

Department of Emergency Services

Annual Report

2005–

06



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Letter of transmission



The Hon Pat Purcell MP
Minister for Emergency Services
Emergency Services Complex
Kedron, Queensland

Dear Minister

In accordance with the provisions of the *Financial Administration and Audit Act 1977*, I am pleased to provide you with the 2005–06 Annual Report for the Department of Emergency Services.

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

I commend the report to you for presentation to parliament.

Yours sincerely

A handwritten signature in black ink, appearing to read "Fiona McKersie".

Fiona McKersie ESM
Director-General
Department of Emergency Services

Welcome to our annual report

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

This annual report reviews and reports our performance against what we set out to do in our 2005–09 corporate plan to contribute to the government's outcomes and priorities for Queensland.

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

We are always striving to improve the usefulness of our annual report, and would welcome your views on how we can do that. You can provide feedback by phone, fax or post—as per the following contact details. Happy reading!

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Additional copies of our annual report can be obtained from our website or by contacting us.



The Queensland Ambulance Service leads the country in clinical care and paramedic training and is a leader in providing state-of-the-art emergency care.

Highlights of 2005–06

- We effectively led and coordinated the immediate Queensland Government response to Tropical Cyclone Larry.

► more on pages 18–20

- Fire safety in budget accommodation was improved.

► more on page 34

- Our ambulance response times improved—again.

► more on pages 12, 41

- We were recognised for our excellence in business management and training.

► more on pages 47, 53

- Our State Operations Centre was launched.

► more on page 42

Financial overview	2004–05	2005–06	% change
Revenue	\$645.140m	\$706.007m	9.43%
Expenses	\$632.378m	\$693.716m	9.70%
Operating Result	\$12.762m	\$12.291m	–3.70%
Capital Acquisitions	\$62.447m	\$93.120m	49.12%
Net Assets	\$627.981m	\$713.577m	13.63%

Emergency response demand	2004–05	2005–06	% change
Ambulance triple zero calls	357,298	393,634	10.17%
Fire and rescue triple zero calls	63,794	51,704	–18.96%
EMQ Helicopter Rescue tasks	1,763	2,104	19.34%
State Emergency Service hours of operation	67,183	93,210	38.74%
Disaster response demand (includes significant events in which disaster relief arrangements were enacted)	15	21	40.00%

Our vision



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

Our commitment

Moving forward as one innovative, integrated department, recognising with pride our various operational services, together with our essential support services, so that we maximise coordination, planning and use of resources for the most effective operational service delivery to the community.

Behaviours we value

- ▶ Foster teamwork and recognise and value contributions of all.
- ▶ Encourage a work environment based on a common sense of purpose and characterised by trust, respect and mutual support.
- ▶ Encourage open and honest communication.
- ▶ Recognise and value people's diversity of backgrounds.
- ▶ Provide visionary leadership based on integrity and high standards of ethical behaviour.
- ▶ Recognise and value the history and cultures of all the emergency services.



The Queensland Combined Emergency Services Academy in Brisbane.

About us

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

Our divisions

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

› more on pages 7, 21–31

Our staff and volunteers

The department employs over 8,400 staff, and is supported by many thousands of volunteers across Queensland. Our volunteers include:

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

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

› more on pages 7, 57–62, 68–69

Where we are

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

This includes 282 ambulance service locations, 237 fire and rescue stations, 19 EMQ offices, 3 EMQ Helicopter Rescue air bases, 1 special operations facility and 11 communications centres.

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

We currently have 2,145 operational emergency service vehicles stationed throughout Queensland. These vehicles comprise 462 urban fire appliances, 884 rural fire appliances, 691 ambulance vehicles, 104 patient transport vehicles and 4 EMQ Helicopter Rescue helicopters.

Our history

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

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

Director-General's report



Director-General Fiona McKersie talking with SES volunteers in Innisfail after Tropical Cyclone Larry

Building on a strong foundation

I would like to start my report by acknowledging the tremendous work of my predecessor, Michael Kinnane, who led this department for seven years—up until December 2005. Michael's drive and vision has been fundamental to the many significant achievements of this organisation. Michael is now providing this same drive and vision as Director-General of the Department of Local Government, Planning, Sport and Recreation. I wish him well.

Creating a safer Queensland

Events in Queensland and across the globe over the past 12 months have brought into sharp focus the importance of the specialised work done by our department.

Disaster planning and mitigation, emergency preparedness for a wide range of threats, improvements to fire safety legislation and the delivery of first-class pre-hospital care to an ageing and growing population are contemporary issues that are crucial to creating a safer Queensland.

With this in mind, it is with great pride that I reflect on the many achievements of the past year. This annual report provides a great opportunity to share with our stakeholders the activities, initiatives and outcomes that made the past year memorable for our department.

Response capabilities proven by Tropical Cyclone Larry

Our immediate response to the devastation caused by Tropical Cyclone Larry in Far North Queensland was certainly a key achievement for this organisation. The immense impact of the cyclone tested and proved our capacity to be there for Queenslanders in their time of need.

Almost 2,000 Emergency Services staff and volunteers were involved in the immediate disaster response and I am sincerely proud of the outstanding and tireless efforts of everybody who contributed.

The disaster also provided us with an opportunity to learn many valuable lessons to further strengthen our state's disaster management system and our department's disaster planning arrangements.

Innovation and excellence in service delivery

Despite the growth in demand for our services and the decentralised nature of our state, our ambulance response times to code 1 emergency cases have continued to improve and we have maintained our excellent fire response times.

Our ability to provide first-class emergency services in a dynamic and rapidly changing environment is underpinned by our demonstrated excellence in operations, planning and strategy, which ensures excellence in service delivery at all levels. This excellence was recognised during the year, with QFRS receiving two Australian Business Excellence Awards—adding to the five awards previously won by our operational divisions.

The introduction and initial implementation of the new Electronic Ambulance Report Form marked a defining moment this year in our use of technology to enhance operational service delivery. This exciting development aims to incorporate electronic and automated data collection into the QAS's operational and business processes and to free paramedics from time-consuming paperwork.

Improved community safety

We have contributed to improved safety outcomes for our community by continuing to deliver a wide range of innovative community safety initiatives in collaboration with our partner agencies at a federal, state and local level.

I am happy to report the department has also made significant progress in the area of fire safety legislation. New legislation introduced into the Queensland Parliament is expected to make it compulsory for owners of all units and houses to install smoke alarms from 1 July 2007. When passed, the legislation is also expected to reduce the risk of overcrowding in licensed premises and reduce unwanted false fire alarms.

Building our people and our systems

Developing and supporting our people has continued to be a high priority. The department has further developed strategies to recruit, train, support and safeguard our staff and volunteers and ensure we maintain a professional and flexible workforce. Importantly, we have also increased our focus on risk management and occupational health and safety.

The department's position as a leader in training and developing a highly capable, professional, ethical and flexible workforce was highlighted during the year when QAS was named as Australia's most innovative training provider at the Australian Training Awards. QAS was recognised for its work in overcoming the challenges of delivering training to staff in rural and remote communities.

Our reputation was further strengthened by the continued development of the Queensland Combined Emergency Services Academy to enhance operational training, including command and control courses as well as participation in high-level multi-agency exercises aimed at mitigating the risks of cyclones, terrorism and pandemic influenza.

A new day in disaster management

An important change during 2005–06 was the re-branding of the former Counter Disaster and Rescue Services division to

become Emergency Management Queensland. This change was a small, but important part of the work that has been done to align the division with our two other operational arms—QFRS and QAS.

During the year EMQ played a lead role in responding to natural disasters such as Tropical Cyclone Larry. The division was also heavily involved in planning and preparing, in close collaboration with key government agencies, for a potential outbreak of a pandemic influenza in Queensland. These preparations included the development of a whole-of-government interim pandemic influenza plan, education sessions and training exercises to ensure the state is prepared for such an event.

Preparing for the future

We will continue to pursue efficiencies through innovation to drive improved response capability. A key element of this is the Emergency Services Computer Aided Dispatch System, which is now nearing completion. This new system will streamline and consolidate QAS and QFRS dispatch to incidents through one fully integrated system.

While we cannot foresee exactly what challenges we will face in the coming years, it is only through our continuing commitment to strengthening community safety, capability and resilience, enhancing operational service delivery, developing and supporting our staff and volunteer workforce, and building organisational capability that we will succeed.

Finally I would like to pay tribute to the commitment, dedication and professionalism of the emergency services staff and volunteers across the state. Your efforts have helped advance our vision of 'A safer community and a better quality of life in Queensland through world-class emergency and disaster services' and I sincerely thank you all.



Fiona McKersie



Our State Operations Centre, which was officially opened on 7 September 2005.

Our Executive Management Team



Fiona McKersie ESM, BSc, Dip Ed, MSc and Soc

Director-General

Fiona joined the department in 1990 and was appointed as Executive Director of the SPES division in September 1999. Her challenging public sector career of 24 years has been in urban and rural settings across two states. She has played an active role in policy development, strategic planning, and the implementation of significant public sector reforms. Fiona led the division for five years until March 2004 when she was appointed Deputy Director-General, Governance, Department of the Premier and Cabinet. In 2006, Fiona was appointed Director-General of our department. She is also a member of the National Counter Terrorism Committee and the Australian Emergency Management Committee.

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

Commissioner, QFRS

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



Jim Higgins ASM, MPSM, MHA, AFCHSE, FACAP

Commissioner, QAS

Jim was appointed as Commissioner in April 2003. Jim joined the NSW Ambulance Service in 1981 and transferred to Victoria in 1983 where he gained experience as a paramedic, senior station officer, superintendent and General Manager Operations for the South-West region. Jim became an Assistant Commissioner in QAS in 1995 and gained appointment as Deputy Commissioner in 2002. Jim is currently the National Chairman of the Council of Ambulance Authorities.

Frank Pagano AFSM

Executive Director, EMQ

Frank was appointed as the first Executive Director of EMQ in November 2005. Frank led the division through a refocus on its operational services, resulting in the launch of EMQ as the third operational division of the department. Frank commenced his career in emergency services as a firefighter based in Mount Isa in 1975. He was appointed to the position of Deputy Commissioner, QFRS, in late 2002.



Margaret Smith Grad Dip BA, Dip Teach, B Ed,

Executive Director, Business Support Services

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

Barbara Williams MSW, BA

A/Executive Director, SPES

Barbara joined the department in 2002 as the Director, Community Engagement Unit. Barbara has worked in the public sector for 20 years in the areas of community service development, strategic policy development and community capability building. Barbara is committed to developing innovative service delivery models that meet the needs of Indigenous communities and rural and remote communities. She provides the department with a wealth of expertise in this area.

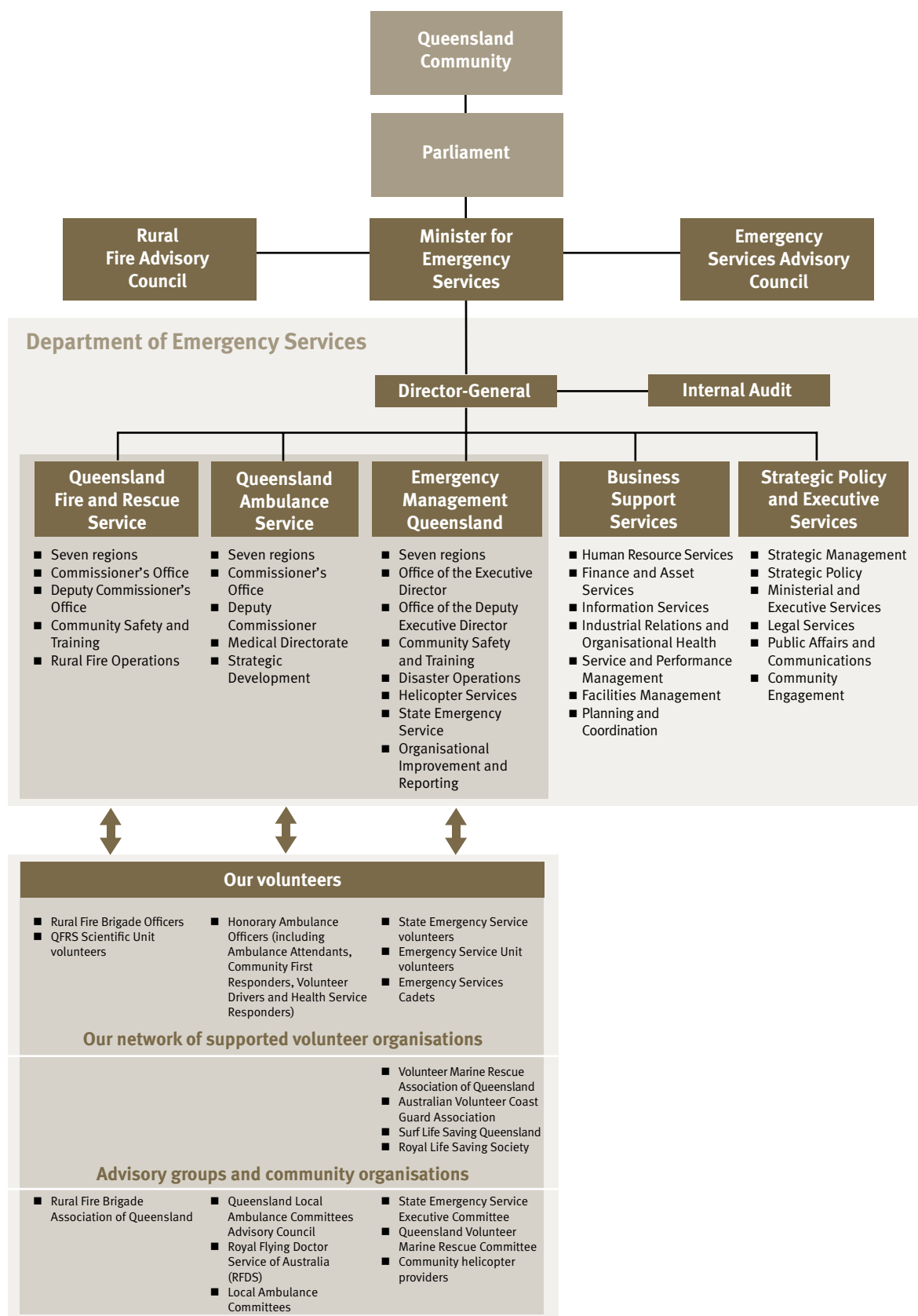


Gary Taylor BBus (accounting), MBA, Grad Dip Government Accounting, Grad Dip EDP, CPA

Chief Financial Officer, BSS

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

Our organisational structure



Our commitment to community outcomes

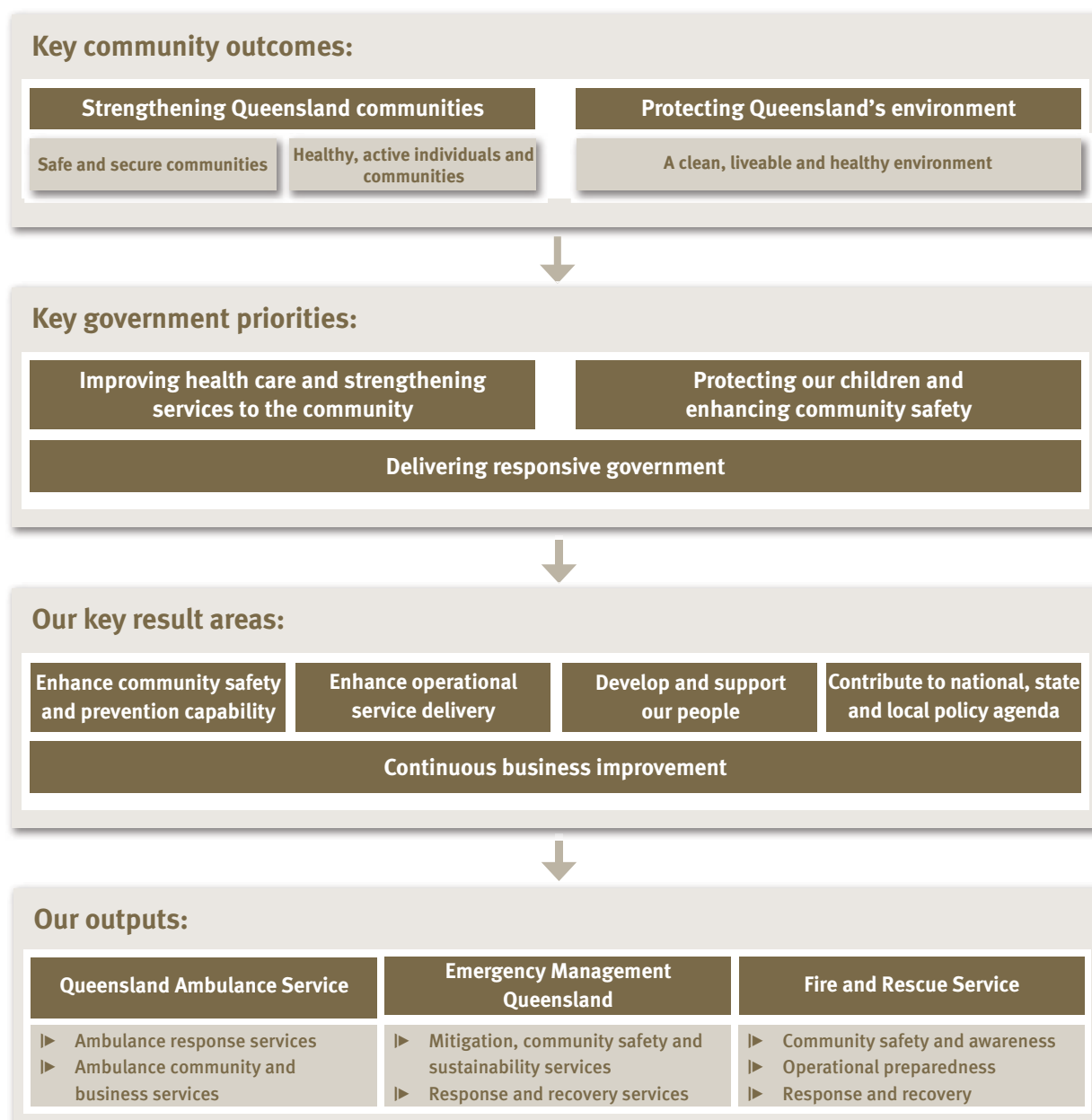
The Queensland Government has a Charter of Social and Fiscal Responsibility which outlines the government's commitment to delivering improved outcomes for the community.

To support the achievement of these outcomes, the government has a clear policy agenda, targeting seven priorities. These priorities were developed in consultation with the community, and underpin the continuing delivery of government services and the development of new initiatives. Our department contributes primarily to three of the government's priorities, as illustrated in the diagram below.

Our five key result areas

We focus our activities and resources on five key result areas. This helps us to focus delivery of services on meeting community needs, the priorities and direction of government and to ensure that our organisation remains innovative and responsive.

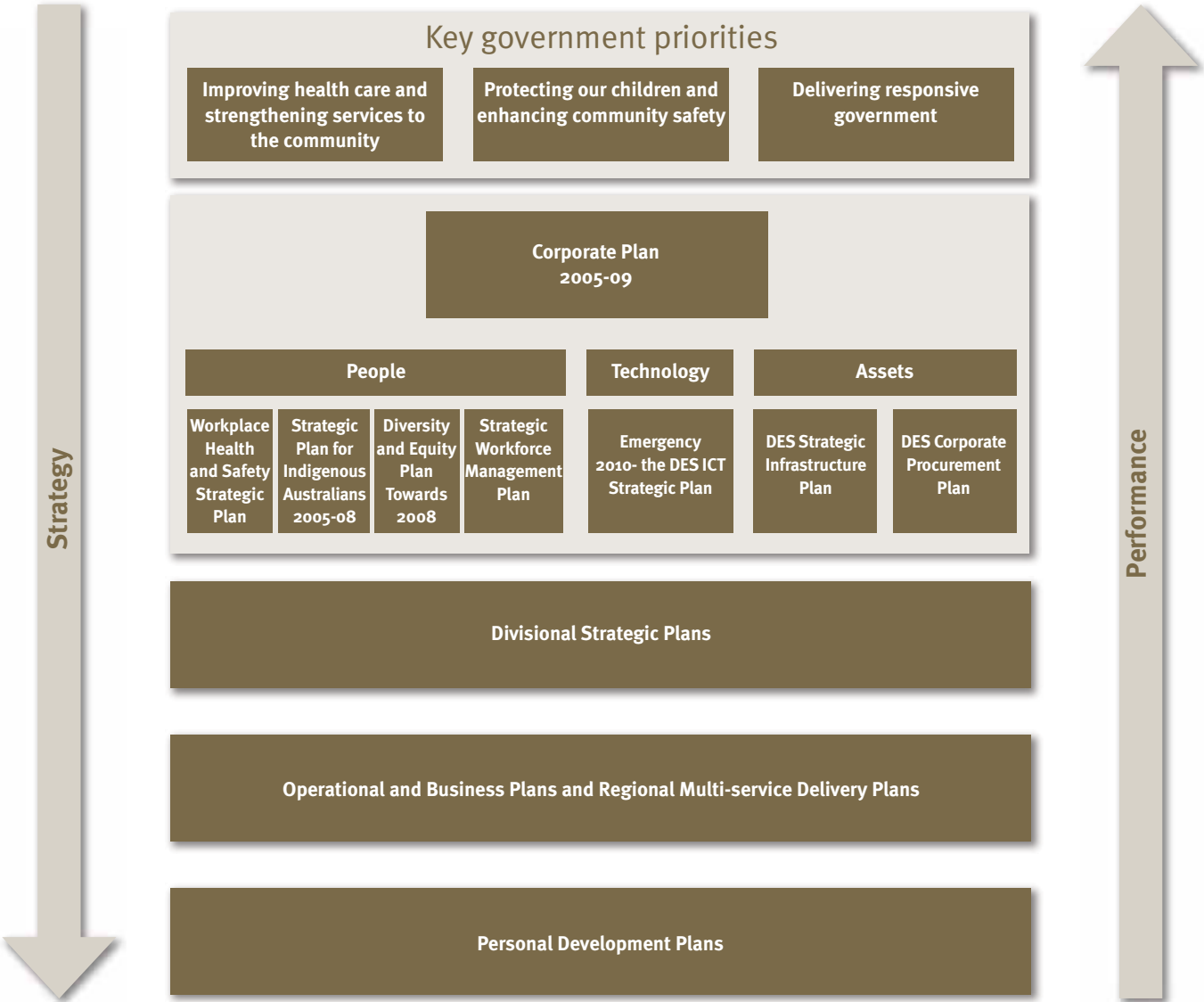
Our key result areas focus on delivering excellence in community safety and prevention capability and operational service delivery. The key result areas further recognise that to deliver excellence in these areas, the department must also focus on developing and supporting our people, continuous business improvement, and ensuring we contribute to the national, state and local policy agenda.



