Employee benefits		
Wages and salaries #	765,970	699,887
Employer superannuation contributions * #	84,827	79,333
Long service leave levy *	18,211	13,446
Annual leave levy *	88,875	83,120
Employee related expenses		
Workers' compensation premium *	20,820	16,906
Payroll tax expense *	43,125	39,325
Fringe benefits tax expense	1,219	1,627
Training expenses	8,674	7,694
Other employee related expenses	9,109	7,972
Total	1,040,830	949,310

* Costs of workers' compensation insurance and payroll tax are a consequence of employing employees, but are not counted in employees' total remuneration package. They are not employee benefits, but rather employee related expenses. Employer superannuation contributions, the annual leave levy and the long service leave levy are regarded as employee benefits.

In 2009-10 salary sacrifice expense was classified as employer superannuation contributions in error. The expenditure for 2010-11 has been correctly classified as wages and salaries. Comparative information for 2009-10 has been recast by transferring \$15.846M from employer superannuation contributions to wages and salaries. This reclassification has had zero impact on the comparative 2010 operating result and equity.

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

	2011	2010
Number of employees:	10,887	10,644

a) Key Executive Management Personnel

The following details for key executive management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the agency during 2010-11. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

b) Remuneration

Remuneration policy for the agency's key executive management personnel is set by the Queensland Public Service Commission as provided for under the Public Service Act 2008. The remuneration and other terms of employment for the key executive management personnel are specified in employment contracts. The contracts provide for benefits including motor vehicles.

Remuneration of key executive management personnel increased by 2.5% in 2010-11 in accordance with government policy.

Remuneration packages for key executive management personnel comprise the following components:

Base - consisting of base salary, allowances and leave entitlements paid and provided for the entire year or for that part of the year from which the employee was appointed to the specified position. Amounts disclosed equal the amount expensed in the Statement of Comprehensive Income.

Non-monetary benefits - consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.

Long term employee benefits include long service leave paid and provided for during the year.

Department of Community Safety
Notes to and forming part of the financial statements
for the year ended 30 June 2011

Key executive management personnel and remuneration

Position	Responsibilities	Current Incumbents		Employee Benefits			Termination Benefits	Total Remuneration 2011	Total Remuneration 2010
		Contract classification and appointment authority	Date appointed to position (Date resigned from position)	Short Term		Long Term			
				Base \$'000	Non-Monetary Benefits \$'000	\$'000			
Director-General	Responsible for the efficient, effective and economic administration of the agency.	CEO <i>Public Service Act 2008</i>	Appointed 24 January 2008	410		20		430	431
Commissioner, QCS	Responsible for the overall management of QCS, providing quality advice, leadership and coordination for correctional interventions.	CEO <i>Public Service Act 2008</i>	Appointed 2 February 2009	344	30	10		384	343
Commissioner, QAS	Responsible for the strategic direction and efficient and effective operations of the QAS.	SES 4 equivalent Governor in Council <i>Ambulance Service Act 1991</i>	Appointed 15 May 2008 (retired 17 June 2011)	248		113		361	232
			Appointed 3 June 2011	28	18	15		61	
Commissioner, QFRS	Responsible for the strategic direction and efficient and effective operations of the QFRS.	SES 4 Equivalent Governor in Council <i>Fire and Rescue Service Act 1990</i>	Appointed 31 January 2002	230		9		239	240
Assistant Director-General, EMQ	Responsible for the strategic direction and efficient and effective operations of EMQ.	SES 4 <i>Public Service Act 2008</i>	Appointed 24 November 2005 (contract terminated 17 September 2010)	133		108	186	427	256
			Appointed 15 November 2010	158	22	16		196	
Assistant Director-General, SPD	Responsible for delivery of policy and strategic management agenda of the agency.	SES 3 High <i>Public Service Act 2008</i>	Appointed 24 July 2006	209		10		219	230
Assistant Director-General, CSD	Responsible for strategic leadership and direction of corporate activities of the agency.	SES 3 High <i>Public Service Act 2008</i>	Appointed 27 June 2008	223		-6		217	209
Chief Finance Officer	Responsible for strategic leadership and direction of financial and acquisition services.	SES 2 High <i>Public Service Act 2008</i>	Appointed 13 October 2008	171	29	5		205	200
Total Remuneration				2,154	99	300	186	2,739	2,141

* Public servants had 27 pay periods in 2010 and 26 pay periods in 2011.