How we plan for the future

Our planning is structured around the five key result areas, to ensure all strategies developed address these priority areas. As such, our planning maximises the coordination and application of our resources for the most effective, innovative and responsive delivery of emergency services to the Queensland community.

The following diagram illustrates the relationship between the department’s key planning processes and their alignment to key government priorities.



Sustainability reporting

What is sustainability?

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

Why report on sustainability?

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

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

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

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

Sustainability and reporting— Global Reporting Initiative

Sustainability reporting is a reporting style that transparently discloses performance against stated objectives and targets. It also focuses on activities that help us progress towards our goals. An approach to sustainability reporting which is becoming accepted by organisations across the world is the United Nations Global Reporting Initiative (GRI).

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

The beginning of the journey

We are working to improve our annual reporting so we are better placed to present a clear picture of our relationships with stakeholders, particularly the Queensland community. Sustainability reporting places a spotlight on the way we interact with others, and therefore leads to more inclusive, responsible and engaged decision-making and, in turn, improved corporate governance.

The department is just beginning on the journey to embed the concept of sustainability into its planning cycle, and this annual report is our first step in providing reporting in relation to our efforts through the GRI Index on page 141.

The Department of Emergency Services headquarters at Kedron in Brisbane's north.



Five-year performance—summary

Measure	2001–02 Actual	2002–03 Actual	2003–04 Actual	2004–05 Actual	2005–06 Target/ projection	2005–06 Actual
Queensland Fire and Rescue Service						
Level of customer satisfaction with Fire and Rescue Service	94.7%	96.7%	98.0%	95.0%	90%	95.0%
Time to respond for urban crews:						
- Full-time permanent stations within 14 minutes	91.8%	97.2%	97.5%	97.3%	90%	97.3%
- Composite permanent/auxiliary station within 14 minutes	79.7%	94.9%	97.1%	95.2%	90%	96.6%
- Auxiliary station within 14 minutes	68.5%	90.3%	91.3%	86.6%	90%	89.1%
Percentage of homes with operational smoke alarms installed	71.9%	71.4%	72%	72%	75%	72%
Percentage (%) of 'Operational Safehome' visits that result in increase in fire safety practices	80%	80%	93%	93%	75%	93%
Number of hours per 100,000 population spent on fire safety promotion and public education activities	3,453	3,685	3,278	2,857	2,000	1,830
Number of Fire Safety Inspections of premises (other than private dwellings) completed by QFRS	15,116	9,884	11,161	11,110	10,000	11,644
Total number of call-outs ¹	59,484	58,708	60,269	60,248	59,200 –59,400	61,613
Queensland Ambulance Service						
Level of patient satisfaction with ambulance response services	93.9%	96.2%	97.9%	97.8%	>90%	97.6%
Percentage (%) of ambulance code 1 responses attended in less than 10 minutes	67.4%	66.6%	66.6%	68.6%	>68%	69.4%
Survival rate for out-of-hospital cardiac arrest ²	15.8%	19.6%	21.1%	21.6%	>15%	21.3%
Number of ambulance community education first aid certificates issued/year	65,836	66,977	73,533	72,512	71,000– 74,000	61,891
Number of ambulance cases attended (urgent code 1 and 2) ¹	335,629	370,169	447,851	486,443	520,000– 550,000	536,277
Number of ambulance cases attended (non-urgent code 3 and 4) ¹	222,449	202,101	199,675	201,630	200,000– 220,000	210,048
Emergency Management Queensland						
Number of EMQ community disaster awareness and education activities conducted	423	570	589	439	400–600	647
Percentage (%) of EMQ Helicopter Rescue responses within service delivery targets	97%	91%	90%	87%	>90%	90%
SES volunteers trained	1,998	2,112	2,237	2,282	1,400–1,800	3,693
SES volunteer hours of operation	59,123	75,203	96,971	67,183	50,000 –75,000	93,210
Number of hours of EMQ Helicopter Rescue (includes aeromedical, counter disaster, search and rescue, and other activities) ¹	2,230	2,516	1,911	2,212	—	2,074

¹ Demand-driven measures are included as they influence performance (e.g. high demand can reduce response times).

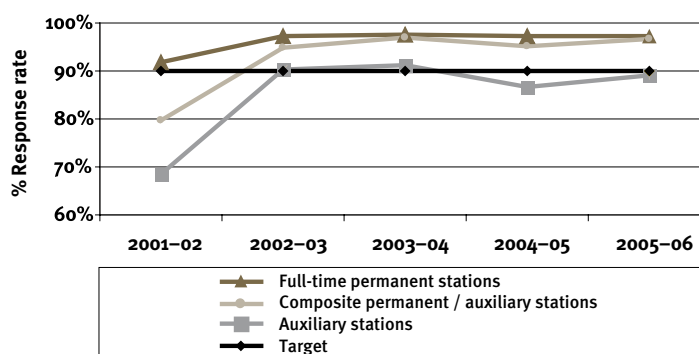
Demand projections are included for these measures as they inform resource allocation and public safety policy development.

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

Five-year performance—key trends

Fire—response is a key

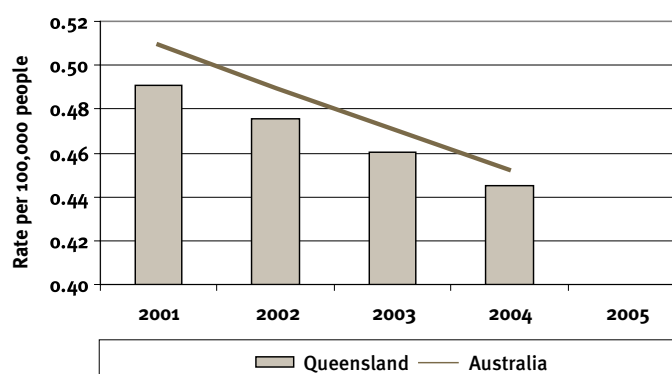
In recent years QFRS has sustained a fast response rate to structural fires, consistently exceeding our target of 90% within 14 minutes. A rapid response is a key to minimising the loss associated with structural fires. While auxiliary stations have not always met the target, their response is still very good given their officers serve in a part-time capacity.



Fire injury death rates—national comparison

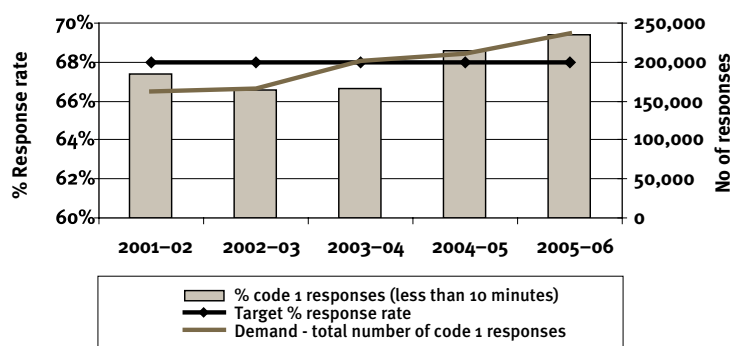
Our fire injury death rates in Queensland are low—and under the national average. We are seeking to reduce this rate further through extensive community fire safety awareness and education programs, and other measures, including legislative changes.

Source: *Causes of Death, Australia: Preliminary Summary Tables—2004*, Australian Bureau of Statistics, Canberra.
(Note that 2005 data was not available at time of publication.)



Ambulance—getting the edge on demand

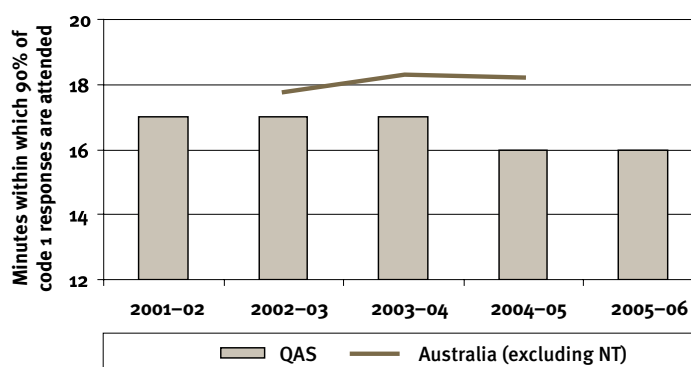
Despite increasing demand for ambulance services, we have strived to maintain service delivery and response times by aligning resources to the needs of the community. We are constantly looking at ways to improve our response times through workplace reforms, improving systems and processes, forecasting demand and realigning current and additional resources to meet our business challenges.



Ambulance code 1 response times—national comparison

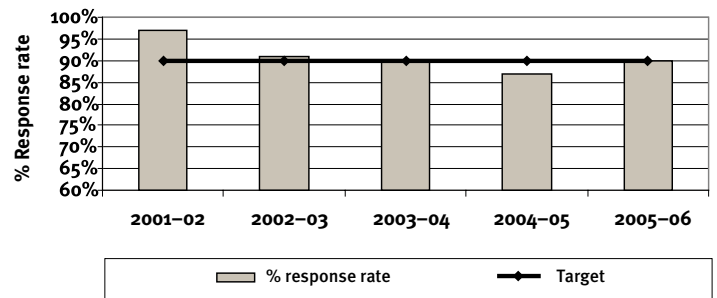
QAS has consistently responded to emergencies faster than the Australian average. We take great pride in ensuring that 90% of code 1 incidents are attended to within our target of 17 minutes.

Source for national average: *Report on Government Services 2006*, Productivity Commission, Canberra. (Note that national average data was not available for 2001-02 or 2005-06 at time of publication.)



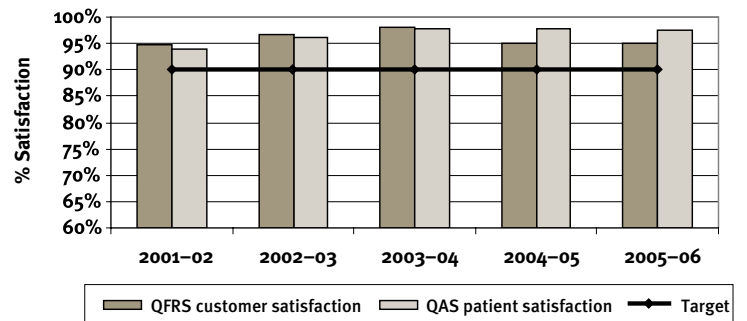
Helicopters—spanning the state

Our EMQ Helicopter Rescue service provides a vital rapid response to emergency situations across the vast state of Queensland. This measure reflects the percentage of responses that are within agreed service delivery timeframes. While response rates slipped in 2004–05, the target was achieved again this year.



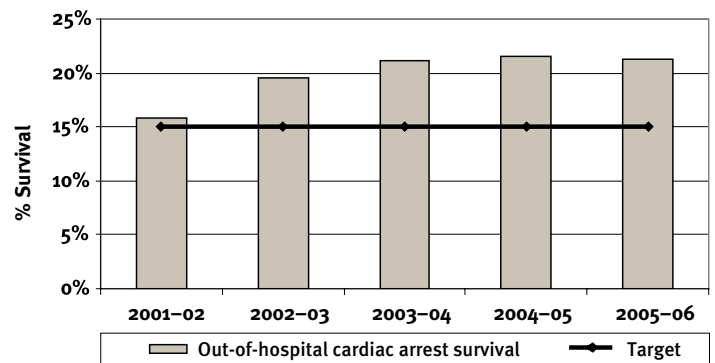
Maintaining our professionalism

Our staff have consistently maintained the support and satisfaction of the people who have called upon their services. Client and patient satisfaction are a key benchmark in the delivery of our services. In spite of often catastrophic loss for those who have endured a fire and the devastation of serious injury or illness, our firefighters and paramedics strive to provide an effective and professional response, together with personal and empathic care in moments of crisis.



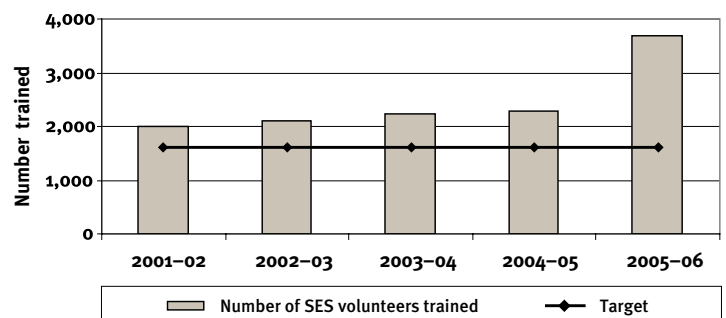
Improving the likelihood of surviving heart attack

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



Building the capability of our volunteers

The department has increased funding through our Volunteer Support Package to better train and equip Our volunteers. This has contributed to a significant increase in the number of SES volunteers trained. The training enhances their response capabilities and safety, and contributes to their personal development.



Achieving goals and setting challenges

This scorecard is a snapshot of our performance against each key result area in the 2005–09 corporate plan. It covers the key outcomes we focused on during the year.

Key result areas	Key strategies	Key measures of success
Enhance community safety and prevention capability	<ul style="list-style-type: none"> ▶ Develop and improve initiatives to build capability and capacity of communities to reduce the incidence and impact of emergencies and disasters. ▶ Develop the capability of the Queensland Disaster Management System. 	<ul style="list-style-type: none"> ▶ Enhanced community capacity, capability and awareness to achieve safer communities.
Enhance operational service delivery	<ul style="list-style-type: none"> ▶ Improve frontline operational service delivery including critical infrastructure and counter-terrorism initiatives, command and control issues, response times and patient care. ▶ Improve services to specific communities and target groups using adaptable, risk-based models of service delivery. 	<ul style="list-style-type: none"> ▶ Service delivery continues to meet the needs of our stakeholders.
Develop and support our people	<ul style="list-style-type: none"> ▶ Enhance emergency management training, education, recruitment and development, including joint multi-agency special operations. ▶ Provide suitable equipment, equitable access to development opportunities and safe working conditions for staff and volunteers across Queensland. 	<ul style="list-style-type: none"> ▶ Staff and volunteers are appropriately trained, equipped and supported.
Contribute to the national, state and local policy agenda	<ul style="list-style-type: none"> ▶ Contribute to whole-of-government initiatives that strengthen Queensland's disaster management arrangements. ▶ Continue to shape emergency and disaster management at all levels of government. 	<ul style="list-style-type: none"> ▶ Transparent links are established to whole-of-government agenda and priorities.
Continuous business improvement	<ul style="list-style-type: none"> ▶ Ensure performance frameworks are consistent with national and international best practice. ▶ Develop and implement an effective information technology framework that provides operational and corporate management information, decision support systems, e-commerce capability and improved communications technology. 	<ul style="list-style-type: none"> ▶ Leadership and business excellence frameworks are adopted throughout the organisation.

Rating	Explanation/Discussion	Future directions and challenges	Page ref
Achieved	<p>The department continued to enhance safety and prevention capability, including by:</p> <ul style="list-style-type: none"> ▶ completing all fire safety first inspections throughout Queensland of budget accommodation buildings ▶ broadening the focus of the Neighbourhood Watch Program to include community safety, in partnership with other government departments ▶ expanding the exercise program ▶ progressing the review of disaster management arrangements to make them more responsive and scalable. 	<ul style="list-style-type: none"> ▶ Community safety through mitigation and prevention. 	16, 34–37, 39, 53
Achieved	<p>The department continued to provide a world-class emergency and disaster management service, demonstrated by:</p> <ul style="list-style-type: none"> ▶ leading and coordinating the effective Queensland Government response to Tropical Cyclone Larry ▶ improving ambulance response times to code 1 emergencies, attending 69.4% within 10 minutes ▶ sustaining a rapid response rate to structural fires—consistently exceeding our target of 90% within 14 minutes ▶ progressing implementation of the Counter Terrorism 7 Point Plan. 	<ul style="list-style-type: none"> ▶ Managing increasing demand for services. ▶ Enhancing operational response capability through information and communication technologies. ▶ Improving interoperability with other agencies to ensure seamless emergency response to large-scale events. 	12, 16, 38–43
Partially achieved	<p>The department:</p> <ul style="list-style-type: none"> ▶ increased the level of support to Our volunteers and supported volunteer organisations through the Volunteer Support Package ▶ was recognised for its training—QAS was named Australia’s most innovative training provider at the Australian Training Awards due to overcoming the challenges of delivering training to staff in rural and remote communities. <p>However, the department will introduce a zero harm initiative to reduce workplace health and safety incidents.</p>	<ul style="list-style-type: none"> ▶ Supporting and valuing Our volunteers more effectively. ▶ Embedding the department’s goal of zero harm for workplace health and safety. 	16, 44–49
Substantially achieved	<p>The department continues to play a vital role in shaping emergency and disaster management. EMQ led the development of the Disaster Management Framework in consultation with key stakeholders across government. The framework seeks to strengthen Queensland’s capacity in relation to disasters.</p>	<ul style="list-style-type: none"> ▶ Capturing and implementing lessons learnt from Tropical Cyclone Larry. 	16, 50–52
Achieved	<p>The department is seen as a national leader in business improvement, with QFRS receiving two Australian Business Excellence Framework awards.</p>	<ul style="list-style-type: none"> ▶ Integrating corporate and social responsibility into our management processes. 	16, 53–56

Our future directions and challenges

We live in times that provide many challenges for the provision of emergency services.

Community safety through mitigation and prevention

Mitigation and prevention are now recognised as the keys to risk reduction, property protection and community safety. The most effective way to deliver on mitigation and prevention is to influence land use planning and development decisions.

In recognition of this, in 2003 we introduced a State Planning Policy to incorporate mitigation into land use planning and development decisions in Queensland. It is called *State Planning Policy 1/03 Mitigating the Adverse Impacts of Flood, Bushfire and Landslide*. We are currently developing our capability and expertise to enhance the implementation of the State Planning Policy, and thus to optimise the community safety outcomes for Queensland.

Managing increasing demand for services

Demand is increasing rapidly as a result of a growing and ageing population. Queensland has a population growth rate above the national average, with significant increases in density along the east coast. At the same time, the tyranny of distance in western Queensland is being exacerbated by decreasing populations in many areas. The department is tackling this head-on by increasing capacity and developing flexible and adaptable models of service delivery such as Emergency Service Units. Demand management is also recognised as a key to meeting service delivery expectations into the future. Prevention strategies to reduce demand are being actively pursued.

Enhancing operational response capability through information and communication technologies

Our department is modernising its information and communication technology infrastructure, to address increased demand for services, along with a rapidly changing and more complex technological and operating environment. We are also seeking to exploit the convergence of technology to deliver enhanced operational capability to support incident response, situational awareness for major incident coordination and operational preparedness.

Improve interoperability with other agencies to ensure seamless emergency response to large-scale events

The department has identified the need to ensure a seamless response to large-scale incidents and disasters occurs through developing systems and processes with other agencies within and outside Queensland. Queensland must be prepared for dealing with the consequences of major disasters, whether they are weather-based (like Tropical Cyclone Larry), a human influenza pandemic, or human-caused (e.g. terrorism).

Planning for the threat of mega-catastrophes is being undertaken by our department in close consultation with other Queensland Government departments, other jurisdictions, and the Australian Government.

Supporting and valuing our volunteers more effectively

Emergency service volunteering is becoming increasingly complex and cannot be taken for granted. We are conducting research to obtain quality information on the profile of volunteers, the needs of key employers of volunteers and best practice in volunteer management. This research is helping us to progress volunteer management issues at a state and national level, and ensure a sustainable volunteer workforce for the future.

Embedding the department's goal of 'zero harm' for workplace health and safety

The department is committed to implementing its zero harm vision. This vision, although presently aspirational, will be the focus for our new Workplace Health and Safety Strategy. The department has seen an increase in incidents reported over the last three years, which represents an enhanced awareness of safety issues. As well as this, divisions are making positive inroads in a number of safety initiatives such as wellness programs and manual handling training. The zero harm vision will further enhance and further develop a positive safety culture.

Capturing and implementing lessons learnt from Tropical Cyclone Larry

The lessons learned from Queensland's experience of Tropical Cyclone Larry mirror those of international reports. Specifically, Cyclone Larry revealed the need for:

- ▶ **Scalable response**—systems should be designed to scale up to meet whatever is required and not be designed with a specific size of event in mind.
- ▶ **Flexible response**—processes must be flexible enough to be adapted or even bypassed if required to allow for quick, now-or-never decision making.
- ▶ **Proactive response**—systems must allow government to be proactive and to push resources to where they are most needed.
- ▶ **All hazards focus**—systems, processes, and equipment to minimise the effects of any hazard.
- ▶ **Investment in mitigation**—a commitment to reducing the risk of loss within communities.

Integrating corporate and social responsibility into our management processes

The department is committed to sustainability. We are focusing on ensuring our organisation addresses its own responsibilities to society and the environment through adopting sustainable systems and processes wherever possible and integrating these philosophies into the department's annual planning cycle.

The Queensland Ambulance Service is dedicated to providing world-class pre-hospital care to Queensland's growing population.





The devastation of Larry did not even spare the sign welcoming people to Innisfail.

Tropical Cyclone Larry—Tested and proven (1)

Great impact

The devastation caused by Tropical Cyclone Larry was almost indescribable. When Tropical Cyclone Larry ripped through Innisfail and surrounding towns on the morning of 20 March, it left a vast trail of destruction. Homes and crops were destroyed. Fallen powerlines, corrugated iron and trees littered the streets. Residents' lives were turned upside down. Damage was sustained from Cairns in the north to Cardwell in the south, and inland to the Atherton Tablelands.

Swift disaster response

Despite the widespread devastation and heavy post-cyclone rainfall, the initial emergency response phase of the disaster was swift and effective. Emergency services personnel assisted with everything from tarping roofs to coordinating food distribution, clearing blocked roadways, conducting building safety inspections and providing medical treatment.

Leadership at all levels

As coordination agency for disaster management in Queensland, EMQ initiated disaster management preparations on 17 March, three days before the cyclone crossed the coast. At that stage Larry was nothing more than a tropical depression 1,400 km off the eastern coast of Queensland. By the time it became apparent the cyclone was going to hit the coast with severe intensity, specialist crews had been deployed to the region and liaison with other functional agencies was well under way. SES crews from areas in the cyclone's path were activated and evacuations of more than 1,000 residents began. Safety and cyclone preparation messages were delivered to communities across the region through radio and television announcements.



SES volunteers survey the damage in Innisfail's main street after Tropical Cyclone Larry.

Tropical Cyclone Larry—Tested and proven (2)

Impact

- ▶ The eye crossed the coast at Innisfail between 6:20am and 7:20am on Monday, 20 March 2006
- ▶ Category 4 or 5 cyclone at the time it crossed the coast
- ▶ Maximum wind gusts of 240–290 km/h
- ▶ Eye radius was 15–20 km
- ▶ Estimated central pressure was 950 hPa
- ▶ Travelled some 450 km inland over 13 hours before downgraded to rain depression
- ▶ Radius of destructive winds was approximately 100km
- ▶ Affected area 12,500 km²

Cost to the community

- ▶ 1,000 people left homeless
- ▶ Total damage bill estimated at over \$1.5 billion
- ▶ Between 5,000 and 6,000 homes damaged
- ▶ Roads, bridges, electrical repairs to cost between \$400–600 million
- ▶ Banana, sugar and other crop losses estimated to be \$473 million*

**Source: Assessment of the Economic and Related Impacts of Cyclone Larry on Far North Queensland—A report for the Operation Recovery Industry Action Group, April 2006.*

Our response

- ▶ 1,950 personnel deployed
- ▶ 3 urban search and rescue teams deployed
- ▶ 10,000 tarpaulins deployed
- ▶ Hundreds of thousands of bottles of water delivered
- ▶ 18 EMQ helicopter tasks for supply, medivac and reconnaissance
- ▶ 1,200 flights and rooms booked for personnel supporting the operation



Tropical Cyclone Larry—Tested and proven (3)

Effective collaboration

The effectiveness of the response was largely due to the collaboration between agencies. From the time it became clear that Tropical Cyclone Larry was developing, the State Disaster Management Group convened, bringing together functional agencies from across government involved in the management of disasters.

This collaboration proved incredibly effective, providing consistency in the operation right from the beginning. EMQ played a vital role in coordinating all agencies, and in particular the State Disaster Coordination Group did an exceptional job in coordinating the whole-of-government response from Cairns.

On the ground in Innisfail cooperation between agencies was also evident. An incident management team was established at Innisfail, which was supported by many government agencies and defence personnel. This team worked in support of the Local Disaster Management Group in Innisfail and worked with other local groups in responding to over 13,000 requests for assistance.

Early preparation

EMQ Executive Director Frank Pagano said the effective response from our department was largely due to extensive preparation for this type of scenario.

‘We were prepared for a disaster of this magnitude to hit Queensland well before Tropical Cyclone Larry became a threat to Far North Queensland,’ he said. ‘In fact, as Tropical Cyclone Larry brewed off the Queensland coast there was an eerie sense of familiarity—in November 2005, EMQ staff ran ‘Exercise Weeping Maiden’, a simulation of a category five cyclone hitting Cairns!’

Our divisions profiled:

►	Queensland Fire and Rescue Service (QFRS)	22–23
►	Queensland Ambulance Service (QAS)	24–25
►	Emergency Management Queensland (EMQ)	26–27
►	Business Support Services (BSS)	28–29
►	Strategic Policy and Executive Services (SPES)	30–31



Paramedics and firefighters work side-by-side at the North Mackay Joint Emergency Services Facility.



Queensland Fire and Rescue Service



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

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

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

Staffing and volunteers

Our staff consists of 2,660 full-time equivalent employees. In addition to our permanent firefighters, we employ auxiliary firefighters who play a significant role in providing fire and rescue services in many regional areas throughout the state. Auxiliary firefighters respond to incidents from their homes or places of work when called.

Rural Operations is an integral part of QFRS and plays a vital role supporting volunteer Rural Fire Brigades. Rural Operations is responsible for developing and supporting a community-based approach to fire management in rural and rural/urban interface (iZone) areas throughout the state. Rural Operations supports Queensland's approximately 40,000 dedicated volunteers who form the brigades within the Rural Fire Service.

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

Locations

The division delivers its services from:

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

Headquarters contact details

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

Website

www.fire.qld.gov.au



Statement of Purpose:

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



Key achievements during 2005–06

- Our excellence in business management was recognised at a national level—again.

› more on page 53

- New legislation was developed to improve home safety, safety in licensed premises, reduce unwanted call-outs and improve building fire safety compliance.

› more on page 34

- We improved fire safety in budget accommodation.

› more on page 34

- We introduced a new training package that will enhance our ability to rescue people trapped in flooded waterways.

› more on page 47

- Our air operations capability was further enhanced through the establishment of a national contract for aerial fire fighting resources.

› more on page 40

- We signed an historic mutual aid agreement with New South Wales.

› more on page 42

- The State Operations Centre was officially opened on 7 September 2005.

› more on page 42

- Our Command and Control Development Program was recognised as a leading training course for senior emergency services officers across Australia.

› more on page 47

Key future directions

- We are working with local authorities to plan around water shortages and the use of recycled water.
- Operational response capability will be enhanced through new computer-aided dispatch systems.
- We will continue to improve interoperability with other agencies to ensure seamless emergency management across Queensland.
- We will continue to establish key partnerships with national and international bodies, including the negotiations to become a signatory to the United States of America – Australia Wildfire Arrangement.
- New projects are being planned and developed for implementation across the organisation to improve our preparedness for the bushfire season.



Queensland Ambulance Service



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

The division's services include:

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

QAS provides its services through 2,774 full-time equivalent employees and approximately 400 Honorary Ambulance Officers, including Ambulance Attendants, Community First Responders, Volunteer Drivers and Health Service Responders. Our services are delivered in collaboration with the other divisions of the department.

Locations

QAS delivers its services from 282 service locations, comprising:

- ▶ 223 ambulance stations staffed by permanent employees
- ▶ 48 ambulance stations and locations staffed by volunteers
- ▶ 7 communications centres
- ▶ 4 field offices.

Services are also delivered from:

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

Headquarters contact details

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

Website

www.ambulance.qld.gov.au



Mission: To improve the health and wellbeing of the community.



Winner

Key achievements during 2005–06

- ▶ We continued to improve ambulance response times despite a 12.2% increase in code 1 demand. Paramedics are now on the scene in 69.4% of the most serious cases (code 1) within 10 minutes. This is above the target of 68% and almost a 3% improvement over two years.
[▶ more on pages 12, 41](#)
- ▶ More than 70 additional paramedics were employed to help Queenslanders.
[▶ more on pages 13, 41](#)
- ▶ The survival rate for out-of-hospital cardiac arrest was 21.3% this year. This represents an improvement of 5.5% since 2001–02.
[▶ more on page 41](#)
- ▶ QAS was named as Australia's most innovative training provider at the Australian Training Awards, for its work in overcoming the challenges of delivering training to staff in rural and remote communities.
[▶ more on page 47](#)
- ▶ We introduced the Electronic Ambulance Report Form to incorporate electronic and automated data collection into operational and business processes, and to free paramedics from time-consuming paperwork.
[▶ more on page 54](#)
- ▶ Specially trained paramedics are now capable of working inside the hot and warm zones of a chemical, biological or radiological incident.
[▶ more on page 42](#)

Key future directions

- ▶ We will employ an additional 70 paramedics in 2006–07 to address increasing demand. We will also employ 144 frontline staff over two years to better address workplace health and safety, fatigue and roster reform.
- ▶ Flexible models of service delivery will be developed by promoting First Responder groups and honorary ambulance facilities in rural, remote and Indigenous communities.
- ▶ We will prepare organisational and operational risk management-based responses to community threats such as pandemics and terrorism.
- ▶ We will complete the review of QAS clinical practices, including drug protocols and clinical guidelines, using internationally accepted and evidence-based processes.
- ▶ The scope of practice for paramedics working in isolated areas will be expanded.
- ▶ We will extend flexible delivery approaches to community safety programs including injury prevention courses, CPR for Life and first aid training.

Emergency Management Queensland



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

- ▶ leading and coordinating activities undertaken before, during and after a disaster or emergency to minimise adverse community impacts
- ▶ disaster awareness and hazard reduction services including community safety and education programs, chemical hazard safety management and the Emergency Services Cadets
- ▶ response and recovery services including SES volunteers, Emergency Service Units, EMQ Helicopter Rescue and state disaster response management
- ▶ supporting volunteer marine rescue organisations well as contract and community helicopter providers.

Staffing and volunteers

EMQ delivers its services through 214 full-time equivalent employees and a diverse range of volunteers:

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

Locations:

The division delivers its services from:

- ▶ the Emergency Services headquarters at Kedron
- ▶ 7 regional offices and 12 area offices
- ▶ 3 EMQ Helicopter Rescue air bases (and regional community air bases)
- ▶ numerous volunteer locations.

Headquarters contact details

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

Website

www.emergency.qld.gov.au/emq



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



Finalist Award 2003

Key achievements during 2005–06

- ▶ Disaster preparedness was enhanced through a series of exercises conducted with local governments and other agencies.
[› more on page 40](#)
- ▶ We effectively led and coordinated the immediate Queensland Government response to Tropical Cyclone Larry.
[› more on pages 18–20](#)
- ▶ We led the whole-of-government Pandemic Influenza Taskforce, including conducting regional education and awareness workshops.
[› more on page 50](#)
- ▶ We provided training and disaster risk management services to our neighbouring Pacific Island nations.
[› more on page 56](#)
- ▶ The Emergency Services Cadet Program was expanded, with the establishment of five new cadet groups.
[› more on pages 46, 58](#)
- ▶ We established a second Emergency Service Unit to improve emergency response in rural and remote communities.
[› more on pages 43, 61](#)
- ▶ Our helicopter service, EMQ Helicopter Rescue, increased its capability by upgrading the helicopter fleet and establishing new safety standards.
[› more on page 40](#)

Key future directions

- ▶ We will work towards improving the way we support and value our volunteers.
- ▶ We will focus on capturing and implementing lessons learnt from Tropical Cyclone Larry.
- ▶ We will complete a review of disaster management and implement the recommendations.
- ▶ Community disaster preparedness will be enhanced through the implementation of comprehensive disaster exercise programs.
- ▶ We will facilitate whole-of-government disaster management planning, particularly at local government level.

Business Support Services



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

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

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

Staffing

BSS has 470 full-time equivalent employees, the majority of whom are involved in delivering information and communication technology projects and whole-of-government and whole-of-department systems enhancement. About 50 of our employees are located across the department's seven regions. The remaining staff are located at the Kedron Park Emergency Services Complex. The staff of BSS represent less than 8% of the department's total workforce.

Locations

The division delivers its services from:

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

Headquarters contact details

Business Support Services

Emergency Services Complex

Cnr Park Road and Kedron Park Road,
Kedron Qld

GPO Box 1425, Brisbane Qld 4001

Ph: 07 3247 8604



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

Key achievements during 2005–06

- ▶ The department's new State Operations Centre was equipped with the latest in high-tech planning, resourcing and communication aids to support situational intelligence and logistical planning for major incident coordination.
[▶ more on page 42](#)
- ▶ We developed First Step, a unique and innovative Indigenous traineeship program that will change the face of our workforce.
[▶ more on page 48](#)
- ▶ Initiatives were implemented to facilitate the earlier return to work of injured workers and to enhance the management of workplace health and safety risks.
[▶ more on page 75](#)
- ▶ We assisted divisions with the successful negotiation and implementation of enterprise partnership agreements governing remuneration and conditions for staff.
[▶ more on page 76](#)
- ▶ We trained 538 departmental staff across the state in supportive leadership.
[▶ more on page 48](#)
- ▶ A new code of conduct was developed that for the first time applies to all people working for, or on behalf of, the department, including all volunteers.
[▶ more on page 78](#)
- ▶ We successfully oversaw the sound financial management of the department, which contributed to a positive operating surplus.
[▶ more on page 98](#)
- ▶ We successfully managed the tender and contract arrangements for the replacement of our helicopter fleet.
[▶ more on page 40](#)
- ▶ We managed the implementation of the department's largest ever capital works budget of \$110.9 million.
[▶ more on page 99](#)

Key future directions

- ▶ We will continue our commitment to business and service delivery enhancement and developing strategies to enhance corporate capability.
- ▶ We will manage the implementation of enterprise agreements for the department focussing on award modernisation.
- ▶ Strategies to attract and retain staff will be developed to support the goal of the department becoming a workplace of choice.
- ▶ We will review and implement whole-of-department policy and system development, distribution and governance strategies.
- ▶ Statewide information systems will be implemented in partnership with operational divisions, including Queensland's first statewide computer-aided dispatch system, and the initial establishment of a departmental managed operating environment. The rollout of the electronic ambulance report form will also be completed.
- ▶ Programs to realise the department's goal of zero harm for workplace health and safety will be developed and implemented.

Strategic Policy and Executive Services



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

- ▶ corporate governance
- ▶ strategic planning and management
- ▶ budget development
- ▶ research and strategic policy development
- ▶ risk management
- ▶ corporate communications and media services
- ▶ legal, legislative and Cabinet services
- ▶ community engagement services
- ▶ information flows to and from the Minister and Director-General
- ▶ business improvement via the Australian Business Excellence Framework
- ▶ corporate and performance reporting
- ▶ special projects.

The division acts as the strategic interface with central agencies of government and coordinates whole-of-department responses to cross-government strategic initiatives.

SPES also provides secretariat support to the Emergency Services Advisory Council, Rural Fire Advisory Council and the Executive Management Team.

Staffing

The division has 81 full-time equivalent staff.

Locations:

The division delivers its services from:

- ▶ the Emergency Services headquarters at Kedron
- ▶ the Indigenous Coordination Unit, based in Cairns.

Headquarters contact details

Strategic Policy and Executive Services

Emergency Services Complex

Cnr Park Road and Kedron Park Road,
Kedron Qld

GPO Box 1425, Brisbane Qld 4001

Ph: 07 3247 8797



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

Key achievements during 2005–06

- ▶ We led the development of a national strategy to address emergency management in remote Indigenous communities.

› more on page 52

- ▶ A Multicultural Action Plan was developed, outlining key multicultural priorities to be delivered.

› more on page 77

- ▶ Our excellence in annual reporting was recognised.

› more on page 54

- ▶ We advanced the implementation of the Australian Business Excellence Framework across the department.

› more on pages 49, 53

- ▶ We provided the highest standards in media liaison support during Tropical Cyclone Larry.

› more on page 70

- ▶ The division led the development of an injury prevention course to address the specific needs of multicultural communities.

› more on page 35

Key future directions

- ▶ We will review, reform and integrate the department's planning, performance and risk management processes.

- ▶ A child injury prevention communication campaign will be developed and implemented.

- ▶ We will continue to address community safety concerns through the development of a school-based Junior Community Safety Program in collaboration with the Queensland Police Service.

- ▶ We will support the State Disaster Management Group's review of Queensland's disaster management arrangements and of the implementation of the Cyclone Larry lessons learned.

- ▶ We will support the development of a whole-of-department volunteer management strategy.

- ▶ We will lead the integration of corporate and social responsibility into our management processes.



The Department's integrated model of emergency services delivery means paramedics, SES volunteers and helicopter rescue crews can work together seamlessly and effectively when responding to incidents around the state.

Our performance

Reviewed by each key result area

We have five key result areas where we focus our activities and resources. Through our corporate planning process we developed strategies and key performance indicators under each of the key result areas. In this section we review what has been achieved in each of these key result areas.

Our five key result areas

► Enhance community safety and prevention capability	34
► Enhance operational service delivery	38
► Develop and support our people	44
► Contribute to the national, state and local policy agenda	50
► Continuous business improvement	53



QFRS Commisioner Lee Johnson casts his eye over the latest group of recruit firefighters.

Key Result Area 1: Enhance community safety and prevention capability

Key performance indicators reviewed

Key performance Indicator	Status	Page ref
Number/percentage of local governments and community councils that have completed or are undertaking risk assessment studies.	Achieved.	89
Targets met or exceeded in completed building inspections for compliance with building fire safety standards.	Achieved.	84
Percentage of homes with operational smoke alarms installed.	Substantially achieved. Draft legislation has been developed, making smoke alarms compulsory in all private residences.	84, 34
Number of community education first aid certificates issued per year by QAS.	Substantially achieved. During the year QAS reviewed and relaunched its community education products and services.	88
Number of Year 1 students participating in Fire Education and the number of Year 12 students receiving Road Awareness and Accident Prevention Program instruction.	Achieved.	84
Level of community disaster preparedness.	Substantially achieved. Programs to maintain and increase disaster preparedness are under development. This includes a focus on the preparedness of new residents to coastal communities.	89
Number of stakeholders completing hazardous materials safety management training.	Achieved.	89

Strategies reviewed

Strategy

- Strengthen and ensure compliance with legislation.

Safer budget accommodation

QFRS is committed to the implementation of the *Building and Other Legislation Amendment Act 2002* (BOLA) developed in response to the Childers Backpacker Hostel fire on 23 June 2000.

The QFRS campaign to raise awareness and provide education and training for owners of budget accommodation buildings was extensive and effective. Between August 2005 and June 2006, QFRS undertook 1,574 inspections and by 30 June 2006, 92% of budget accommodation buildings had achieved compliance or were substantially compliant.

An important milestone was achieved this year, with the completion of all first inspections throughout Queensland, with a number of prosecutions pending. A QFRS officer and a representative of local government conducted these inspections.

If the building is compliant after the first inspection, then the building is placed on the normal inspection program carried out by stations.

If the building is non-compliant in the Maintenance Inspection Report or there are items missing from the Fire Safety Management Plan, follow-up inspections are carried out by QFRS personnel. If after the first inspection, building work or an alternative solution is required, follow-up inspections are conducted jointly with local government.

New fire safety legislation developed

The Fire and Rescue Service Amendment Bill 2006 was recently introduced into Parliament. If passed, it is expected that this legislation will make it compulsory for owners of residential houses and units to install smoke alarms in all pre-1997 homes (homes built after 1 July 1997 are already required to have hard-wired smoke alarms). The bill is also expected to reduce overcrowding in licensed premises, especially nightclubs, reduce unwanted call-outs to buildings with automatic alarm systems and improve building fire safety compliance by increasing penalties for building fire safety offences that result in loss of life, injury or significant property loss.

Safer industrial facilities

EMQ administers the *Dangerous Goods Safety Management Act 2001* in partnership with other agencies through delegated or devolved powers of licensing and enforcement. Our partners include the Department of Industrial Relations, the Department of Natural Resources, Mines and Water and individual local governments. The department provides training and technical support for authorised officers of its partner agencies. To date, over 550 authorised officers have been trained and activated in support of the enforcement effort (259 of these during the last year).

During the year EMQ also coordinated phase one (containment) of the whole-of-government contamination management program following a major chemical fire at the Binary Industries facility at Narangba in August 2005.

Our department led and coordinated the action taken to minimise the impact of a dangerous situation and prevent further environmental harm.

As part of our commitment to continuous improvement and to ensure the safe operation of Major Hazard Facilities, incident investigation and enforcement protocols have been reviewed.

Strategies

- ▶ Exploit community engagement principles to improve the effectiveness of community safety programs and models.
- ▶ Develop and improve initiatives to build emergency capability and capacity of groups in the community that are most at risk, such as rural, remote and Indigenous communities.
- ▶ Improve the community profile of safety programs and participation by community members.

Developing safer communities

The Community Safety Project is a partnership between the Department of Emergency Services, Department of Housing, Queensland Police Service and Neighbourhood Watch communities. The project aims to broaden the current crime prevention focus of the Neighbourhood Watch to include community safety, particularly in the home.

Community safety initiatives delivered through the project include CPR for Life, Senior First Aid, QFRS Safehome Program, disaster preparedness initiatives, Queensland Police Service personal safety and home security programs, as well as initiatives such as kerbside numbering, delivered in partnership with local councils.

We have also been developing 'Watch Out!', a school-based community safety program that will incorporate existing community and personal safety programs from our department, the Queensland Police Service and Neighbourhood Watch.

This program, which will be rolled out into targeted schools in early 2007, will incorporate CPR awareness training, relevant first aid and fire safety training, as well as a strong focus on both personal and community safety.

The program has been developed for delivery by teachers and/or local police officers and volunteers, emergency services personnel, Neighbourhood Watch members and relevant community representatives.



Queensland Fire and Rescue Service education programs ensure all school children are taught life-saving fire safety messages.

Keeping children safe

The Child Injury Prevention Project is a partnership between our department and Queensland Health. It is a five-year pilot program focused on reducing the high rate of injury in children zero to four years old in the four key areas of falls, burns/scalds, poisoning and drowning. The project is currently in its final year. The pilot communities are Mount Isa and Mackay.

Many injury prevention initiatives have been delivered in the two target communities including:

- ▶ development of Australia's first Indigenous specific injury prevention booklet *Safety for Piccaninny – Our Little Ones*
- ▶ development and delivery of an injury prevention course to address the specific needs of multicultural communities
- ▶ implementation of the 'Hot Water Burns Like Fire' social marketing campaign to reduce the risk of burns and scalds
- ▶ regular training and awareness sessions in both communities focused on the prevention of child injury and promotion of child safety.

In partnership with Queensland Health, our department is developing a state wide communication campaign to raise awareness of the frequency and severity of childhood injury, particularly in the zero to four years of age category in Queensland communities.

Key Result Area 1: Enhance community safety and prevention capability

The campaign aligns with the aims of the Child Injury Prevention Project, and will incorporate a television and radio advertisement, editorials, resource development, market research and a qualitative benchmarking survey in selected communities across the state.