Department of Community Safety

Notes to and forming part of the financial statements

for the year ended 30 June 2011

	2011 \$'000	2010 \$'000
10. Supplies and services		
Aircraft related costs #	8,641	4,111
Communication expenses	20,769	14,264
Computer expenses	11,214	13,787
Consultancies and contractors	20,227	26,804
Cost of goods and services provided to prisoners	9,045	9,186
Farm and industry expenses	5,765	7,534
Fire levy administration fees	4,966	5,068
Maintenance and repairs	41,228	37,537
Management fees	58,657	56,745
Marketing expenses	1,653	2,929
Materials and consumables	11,890	10,208
Motor vehicle expenses #	42,705	39,626
Natural disaster relief payments	1,042	9,993
Offender expenses	30,030	29,971
Operating lease rentals	14,149	14,062
Operational and other equipment purchases	36,757	26,818
Property expenses	41,849	33,465
Public education expenses	434	473
Shared service provider expenses	25,695	25,969
Temporary assistance - staff agency	773	1,429
Travel and accommodation #	15,819	19,474
Other *	28,612	26,489
Total	431,920	415,942

* In 2009-10 the supply of some equipment to rural fire brigades was classified as grants and subsidies expense in error. The expenditure for 2010-11 has been correctly classified as supplies and services expense. Comparative information for 2009-10 has been recast by transferring \$4.003M from grants and subsidies expense to supplies and services expense. This reclassification has had zero impact on the comparative 2010 operating result and equity.

In 2009-10 air charter travel expense was classified as aircraft related costs in error, also motor vehicle allowances and taxi fares were classified as motor vehicle expenses in error. The expenditure for 2010-11 has been correctly classified as travel and accommodation. Comparative information for 2009-10 has been recast by transferring \$6.576M from aircraft related costs and \$1.535M from motor vehicle expenses to travel and accommodation. As a result travel and accommodation has increased by \$8.111M. This reclassification has had zero impact on the comparative 2010 operating result and equity.

11. Depreciation and amortisation

Depreciation and amortisation were incurred in respect of:

Buildings and land improvements	94,117	96,309
Heritage and cultural assets	39	41
Major plant and equipment	15,405	17,394
Plant and equipment	39,271	33,596
Intellectual property	-	23
Software purchased	574	706
Software internally generated	6,942	6,380
Total	156,348	154,449

Department of Community Safety

Notes to and forming part of the financial statements

for the year ended 30 June 2011

	2011 \$'000	2010 \$'000
12. Grants and subsidies		
State Government		
Department of Environment and Resource Management	450	6
Department of Health	175	1,441
Department of Police	-	1
Department of Transport and Main Roads	1,969	305
Public Service Commission	11	-
Other		
Air sea rescue, coast guard and life saving organisations	8,013	8,243
Community helicopter providers	-	17,975
Local authorities	15,484	9,928
State emergency services	3,053	2,713
State prisoner aid	2,176	1,634
Volunteer rural fire brigades *	507	125
Other organisations	1,215	1,302
Total	33,053	43,673

* In 2009-10 the supply of some equipment to rural fire brigades was classified as grants and subsidies expense in error. The expenditure for 2010-11 has been correctly classified as supplies and services expense. Comparative information for 2009-10 of has been recast by transferring \$4.003M from grants and subsidies expense to supplies and services expense. This reclassification has had zero impact on the comparative 2010 operating result and equity.

13. Impairment losses

Bad debts written off	3,092	756
Impairment losses on trade receivables	(85)	115
Total	3,007	871

14. Finance/borrowing costs

Interest	229	285
Borrowing fees and charges	3	4
Total	232	289

15. Other expenses

Asset write-offs	5,845	1,962
Bank charges	87	127
Donations/gifts/sponsorships	138	154
External audit fees *	772	730
Foreign exchange loss	407	99
Goods and services provided below fair value	477	19
Insurance premiums - other	105	135
Insurance premiums - QGIF	6,284	6,496
Loss on disposal of intangibles	971	6
Loss on disposal of property, plant and equipment	3,569	17,176
Revaluation decrement	-	1,683
Losses:		
Public property	7	47
Special payments:		
Ex-gratia payments	25	40
Plaintiff damages	48	210
Compensation payments	2	-
Total	18,737	28,885

* Total external audit fees relating to the 2010/11 financial year are estimated to be \$772,000 GST excl. (2010: \$730,000). There are no non audit services included in this amount.

Department of Community Safety
Notes to and forming part of the financial statements
for the year ended 30 June 2011

	2011	2010
	\$'000	\$'000
ASSETS		
16. Cash and cash equivalents		
Cash at bank	35,801	39,931
Imprest accounts	79	92
Total	35,880	40,023

Departmental bank accounts grouped within the whole-of-Government set-off arrangement with the Queensland Treasury Corporation do not earn interest on surplus funds. Interest earned on the aggregate set-off arrangement balance accrues to the Consolidation Fund.