Keeping Children Safe is a resource being developed to improve the ability of those caring for children to reduce the risk of injury and respond to emergencies. It will be circulated through childcare agencies/networks throughout the state.

Community safety in Indigenous communities

The department's Indigenous Communities Safety Enhancement Package commenced in 2002 and provided \$2.1 million over four years towards initiatives that improve the safety and wellbeing of Aboriginal and Torres Strait Islanders. The enhancement package will continue for another three years, with \$750,000 allocated each year towards initiatives that build sustainable community safety outcomes in Indigenous communities.

Better-prepared Indigenous communities

Targeted media campaigns were conducted through the National Indigenous Radio Service and the Torres Strait Islanders' Media Association to increase community awareness of, preparation for, and response to, severe storms, storm surges, cyclones and floods.

In addition, Disaster Risk Management Guidelines (including education and awareness) for Indigenous communities were implemented in collaboration with each community to ensure they are prepared in the event of an emergency or disaster.

A Junior Indigenous Community Safety Program was also introduced into schools on Horn, Poruma and Yam Islands in the Torres Strait and Kowanyama, Pormpuraaw, Aurukun, Lockhart River, Hopevale and Wujul Wujul in Cape York.

The objectives of the program are to:

- ▶ establish a strong and positive relationship between the department and children in the final years of primary school
- ▶ inspire children to want to become an emergency services officer, and consequently, encourage them to do well and stay at school
- ▶ provide children with practical skills they can use in and outside school in relation to boat safety, knots, bushcraft, navigation, mapping, fire safety, accidents and junior first aid.

Dealing with volatile substance misuse

Volatile substance misuse is a growing problem in Queensland communities. In a joint initiative, QAS and the Queensland Police Service developed new protocols allowing Police greater

discretion in how they deal with people suspected of being under the influence of these substances. The protocols provide a greater focus on working with QAS to ensure the safety of the people involved and keep them out of the justice system.

Promoting responsible young citizens

Safecity is an interactive program delivered by teachers to upper primary school students.

Developed by firefighters and educators, the program aims to build students' understanding of their communities, particularly the various organisations dedicated to building safer and more supportive communities, and engender a sense of active and responsible citizenship.

As a reward for their effort, students may visit an emergency service facility or related organisation.

In Brisbane this may involve a visit to the QFRS Safehome Petrie Precinct, which features a specially designed home to showpiece fire and general home safety

Fire education for our children

Year 1 students across Queensland receive the Fire Education Program (Fire Ed). The program promotes a range of messages, including 'Ring 000 (Triple Zero)', 'Stop Drop and Roll', 'Firefighters Are Your Friends', 'Get Down Low and Go! Go! Go!', 'Get Out and Stay Out', 'Good Fires and Bad Fires' and 'Evacuation Plans'. Teacher information packs and resources are allocated to all schools so that teachers can continue to reinforce the program.

During the 2005 calendar year all students from Year 1 (and some students from other grades as well) received Fire Ed visits.

Road safety education for our young people

A major review and upgrade of the QFRS Road Awareness and Accident Prevention Program was completed, with assistance from other road safety stakeholders. The project was completed under the supervision of the Centre for Accident Research and Road Safety at the Queensland University of Technology. The updated program aligns with the Austroads checklist for road safety education and resources in schools (as endorsed by Queensland Transport) and new road safety learning outcomes for senior school students (as set by Education Queensland).

This program is designed to create awareness of the consequences related to road accidents and to provide strategies for safer behaviour through education and practical demonstration. During the 2005 calendar year 32,571 Year 12 students (or 87.9%) participated in the program.

The program is also delivered to young people at facilities such as youth detention centres, agricultural colleges, some TAFE colleges and Australian military facilities.

Strategies

- Improve collaboration with all levels of government and relevant stakeholders to assist communities to reduce the incidence and impact of emergencies and disasters.
- Lead in the introduction of reforms in disaster management, mitigation, relief, and recovery arrangements.
- Develop the capability of the Queensland Disaster Management System.

of natural disasters. Funding is provided through a partnership arrangement between the federal government, state governments and local agencies.

During the year, 290 applications (including 24 re-applications) for funding within Queensland were approved to a total value of \$31.9 million. Of this, \$16.2 million has been provided for the Natural Disaster Risk Management Studies Program and \$15.7 million has been provided for the Natural Disaster Mitigation Program projects.

Examples of projects currently being funded include: the Toowoomba Escarpment Bushfire Risk Mitigation Project; the Local Government Association of Queensland's Disaster Management, Capability Development and Implementation Project; the Flood Forecasting System for Ipswich; and the Department of Public Work's Cyclone Shelter Upgrade Program.

Preventing disasters

The Natural Disaster Mitigation Program is a national program aimed at identifying and addressing natural disaster risk priorities across Australia. The program continues to fund natural disaster risk management studies and has been expanded to include funding for mitigation works, and other activities that contribute to making communities safer and more sustainable as well as better able to withstand the effects

Joint training programs ensure paramedics and surf life savers can work effectively together to save lives on the state's beaches.



Key Result Area 2: Enhance operational service delivery

Key performance indicators reviewed

Key performance Indicator	Status	Page ref
Level of stakeholder satisfaction with the quality and responsiveness of services.	Achieved.	13, 86, 87, 89, 90
Targets met for life-threatening (code 1) cases receiving ambulance attendance in less than 10 minutes.	Achieved.	12, 41
Percentage of responses to emergencies and disasters within agreed timeframes. (Applies to EMQ Helicopter Rescue responses and State Disaster Coordination Centre operations.)	Achieved.	90
Target met for incidents attended by urban firefighter crews within 14 minutes.	Substantially achieved. Target exceeded by full time permanent stations and composite permanent/auxiliary stations.	12, 86
Survival rate for out of hospital cardiac arrest.	Achieved.	13, 87
Percentage of rural fire brigades resourced in accordance with the standard set for their brigade classification.	Substantially achieved.	85

Strategies reviewed

Strategies

- Improve policy and operational procedures in relation to emerging emergency management concerns, such as the areas where urban development meets rural land and bushland, the recommendations from the Building Fire Safety Taskforce and the Council of Australian Governments' National Inquiry on Bushfire Mitigation and Management.
- Continue research and analysis of community safety issues.

Protecting homes near the bush

QFRS has continued to improve bushfire preparedness in the high fire risk zone where urban development meets rural land and bushland, called the *iZone*.

The *iZone* areas within South East Queensland have been identified and incorporated into a web-based mapping application that, together with a fire weather preparedness application and topographic atlas, will enhance rural fire service delivery and *iZone* management.

The *iZone* program has established a holistic approach to risk reduction in these areas, including better preparing residents before the wildfire season; delivering more training to personnel in fire management strategies; and by further consolidating our incident control capabilities.

Improved QFRS operations management

The State Operations Directorate has been established to ensure the continuous improvement of QFRS operations management. The directorate develops, reviews and improves operational management systems and processes, including operational research, risk reduction, readiness, response and recovery.

This year the directorate has achieved a number of important outcomes including:

- the implementation and first review of the QFRS Operations Doctrine
- consistent operational management tools and resources such as the Field Incident Guide, Tactical Command Kits and Operational Guides
- input into training materials to ensure consistency with operational standards, requirements, practices and emerging trends
- management and coordination of the Air Operations capability and response
- management of the new State Operations Centre, including exercises, state-wide fire fighting capacity, deployments and multi-agency coordination.

The directorate has also been able to provide a dedicated focus on proactively identifying and addressing emerging operational issues and needs.

Research to improve community safety

The Australian Centre for Pre-Hospital Research, a partnership between QAS and the University of Queensland, undertook and presented research on a range of subjects, often using data obtained from ambulance clinical records. Key studies published or presented over the past year with implications for policy development included:

- ▶ research regarding differences between official motorcycle accident statistics and QAS attendances to motorcycle accidents
- ▶ a study which quantified the relationship between acute alcohol consumption and injury severity.

Strategies

- ▶ Improve frontline operational service delivery including critical infrastructure and counter terrorism initiatives, command and control issues, response times and improving patient care.
- ▶ Work collaboratively with other agencies across the state to plan, provide and maintain optimum service, communications and infrastructure support.
- ▶ Improve infrastructure and technologies that support operational service delivery.

Counter terrorism preparedness

The department is focused on delivering the national and Queensland Government initiatives including the Counter Terrorism 7 Point Plan and An Action Plan to Safeguard our Communities.

An emergency strike team is being established to strengthen our operational capabilities and capacity. The team will incorporate a number of specialist emergency management and technical disciplines to support Queensland's emergency management service delivery arrangements. It will be integrated with our Special Operations Centre at Cannon Hill.

We have also begun implementing an initiative to provide greater safety for responders by enhancing their training and equipment. This includes the acquisition of pharmaceutical supplies to enhance readiness for any event, detection equipment and personal protective equipment.

Additionally, the department is participating in the Australian Government's Chemical, Biological and Radiological Enhancement Program. This program is designed to provide each state and territory with the same base level of detection equipment, personal protective clothing, and decontamination and mass casualty management capability.

Bravery award for six-year-old



Kerry Tupper (left) and Ross Nunn with little hero Elyse Hergenham.

Caboolture firefighters recently awarded six-year-old Elyse Hergenham with a Commendation for her quick thinking.

The Year One student awoke to find the kitchen in her house well alight and made her way to her parents' room to wake them. She then assisted her younger brother to safety with techniques she'd learnt from QFRS fire safety lessons at school, such as staying down low and crawling to safety.

QFRS Area Director Kerry Tupper said Elyse's ability to stay calm in such a traumatic situation almost certainly saved the lives of her entire family.

'Elyse has displayed maturity well beyond her years and the fact she didn't panic in circumstances many adults would struggle with has ensured the rest of her family are here to tell the story,' Kerry said.

'This positive outcome to a potentially tragic situation also demonstrates that fire safety awareness does work and children are never too young to learn how to survive similar circumstances.'

Key Result Area 2: Enhance operational service delivery



Aerial water bombing operations have enhanced the Queensland's Fire and Rescue Service's response capabilities.

Prepared for disasters

Major disasters do not, fortunately, occur on a regular basis. However, this means that people who have a role in planning for, or responding to such events do not have many opportunities to develop and maintain their competence on the job. Exercises provide an opportunity for disaster managers and responders to test their skills and evaluate the effectiveness of existing plans.

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

- ▶ Exercise Orchid Alert—a national counter terrorism exercise held in July 2005 aimed to enhance Queensland's investigation and consequence management capabilities and arrangements in the context of a terrorist incident.
- ▶ Exercise Weeping Maiden—a catastrophic cyclone simulation exercise conducted in November 2005 to assist authorities in Cairns and surrounding areas in their preparation to face a major tropical cyclone.
- ▶ Exercise Pandora—a pandemic exercise designed to test the strategic decision-making and communication of the State Disaster Management Group to respond to a large-scale pandemic.

Each exercise was successful in meeting objectives and raising knowledge and skills of individuals from participating agencies and departments. In particular, as a result of the work done prior to, during and following Exercise Weeping Maiden, local governments in North Queensland were able to clearly identify the risk posed by Tropical Cyclones Larry and Monica and ensure that effective preparation, response and recovery strategies could be implemented, thereby reducing the overall impact of the events on the communities of Far North Queensland.

Improved helicopter safety and capability

Our helicopter service, EMQ Helicopter Rescue, increased its capability by establishing new safety standards and upgrading the helicopter fleet.

EMQ enhanced the safety of helicopters transporting patients in situations of poor visibility by developing instrument approaches for five community hospitals. They have been approved by the Civil Aviation Safety Authority and are specific aircraft approaches to a particular site by aircraft instruments (as opposed to visual).

Activities to enhance the helicopter fleet included:

- ▶ replacing the EMQ Helicopter Rescue AS350B/A Squirrel helicopter with a Eurocopter EC 135 twin-engine Instrument Flight Rules helicopter
- ▶ completing contract negotiations for the supply of three new twin-engine helicopters to replace the three EMQ Helicopter Rescue Instrument Flight Rules Bell 412 helicopters
- ▶ commencing negotiations to enhance the helicopter capacity and capability to service the aeromedical needs of the Torres Strait and northern peninsula area.

Service level agreements with community helicopter providers were also enhanced, incorporating the findings of the *Independent review of Queensland's aeromedical and air rescue helicopter network*. This included the implementation of fatigue and safety management systems and an auditing system to support safety management.

Fighting fires from the sky

Air operations have been embraced as a fundamental element of QFRS capability. Building and enhancing this capability has been a key focus during the year. Initiatives included:

- ▶ establishing a national contract for aerial fire fighting resources
- ▶ enhancing the Queensland 'call when needed' register for the provision of air observation and firebombing aircraft
- ▶ introducing new technology to enable the provision of improved and real-time aerial intelligence
- ▶ developing and delivering Air Attack Supervision and Air Observation courses to build capacity in our people in supporting air operations
- ▶ building response protocols particularly for high/extreme fire danger days.

Aerial attack techniques were put into practice and Air Operations staff gained good experience in coordinating multiple fixed-wing aircraft when they provided specialist aviation support to the Country Fire Service in South Australia.

In December 2005, South Australia required additional qualified Air Attack Supervisors to support two fixed-wing water bombers in the lower Eyre Peninsula. South Australia made a national request to all fire fighting agencies for assistance. QFRS deployed five Air Attack Supervisors on a rotational system.

This provided continuous coverage until 3 March 2006. Certificates of appreciation were presented to the QFRS Air Attack Supervisors by the Country Fire Service.

More equipment to fight fires

We are committed to improving emergency response and response times for services provided by the QFRS. New emergency preparedness and response equipment and services were introduced in communities across the state to improve their responsiveness. This included 34 urban pumper appliances, 2 aerial appliances, 10 iZone tankers, 4 support vehicles and 1 rescue tender.

Ambulances are getting there sooner

QAS has continued to improve the time it takes to respond to an emergency. In 69.4% of all code 1 emergencies, an ambulance was on scene in 10 minutes or less; up from 68.6% the previous year, and above our target of greater than 68%.

QAS also maintained its improvement in non-urgent responses (codes 3 and 4), with 74.1% of requests attended within the appointed time compared to 72% last year. This is also above our performance target of greater than 70%.

These improvements in response times are especially significant because the number of calls for assistance have continued to escalate. During the last 12 months code 1 and 2 urgent responses increased 10.2% to 536,227, while code 3 and 4 non-urgent responses increased 4.2% to 210,048. This represents an 8.5% increase in overall demand for ambulance services.

Demand is rising faster than the population growth rate. This is a trend seen in other jurisdictions not only in Australia, but also overseas. While studies are looking at this phenomenon, it is likely we are experiencing the consequences of what the World Health Organization has referred to the increasing burden of chronic disease¹.

More paramedics

During the year over 70 new paramedics were employed to help maintain quick responses from our life saving staff. These additional paramedics are in new positions, above the attrition replacement level. They have been employed in areas of greatest need to ensure the community receives appropriate levels of service.

Improving the likelihood of surviving heart attack

QAS paramedics attended over 45,000 patients last year experiencing chest pain. Time is of the essence in achieving the best outcomes for these patients through appropriate pre hospital care and timely transport to the nearest appropriate health facility.

QAS paramedics also attend about 2,000 patients suffering cardiac arrests each year. The survival rate for out-of-hospital cardiac arrest was 21.3% this year, compared to 21.6% the previous year. Furthermore, 21.3% compares favourably to the rate achieved five years ago (see page 13). Indeed, this represents an improvement of nearly 10% since 1995.

QAS is committed to continuing to improve survival rates in the future. Through consultation with the Medical Advisory Council, QAS is expanding the scope of paramedic practice by implementing medical innovations previously restricted to the hospital environment. These innovations include:

- ▶ introduction of the 12-lead Electrocardiograph, which better equips paramedics in the time-critical diagnosis of cardiac conditions
- ▶ introduction of pre hospital enabling intensive care paramedics to administer fibrinolytic drugs, which break down the blood clots responsible for some heart attacks that lead to cardiac arrest.

In addition, the Australian Resuscitation Council has this year released revised cardio-pulmonary-resuscitation (CPR) guidelines, which are expected to improve patient outcomes from cardiac arrest.

This underscores the need for all members of the community to learn and maintain current CPR and first aid skills. It is highly likely that out-of-hospital cardiac arrest survival rates would increase, if there were:

- ▶ early recognition of heart-related pain, collapse or emergency
- ▶ early access to ambulance/medical assistance
- ▶ early CPR to buy time
- ▶ early defibrillation to restart the heart
- ▶ early advanced care to stabilise
- ▶ transport to definitive hospital care.



Everyone has a role in the Chain of Survival.

¹ World Health Organization, 2005, *Preventing Chronic Diseases: a vital investment*, Geneva.

Key Result Area 2: Enhance operational service delivery

Improved pain management

QAS, through the Medical Advisory Committee, conducts a regular and systematic review of paramedic clinical treatment guidelines and practice. That review process has increased the options for paramedics to administer morphine in the management of pain.

The effective management of pain has been demonstrated, through multiple studies, to influence positive patient outcomes. QAS has a number of evidence-based therapeutic options for pain management. The effective combination of these options ensures a powerful broad-spectrum approach to improving patient outcome and comfort.

The greater use of morphine has enabled QAS to retire the inhaled analgesic product, Entonox. This step has eliminated variability of analgesic effect for the patient and has also provided a safer work environment for paramedics and improved accountability processes.

Paramedics ready for the 'hot zone'

Specially trained paramedics are now capable of working inside the hot and warm zones of a chemical, biological or radiological incident. Previously paramedics had not been trained to enter these sites. Instead firefighters had to bring the patients to the paramedics.

This new strategy will allow paramedics to assist firefighters in retrieving and decontaminating patients, as well as triaging patients and commencing basic interventions sooner. Following decontamination, patients are transferred to paramedics in the cold zone for more comprehensive treatment and transport.

Since chemical, biological and radiological incidents could occur anywhere in Queensland, 12 paramedics have been trained and equipped with personal protection equipment in each region. In addition, there are another 40 trained paramedics in Brisbane.

Strategies

- ▶ Strengthen service planning, development and provision through collaborative regional planning and coordination.
- ▶ Ensure departmental support services enable effective operational service delivery.

Improved fire response across borders

An historic mutual aid agreement has been signed between the New South Wales Fire Brigade Commissioner, Greg Mullins and QFRS Commissioner, Lee Johnson. This agreement formalises a verbal agreement already in place to allow rapid response and sharing of personnel and equipment across state borders in major structural fires and emergencies in the Coolangatta– Tweed Heads border region.

Better large-scale emergency response coordination

The State Operations Centre at our Kedron Park headquarters was officially opened on 7 September 2005. This signified an important step for the department in the improved coordination of large-scale emergency incidents.

The centre is equipped with the latest in high-tech planning, resourcing and communication aids to support fire, ambulance and counter disaster operations during major incidents. It is a central coordination point for major emergency responses across the state.

We are now able to better monitor operations in the field to make sure that planning and logistics are managed at local and state levels.

In addition to its response role, the centre is also capable of monitoring activity across the state prior to large-scale incidents, allowing planning for the deployment of resources and personnel while maintaining service delivery for the rest of the community.

The lessons generated from each activation are being identified and improvements continuously implemented to ensure the centre meets the needs of all stakeholders and collaborates effectively with the State Disaster Coordination Centre.

Since opening, the centre has been activated for several incidents, including the 2005 fire season and Tropical Cyclones Larry and Monica. In total the centre was activated for 35 days and involving 126 staff for approximately 1,300 work hours.

The State Operations Centre at Kedron.



Strategies

- ▶ Improve service delivery to Indigenous communities in accordance with the Indigenous Strategic Plan.
- ▶ Improve community safety in rural and remote communities by establishing Emergency Service Units and Community First Responder groups in partnership with communities.
- ▶ Improve services to specific communities and target groups using adaptable, risk-based models of service delivery.
- ▶ Ensure the efficiency and effectiveness of operational planning by applying adaptable models of service delivery that will meet demographic trends, and community and stakeholder needs.

Innovative solutions for rural and remote communities

The department is committed to developing flexible and innovative service delivery models that meet the needs of rural and remote communities throughout Queensland.

To support those communities the department is actively participating and directly contributing to the whole-of-government *Blueprint for the Bush Strategy*. We are also well placed in communities across Queensland to take a leading role in the development and implementation of the strategy.

Many rural and remote and Indigenous communities are provided with emergency and disaster management services by a range of staff and volunteers. Through these volunteers, we have had the opportunity to develop collaborative partnerships at the local level.

A number of our specific strategies and activities include: Emergency Service Units, the isolated practice paramedic model, first responders, Emergency Services Cadet Program,

training for the Rural Fire Service and the upgrade of the vehicle fleet, the *Bushfire Prepared Communities Strategy*, assistance and support for community disaster recovery and rebuilding, FarmSafe Queensland and Child Safety on Farms, the Child Injury Prevention Project and a community safety website.

Emergency Service Units

During the year EMQ established our second Emergency Service Unit at Talwood (South West Queensland).

These units aim to provide effective and timely volunteer emergency services in rural and remote communities where there are limited resources to provide SES, Rural Fire Services and QAS Community First Responder services.

Each unit is a team of multi-skilled volunteers. They are equipped to deliver a range of functions in response to calls for emergency assistance, either individually, or as a team. These functions may include the First Responder service, wherein a qualified volunteer provides life-saving first aid treatment until medical care arrives, and SES functions, where volunteers provide search, rescue and storm recovery assistance. It may also include fire fighting and fire prevention functions in communities not serviced by urban brigades.

Positive feedback has been received from these units on the operational ease of having a single uniform, and the ability to share equipment and assets.

Better capacity in the far north

EMQ provided office equipment for an additional five offices in the Cape York area to support emergency services. New Ultra-High Frequency (UHF) two-way repeaters and base units were provided to targeted sites as part of the Cape York and Torres Strait UHF Two-way Radio Network, benefiting all emergency services volunteers and providing more reliable communication in these remote areas of the State.

SES volunteers provide a range of essential services for their local communities.