17. Receivables

Trade debtors:		
Fire levies	18,466	18,948
User charges	30,854	31,146
Less: Allowance for impairment	(2,780)	(2,865)
	<u>46,540</u>	<u>47,229</u>
 GST receivable	 10,435	 9,572
GST payable	(3,375)	(551)
	<u>7,060</u>	<u>9,021</u>
 Annual leave reimbursements	 23,646	 21,449
Departmental services revenue	-	106
Long service leave reimbursements	3,713	2,749
Motor Accident Insurance Commission	1,225	935
Queensland Reconstruction Authority	2,813	-
Accrued revenue	13,978	3,978
Sundry receivable	583	1,755
Total	99,558	87,222

Movement in the allowance for impairment

Balance at beginning of the period	2,865	2,850
Amount written off during the period	(3,092)	(856)
Amounts recovered during the period	34	108
Increase/decrease in allowance recognised in Statement of Comprehensive Income	2,973	764
Balance at the end of the period	<u>2,780</u>	<u>2,865</u>

18. Inventories

Supplies and consumables

Ambulance spare parts	101	107
Bedding	119	128
Bulk fuel	316	202
Equipment	523	337
Patient care supplies	1,658	1,314
Stationery stocks and stores	170	160
Tarpaulins	103	155
Uniforms/clothing	3,333	4,087
	<u>6,323</u>	<u>6,490</u>

Inventory held for sale

Agricultural produce	622	417
Canteen	583	507
Finished goods	838	532
Raw materials	844	648
Work in progress	272	430
	<u>3,159</u>	<u>2,534</u>

Total	9,482	9,024
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Department of Community Safety
Notes to and forming part of the financial statements
for the year ended 30 June 2011

	2011 \$'000	2010 \$'000
19. Biological assets		
Current		
Livestock	83	24
Total	83	24
Non current		
Livestock	808	808
Total	808	808

20. Other current assets

Prepayments - general	14,025	4,496
Prepayments - salaries and wages	4,654	8,195
Advances - travel and other	5	46
Fair value of derivatives	750	264
Other current assets	43	36
Total	19,477	13,037

21. Other financial assets

Shares - at cost*	24	24
	24	24

* The department through Darling Downs Correctional Centre holds 23,568 shares at face value of \$1 in Dairy Farmers Milk Co-operative Limited. This was established under a share restructure proposal approved by members in May 1993.

These instruments are not traded on an active market. If the shares in Dairy Farmers Milk Co-operative Limited lapse (due to ceasing milk production), they are forfeited after 12 months of cessation at the rate of \$1 per share.

The department also holds 50 shares at face value of 10c each in Dairyfields Milk Suppliers Co-operative Limited through the Numinbah Correctional Centre.

22. Non current assets classified as held for sale

Land	1,050	1,157
Buildings and land improvements	420	453
Total	1,470	1,610

Land and buildings situated at Oxley, Tully and Nambour have been declared surplus to requirements due to replacement with the new facilities on new sites. The disposal of these properties is being negotiated with prospective buyers.

23. Intangible assets

Intellectual property - at cost	576	576
Intellectual property - accumulated amortisation	(576)	(576)
	-	-
Software purchased - at cost	5,965	6,173
Software purchased - accumulated amortisation	(4,729)	(4,363)
	1,236	1,810
Software internally generated - at cost	56,829	64,912
Software internally generated - accumulated amortisation	(31,220)	(33,514)
	25,609	31,398
Work in progress - at cost	7,305	1,408
Total	34,150	34,616

The department has intangible assets with a gross cost of \$12.61 million and a written down value of zero still being used in the provision of services.

Department of Community Safety

Notes to and forming part of the financial statements

for the year ended 30 June 2011

23. Intangibles reconciliation

	Intellectual property		Software purchased		Software internally generated		Work in progress		Total	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Carrying amount at 1 July	-	23	1,810	2,343	31,398	17,912	1,408	17,938	34,616	38,216
Acquisitions through Machinery of Government	-	-	-	-	-	1,244	-	-	-	1,244
Acquisitions	-	-	-	99	-	-	7,862	4,518	7,862	4,617
Acquisitions through internal development	-	-	-	-	-	-	-	-	-	-
Donations received	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	(5)	(3,441)	-	-	-	(3,441)	(5)
Transfers between classes	-	-	-	189	4,592	18,724	(1,965)	(21,048)	2,627	(2,135)
Other movements *	-	-	-	1,489	2	(1,701)	-	-	2	(212)
Amortisation	-	(23)	(574)	(2,305)	(6,942)	(4,781)	-	-	(7,516)	(7,109)
Carrying amount at 30 June	-	-	1,236	1,810	25,609	31,398	7,305	1,408	34,150	34,616

* Other movements include assets written on/off.

Department of Community Safety
Notes to and forming part of the financial statements
for the year ended 30 June 2011

	2011 \$'000	2010 \$'000
24. Property, plant and equipment		
Land:		
At fair value	417,388	428,812
	<u>417,388</u>	<u>428,812</u>
Buildings and land improvements:		
At fair value	3,162,543	3,062,657
Less: accumulated depreciation	(1,292,599)	(1,195,488)
	<u>1,869,944</u>	<u>1,867,169</u>
Heritage and cultural assets:		
At fair value	5,994	4,056
Less: accumulated depreciation	(5,524)	(3,805)
	<u>470</u>	<u>251</u>
Major plant and equipment:		
At fair value	287,723	291,756
Less: accumulated depreciation	(141,718)	(135,804)
	<u>146,005</u>	<u>155,952</u>
Plant and equipment:		
At cost	406,333	370,174
Less: accumulated depreciation	(218,479)	(188,772)
	<u>187,854</u>	<u>181,402</u>
Work in progress - at cost	769,556	602,698
Total property, plant and equipment	<u>3,391,217</u>	<u>3,236,284</u>

Plant and equipment (including motor vehicles) and leasehold improvements are valued at cost (except for major plant and equipment which is recorded at fair value) in accordance with Queensland Treasury's *Non Current Asset Policies for the Queensland Public Sector*.

Work in progress is measured at cost.

The department has plant and equipment with a gross cost of \$76.15 million and a written down value of zero still being used in the provision of services.

The department has plant and equipment with a gross cost of \$112.35 million that has been written down to residual value of \$14.58 million still being used in the provision of services.

The department has 846 assets with a gross cost of \$119.776 million which are temporarily idle, and 56 assets with a gross cost of \$8.152 million which are inactive.

Of the temporarily idle assets, land valued at \$7.85 million is being held for future use and buildings with a value of \$87.96 million, currently that is excess capacity, will be taken up in the next 1 - 2 years.

Inactive assets which are in the process of disposal include land valued at \$1.6 million and buildings with a value of \$1.38 million.

Department of Community Safety

Notes to and forming part of the financial statements

for the year ended 30 June 2011

24. Property, plant and equipment reconciliation

	Land	Buildings and land improvements	Heritage and cultural assets	Major plant and equipment	Plant and equipment	Work in progress	Total
	2011	2011	2011	2011	2011	2011	2011
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	428,812	1,867,169	251	155,952	181,402	602,698	3,236,284
Acquisitions	3,860	2,809	-	-	6,401	278,457	291,527
Donations received	1,430	244	-	-	575	-	2,249
Disposals	(14)	(2,745)	-	(172)	(3,477)	-	(6,408)
Assets reclassified as held for sale	(2,692)	(785)	-	-	-	-	(3,477)
Transfers between classes	1,813	53,584	1,938	9,585	42,052	(111,599)	(2,627)
Revaluation increments/decrements	(16,031)	41,585	-	(3,957)	-	-	21,597
Other movements *	210	2,200	(1,680)	2	172	-	904
Depreciation	-	(94,117)	(39)	(15,405)	(39,271)	-	(148,832)
Carrying amount at 30 June	417,388	1,869,944	470	146,005	187,854	769,556	3,391,217

* Other movements include assets written on/off.

Department of Community Safety

Notes to and forming part of the financial statements

for the year ended 30 June 2011

24. Property, plant and equipment reconciliation (continued)

	Land	Buildings and land improvements	Heritage and cultural assets	Major plant and equipment	Plant and equipment	Work in progress	Total
	2010	2010	2010	2010	2010	2010	2010
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	406,431	1,904,137	266	164,291	184,233	251,218	2,910,576
Acquisitions	857	17,059	-	150	7,460	439,626	465,152
Donations received	-	-	-	-	373	-	373
Disposals	-	(9,806)	-	(5,871)	(850)	-	(16,527)
Assets reclassified as held for sale	(1,621)	(610)	-	-	(481)	-	(2,712)
Transfers between classes	1,036	53,651	17	6,437	29,140	(88,146)	2,135
Revaluation increments/decrements	22,109	(1,683)	9	5,733	-	-	26,168
Other movements *	-	730	-	2,606	(4,877)	-	(1,541)
Depreciation	-	(96,309)	(41)	(17,394)	(33,596)	-	(147,340)
Carrying amount at 30 June	428,812	1,867,169	251	155,952	181,402	602,698	3,236,284

* Other movements include assets written on/off.