Key Result Area 3: Develop and support our people

Key performance indicators reviewed

Key performance Indicator	Status	Page ref
Implementation of the performance development system throughout the department.	Achieved.	49
Level of volunteer satisfaction. (Applies to SES only.)	Achieved.	90
Increased level of employee satisfaction with access to and quality of training and development programs.	Partially achieved. QAS is developing strategies to address this issue – evidenced by the Australian Training Awards recently naming QAS as Australia’s most innovative training provider, for its work in overcoming the challenges in delivering training to staff in rural and remote communities.	88
Decrease in number of workplace health and safety incidents.	Partially achieved. The department is committed to implementing its zero harm vision. This vision, although presently aspirational, will be the focus for our new Workplace Health and Safety Strategy.	75
Community perception of the professionalism of employees within the department.	Achieved.	13, 86, 87, 89, 90
Targets met or exceeded for employment of target group members.	Partially achieved. A number of initiatives are currently being implemented.	72–73
Number of Emergency Services Cadet Groups/Community First Responder Groups supported.	Achieved.	58, 62, 89

Strategies reviewed

Strategies

- Enhance emergency management training, education, learning and development, including joint multi-agency special operations.
- Conduct joint emergency services training at state and regional level.

World-class training academy

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

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

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

One hundred recruits received training this year, up from 84 in the previous year.

During the year 53,518 training sessions were delivered to 9,052 staff and volunteers comprising 3,928 Urban and Auxiliary Officers and 5,124 Rural staff/volunteers.

The live fire training facility at the academy is used to train firefighters in realistic simulated conditions. During the year 1,034 firefighters and 677 commercial clients were trained at the facility.

The academy’s School of Ambulance and Paramedic Studies is responsible for developing and maintaining high standards of excellence in our ambulance personnel. In addition to entry level education, the School of Ambulance and Paramedic Studies, in conjunction with the Regional Staff Development Units, coordinates continuing professional development for ambulance staff. These combined programs resulted in 8,741 education qualifications being issued to staff this year.

For the third consecutive year the School of Ambulance and Paramedic Studies has managed a marked increase in the number of recruits. This increase in recruiting levels has resulted from a government commitment to address increasing demand for ambulance services.

In addition to providing training for our own staff, the School of Ambulance and Paramedic Studies is in partnership with the Queensland University of Technology, Faculty of Health, in the development of the Bachelor of Health Science (Paramedic) Program. Interest in the course from prospective students has been very high for the two years of its operation. This is evidenced by the fact that prospective students have required a very high standard of achievement to enter the course (an OP of eight). These students have undertaken six weeks of clinical placement with QAS in the first and second year.

Strategies

- Provide suitable equipment, equitable access to development opportunities and safe working conditions for staff and volunteers across Queensland.
- Improve existing programs for volunteers to strengthen volunteer operations.

Supporting our volunteers

Our department supports its volunteers and its network of supported volunteer organisations through a complex set of grants, subsidies and other funding arrangements. A key initiative in recent years has been our Volunteer Support Package. Through this package we have increased the level of support provided to volunteers in the SES, Surf Life Saving Queensland, volunteer marine rescue organisations and the Rural Fire Service.

This package acknowledges the many thousands of Queensland volunteers who selflessly devote their time to assisting their local communities, and helps to ensure that those volunteers are adequately resourced and able to respond.

Rural Fire Brigades were provided with training, personal protective equipment and a range of response vehicles including 35 medium attack fire appliances, 15 light attack fire appliances, 5 heavy tanker cab chassis and 10 fire fighting trailers.

EMQ provided a range of resources for SES volunteers and volunteer marine rescue organisations. Resources provided to SES included protective clothing, flood rescue boats, vertical rescue equipment, road accident rescue equipment, trailers, and other operational equipment.

EMQ also introduced a state-wide volunteer recognition initiative as part of the 30th Anniversary celebrations of the Queensland State Emergency Service.

QAS held the inaugural Community First Responder workshop, which enabled First Responders from across the state to discuss issues of relevance to these volunteers. Issues are currently being addressed through the review of policy and support arrangements.



Mt Gravatt paramedics Lisa Pirret and Graham Wiggins with lucky mum Catherine Fitzgibbons and her little heroes Madeleine and Emily. Photo Michael Marston.

Girls call triple zero and save mum's life

A Brisbane woman had a lucky escape recently when her two daughters, aged six and eight, saved her life by calling triple zero (000) and caring for her until paramedics arrived. At 12:20pm on the 28th January 2006, Catherine Fitzgibbons was swimming with her two little girls when she lost consciousness and ended up face down in their backyard pool after suffering a hypoglycaemic attack. Only the night before Catherine had been discussing with her girls to always call triple zero (000) in an emergency – which is exactly what they did. Six-year-old Madeleine made the call, then eight-year-old Emily ensured her mother's head was kept above water and received instructions from the QAS Communications Centre. When the paramedics arrived, they were greeted at the security gate of the Rochedale property by Madeleine, who guided them to the pool. The first paramedics on scene – Lisa Pirret and Graham Wiggins of the Mount Gravatt Station – were at the property within 10 minutes. Lisa said the actions of Emily and Madeleine were exceptional. 'Their brave efforts and ability to act so maturely and quickly is an absolute achievement, and I have never seen anything like it,' Lisa said. 'If it wasn't for these two girls, trying to rouse mum, the situation could have been more serious.'

Key Result Area 3: Develop and support our people

Strategy

- Improve community safety capacity by expanding the Emergency Services Cadet program in communities throughout Queensland.

Inspiring young people to assist their community

EMQ develops Queensland's young people to assist their community in times of disaster through the Emergency Services Cadet Program. The program gives a sense of belonging, teaches young people to be responsible and assists in the development of their self-esteem. The program has been particularly successful in rural areas. It has assisted young people to grow into community-minded members, with a number going on to join the SES and other emergency services. The program also boasts tremendous diversity, with 48% of cadet members being female, 7% of cadets from an Aboriginal background, 3% from a Torres Strait Islander background, 7% that speak a language other than English and 3% who have a disability.

During 2005–06 new Emergency Services Cadet groups were established at Edmonton, Mitchell, Childers, Doomadgee and Logan, bringing the total number of cadet groups across the state to 49.

Strategies

- Ensure effective recruitment and continuous employment strategies are developed through research-based workforce planning.
- Ensure innovative and effective recruitment strategies that encourage participation from Queensland's diverse cultural groups.

Recruiting disadvantaged people

Since 2005 we have used continuous recruitment practices for the selection of operational basegrade recruits, including firefighters, student paramedics and student communications officers.

The continuous process allows applicants to apply at any time with applicants self-managing completion of their assessments. This process has allowed for a more targeted and consistent approach to assist and advise equal employment opportunity target group applicants through all stages of recruitment.

During the year we appointed 268 new recruits in operational roles, comprising 74 firefighters, 130 student paramedics and 64 student communications officers. Of these recruits, 98 are members of equal employment opportunity target groups.

Another recruitment initiative during the year that assisted disadvantaged groups involved engaging 36 trainees as part of the Australian Government's Breaking the Unemployment Cycle Program. We exceeded all our equal employment opportunity targets in this initiative.

Recruiting qualified ambulance professionals

In 2006 QAS launched its largest ever interstate and international advertising and marketing campaign, titled 'Time for a Seachange', to attract qualified ambulance professionals from around Australia, New Zealand and the United Kingdom. A total of 51 applications have been received by 30 June with 11 appointments confirmed. Further appointments are expected.

Strategy

- Support work and life balance, wellbeing and healthy lifestyle principles through actions whilst maintaining excellence in operational service delivery.

Work life balance

Flexible work practices policy and procedures have been developed and implemented across the department, which includes support for employees to consider options of telecommuting, part-time work arrangements, reduced hours and job share and any other arrangements as agreed between the parties. Work Life Balance Workshops were also held in five regional locations to ensure regional access work life balance initiatives.

Strategies

- Undertake programs that develop and sustain a highly capable, professional, ethical and adaptable workforce that is representative of the community.
- Develop workforce capability to meet our current and future organisational requirements and reflect diversity and equity requirements.
- Improve leadership capability at all levels of the department.
- Continue implementing our Strategic Workforce Management Plan, Indigenous Strategic Plan and Diversity and Equity Plan.

Excellence in QAS training

QAS has been recognised for its investment in staff development. During the year, QAS won the Australian Training Initiative Award for its work in overcoming the challenges of delivering professional development programs to staff in rural and remote locations across the state. Queensland is Australia's most decentralized state, exemplified by the direct line distance between Brisbane and Thursday Island (2,190 km), which is further than the distance between Brisbane and Melbourne (1,374 km).

QAS undertook research emanating from the staff satisfaction survey feedback, to identify the exact nature of learners' needs and to investigate the most suitable models of blended learning as alternative solutions to meeting training needs.

This highlighted the imperative to maintain focus on rural and remote service delivery, including flexible service delivery and work practices. QAS sought to support and empower staff through improving access to, and quality of, in-service education and training. The result was the QAS Learning Organisation Initiative, which allows staff to remain in their communities while undertaking further development through means such as online learning and video-conferencing. This is less disruptive for individuals and their families. It also guarantees equitable and appropriate training coverage for staff in rural and remote communities.



Equipping emergency leaders

The QFRS Command and Control Development Program is recognised as a leading training course for senior emergency services officers across Australia. The program outcomes produce senior officers who can demonstrate reflective practice in the management of people, resources and information in a dynamic emergency environment. It also assists them to develop an awareness of the broader implications of public sector management at senior levels.

The program is conducted as a two-week residential phase at the Queensland Combined Emergency Services Academy in Brisbane, followed by a three-month workplace project.

The third course, held in mid-2006, attracted participants from QFRS, QAS, the Queensland Police Service, the Australian Federal Police, the New South Wales Fire Brigades and the South Australia Country Fire Service.

Developing the course to encourage interstate participation has been highly beneficial for all involved. Participants benefited from the multi-agency focus that allows discussion and debate at a broader level.



Cutting-edge urban search and rescue training courses ensure that Queensland's firefighters and paramedics are ready to respond to building collapses.

Urban search and rescue

QFRS has continued to develop its urban search and rescue capability and is capable of playing a major role within Australia and our region. If called upon, QFRS can deploy a 64-person taskforce to an intrastate or interstate incident and a 40-person team of fully self-sustained Category II trained technicians and paramedics, internationally for up to 10 days.

The Urban Search and Rescue Taskforce also played a major support role during the aftermath of Tropical Cyclone Larry in March 2006. QFRS deployed 120 personnel skilled in urban search and rescue to Innisfail as part of the response effort.

Escaping flood waters

During the wet season QFRS personnel put their own lives at risk to rescue people trapped in flooded waterways.

In June 2006 QFRS commenced the Swiftwater Floodwater Rescue Training Package for QFRS operational personnel (previously they were trained externally). The target is for 120 level II Swiftwater Floodwater Rescue technicians to be trained by the beginning of the wet season in December 2006 and 2,000 level I responders to be trained throughout the state as regions implement this leading edge training package.

Pathways for women

We aim to provide an integrated approach to the development of women at all levels throughout the department. To achieve this, Pathways for Women has been developed to ensure that all female employees are afforded opportunities to gain the knowledge, skills and experience required to progress their careers. Three pathways are being developed—the Foundation Pathway, the Middle Management Pathway and the Executive Pathway. The pathways are built on a foundation of mutual obligation and support. An executive succession plan for women, called DES Express, is an element of the Executive Pathway. The program will identify high-potential female employees capable of rapid advancement to executive positions and to provide them with the mentoring, knowledge, skills, opportunities and support to achieve this. This program is a formal, structured partnership between our division heads and five high-potential women.

Key Result Area 3: Develop and support our people

Supportive leadership

The Supportive Leadership Program is a common-sense approach to supporting each other in the workplace, particularly from a manager/supervisor perspective. This program was delivered to a total of 1,211 departmental staff across the state over the last two years, with 538 staff attending during 2005–06. Sessions were run in various locations across the state. A review of the effectiveness of the program is currently being undertaken by Griffith University and will inform future leadership development choice and direction.

Other initiatives for women

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

The function of the Women's Reference Group is to provide networks and advice on issues affecting women in their work roles and in combining work and family commitments. The group comprises approximately 90 women from across the department. The group met 12 times during 2005–06, and continues to contribute to initiatives that assist women to reach their full potential. The group also has access to resources and forums on the department's intranet. Whole-of-government initiatives we are participating in include sponsoring a number of our employees in the Queensland Women in Public Sector Mentoring Program and the Public Sector Management Program.

First Step Indigenous traineeship program

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

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

The program has been widely promoted within government agencies and Indigenous community organisations, Indigenous employment agencies and Community Development Employment Project organisations throughout Queensland. As a result, 21 Indigenous people have now been selected to participate in the pilot program.

Other Indigenous initiatives

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

These included:

- ▶ a partnership with other Queensland departments in the Aboriginal and Torres Strait Islander Education to Employment Scheme, which offered 10 scholarship placements to Indigenous students in years 10 to 12.
- ▶ sponsoring four cadets in the National Indigenous Cadetship Project. This program provides assistance to Indigenous university students with practical working experience between semesters
- ▶ sponsoring two Indigenous school-based trainees. These traineeships allow students to work as paid employees and progress towards the completion of a nationally recognised qualification and complete their Senior Certificate
- ▶ sponsoring four participants in the Wal-Meta Advancement Program, which is designed to provide training for Indigenous Queensland public service employees
- ▶ partnering with the Community Development Employment Program to train 33 unemployed Indigenous people to become auxiliary firefighters
- ▶ initiating a pilot program in central region to train unemployed Indigenous people to become QAS Patient Transport Officers.
- ▶ As a result of this initiative, five Indigenous students completed their Cert III in Non-Emergency Patient Transport Officer training program in Nov 2005. Of these students, two are now working on-road as Patient Transport Officers in Mackay, two have been accepted into the Student Paramedic program, and the other is enrolled in the Cert IV QAS student program.

Strategy

- ▶ Advance a positive industrial relations environment through partnership with relevant stakeholders.

The workforce management framework of our department is characterised by a complex environment of employing legislation, awards and industrial agreements. The industrial relations strategy has been focused towards a positive industrial relations environment and quality business outcomes for our business units.

Major achievements in the industrial relations strategy for this year included:

- ▶ the negotiation of Enterprise Partnership Agreements with QAS and EMQ Helicopter Rescue
- ▶ ongoing roster reform in the QAS resulting in more effective matches of resources to demand, creating better service delivery for the Queensland community as well as improved work life balance and workplace health and safety for employees

- ▶ bringing the department's radio technicians under a common set of conditions by aligning the former QFRS technicians with the former QAS technicians under the one award
- ▶ bringing the Response and Advice to Chemical Emergency Scientific Officers from EMQ to QFRS, providing an enhanced operational capacity and better working conditions for these officers.

Strategy

- ▶ Encourage staff contribution to corporate strategy through improved performance planning, staff feedback mechanisms and harvesting of innovation and ideas.

Improving our workforce

An extensive external environment scan was conducted to consider the current relevance of issues identified in the original Strategic Workforce Management Plan and to assist in the development of future strategies. A series of regional workshops ensured regional and divisional input and feedback.

This consultation provided the opportunity to gain a snapshot of some of the external and internal strategic issues facing regional areas, and to re-examine the 'hot issues' identified in the original environment scan. The second phase of the review comprised a literature review and data analysis by investigating global workforce management issues, and public sector workforce management issues. Once the collection and analysis of the data are complete, a risk analysis and assessment of the key issues for the department and divisions will be undertaken.

Promoting performance

A revised system of performance development planning has been implemented across the department. The system is an integrated framework for monitoring, assessing and improving performance, and for facilitating the ongoing development of employees. It aims to empower staff in their role and promote

excellence in emergency service delivery through recognition of staff performance. The revised system includes new, simplified performance and development plan templates which directly link employee objectives with the department's organisational strategy, goals and priorities.

360 Degree Feedback

A contemporary integrated electronic 360 Degree Feedback tool and process has been piloted. It is now planned for roll-out across the department to support our performance development system.

Online employee exit interview survey

We are developing an online exit survey for those employees who leave the organisation. The aim is to achieve a defined and structured process to record employee feedback. The information will be used to inform workforce planning particularly, in relation to retention and leadership, Ethical Standards Unit processes and activities, as well as diversity and equity processes and activities.

Staff surveys

The department continues to use a selection of reputable business tools to obtain staff feedback, and subsequently channels this information into organisational improvement. Two of the more prominent tools used include the Queensland Public Agency Staff Survey (QPASS), which helps to evaluate organisational climate issues, and Organisational Self-Assessment, which applies the Australian Business Excellence Framework to identify opportunities for the improvement of our leadership and management systems. The QPASS was administered by three divisions over the 2005-06 period, and the staff feedback is currently being used to guide staff satisfaction strategies that will directly and positively contribute to the development and support of our people.



QAS helps Army medics broaden skills

For two weeks each year you'll see them running as third officer on Queensland Ambulance Service units around the state.

They have the clinical skills, wear a uniform and are eager to develop a skill set not far removed from their own.

Australian Army medics began riding with QAS paramedics midway through 2004 to gain clinical experience outside a military environment and to broaden their skill base to include domestic civilian emergency medical work.

Key Result Area 4: Contribute to national, state and local policy agenda

Key performance indicators reviewed

Key performance Indicator	Status	Page ref
Regional representation on Regional Managers' Coordination Networks.	Achieved.	–
Recommendations implemented from the Council of Australian Governments <i>Natural Disasters in Australia: Reforming Mitigation, Relief and Recovery Arrangements</i> report.	Substantially achieved. Recommendations are being incorporated into disaster mitigation, relief and recovery arrangements.	52
Ongoing departmental representation and contribution to international, national, state and local forums.	Achieved.	50–52

Strategies reviewed

Strategies

- Improve multi-service response and recovery through ongoing and effective information sharing with key government agencies.
- Raise government and community awareness of emergency management policy and service approaches through enhancing our policy and research skills, communication and participation methods.
- Improve safety outcomes for the community by strengthening relationships with community stakeholders and agencies, professional and academic institutions and all levels of government.

Each division of the department has identified improvement opportunities from their response to Cyclone Larry.

Strategy

- Contribute to whole-of-government initiatives that strengthen Queensland's disaster management arrangements.

Lessons learnt from Tropical Cyclone Larry

The recent experience with Tropical Cyclones Larry and Monica provided an invaluable opportunity to test Queensland's disaster management system and reflect on our response to a significant disaster event.

EMQ captured Tropical Cyclone Larry lessons learnt through numerous debriefing sessions and forums, which will continue into the second half of 2006. This is occurring on behalf of the State Disaster Management Group.

The process involves the capture of information and lessons learnt from other Queensland Government departments, government-owned corporations, local governments, the Australian Government and non-government organisations.

Our department is also responsible for coordinating the State Disaster Management Group's Review of Queensland's Disaster Management Arrangements that commenced in November 2005. The capture of lessons learnt from the cyclone is absolutely fundamental to this review, which will identify opportunities to strengthen our current disaster management arrangements.

Pandemic influenza task force

In October 2005, the State Disaster Management Group established the Queensland Pandemic Influenza Planning Task Force to coordinate planning for Queensland in the event of pandemic influenza. This task force was supported by a core group, comprised of functional agency representatives from our department as well as representatives from other Queensland Government Departments, namely Public Works, Communities, Primary Industries and Fisheries, and Queensland Health.

Our department has provided coordination to the pandemic task force by embedding it into the disaster operations section of EMQ.

The State Disaster Management Group undertook a desktop exercise called Exercise Pandora on 19 June 2006. Conducting this type of exercise is necessary to assess the response capability and provide information which can be used to revise state disaster management arrangements and plans.

Exercise Pandora was an opportunity to test strategic decision making and communication methods when responding to a large scale pandemic.

A flu pandemic is a global disease outbreak that occurs when a new influenza virus emerges with the following characteristics:

- ▶ people have little or no immunity against the virus
- ▶ it causes serious illness
- ▶ it spreads easily from person to person, so it can sweep across the country and around the world in very little time
- ▶ there is no vaccine for the virus.

The exercise showed that the State Disaster Management Group has the ability to successfully manage an outbreak of this nature.

Strategies

- ▶ Continue to shape emergency and disaster management reform in accordance with the principles and recommendations of the Council of Australian Government's reviews, including the *Natural Disasters in Australia: Reforming Mitigation, Relief and Recovery Arrangements* report; the Council of Australian Governments National Inquiry on Bushfire Mitigation and Management and the Council of Australian Government's review of hazardous materials.

- ▶ Actively support and shape emergency management policy through national forums, peak bodies and working groups.

- ▶ Develop policy research and advice, and legislative and regulatory frameworks, which enhance service delivery and community safety.

- ▶ Strengthen community safety policy and practice through alliances and partnerships at the national, state and local levels.

Disaster Management Alliance

In July 2005, the department signed a formal Memorandum of Understanding with the Local Government Association of Queensland to further enhance Queensland's disaster management arrangements. A key driver for this agreement was the need for a holistic approach to emergency and disaster management to encompass activities before, during and after an event.

The department and local governments now have a framework that fosters collaboration and coordination in achieving disaster management reform. In doing so, the alliance seeks to ensure that all levels of government are able to contribute to effective disaster management commensurate with identified risk and community needs.



Jackie Poida planted a big 'thank you' kiss on Fraser Island intensive care paramedic Mal Babb after he made a life-saving early morning mission to her Waddy Point home.

Key Result Area 4: Contribute to national, state and local policy agenda

Disaster Management Strategic Policy Framework

EMQ led the development of the Disaster Management Strategic Policy Framework in consultation with key stakeholders of Queensland's disaster management system, through workshops and a discussion paper. The framework was completed and released in early 2006, recognising that disaster management is a whole-of-government responsibility. The framework seeks to foster improved partnerships and cooperation among a wide range of stakeholders to strengthen Queensland's capacity to prepare for, respond to and recover from disaster events. It is also an important step in the implementation of Queensland's commitment to reforms under the Council of Australian Government's report *Natural Disasters: Reforming Mitigation, Relief and Recovery Arrangements in Australia*. Further information can be obtained from www.disaster.qld.gov.au/publications/

A nuclear-powered solution

Since July 2004, EMQ had been working closely with a number of organisations to plan berthing a nuclear-powered aircraft carrier alongside a Brisbane wharf. This was activated in January 2006 when the USS Ronald Reagan berthed 'pier side' at Fisherman Islands. Brisbane is the only Australian port where a nuclear-powered aircraft carrier can berth 'pier side'.