Department of Community Safety
Notes to and forming part of the financial statements
for the year ended 30 June 2011

	2011 \$'000	2010 \$'000
LIABILITIES		
25. Payables		
Trade creditors	88,326	85,910
Tax liabilities	3,350	2,420
Sundry payables	228	1,027
Total	91,904	89,357
26. Other financial liabilities (Refer Note 35)		
Current		
Queensland Treasury Corporation borrowings	320	840
	320	840
Non current		
Queensland Treasury Corporation borrowings	3,005	3,315
	3,005	3,315
27. Accrued employee benefits (Refer Note 2(w))		
Accrued time	5,332	5,834
Annual leave levy payable	28,468	25,233
Long service leave levy payable	4,983	3,352
Wages and related costs outstanding	3,555	10,742
Other employee benefits	967	717
Total	43,305	45,878
28. Other current liabilities		
Unearned revenue	410	623
Total	410	623

Department of Community Safety

Notes to and forming part of the financial statements

for the year ended 30 June 2011

29. Asset revaluation surplus by class

	Land		Buildings and land improvements		Heritage and cultural assets		Major plant and equipment		Total	
	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	21,610	-	-	-	9	-	5,733	-	27,352	-
Revaluation increments/(decrements)	(16,032)	21,827	41,584	282	-	9	(3,956)	5,733	21,596	27,851
Sale of revalued assets, and transfers to held for sale	-	(217)	-	(282)	-	-	-	-	-	(499)
Carrying amount at 30 June	5,578	21,610	41,584	-	9	9	1,777	5,733	48,948	27,352

Department of Community Safety

Notes to and forming part of the financial statements

for the year ended 30 June 2011

	2011 \$'000	2010 \$'000
30. Reconciliation of operating surplus to net cash from operating activities		
Operating surplus	19,270	13,044
Non-cash items:		
Depreciation expense	148,832	147,340
Amortisation expense	7,516	7,109
Loss on sale of property, plant and equipment	10,385	17,182
Gain on sale of property, plant and equipment	(919)	(267)
Non current asset donations	(1,995)	(373)
Revaluation decrement	-	1,683
Other	(681)	2,040
	<u>163,138</u>	<u>174,714</u>
Change in assets and liabilities:		
(Increase)/decrease in assets		
Net receivables	(14,297)	(12,386)
Inventories	(458)	458
Other	(6,499)	6,820
GST receivable	1,961	(994)
	<u>(19,293)</u>	<u>(6,102)</u>
Increase/(decrease) in liabilities		
Accrued employee benefits	(2,573)	4,952
Accounts payable	(2,167)	28,270
Unearned revenue	(213)	(612)
	<u>(4,954)</u>	<u>32,609</u>
Net cash from operating activities	<u><u>158,161</u></u>	<u><u>214,265</u></u>

Department of Community Safety
Notes to and forming part of the financial statements
for the year ended 30 June 2011

31. Commitments for expenditure

(a) Non cancellable operating lease commitments

The operating leases referred to in the table below relate to the leasing of land, buildings and miscellaneous plant and equipment and are inclusive of any GST.

	2011	2010
	\$'000	\$'000
Payable:		
Not later than one year	17,753	13,073
Later than one year and not later than five years	27,400	22,453
Later than five years	17,266	16,304
	62,419	51,830

Operating leases were entered into as a means of acquiring access to office accommodation and storage facilities. Lease payments were generally fixed, but with inflation escalation clauses on which contingent rentals were determined.

No renewal or purchase options exist in relation to operating leases and no operating leases contain restrictions on financing or other leasing activities.

(b) Capital expenditure commitments

Material commitments for capital expenditure inclusive of any GST, contracted for at reporting date but not recognised in the accounts are payable as follows:

	2011	2010
	\$'000	\$'000
Ambulance stations	8,489	5,884
Ambulances	8,777	5,179
Correctional centres	188,130	461,056
Fire stations	3,535	3,748
Fire appliances	4,402	842
Plant and equipment for correctional centres	1,016	326
Software	427	129
Helicopters	230	1,202
Computer hardware	240	1
Other capital	1,508	915
Queensland Emergency Operations Centre	24	20,555
	216,778	499,839

	2011	2010
	\$'000	\$'000
Payable:		
Not later than one year	127,665	215,948
Later than one year and not later than five years	89,113	283,890
Later than five years	-	-
	216,778	499,839

(c) Major expense commitments

Material commitments for operating expenditure inclusive of any GST, contracted for at reporting date but not recognised in the accounts are payable as follows:

Department of Community Safety
Notes to and forming part of the financial statements
for the year ended 30 June 2011

	2011	2010
	\$'000	\$'000
Payable:		
Not later than one year	103,234	78,415
Later than one year and not later than five years	75,170	161,913
Later than five years	-	73,785
	178,404	314,113

(d) Grants and subsidy commitments

As at 30 June 2011, approval has been given in accordance with formal agreements to pay the following grants and subsidies inclusive of any GST, provided certain criteria are met:

	2011	2010
	\$'000	\$'000
Royal Life Saving Society of Queensland	1,930	1,372
Surf Life Saving Queensland	16,376	16,742
Grants to local government	3,554	7,993
Natural Disaster Mitigation Program	26,818	15,334
Australian Volunteer Coast Guard Association	2,422	3,327
Volunteer Marine Rescue Assoc. Queensland	2,673	3,704
Other	2,039	1,047
	55,812	49,520

	2011	2010
	\$'000	\$'000
Payable:		
Not later than one year	25,318	17,927
Later than one year and not later than five years	30,494	31,593
Later than five years	-	-
	55,812	49,520

32. Contingencies

(a) Employee award claims in progress

As at 30 June 2011 there were no claims in progress which may reflect in the Department of Community Safety's future liabilities.