Enhancing rural health

QAS contributed significantly to the Council of Ambulance Authorities Rural and Remote Symposium held in Mildura, which, among other things, progressed an expanded scope of practice for paramedics operating in isolated communities. QAS is seeking to enhance rural and remote health service provision by enabling paramedics in these areas to assist nurses and doctors with ongoing patient care.

Improving emergency management in Indigenous communities

Our department has led the development of a national strategy to address emergency management in remote Indigenous communities.

The strategy incorporates the priorities and needs of remote Indigenous communities and prescribes the obligation of the Australian Government and the states and territories to partner with remote Indigenous communities to improve community safety.

It was developed through consultation with representatives of remote Indigenous communities and relevant Australian and state/territory agencies and local government. Once endorsed by the Augmented Australasian Police Ministers' Council, it will be launched by the Commonwealth Attorney-General in late 2006.

Cyclone Larry Recovery Taskforce



With the initial response phase of the disaster over, the focus for the operation shifted to community recovery, with General Peter Cosgrove leading the Operation Recovery Taskforce, made up of a team of specialists including representatives from our department.

'Since I arrived in Innisfail after Tropical Cyclone Larry, I have been able to see both the devastation that was caused to far northern Queensland, and also the extraordinary relief effort that is well under way,' General Cosgrove said.

Key Result Area 5: Continuous business improvement

Key performance indicators reviewed

Key performance Indicator	Status	Page ref
All divisions, and the department as a whole, demonstrate improvement through regular organisational self-assessment using the Australian Business Excellence Framework.	Substantially achieved.	53
Performance targets agreed to in the Ministerial Portfolio Statement achieved.	Substantially achieved. The majority of targets were met or exceeded.	84–90
Departmental representation and contribution to international, national, state and local forums.	Achieved.	52–54
The department's annual Financial statements certified without qualification or major adverse comment by Queensland's Auditor-General.	Achieved.	Financial statements
Resolution of compliance issues identified through audit.	Substantially achieved. An Audit Issues Tracking System has been developed to more effectively monitor and manage the implementation of audit recommendations and the associated risks.	65–66

Strategies reviewed

Strategies

- ▶ Ensure performance frameworks are consistent with national and international best practice.
- ▶ Apply the Australian Business Excellence Framework across the department to foster the attainment of excellence.
- ▶ Enhance customer relationship management.
- ▶ Effectively manage new processes, policies and organisational reform initiatives through active participation and collaboration.



Award-winning continuous improvement

The department uses a world-class business excellence model known as the *Australian Business Excellence Framework* as its basis for continuous business improvement. Pioneering work in business excellence started in QAS in 1997 with the conduct of Organisational Self-Assessments against the framework. All five divisions and the department as a single entity use the framework to inform their business excellence needs.

There are seven Australian Business Excellence Awards now held by the department between the three operational divisions. The department currently enjoys a reputation internationally and nationally for its use of the framework, and is considered the leader in the Queensland public sector in this respect.

QFRS recently underwent external assessment against the business excellence framework, and received a Finalist Award for overall performance against the whole Australian Business Excellence Framework. QFRS also won the Category 2—Strategy and Planning Award.

Of the five awards won by Queensland organisations this year, QFRS received two, highlighting the outstanding development of our service at all levels.

In 2005, the department added to divisional successes by completing its first departmental Guided Self Assessment and has integrated identified opportunities for improvement into its strategic planning process.

Key Result Area 5: Continuous business improvement

Excellence in performance reporting

SPES' role in managing the preparation of the annual report was recognised with the department receiving two awards for the 2004–05 report: a Silver Award at the Australasian Reporting Awards and an Award of Excellence at the Queensland Public Sector Annual Report Awards.

Strategies

- ▶ Develop unified and coordinated strategic, business, service and infrastructure planning across the state and regions.
- ▶ Strengthen regional planning and coordination capacity and links to whole-of-government through the Regional Planning and Coordination Teams and the State Planning Group.
- ▶ Improve corporate governance including risk management and knowledge sharing.
- ▶ Develop and implement an effective information technology framework that provides operational and corporate management information, decision support systems, e-commerce capability and improved communications technology.

Reducing paperwork for paramedics

QAS has been developing an electronic automated data collection system for incident and patient care documents. The project is designed to reduce the time paramedics spend doing paperwork and to eliminate the errors that sometimes occur with paper-based systems.

The current paper-based documentation can take up to 13 weeks to be entered into systems for operational and clinical evaluation. However, the electronic system will allow this same process to be achieved in 12 to 24 hours. This will not only reduce the administrative costs, but allow QAS to monitor operations and contribute to sentinel services for outbreaks of disease and trends in injury.

The software was developed in collaboration with Victoria's Metropolitan Ambulance Service. Paramedics will carry a Toughbook Tablet personal computer which will not only record data, but also be an invaluable reference tool. The system will also provide paramedics with access to maps, drug data and a range of policy and procedural information to assist them in their daily duties.

Fire: How prepared are you?

Dave Grundy and David Lobwein of Gowrie Little Plains Rural Fire Brigade visited two pre-school classes at the Gowrie Junction State Primary School during Fire Awareness Week.



This year's Fire Awareness Week was a huge success, with hundreds of events held throughout the State during the week. Events included station open days, displays and community information sessions, school visits, firefighter for a day hostings, evacuation drills and numerous operational demonstrations.

Commissioner Lee Johnson said the week generated a huge amount of exposure for important fire safety messages.

'It was great to see so many events organised and to see them so well received by the community—everyone involved should be really proud of their efforts,' Lee said.

Better technology to enable better response

Information and communication technology plays an integral and ever-increasing role in our day-to-day operational service delivery, incident coordination and situational intelligence for major natural disasters and catastrophic events. We are highly dependent on reliable information and communication technology to ensure lives and property are saved.

Our state-of-the-art information and communication technology supports triple zero telephone services, computer-aided dispatching systems, an extensive radio network and a range of information systems underpinning in-field operations and incident coordination.

This extremely complex environment has been undergoing a significant transformation over the past few years, with major initiatives including:

- ▶ the development of a consolidated Emergency Services computer-aided dispatch system for QAS and QFRS—which is nearing implementation
- ▶ implementation of Queensland's first electronic Ambulance Report Form system
- ▶ major communications enhancements for operational field response

- ▶ equipping our new State Operations Coordination Centre with the latest in high-tech planning, resourcing and communication aids to support situational intelligence and logistical planning for major incident coordination—this capability was critical to the response and recovery efforts for Cyclone Larry
- ▶ extending permanent electronic communications network access to fire and ambulance stations throughout the state to facilitate enhanced communication and information exchange—110 additional stations gained this capability in 2005–06.

To complement this major program, in 2005–06 we consolidated our various information and communication technology units into one single unit. This unit was established to better enable the delivery of integrated statewide programs and initiatives to enhance operational capacity and capability.

During Fire Awareness Week South Western Region firefighters conducted several road accident rescue demonstrations as well as giving fire safety tips at Toowoomba's Grand Central Shopping Centre. The demonstrations proved very popular with patrons throughout the day.



Key Result Area 5: Continuous business improvement

Infrastructure planning for a safe future

We have developed our first *Interim Strategic Infrastructure Plan* to ensure we adequately plan for the future needs of Queensland's communities. This plan identifies the department's probable land, building, vehicle, plant and equipment needs for the next 10 years.

The plan was based upon the department's Asset Strategic Plan, which provides an analysis of service delivery requirements for the state and identifies the adequacy of all built infrastructure, plant and equipment to support this service delivery.

Our department is currently managing almost \$717 million in property, plant and equipment across Queensland.

Enhance operational capability

The launch of Emergency Management Queensland in May 2006, formerly known as Counter Disaster and Rescue Services, reflects the department's commitment to a contemporary approach to emergency management.

With the development of a strong operational identity, EMQ has increased its profile as a provider of world-class emergency management for Queensland communities.

Strategy

- Develop commercial opportunities in accordance with our Commercial Development Policy.

Our Commercial Opportunities Committee has developed Commercial Operations Guidelines that provide information on the processes to be followed when commencing engagement in commercial activity either domestically or overseas. It has also developed a draft Commercial Operations Charter that is intended to underpin any commercial activity undertaken.

In the 2005–06 financial year, the department developed a Sponsorship Policy and Special Events Policy to ensure that the department is compliant with whole-of-government policy in these areas.

As part of this commercial focus, QAS recently reviewed industrial and mine site contractual arrangements to ensure full cost recovery, with a number of contracts being renewed or established.

Assisting our Pacific island neighbours

EMQ has played a leading role in assisting Pacific Island nations adopt a comprehensive hazard and risk management approach. EMQ provided training and disaster risk management services to representatives of the Kingdom of Tonga as part of the International Aid and Development Business Policy. This partnership has strengthened national and regional partnerships with particular emphasis on the South Pacific Applied Geoscience Commission regional support initiatives.

Our volunteers

Ordinary people, extraordinary contribution

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

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Cora Zyp is one of our Rural Fire volunteers. She is also a qualified Doctor of Medicine and anaesthetist.

Our volunteers

QFRS Scientific Unit

The Scientific Unit is the specialist advisory arm of QFRS. The unit provides information, detection and advice on hazardous materials, chemical, biological and radiological threats, chemical toxicity and flammability, public safety and environmental protection.

The unit's seven staff are based in Brisbane. The unit provides a 24–7 scientific advisory service in collaboration with Queensland Health Scientific Services responding primarily within the southeast corner of the state, and provides support to 35 on-call volunteers based across regional Queensland.

The Scientific Unit draws on the services of local chemists and chemical engineers, or other suitably qualified professionals, to provide a prompt, at-the-scene response to chemical incidents. During the year volunteers attended a range of incidents, including chemical spills and reactions in Toowoomba and Cairns, as well as spills and fires involving trucks from Mt Isa to Rockhampton.

How to get involved

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

Emergency Services Cadets

The Emergency Services Cadet Program provides young Queenslanders with opportunities for personal development, skills development and community service. The program, which is open to high school students up to 16 years, is an invaluable training ground for those aspiring to a career in the emergency services. Cadets attend weekly training sessions, often held at SES Headquarters, to gain practical experience with the equipment and procedures their older counterparts use in the field.

Queensland was the first state in Australia to offer Emergency Services Cadets involving SES, QFRS and QAS training. There are approximately 714 cadets supported by 366 adult leaders in 49 Cadet groups throughout Queensland. During 2005–06 new Emergency Services Cadet Groups were established at Edmonton, Mitchell, Childers, Doomadgee and Logan.

In February 2006, the Emergency Services Cadet Program was granted accreditation through the Australian Council of Children and Youth Organisations. The accreditation process also recognised that the Cadet Program is operating as a national benchmark for children and youth organisations.

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

How to get involved

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

- ▶ have commenced Grade 8 at high school but not reached the age of 16 years
- ▶ have their parent's or guardian's permission to enrol
- ▶ be a resident of Australia
- ▶ be certified by their parent or guardian as being capable of carrying out the normal duties and activities of Emergency Services Cadets.

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

Young Queenslanders are learning life-saving skills through the Emergency Services Cadet Program.



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 (still) water. White water organisations include Surf Life Saving Queensland, which provides active volunteer lifesaver patrols on most Queensland beaches; and the Queensland branch of the Royal Life Saving Society Australia. Still water organisations include the Volunteer Marine Rescue Association of Queensland and the Australian Volunteer Coast Guard Association, which both operate in the offshore and estuarine blue water.

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

In 2005–06, the Volunteer Marine Rescue Association of Queensland commissioned one new primary rescue vessel—a 10.8 metre Kevlar Cat for the Whitsunday region known as 'VMR1'. The vessel is furnished with the latest electronic communication and navigation equipment. Other secondary rescue vessels were commissioned for Gladstone, Bundaberg, Brisbane, Raby Bay, Victoria Point, Jacobs Well and Cairns.

During 2005–06, the Volunteer Marine Rescue Association of Queensland and the Australian Volunteer Coast Guard Association obtained their Registered Training Organisation accreditation enabling them to deliver marine training packages to their own members.

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

During 2005–06, additional funding was provided to Surf Life Saving Queensland for the provision of life saving support equipment including, jet skis, inflatable rubber boats, offshore rescue boats, all terrain vehicles, communications equipment and other minor equipment.

How to get involved

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



Two minutes with... Allan Fixter

Job title: Deputy Commander –
Australian Volunteer Coast Guard

Location: Redcliffe

Years of service: 19

Best part of your job:

Having the opportunity to help other people and to be able to come to their aid in their time of need.

Our volunteers

Emergency Service Units

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

The key rationale for the integration of these functions was that many rural and remote communities do not have the infrastructure or human or physical resources to be able to sustain multiple volunteer emergency response agencies. The department launched its second Emergency Service Unit at Talwood in July 2005.

EMQ has developed an implementation plan for the establishment of further Emergency Service Units over the next two years.

How to get involved

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

Rural Fire Service

Rural Fire Brigades are voluntary organisations established to provide assistance to the local community in rural fire management.

Rural Fire Service volunteers undertake tasks to mitigate and respond to fires in their local area. They are also involved in community education activities as well as hazard reduction to reduce the risk to people and property. Volunteers alert the community to bushfire season issues and provide advice on property fire protection.

Rural Fire Brigades conduct controlled burns across the state during the year to reduce excess vegetation and minimise the potential for bushfires to get out of control. Some volunteers also provide support at road accidents and incidents involving hazardous materials.

Announced in June 2006, the Rural Operations Structural Enhancement Package includes the largest increase in numbers since the Rural Fire Service was established in 1948. The enhancements will occur in 2006–07 and are designed to significantly increase service and support provided to the 40,000 Rural Fire Service volunteers in Queensland. Implementation of the Structural Enhancement Package will see 23 new positions being created, providing a 30% increase in the overall Rural Operations staff numbers.

The Rural Fire Service contributed significantly to the Tropical Cyclone Larry response efforts. Approximately 38 Rural Operations staff and over 150 volunteers from approximately 60 rural fire brigades were represented during the clean up. While most of the volunteers were from North Queensland, brigades from the Ipswich and Caboolture areas were also represented. These people provided valuable assistance with both on ground and administrative tasks.

How to get involved

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

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

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

Talwood Emergency Service Unit



State Emergency Service

The SES is a volunteer organisation managed by EMQ. The aim of SES Units is to:

- ▶ prepare themselves and their communities to minimise the effects of a disaster
- ▶ encourage self-help and mutual assistance within each community during times of disasters
- ▶ support the statutory authorities during incidents such as road accidents, searches for missing persons or vertical rescues.

During the year 9,290 SES volunteers from 152 units in Queensland dedicated 93,210 hours to protect and serve their local communities. Each year, SES volunteers spend countless hours training for operational activities including search and rescue operations, responding to storms and severe weather events, and providing operational assistance to other government agencies and emergency services.

The SES played a vital role in the response to Tropical Cyclone Larry which crossed the North Queensland Coast near Innisfail on 20 March 2006. An estimated 835 SES volunteers were deployed to assist with the associated response and recovery operations (see story on this page).

SES volunteers were also actively engaged in monitoring the slip zone on Currumbin Hill when Gold Coast City was inundated with heavy rains in 2005. Over 1,200 SES activations occurred as a result of this event.

SES week was launched on 5 November 2005. This event is a nationally celebrated week of public awareness activities aimed at congratulating SES volunteers within the community, promoting their work and spreading SES community safety messages.

On 11 December 1975, the Queensland SES officially came into being. In this, the SES's 30th year, Queensland celebrated the work and dedication of the many thousands of volunteers. As part of the celebrations a commemorative 30th Anniversary Book was released showcasing the achievements and highlights of the SES spanning three decades.

How to get involved

To qualify as a volunteer for the SES, you must be at least 16 years of age.

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



The Innisfail State Emergency Service crew

The SES inspires us again

The deployment of an estimated 835 SES volunteers to the region affected by Tropical Cyclone Larry was the largest in the organisation's history—more than three times the number deployed during the Charleville flood of 1990.

At least 30 SES volunteers in the Johnstone Shire, which was the hardest hit, rode out the cyclone in their own homes, before coming to the assistance of the local community. The shire's Local Controller, Alan Green, waited out the storm in Innisfail while his family were half-an-hour away in Silkwood. Alan and his local crews, led by Mena Creek Group Leader Sam Monti, Silkwood Group Leader Pat Cassar and Innisfail Group Leader Jie Spence, were first on the ground clearing roads, tarping roofs and getting people out of damaged houses.

Local SES stores were understandably depleted on the first day, but help was quickly on the way from elsewhere in the Far Northern Region. 'I knew the SES was a big family,' Alan said. 'But it was heart-wrenching when other SES volunteers turned up the morning after the cyclone having left their jobs and families to give assistance. We thought we were on our own.'

SES volunteers kept arriving in waves for more than two weeks. Apart from the 326 volunteers from the Far North Region, members from 54 units across the state joined the rescue effort as part of 15 task force teams. 'It's been a huge effort by SES volunteers from within the region and those who have travelled to the region from across the State,' SES Director Eddie Bennet said.

The great stories ranged from the four Irish backpackers who signed up as volunteers to the elderly ladies staffing the 'soup kitchen' in Babinda or 18-year-old Jie Spence who showed maturity well beyond his years as group leader of Innisfail.

Other heroes were the local volunteers, many of whom didn't see their damaged homes in daylight for several days. Alan Green first saw the damage to his home through a video, taken by his wife. Others, such as SES group leaders Grahame Smith (Babinda) and Sam Monti (Mena Creek), kept working in the community despite sustaining personal property losses.

Our volunteers

Honorary Ambulance Officers

There are approximately 400 Honorary Ambulance Officers across the state supplementing regular operational paramedic services. These volunteers include Ambulance Attendants, Community First Responders, Volunteer Drivers and Health Service Responders.

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

A **Community First Responder** is a person in a designated rural, remote or isolated location, trained in advanced first aid, including automatic defibrillation. They respond to local accidents and medical emergencies, providing life saving first aid treatment until the arrival of advanced medical care. There are nearly 200 First Responders, currently operating from 24 locations, who provide an invaluable link between their communities and advanced pre-hospital patient care, where distance or remoteness affects immediate response.

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

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

How to get involved

For further information, please contact Smart Service Queensland on 1300 369 003 or the Volunteer and Community Development Unit on (07) 3109 5055.

Alternatively, use the following Internet address:
www.ambulance.qld.gov.au

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

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

Get involved!

Community First Responders participating in a road accident exercise



Managing our business

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

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The Business Support Services division provides the department's operational divisions with expert advice and services related to finance, workforce, logistics, asset and facilities management, corporate governance, records and information systems.

Our strategic governance framework



Ongoing training exercises keep Queensland Fire and Rescue Service personnel at the cutting of emergency rescue techniques.

The department's corporate governance framework facilitates the effective and efficient delivery of policy, services and departmental responsibilities. In addition, the framework:

- ▶ ensures risks are monitored and assessed
- ▶ supports the desire for continuous business improvement
- ▶ ensures our statutory obligations are met.

An important element of the governance system is the department's stakeholders. They guide the strategic efforts of the department in delivering a safer community and a better quality of life in Queensland through world-class emergency and disaster management services.

Our strategic governance framework provides comprehensive oversight of leadership, strategy and planning, knowledge and information, people management, customer and public relations, innovation and quality of service, financial and non-financial performance reporting and ongoing sustainability.

Additionally, the strategic governance framework continues to ensure our systems and processes are focused on:

- ▶ improving service delivery
- ▶ business excellence
- ▶ continuous improvement
- ▶ enterprise risk management
- ▶ evidence-based decision making
- ▶ efficiency and effectiveness
- ▶ appropriately devolved accountability and authority
- ▶ transparency and clarity of processes
- ▶ quality of working life.

Roles and accountabilities

The department's Director-General, Ms Fiona McKersie, is responsible to the Minister for Emergency Services and the Premier of Queensland for leading and managing the department.

As chief executive, Ms McKersie strategically directs the department's endeavours to realise the vision of the Queensland Government—the Smart State. She positions the department to achieve defined strategic goals within the state whilst influencing the wider emergency services agenda nationally and internationally.

The Director-General and the Executive Management Team (see page 6) oversee the department's corporate governance and undertake the strategic decisions that address emergency services challenges in a continually changing environment.

Sub-committees of the Executive Management Team support the department's governance arrangements and broadly represent the department's major corporate areas.

The five sub-committees are:

- ▶ Communication and Information Technology Committee
- ▶ Finance Committee
- ▶ Audit and Risk Management Committee
- ▶ Workforce Management Committee
- ▶ Policy and Research Committee

Temporary committees are established when necessary to address a specific organisational need.

Executive Management Team

Charter

The team operates under a charter that clearly sets out its responsibility to provide active and visible strategic leadership and oversight.

Meetings

The team generally meets every month except January. In 2005–06, they met on 12 occasions. Significant committee matters included:

- ▶ continued support for the establishment of the Queensland Combined Emergency Services Academy
- ▶ ongoing implementation of the Indigenous Service Delivery Enhancement Package
- ▶ oversight and coordination of organisational reforms
- ▶ monitoring the Queensland (whole-of-government) pandemic influenza planning
- ▶ coordinating the disaster management exercise, Cairns 2005
- ▶ oversight and coordination of the Interim 10 Year Strategic Infrastructure Plan
- ▶ further developing emergency capabilities through Tropical Cyclone Larry—Lessons Learnt forums

Audit and Risk Management Committee

The department's Audit and Risk Management Committee was established to provide independent and expert advice and support to assist the Director-General, as the accountable officer, and the divisional heads to discharge their financial management and operational responsibilities within the department. The *Financial Administration and Audit Act 1977*, the *Financial Management Standard 1997* and other various policies govern its activities.

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

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

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

The membership of the Committee is as follows.