(b) Litigation

The department has received notification of a number of cases that are not yet subject to court action. These cases may result in subsequent litigation. At reporting date it is not possible to make an estimate of any probable outcome of these actions, or any financial effect.

At 30 June 2011, the following cases were on hand naming the department as defendant:

	2011	2010
Personal injury claims	124	92
Anti-discrimination claims	-	29
Contractual claims	1	1
Other litigation	3	7

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

(c) Native title and other claims over departmental land

As at 30 June 2011, the department had potential risk in relation to 5 native title claims. These claims relate to properties at Stockyard Point, Carina, Millaa Millaa, Cooktown and Rolleston.

(d) Land for new prison precinct

Correctional centre land has been formally resumed as the site for the South East Queensland prison precinct at Gatton. Compensation has been resolved to one of the two former land holders. Negotiations for compensation with the other former land owner are ongoing.

(e) Guarantees and undertakings

The department has no guarantees operable at 30 June 2011.

(f) Queensland hospital ambulance transport

The Queensland Ambulance Service (QAS) provides a non-emergency transport service to patients with medical authorisation who require ambulance transport between medical facilities, hospitals, airports and their residence. On 1 July 2009, Queensland Health (QH) and QAS commenced operating inter-facility and non-urgent patient transport services under the new Queensland Health Authorised Transport arrangements (QHAT). In the 2010-11 financial year QH have disputed a significant number of transports that QAS believe are within the scope of the agreement. There remain material amounts of credit notes that have not yet been issued for the 2010-11 financial year relating to these disputed transports. In addition to the issue of these credit notes, the re-invoicing to QH of all transports that are determined as being legitimate transports under the terms of the agreement has not been finalised. As a result of the high level of disputed transports, QAS has enacted the dispute resolution clause in the agreement.

33. Parole boards

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

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

Expenditure incurred under the above arrangements for the current period totalled \$2.96 million (\$2.86 million, 2010).

34. Events occurring after balance date

On 16 July 2011, the Honourable the Minister for Police, Corrective Services and Emergency Services, Mr Neil Roberts, announced the closure of the Borallon Correctional Centre and the transfer of the contract to operate Borallon to the new South Queensland Correctional Centre (SQCC) at Spring Creek, near Gatton.

The commitment data at note 31(c) only reflects the value of the final six months of the contract for the operation of Borallon, from 1 July 2011 to 31 December 2011.

On 28 July 2011, execution of the contract for the operation of the SQCC was completed. The estimated value of payments over the term of this contract is reflected below:

Payable	\$'000
No later than one year	15,663
Later than one year and no later than five	100,423
Later than five years	13,540

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Additional appropriations have been approved by government to meet the additional costs expected to be incurred in respect of the change in these contractual arrangements.

35. Financial instruments

(a) Categorisation of financial instruments

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

Category	Note	2011 \$'000	2010 \$'000
Financial assets			
Cash and cash equivalents	16	35,880	40,023
Receivables	17	99,559	87,222
Derivatives (*)	20	750	264
Shares	21	24	24
Total financial assets		136,213	127,533
Financial liabilities			
Payables	25	91,905	89,357
Accrued employee benefits	27	43,305	45,878
Other financial liabilities – QTC Borrowings	26	3,325	4,155
Total financial liabilities		138,535	139,390

(*) The financial asset derivative is the fair value of unrealised gains on a contract for the supply of helicopters. The contract has an embedded derivative whereby the payments against milestones contained in the contract are adjusted for movements in the US dollar/Australian dollar cross rate.

The Department of Community Safety's activities expose it to a variety of financial risks - interest rate risk, credit risk, liquidity risk and market risk. Financial risk management is implemented pursuant to Government and departmental policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department. Financial risk is primarily managed by the Corporate Services Division under policies approved by the department. The department provides written principles for overall risk management, as well as policies covering specific areas. The department measures risk exposure using a variety of methods as follows –

Risk Exposure	Measurement method
Credit risk	Ageing analysis
Liquidity risk	Sensitivity analysis
Market risk	Sensitivity analysis

(b) Credit risk exposure

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

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provisions for impairment.

The following table represents the department's maximum exposure to credit risk based on contractual amounts net of any allowances:

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Maximum Exposure to Credit Risk

Category	Note	2011 \$'000	2010 \$'000
Total financial assets subject to credit risk			
Cash and cash equivalents	16	35,880	40,023
Receivables	17	99,559	87,222
Shares	21	24	24
Total financial assets subject to credit risk		135,463	127,269

No collateral was held as security and no credit enhancements relate to financial assets held by the department.