- ▶ Director-General (Chair, and in the capacity of the Chief Accountable Officer)
- ▶ Commissioner, Queensland Ambulance Service
- ▶ Commissioner, Queensland Fire and Rescue Service
- ▶ Executive Director, Emergency Management Queensland
- ▶ Executive Director, Business Support Services
- ▶ Executive Director, Strategic Policy and Executive Services
- ▶ Mr Paul Monaghan, Manager Finance, Queensland Health
- ▶ Mr Bob Shead – Partner Financial Management Consulting, BDO Kendalls
- ▶ Chief Financial Officer (invitee to observe committee proceedings)
- ▶ Director, Internal Audit (invitee to observe committee proceedings)
- ▶ Queensland Audit Office representative (invitee to observe committee proceedings)

The committee meets on a quarterly basis and also undertakes an objective self-assessment of its performance annually. This assessment is to address the performance of the committee against its objectives and key responsibilities.

Achievements and outcomes in 2005–06 included:

- ▶ overseeing the progressive integration of risk management within the department's planning and performance reporting framework
- ▶ review and endorsement of the 2006–07 Annual Internal Audit Plan to ensure audit coverage of key strategic and operational risks
- ▶ review of audit and ethical standards reports
- ▶ review and follow-up of management implementation of audit recommendations
- ▶ monitoring of the internal audit function.

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

Our strategic governance framework

Internal Audit

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

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

The scope of activity includes:

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

Achievements and outcomes in 2005–06 included:

- ▶ substantial completion of the approved and adjusted audit plan
- ▶ audit programs for individual audit assignments were developed and completed – through a highly consultative approach, the vast majority of audit recommendations met with management acceptance and support
- ▶ encouraging management feedback (through formal customer surveys) voicing a general consensus that, over the last five years, Internal Audit services have been meeting the needs of management
- ▶ further strengthening of business relationships with the Queensland Audit Office, divisional Audit Liaison Officers and key work units such as Information Security and Resource Management (BSS) to facilitate effective audit activities
- ▶ further development of assurance and advisory activities as demonstrated through policy reviews and in the unit's timely oversight of, or participation in, significant project steering committees or advisory groups
- ▶ sponsorship of, and active participation in, the development and implementation of the Audit Issues and Tracking System and the necessary business level policy and processes.

This Audit Issues and Tracking System is accessible through the department's intranet. It is a 'best-practice' application has been designed to be an effective and efficient tool for:

- ▶ reporting, recording, monitoring and closing issues and recommendations
- ▶ communicating issues and recommendations amongst all affected parties

Senior officers at the launch of our new Code of Conduct. From left to right: Queensland Fire and Rescue Service Commissioner Lee Johnson, Business Support Services Executive Director Margaret Smith, Director-General Fiona McKersie, Strategic Policy and Executive Services Acting Executive Director Barbara Williams, Queensland Ambulance Service Deputy Commissioner Neil Kirby and Emergency Management Queensland Executive Director Frank Pagano.



- management to respond to issues and recommendations
- monitoring and reporting on risk consistent with the Department's Risk Management Policy and Guidelines;

Internal Audit underwent a rigorous external quality assessment by the Institute of Internal Auditors of Australia and with commendable results; and the Audit plan for 2006–07 has met with the Audit and Risk Management Committee's endorsement.

State Disaster Management Group

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

The Director-General of the Department of the Premier and Cabinet and Coordinator-General, Mr Ross Rolfe, is Chairperson for the Group, and our Director-General is the Deputy Chairperson. Other members of the group include the Commissioner of Police; Directors-General from the departments of Health; State Development, Trade and Innovation; Primary Industries and Fisheries; Communities; Public Works; Transport; Local Government, Sport and Recreation; and the Executive Director of EMQ (Executive Officer to the Group)

The group continues to play a key role in the response to Tropical Cyclone Larry.

Ministerial advisory councils

Emergency Services Advisory Council

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

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

Since its inception in 1999, the council has played a significant role in ensuring community input informs policy decisions for the department. During 2005–06 the council met on four occasions discussing the following issues:

- improving communication with ethnic groups and operational staff

- developing initiatives for rewarding volunteers for their service
- analysis of training costs for volunteers
- improving education on Swift water rescues
- standardisation of aquatic signage across Queensland
- fees for false alarm callouts to temporary occupants of accommodation (such as hotel guests).

New appointments to the council were approved on 13 April 2006. Council members include Ms Eda Beck (Chair), Ms Fiona McKersie, Ms Delena Foster, Mr Mark Gribble, Ms Teresa Hutton, Ms Linley Macleod, Mr Danial Rochford, Mr Peter Smith, Mr Donald Van Rysinge, Ms Shirley Watters, Ms Esma Armstrong, Mr Brian Daley, Mr Glyn Rees, Mr Fred Parker, Mr Peter Griffey and Mr Rodger Sambrooks.

	2003–04	2004–05	2005–06
Total expenses	\$37,848	\$30,110	\$28,420



The Queensland Fire and Rescue Service's training program teaches firefighting techniques under realistic but safe conditions, giving the state's firefighters a better understanding of fire behaviour.

Our strategic governance framework



*The Honourable Pat Purcell, Minister for Emergency Services, with Graham Holzberger, the Commander of the Ingham Coast Guard Flotilla.
Photo courtesy of Ingham Coast Guard.*

Rural Fire Advisory Council

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

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

	2003–04	2004–05	2005–06
Total expenses	\$10,543	\$13,448	\$23,743

During the year the council increased the number of meetings held to discuss and provide direction on a number of vital fire management issues including:

- ▶ policy for educating/advertising on arson
- ▶ protocols for wildfire burning
- ▶ issuing of hazard abatement notices
- ▶ training of rural fire volunteers.

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

Community advisory bodies

Queensland Local Ambulance Committee Advisory Council

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

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

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

Key contributions the council made during 2005–06 included:

- ▶ completion of the revised Local Ambulance Committee Constitution
- ▶ representation on a variety of QAS committees and the Emergency Services Advisory Council
- ▶ formulation of various Local Ambulance Committee policies, procedures and resource materials
- ▶ representation at Local Ambulance Committee Regional Conferences

Local Ambulance Committees

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

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

All Local Ambulance Committee members throughout the state are highly valued members of the ambulance family. The tireless, positive support given to QAS officers contributes greatly to the high level of patient care the service is able to deliver to Queensland.

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

Community members interested in joining or establishing a Local Ambulance Committee should contact (07) 3247 8287 for further information.

State Emergency Service Volunteer Executive Committee

The committee allows SES volunteers direct contact with SES and EMQ Senior Management. They are a strategic partner and key stakeholder in the process of operational and business improvement. Committee members consulted regularly during 2005–06 and continue to provide strategic guidance in volunteer service delivery and volunteer management.

Emergency Services Cadet Steering Committee

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

The Queensland Volunteer Marine Rescue Committee

The Queensland Volunteer Marine Rescue Committee meets quarterly to:

- ▶ provide advice to the Queensland Government and voluntary organisations involved in marine activities
- ▶ investigate and make recommendations on matters referred to the committee
- ▶ ensure suitable guidelines are available for the standardisation of an integrated Queensland statutory service/volunteer marine rescue capability.

It provides a forum, unique in Australia, by which volunteer marine organisations can collaborate on policy development issues.

The committee met four times during 2005–06 to discuss and address issues affecting the marine industry. Issues addressed throughout the year include the correct disposal of unwanted distress beacons and flares, vessel reporting sheets for recreational boat owners, changes to marine legislation, marine search and rescue issues, medivacs, marine communications and other marine-related issues.

Rural Fire Brigade Association of Queensland

The Rural Fire Brigade Association of Queensland comprise a volunteer representative from each of the 15 Rural Fire Service Districts. The association met quarterly to provide advice on policy implementation and volunteer issues.



Two minutes with... Kerry Robins

Job title: Acting Station Officer

Location: Mount Isa

Years of service:

Started as a Communications Officer in 1993

Best part of your job:

Every day is different, the hours are great but most of all the feeling you get by helping someone is priceless.

Most challenging part of your job:

The most challenging aspect of the firefighting job was the strength required.

Being a firefighter means constant study but if you can stick at it the rewards are there. It doesn't matter whether you are male or female. When we are in uniform, we are all firefighters.

Our strategic governance framework

External Accountability

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

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

Statement of Affairs

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

Types of documents we hold

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

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

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

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



The media scrum in Innisfail in the days after Tropical Cyclone Larry crossed the coast

Behind the Scenes...

The coming and going of Tropical Cyclone Larry was certainly no secret, as evidenced by the extensive local, national and international media coverage it attracted.

Working behind the scenes to distribute critical public safety messages and ensure a smooth flow of operational information to media outlets was the department's own team of Media Officers from the Public Affairs and Communications Unit. Operating on a 24-hour roster, the unit's officers were stationed in the State Disaster Coordination Centre in Brisbane, and on the ground in Far North Queensland, before Tropical Cyclone Larry had even crossed the coast.

In the following 14 days, Media Officers conducted more than 450 interviews, including more than 100 with international media organisations including the BBC, CNN, NBC and the Canadian Broadcasting Corporation.

They coordinated more than 60 press conferences and facilitated more than 1,000 interviews with operational personnel.

They also operated on the disaster ground in Innisfail and its surrounds, where dozens of journalists, television crews and photographers had gathered to chronicle the relief effort.

Advisory bodies to the department

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

Freedom of Information (FOI)

Access to departmental documents (other than ambulance reports and audit trails from ambulance communication centres), and amendment of departmental documents concerning the personal affairs of members of the community, are provided through the *Freedom of Information Act 1992*. The application fee for non-personal applications is currently set at \$35.25. Processing and photocopying charges may also apply. Personal applications do not attract fees or charges.

All applications, whether for access to or amendment of documents, should be forwarded to the FOI Unit, Department of Emergency Services, GPO Box 1425, Brisbane Qld 4001

By appointment, applicants are able to view and read documents at the FOI Office, Level 3, Block C, Kedron Park Building, corner Park Road and Kedron Park Road, Kedron, Brisbane.

Ambulance reports and audit trails from ambulance communication centres are available through an administrative access scheme administered and managed by QAS. The cost is currently \$35.65 per application.

Requests for ambulance documents of the type mentioned above should be forwarded to the Health Information Officer, Department of Emergency Services, GPO Box 1425, Brisbane Qld 4001.

FOI Statistics

	2004–05	2005–06
Applications received to process	340	391
Applications completed	334	369
Applications processed within statutory timeframes	100%	99%

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

Legislation

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

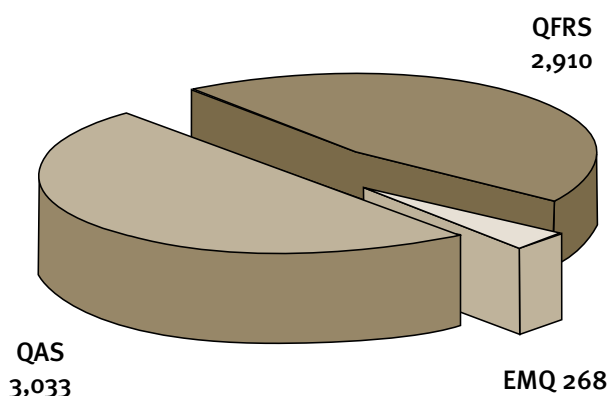
- *Fire and Rescue Service Act 1990*
- *Ambulance Service Act 1991*
- *Disaster Management Act 2003*
- *Dangerous Goods Safety Management Act 2001*
- *Financial Administration and Audit Act 1977*
- *Public Service Act 1996*.

Our people

The total number of full-time equivalent (FTE) staff has grown to 6,211 to meet the demand for emergency services.

The following pie chart and tables show the breakdown of our staff across our three outputs (our operational divisions).

Note that these figures include the department's corporate service allocation, which represents the staff in BSS and SPES allocated across operational divisions.



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

The FTE number is less than a headcount figure, which is an actual count of all staff employed. The headcount of our workforce is currently 8,481.

Total FTEs for the department at 30 June 2006

Division	Actual FTE 30 June 2005	Actual FTE 30 June 2006	Estimated FTE 30 June 2007
QAS	2,891	3,033	3,240
QFRS	2,809	2,910	2,933
EMQ	246	268	268
Total	5,946	6,211	6,441

Profile by operational division

Queensland Fire and Rescue Service	Actual FTE 30 June 2006
Firefighting Staff	
Firefighters	1,351
Station Officers	554
Rural Fire Officers	50
Commissioner\Deputy Commissioner\ Assistant Commissioners	14
Senior Officers	87
Auxiliary	165
Non Firefighting Staff	
Maintenance	67
Communications	103
Administration	269
Corporate Service Allocation	250
TOTAL	2,910

Queensland Amubulance Service	Actual FTE 30 June 2006
Ambulance Operatives	
Qualified Ambulance Officers	1,505
Student and base-level Ambulance Officers	461
Patient Transport Officers	153
Clinical Other	1
Communications Staff	282
Operational Support Personnel	
Corporate Support Personnel	209
Corporate Service Allocation	259
TOTAL	3,033

Emergency Management Queensland	Actual FTE 30 June 2006
Office of Executive Director and Deputy	14
Organisational Development	6
Helicopter Services Unit	4
Regional Operations (including EMQ Helicopter Service)	129
Community Safety and Training	37
SES Headquarters	11
Disaster Operations	13
Corporate Service Allocation	54
TOTAL	268

Our department has a strong commitment to promoting equal employment opportunity (EEO).

The current representation of equal employment opportunity groups in our workforce and targets are presented in the table on the following page.

The representation of the four EEO target group members within the department has had modest gains in most areas during 2005–06. A number of initiatives are currently being implemented including providing intensive support to EEO applicants for base grade operational positions and the commencement of the First Step Traineeship and Pathways for Women, which it is anticipated will positively impact on their respective target groups. A key focus of the department is to embed significant cultural change designed to allow the department to reap longer term business advantages from workforce diversification, and legitimate acknowledgement of historical disadvantage, whilst simultaneously raising morale

for individual employees. The recruitment and retention of EEO Trainees through the Breaking the Unemployment Cycle Program should also begin to pay dividends. As at 30 June 2006, 32% of all trainees recruited under this program were Indigenous Australians, 18% were from a non-English speaking background and 12% were people with a disability. Significant work has also been undertaken to increase the EEO response rate by employees to ensure that an accurate picture of the department's demographic profile is available to assist in developing strategies around the EEO target groups.

› more on pages 46–49

Equal employment opportunity targets and actual representation at 30 June 2006

	QAS	QFRS	Public service divisions (including EMQ, BSS and SPES)	Whole-of-department
Aboriginal and Torres Strait Islander people				
Target	2.4%	2.4%	2.4%	2.4%
Actual	1.9%	1.4%	2.4%	1.7%
Women				
Target	35%	5%	50%	50%
Actual	26.4%	4.6%	58%	25.4%
Women in the senior executive service target	15%	8%	25%	25%
Women in the senior executive service actual	8.3%	0%	31.2%	14.9%
Women in management target	20%	7%	35%	35%
Women in management actual	7.6%	4.5%	31.6%	19.8%
Culturally and linguistically diverse people				
Target	5%	6%	13.5%	13.5%
Actual	4.1%	3.8%	11.1%	4.8%
People with a disability				
Target	9%	5%	10%	8%
Actual	7.3%	4.7%	9.8%	6.4%

Our people



Two minutes with... Simon Dickens

Job title: Patient Transport Officer

Location: Collinsville

Years of service: 9

Best part of your job:

Helping others in their time of need. Having meaningful interactions with my patients. Being an asset to my community. I also have one of the biggest patient transport runs in Queensland (single officer). I average 3240 km a fortnight, stretching from Collinsville to Bowen, Home Hill, Ayr and Townsville.

A strategic approach to managing our people

We have adopted a overarching strategic approach to the management of our current and future employees through our *Strategic Workforce Management Plan*. The plan was launched in 2004 and continues to be implemented across the department. The aim of the plan is to develop a highly capable, professional, ethical and flexible workforce to provide a safer community and better quality of life in Queensland. The plan focuses on:

- ▶ learning and development
- ▶ leadership performance
- ▶ workforce planning
- ▶ diversity and equity
- ▶ industrial relations
- ▶ workplace health and safety.

Remuneration

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

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

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

Senior executive service staff and equivalents within the department are remunerated in accordance with the provisions contained within the *Public Service Act 1996* and Public Service Commissioner Directives. Senior executive service staff and equivalents are employed on individual contracts signed between the officer and the Director-General. Salary parity for QAS and QFRS executives was achieved in 2004.

More information on remuneration can be found on pages 102, 113–114 and 118 of the financial statements.

Protecting Our volunteers

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

Impact of Work Choices

The introduction of the Federal Government's *Work Choices Amendment Act 1996* has not impacted on employment within the department. The department continues to operate under the auspices of the state industrial relations employment framework.

Voluntary early retirements

During the year there were no voluntary early retirements offered or accepted in our department.

Health and safety matters

Our organisational health practices

The department has a corporate Organisational Health team providing governance and a strategic framework to the business units of the department. The team is supported by Regional Organisational Health Advisors who provide advice on workplace health and safety and injury management through the implementation of the Organisational Health Management System at a regional level, reporting directly to senior staff of the three operating divisions.

The key focus of the Organisational Health team over the past financial year has been to further develop and implement the Organisational Health Management System across each of the business units. This system is designed to be consistent with the requirements of Australian Standard AS4804.

In addition, the Organisational Health team is working in collaboration with business units to develop a workplace health and safety strategy 2006–09 and operational plan for 2006–07. The strategy will concentrate on the measurement and improvement of two key performance indicators – lost time injury frequency rates and injury downtime rates.

Workplace Health and Safety

Key performance indicators measuring the health and safety of the department are collected using data provided by WorkCover Queensland. Presently, this data is analysed and provided to business units through the department's Business Performance Report.

Relying on WorkCover Queensland data, although useful, is not enabling the department to study current and developing trends at an instant. A key initiative to improve workplace health and safety data collection is the introduction of a Safety, Health and Environment Information Management System. The system will be trialled initially at a regional level, with the aim being full implementation across all business units of the department, significantly improving the department's response to trends and issues relating to workplace health and safety.

Following a review of incident reporting data, the Organisational Health team has provided the department with a corporate workplace health and safety risk register to enable action priorities to be set against the most significant risks to safety and wellbeing of staff and volunteers. These priorities will assist in the determination of the contents of the current and future workplace health and safety plans.

The department is committed to implementing its 'zero harm' vision. This vision will be the focus for our new Workplace Health and Safety Strategy. The department has increased the focus on incident reporting over the last three years, and is making positive inroads in a number of safety initiatives such as wellness programs and manual handling training. The 'zero harm' vision will further enhance and develop this positive safety culture.

Major achievements in the workplace health and safety strategy for this financial year include:

- ▶ further development and implementation of the Organisational Health Management System in line with Australian Standard 4804:2001 (Occupational Health Management Systems). The system also forms the basis of the whole-of-government Safer Workplaces Strategic Framework and assists all divisions to achieve safer workplace practices and procedures
- ▶ ongoing professional development to the Regional Organisational Health Advisor network including quarterly intensive two-day workshops, and regional visits by workplace health and safety and injury management advisors
- ▶ partnering with all divisions to enhance risk management and incorporate safety procedures into divisional operations.

Our people

Industrial relations

The department's industrial relations strategy is based on line management ownership, with an emphasis on support and assistance from the industrial relations team. The strategy is focused on meeting the needs of business units, meeting whole-of-government obligations and delivering uninterrupted service delivery to the community through effective partnerships with all stakeholders, including employee representative bodies.

The workforce management framework of our department is characterised by a complex environment of employing legislation, awards and industrial instruments. The industrial relations strategy has been focused towards the pursuit of a positive industrial relations environment and quality business outcomes for our business units.

Union membership within QAS and QFRS is relatively high, around 90 percent. Union membership of our other employees is quite low.

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

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

Major achievements in the industrial relations strategy for this financial year include:

- ▶ the negotiation of the Queensland Ambulance Service Enterprise Partnership Agreement 2005
- ▶ the negotiation of the Queensland Helicopter Rescue Enterprise Partnership Agreement 2005
- ▶ ongoing roster reform in the QAS resulting in more effective matches of resources to demand, creating better service delivery for the Queensland community and improved workplace health and safety for employees
- ▶ critical interpretation and support to the development of a QAS electronic timesheet which will enable a consistent approach to the recording and monitoring of hours and entitlements across QAS
- ▶ development and implementation of a comprehensive Employee Entitlements Reference Guide for QAS employees
- ▶ bringing the department's radio technicians under a common set of conditions by aligning the former QFRS technicians with the former QAS technicians under the one award
- ▶ bringing the Response and Advice to Chemical Emergency Scientific Officers from EMQ to QFRS, providing an enhanced operational capacity and better working conditions for these officers.

The SES are trained to respond to flooding and storm surge emergencies.



Multicultural affairs

Our department is proud of its support for multiculturalism, both in its interaction with the community and in relation to its own workforce. We will continue to work on this strong foundation to create an organisation that is responsive to community values and expectations.

Promoting diversity and equity

Our Diversity and Equity Plan—Towards 2008 aims to create an organisational environment that supports and values our inherent diversity and ensures at all levels the workforce is reflective of the community it serves. The plan is about valuing all employees, providing them with a challenging and rewarding work environment, allowing them to reach their full potential. It emphasises the importance of a positive workplace culture and a demonstrated commitment to diversity and equity. The plan also recognises the barriers some members of society have faced in gaining employment and promotion in the workforce. The plan aims to address these past inequities through detailing innovative and holistic strategies to progress employment outcomes for people from the four equal employment opportunity target groups. The plan has also been developed as a guiding framework, enabling the department to meet its legislative requirements and whole-of-government equity planning imperatives. Initiatives are highlighted on pages 46–48.

Enhancing safety in ethnic communities

We are committed to the advancement of multiculturalism across the full range of management and service delivery activities. This has been demonstrated through initiatives and strategic alliances with other government agencies and community groups. Two significant projects included:

- ▶ the Ethnic Fire Safety Project which included research on community safety information targeting tourists, newly arrived migrants and Queensland residents whose primary language is not English
- ▶ the development of a community engagement strategy targeting culturally and linguistically diverse communities to develop an awareness of the role of emergency services and promote emergency management and community safety. This strategy will support and assist the operational divisions working in these communities.

Multicultural action plan

We developed the Multicultural Action Plan 2005–2006 to provide clear direction to all employees, partners and key stakeholders about our strategic contribution and commitment to supporting the Queensland Government's policy 'Multicultural Queensland – a world of difference'.