The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that the department invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

The method for calculating any provision for impairment is based on past experience, current and expected changes in economic conditions. The main factors affecting the current calculation for provisions are general economic trading conditions both domestically and globally together with the effects of natural disasters throughout the State. These economic and geographic changes form part of the department's risk analysis assessment in conjunction with historic experience.

The recognised impairment loss is \$3,007,000 for the reporting period.

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired, and are stated at the carrying amounts as indicated.

Ageing of past due but not impaired as well as impaired financial assets are disclosed in the following tables:

2011 Financial Assets Past Due But Not Impaired

Financial Assets	Not Overdue \$'000	Less than 30 Days \$'000	31-60 Days \$'000	61-90 Days \$'000	More than 90 Days \$'000	Total Overdue \$'000	Total Financial Assets \$'000
Receivables	71,432	19,815	2,632	1,884	3,796	28,127	99,559
Shares	24	-	-	-	-	-	24
Total	71,456	19,815	2,632	1,884	3,796	28,127	99,583

2011 Impaired Financial Assets

Financial Assets	Not Overdue \$'000	Less than 30 Days \$'000	31-60 Days \$'000	61-90 Days \$'000	More than 90 Days \$'000	Total Overdue \$'000	Total Financial Assets \$'000
Receivables	-	-	-	-	2,780	2,780	2,780
Total	-	-	-	-	2,780	2,780	2,780

2010 Financial Assets Past Due But Not Impaired

Financial Assets	Not Overdue \$'000	Less than 30 Days \$'000	31-60 Days \$'000	61-90 Days \$'000	More than 90 Days \$'000	Total Overdue \$'000	Total Financial Assets \$'000
Receivables	60,320	22,513	1,890	1,435	1,064	26,902	87,222
Shares	24	-	-	-	-	-	24
Total	60,344	22,513	1,890	1,435	1,064	26,902	87,246

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2010 Impaired Financial Assets

Financial Assets	Not Overdue	Less than 30 Days	31-60 Days	61-90 Days	More than 90 Days	Total Overdue	Total Financial Assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables	-	-	-	-	2,865	2,865	2,865
Total	-	-	-	-	2,865	2,865	2,865

(c) Liquidity risk

Liquidity risk refers to the situation where the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

The department is exposed to liquidity risk in respect of its payables and borrowings from Queensland Treasury Corporation. The borrowings are based on the Queensland Government's fixed rate loans.

The department manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the department has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that minimum levels of cash are maintained so as to match the expected duration of the various employee and supplier liabilities.

The following table sets out the liquidity risk of financial liabilities held by the department. It represents the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the repayment of the principal and interest amounts outstanding at balance date.

		2011 Payable in			Total
	Note	< 1 year \$'000	1 - 5 years \$'000	> 5 years \$'000	\$'000
Financial Liabilities					
Payables	25	91,905	-	-	91,905
Accrued employee benefits	27	43,305	-	-	43,305
QTC borrowing	26	521	3,401	-	3,922
Total		135,731	3,401	-	139,132

		2010 Payable in			Total
	Note	< 1 year \$'000	1 - 5 years \$'000	> 5 years \$'000	\$'000
Financial Liabilities					
Payables	25	89,357	-	-	89,357
Accrued employee benefits	27	45,878	-	-	45,878
QTC borrowing	26	1,063	3,923	-	4,986
Total		136,298	3,923	-	140,221

(d) Market risk

The department does not trade in foreign currency and is not materially exposed to commodity price changes.

(e) Fair value

The fair value of financial assets and liabilities is determined as follows:

The carrying amount of cash, cash equivalents, receivables, payables approximates their fair value and is not disclosed separately below.

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

The carrying amounts of all financial assets and financial liabilities, except the borrowings from the Queensland Treasury Corporation are representative of their fair value. The fair value of borrowings is calculated using discounted cash flow analysis and the effective interest rate and is disclosed below:

	2011		2010	
	Carrying Amount \$'000	Fair Value \$'000	Carrying Amount \$'000	Fair Value \$'000
Financial Liabilities				
Financial liabilities at amortised cost:				
QTC borrowings	3,325	3,440	4,155	4,313
Total	3,325	3,440	4,155	4,313

The fair value represents the value of the debt if the department repaid the debt as at 30 June 2011. As it is the intention of the department to hold the debt for its term, no provision is required to be made in these accounts.

Interest rate sensitivity

The department is not exposed to interest rate risk through its borrowings from Queensland Treasury Corporation as those loans are at fixed rates.

Interest-bearing and other financial liabilities

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

	Interest rates	Repayment dates
Fixed rate borrowings	5.34% to 6.59%	15 March 2013 to 15 September 2014
Commonwealth Bank (overdraft)	Nil – 4.6%	On demand

The department has authorisation to operate in overdraft with a specified limit in accordance with the *Financial Accountability Act 2009*. The departmental overdraft limit is \$180,000,000.

Borrowings are all in Australian dollar denominated amounts.

No assets have been pledged as security for any liabilities.

Interest and borrowing costs on funds borrowed from the Queensland Treasury Corporation have been recognised as an expense in the reporting period as follows:

Interest and finance/borrowing costs	2011 \$'000	2010 \$'000
Borrowing fees and charges	3	4
Interest expense	229	285
Total	232	289

Department of Community Safety
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36. Schedule of administered items

	TOTAL 2011 \$'000	TOTAL 2010 \$'000
Administered revenues		
On-the-spot fines	46	49
Total administered revenues	46	49
Administered expenses		
Transfer payments to Queensland Treasury	46	49
Total administered expenses	46	49
Administered assets		
Cash at bank	-	2
Receivables	25	20
Total administered assets	25	22
Administered liabilities		
Payables – Queensland Treasury	25	16
Total administered liabilities	25	16
Administered equity		
Transfers to government of fines	41	52

37. Trust transactions and balances

The Queensland Ambulance Service, in a trustee capacity, provides administrative support to manage transactions and balances for the Kenneth James McPherson Education and Research Foundation. The Foundation was formed to promote research and education for the improvement of patient treatment in pre-hospital care.

Patrick Hoiberg, Chartered Accountant is the auditor for the Kenneth James McPherson Education and Research Foundation.

A summary of financial transactions and balances for the Kenneth James McPherson Education and Research Foundation are as follows:

Kenneth James McPherson Education and Research Foundation

	2011 \$'000	2010 \$'000
Year Ended 30 June 2011		
Income	98	59
Expenses	58	46
Net Surplus	40	13
Assets	138	94
Liabilities	50	47
Net assets	88	47

Department of Community Safety
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The department administers, but does not control, money held in trust on behalf of offenders in custody. As the department performs only a custodial role in respect of these transactions and balances, they are not recognised in the financial statements but are disclosed in these notes as information for financial statements users.

The Queensland Auditor-General has audited the department's trust transactions for the reporting period.

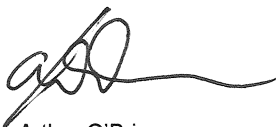
Prisoners trust fund	TOTAL 2011 \$'000	TOTAL 2010 \$'000
Trust revenue and expenses		
Revenues		
Prisoner remuneration	8,806	8,622
Other receipts	4,924	11,945
Total	13,730	20,567
Expenses		
Prisoner expense payments	18,194	20,955
Prisoner discharge payments	1,625	1,740
Total	19,819	22,695
Trust assets and liabilities		
Current Assets		
Cash	1,295	1,616
Receivables	343	229
Total trust assets	1,637	1,845
Current Liabilities		
Payables – offenders	1,137	1,142
Payables – other	500	703
Total trust liabilities	1,637	1,845

Department of Community Safety
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CERTIFICATE OF THE DEPARTMENT OF COMMUNITY SAFETY

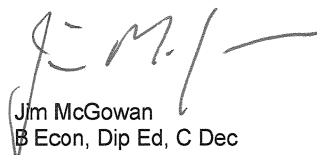
The general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), relevant sections of the *Finance and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Community Safety for the financial year ended 30 June 2011 and of the financial position of the department at the end of that year.



Arthur O'Brien
M Bus (Professional Accounting), B Bus (Mgmt), CPA, FIPA

Chief Finance Officer



Jim McGowan
B Econ, Dip Ed, C Dec

Director-General

26 August 2011

26 August 2011

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of Department of Community Safety

Electronic Presentation of the Audited Financial Report

This auditor's report relates to the financial report of Department of Community Safety for the year ended 30 June 2011. The Accountable Officer is responsible for the integrity of Department of Community Safety's website and I have not been engaged to report on the integrity of Department of Community Safety's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements or otherwise included with the financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.

Report on the Financial Report

I have audited the accompanying financial report of Department of Community Safety, which comprises the statement of financial position and statement of assets and liabilities by major departmental services as at 30 June 2011 the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental services, for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the certificates given by the the Director-General and the Chief Financial Officer.

The Accountable Officer's Responsibility for the Financial Report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Accountable Officer's responsibility also includes such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can only be removed by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

Opinion

In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
 - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
 - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Department of Community Safety for the financial year 1 July 2010 to 30 June 2011 and of the financial position as at the end of that year.

O. C. Clare



O C CLARE FCPA
(as Delegate of the Auditor-General of Queensland)

Queensland Audit Office
Brisbane