The action plan identified key multicultural priorities and outcomes for the department. It promoted the delivery of culturally responsible emergency services and a workforce culture that recognises the importance of being welcoming, accepting and inclusive of all people.

The Ethnic Communities Council of Queensland and Multicultural Affairs Queensland provided advice in the development of the action plan.

Community interaction

The department regularly consults and interacts with community organisations in order to ensure service delivery and education and awareness campaigns are culturally appropriate and suitably targeted. Significant community organisations we partner with include the Multicultural Development Association, the Ethnic Communities Council of Queensland and the Logan Multicultural Centre.

Our staff also regularly participate in community events such as the Central Queensland University Multicultural Fair, Harmony Day, the Queensland Multicultural Festival, National Aboriginal and Islander Day of Celebration week activities and Chinese New Year.

The theme of our 2005 Women's Reference Group forum was 'leading from where you stand in a multicultural society' and featured speakers from several ethnic community groups.

Preventing discrimination

We currently deliver training in the prevention of discrimination to student paramedics, commencing communication officers, officers-in-charge, commencing firefighters and other staff as required. We also have a network of officers across the state whom staff can go to with equity and harassment issues.

Cultural awareness

Extensive cultural awareness training is delivered to all new recruits and is being rolled out to existing staff.

Translating and interpreting

We provide interpreters for training groups as required and brochures and promotional materials are developed in languages other than English as the need arises.

Our people



SES volunteers training at Mt. Tamborine

Conduct and ethical standards

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

On-line complaint management

An on-line Complaint Management System has been developed and provides a streamlined approach to the management of complaints relating to employee conduct. The system ensures immediate lodgement of complaints with our Ethical Standards Unit. During the year 319 complaints about the conduct of staff and volunteers were logged onto the system by staff (244 complaints were finalised). The data from this system enables the department to identify trends in allegations received and key misconduct risk areas. It also enables increased sophistication in internal and external reporting to organisations such as the Crime and Misconduct Commission.

A code of conduct for all of our people

We now have a new integrated whole-of-department code of conduct for all employees and volunteers. The code gives effect to the requirements of the *Public Sector Ethics Act 1994*, by clearly describing the ethical responsibilities and identifying appropriate workplace conduct for all of our people. The code is written in plain English, ensuring it is easy to read and applicable to all of our people and work places. Code of conduct materials will be disseminated through 2006–07 across the state to our employees and volunteers. The code of conduct is available on the department's website at: www.emergency.qld.gov.au/publications

Corporate policies for ethical standards

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

Working with the Crime and Misconduct Commission

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

During the year there were 72 matters of suspected official misconduct referred to the Crime and Misconduct Commission for assessment.

Whistleblower protection

The department formally disseminated its Whistleblowers Protection Policy on its intranet. There were four cases received during the year which the department interpreted as being public interest disclosures under the *Whistleblower Protection Act 1994*.

Reducing misconduct

We are working on a plan to reduce misconduct by building the department's capacity through comprehensive policy, management skills, internal controls and education and awareness.

Managerial resolution

During the year we completed rollout of a Managerial Resolution policy for the department.

Our environmental matters

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

World-class training facility with world class environmental management

The department's commitment to clean environment and waste management initiatives is demonstrated at our multi-service training facility, Queensland Combined Emergency Services Academy. The academy consists of simulations and supporting infrastructure (classrooms, vehicle and equipment storage areas etc.) designed to provide practical 'hands on' training to emergency service personnel. The academy is a unique facility, requiring ways to manage the environmental issues related to water runoff and air quality.

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

Wastewater management has also been a priority at the Queensland Combined Emergency Services Academy since its initial concept and construction. This was incorporated into the key design parameters for environmental management during the design and construction of simulations and supporting infrastructure as well as the planning of training activities.

Future planning will include a number of components and mechanisms to enhance wastewater management:

- ▶ recycling and reuse of wastewater to increase the facility's sustainability into the future
- ▶ integration of the various aspects of repair, maintenance and further development of the waste water system
- ▶ establishment of robust procedures for wastewater management.

Water conservation

The department conforms to a regional drought strategy that implements water restrictions based on current water supply levels. Water conservation initiatives are used in the design and construction of all new buildings and the department utilises water management strategies to reduce consumption at every opportunity. The evidence of this commitment can be seen by the 38% reduction in water consumption at the Kedron Park Complex for 2006 in comparison to 2005.

Also QFRS and the United Firefighters Union have been working with Queensland Health, the Environmental Protection Agency and Department of Natural Resources, Mines and Water to conduct a study into the use of recycled water.

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



SES volunteers are trained to respond to vertical rescue incidents.

Our environmental matters

Building management system at our headquarters

We conserve energy and water at our headquarters by using a building management system that controls the lighting, boiling water units, air-conditioning and irrigation systems at the Kedron Park Complex. The building management system ensures the irrigation system is timed for late-night operation (within approved sprinkler times and water restrictions) and the lighting, boiling water units and airconditioning are activated on an after-hours system of two-hour intervals.

Information available for staff

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

The department has also produced environmental management guidelines which are accessible to staff via the Emergency Services website. These guidelines include our environmental management policy and principles.

The Green Team

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

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

Energy management

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

Year	Consumption (Kwh)	Expenditure
2005-06	3,919,837	\$330,813
2004-05	3,337,106	\$326,807
2003-04	3,419,711	\$361,025
2002-03	3,315,736	\$338,104
2001-02	3,174,070	\$286,881

EMQ Helicopter Rescue Noise Abatement

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

Chemical hazard management

The department has further demonstrated its commitment to ensuring the safety of Queenslanders and the protection of the environment through its direct response to the Binary Industries fire in August 2005, where a fire destroyed the property, causing extensive chemical contamination. All emergency services agencies responded to the fire emergency with EMQ working in partnership with the Environment Protection Agency and QFRS to restrict contamination and mitigate impacts both on and off site.

Our management of knowledge

We are strongly committed to promoting knowledge management in our strategic, tactical and operational roles.

Our department has developed a comprehensive strategy that acknowledges the work undertaken by Standards Australia in its standard AS5037-2005 and the associated management framework detailed under the Australian Business Excellence Framework.

Knowledge management is identified as one of the key strategies within the corporate plan and the department's *Strategic Workforce Management Plan*.

We have established a prototype model and are currently trialling this within SPES.

The key features of the model we have developed are:

- configuration of information and reporting supports executive decision making and achievement of corporate objectives
- projects and services are directly linked to our key result areas and performance management
- activities are expected to start from 'second base' (in other words, research sources, business tools and key departmental documents are identified and made accessible to users)
- investment in information technology is used to its potential before the consideration of new investment
- individuals own their projects and services in terms of information quality and currency.

The expectation of the executive is it receives:

- information that is accurate and timely, and supports its role of providing service to its stakeholders
- advice that is innovative, futures-based and identifies trends that will affect operations
- information and reporting supported by quality business processes.

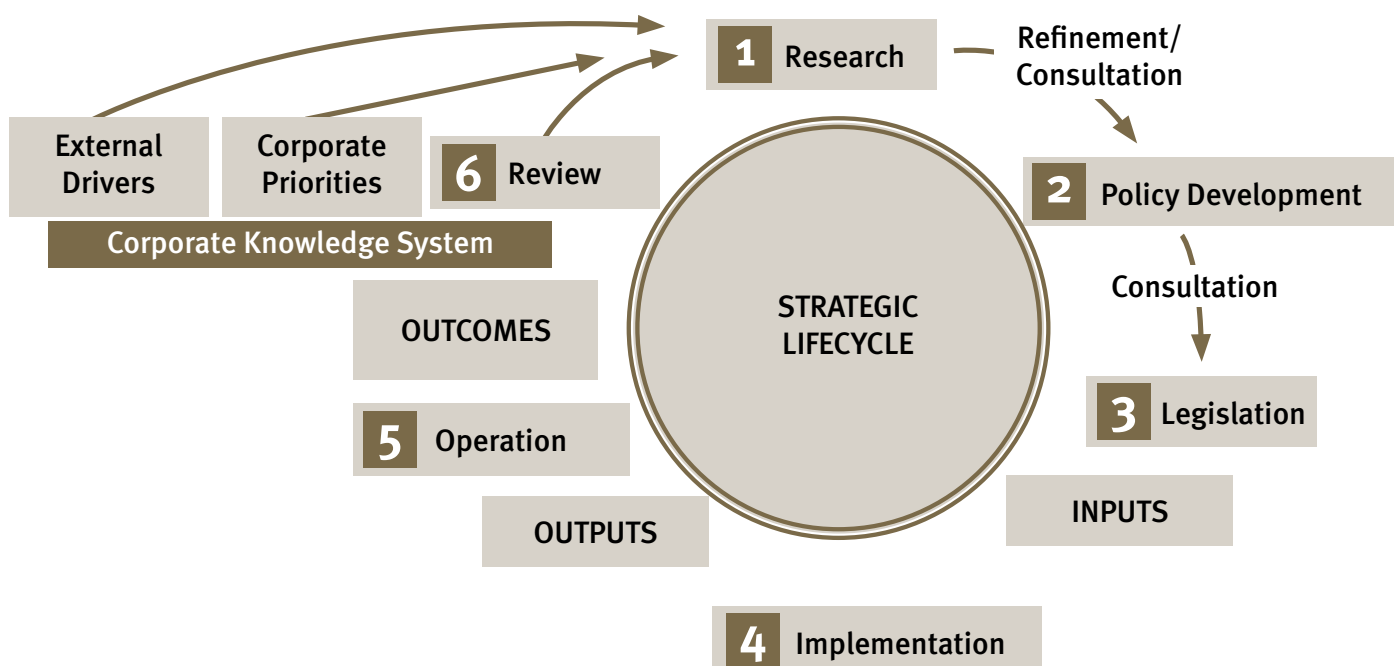
The three components of our model are:

- **the external environment**—what is happening nationally and internationally that will influence current and future practices. This includes 'Emergency Policy Online', a virtual meeting place to exchange information with other emergency services practitioners
- **corporate information**—linking key departmental documents to activities in delivering projects and services
- **business tools and templates**—that provide consistency in approach and methodology to ensure quality in service delivery.

We place high importance on this work, recognising the significant value that resides in the department's tacit knowledge and the risk of not capturing this through clearly articulated systems.

It is also a critical element of business continuity and departmental resilience in facing the reality of major events such as a pandemic.

The strategic lifecycle that our knowledge management system will support is detailed below:





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Appendix 1: Performance summaries

QFRS sub-output—Community safety and awareness

This table provides a summary of performance for QFRS under the sub-output—Community Safety and Awareness. The services include development and delivery of activities mandated by legislation, such as the assessment of building plans for fire

safety features, community education and awareness programs, such as fire education and prevention programs focusing on 'at risk' groups.

Measures	Notes	2004–05	2005–06 Target	2005–06
Quantity				
▶ Percentage of Year 1 students participating in Fire Education	1,7	95%	95%	100%
▶ Percentage of Year 12 school students receiving Road Awareness and Accident Prevention Program	1,7	55%	55%	87.9%
▶ Number of hours per 100,000 population spent on safety promotion and public education activities	2,7	2,857	3,000	3,122
▶ Percentage of hospitals inspected for fire safety	3	68.5%	35%	60.7%
▶ Percentage of nursing homes/aged care hostels inspected for compliance with building fire safety standards	3	57.9%	35%	53.3%
▶ Percentage of licensed liquor premises inspected for compliance with building fire safety standards	3	48.8%	40%	37.8%
▶ Number of fire safety inspections of premises (other than private dwellings) completed	4	11,110	10,000	11,644
▶ Number of hours per 100,000 population spent conducting fire safety activities	2,7	1,970	2,000	1,830
▶ Number of smoke alarms installed by QFRS personnel		3,483	2,800	3,805
Quality				
▶ Percentage of homes with operational smoke alarms installed	5	72%	75%	72%
▶ Percentage of Safehome visits that result in an increase in fire safe practices	6	93%	75%	93%
▶ Percentage of Safehome requests for inspections completed by QFRS personnel within levied areas	7	100%	90%	97%
Cost (\$)				
▶ Cost of conducting Community Safety activities per 100,000 population	7	\$1.049m	\$1.069m	\$1.108m

Notes:

1. The Year 1 Fire Education Program and Year 12 Road Awareness and Accident Prevention Program performance measures are calculated and reported by calendar year, in line with the school year, in this case, the 2005 calendar year. In 2005 the Fire Education Program was also delivered to a number of Year 2 students, therefore this figure is an estimate of the portion of Year 1 students; the Road Awareness and Accident Prevention Program was delivered to a number of Year 11 students and therefore this figure is an estimate of the portion of Year 12 students.
2. As 87.6% of the population falls within the urban levy boundary, per 100,000 population targets have been developed using the following formula: population of Queensland = 4.016 million; 87.6% = 3.518 million; target/35.18 = per 100,000 population target.
3. More emphasis is being placed on the risk factors associated with every individual building in station areas and that the level of risk of the buildings should determine the priority of the fire safety inspections.
4. This measure provides a comprehensive overview of total inspection activities.
5. Data obtained during the 2005 Queensland Household Survey shows the smoke alarm penetration rate is currently 84.2%, and of those households with smoke alarm/detectors installed, 85.5% carried out actions to check and ensure that their smoke alarms are operating (i.e. replacing battery).
6. 2005–06 target is taken from previous year figure. Due to cost of research, this measure will be researched only every three years.
7. These are measured within urban levy boundaries. An urban levy boundary identifies the area within which the QFRS provide a service delivery from an urban fire station in accordance with the functions set out in the *Fire and Rescue Service Act 1990*. These areas are determined in accordance with travel time parameters for each class of urban district, namely Class A, B, C and D.

QFRS sub-output—Operational Preparedness

This table provides a summary of performance for QFRS under the sub-output—Operational Preparedness. Services provided include operational preparedness, ensuring firefighters are prepared and ready to respond to a broad range of emergency situations.

The activities include:

- ▶ training, education and maintenance of firefighter competencies
- ▶ maintenance and provision of equipment, fire vehicles, communication systems, fire stations and other infrastructure.

Measures	Notes	2004–05	2005–06 Target	2005–06
Quantity				
▶ Number of hours spent on maintenance and acquisition of skills that meet competency standards		14,758	10,000	16,013
▶ Percentage of rural fire brigades resourced in accordance with the standard set for their brigade classification	1	88%	90%	88%
Timeliness				
▶ Time to mobilise for urban crews	2,3			
– Full time permanent stations		58.6% in 2 minutes	75% in 2 minutes	58%
– Composite Permanent/Auxiliary stations		48.4% in 5 minutes	75% in 5 minutes	48%
– Auxiliary stations		76.4% in 7 minutes	75% in 7 minutes	78%
Cost (\$)				
▶ Cost of maintaining sufficient human and physical resources to be able to respond effectively to the range of fires and other emergencies, 24 hours a day, every day of the year, per 100,000 population		\$4.605m	\$4.694m	\$4.864m

Notes:

1. This measure refers to Rural Fire Brigade equipment resourcing levels.
2. This measure encompasses all facets of QFRS mobilisation. Mobilising time is taken as the period of time between the call receipt and the time that the officer-in-charge of the vehicle radios to the communication centre that the appliance and crew are en route to the incident. It is a sub-measure of the response time measure reported under the Response and Recovery sub-output, which shows that overall targets are being met. This measure will be reviewed as it is no longer useful.
3. These are measured within urban levy boundaries. An urban levy boundary identifies the area within which QFRS provide a service delivery from an urban fire station in accordance with the functions set out in the *Fire and Rescue Service Act 1990*. These areas are determined in accordance with travel time parameters for each class of urban district, namely Class A, B, C and D.

Appendix 1: Performance summaries

QFRS sub-output—Response and recovery

This table provides a summary of performance for QFRS under the sub-output—Response and Recovery. Services included under this output incorporate fire and road accident rescues, as

well as responding to earthquakes, storms, landslides, bomb blasts and hazardous substances emergencies such as chemical spills.

Measures	Notes	2004–05	2005–06 Target	2005–06
Quantity				
▶ Number of fires and explosions responded to per annum	1	17,090	14,800–20,000	14,127
▶ Number of rescues and medical emergencies involving motor vehicles responded to per annum	1	9,647	6,200–9,000	11,725
▶ Number of other rescues and medical emergencies responded to per annum	1	2,116	1,700–2,300	1,921
▶ Number of false alarms and good intent calls responded to per annum:	1			
– Number of unwanted alarm activations through an automatic fire alarm system		19,277	17,700–20,800	21,363
– Number of other false alarms and good intent calls		5,846	5,600–6,200	6,124
▶ Number of hazardous condition incidents responded to per annum	1	2,966	2,900–3,800	3,074
▶ Number of other incidents responded to per annum	1	3,306	2,900–3,800	3,279
▶ Total number of incidents responded to per annum	1	60,248	59,200–59,400	61,613
▶ Number of Scientific Unit (RACE) Callouts		195	150–200	302
Quality				
▶ Percentage of structural fires confined to room of origin		67%	70–80%	65.2%
▶ Percentage of stakeholders involved in emergency incidents that indicate satisfaction with the service provided	2	95%	95%	95%
– Total value (\$) of property saved per 100,000 population	3,5	\$351.20m	\$440–640m	\$372.28m
– Total value (\$) of property lost per 100,000 population	3,5	\$3.93m	\$4.0–5.6m	\$3.89m
Timeliness				
▶ Time to respond for urban crews to structural fires within urban levy boundaries:	4,5			
– Full-time permanent stations		97.3%	90% within 14 minutes	97%
– Composite Permanent/Auxiliary stations		95.2%	90% within 14 minutes	96%
– Auxiliary stations		86.6%	90% within 14 minutes	89%
Cost (\$)				
▶ Cost per incident as a portion of the output cost.		\$1,112	\$1,015	\$1,174

Notes:

- 2005–06 target has been set to reflect predicted numbers of incidents based on data for the previous five years.
- This measure reflects the level of satisfaction with QFRS services at fire and rescue incidents through an independent ACNielsen survey.
- These measures reflect the initiatives of QFRS towards home safety and property protection. As 87.6% of the population falls within the urban levy boundary, per 100,000 population targets have been developed using the following formula: population of Queensland = 4.016 million; 87.6% = 3.518 million; target/35.18 per 100,000 population target.
- This measure encompasses all facets of QFRS response. Response time is taken as the period of time between the call receipt and the time that the officer in charge of the appliance radios to the communication centre that the appliance and crew have arrived at the incident.
- These are measured within urban levy boundaries. An urban levy boundary identifies the area within which QFRS provide a service delivery from an urban fire station in accordance with the functions set out in the *Fire and Rescue Service Act 1990*. These areas are determined in accordance with travel time parameters for each class of urban district, namely Class A, B, C and D.

QAS sub-output—Ambulance response services

This table provides a summary of performance for QAS under the sub-output—Ambulance response services including measures around emergency response to patients suffering sudden illness or injury, pre-hospital patient care, specialised patient transport services, community based first responder

services, standby at special events, coordination of aeromedical services, inter-health facility transfers, casualty room services and planning for and coordination of multi-casualty incidents and major events.

Measures	Notes	2004–05	2005–06 Target	2005–06
Quantity				
Urgent responses (Code 1 & 2):				
▶ Responses per 1,000 population	1,2	123.86	129–137	133.53
▶ No. of Responses		486,443	520,000–550,000	536,277
Non-urgent responses (Code 3 & 4):				
▶ Responses per 1,000 population	1,2	51.34	50–55	52.31
▶ No. of Responses		201,630	200,000–220,000	210,048
Quality				
Survival rate for out-of-hospital cardiac arrests	3	21.6%	>15%	21.3%
Level of patient satisfaction with quality of care (surveys)		97.8%	>90%	97.6%
Proportion of operational fleet within economic life		82%	85%	83.5%
Timeliness				
% of Code 1 responses attended within less than 10 minutes		68.6%	>68%	69.4%
Time within which 90% of Code 1 responses are attended		16 minutes	<17 minutes	16 mins
% of non-urgent responses attended to by the appointed time		72%	>70%	74.1%
Location				
Ambulance service locations (total)	4	271	266	282
Cost (\$)				
Gross cost per case attended	5	\$365	\$372	\$383
Gross cost per case attended per head of population	5	\$63.94	\$69.07	\$71.23

Notes:

1. 2004–05 estimate based on projected caseload and the Queensland population figure of 3,927,404.
2. 2005–06 estimate based on projected caseload and the Queensland population figure of 4,015,722.
3. Defined as the percentage of adults (> 17 years of age) where the cardiac arrest was of presumed cardiac aetiology, resuscitation was commenced and there was return of spontaneous circulation on arrival at hospital.
4. Defined as ambulance stations, response locations (including First Responder Groups) and communications centres. The 2004–05 outcome did not include the 8 communication centres, which would have increased the total number of ambulance service locations to 279.
5. The sub-output statement reflects adjustments principally relating to the removal of the equity return, which took effect during 2004–05.

Appendix 1: Performance summaries

QAS sub-output—Ambulance community and business services

This table provides a summary of performance for QAS under the sub-output—Ambulance community and business services including measures around community education training including first aid and injury prevention, baby capsule hire

service, research of factors related to incidents involving pre-hospital care, education and development of ambulance professionals, and commercial activities.

Measures	Notes	2004–05	2005–06 Target	2005–06
Quantity				
Number of Community Education Certificates issued/year	1	72,512	71,000–74,000	61,891
Number of baby capsules hired / year (range)	2	9,239	7,000–8,000	11,226
Number of education qualifications achieved by QAS staff	3	4,111	3,000–3,500	8,741
Quality				
Level of employee satisfaction (access to and quality of training programs) Survey	4	31.7%	>75%	38.1%
Level of satisfaction (surveys) with community and workplace education programs		98.3%	>90%	98.8%
Cost				
% of total operating costs spent on staff education and development	5	9.5%	9.5%	9.5%
Total Community Education revenue as a % of Community Education costs	5,6	82.9%	98.4%	82.5%
Total baby capsule revenue as a % of baby capsule hire service costs	5	29.7%	22.9%	30.8%
Revenue from contracted services (as a % of total operating revenue)	5	\$4.2M (1.4%)	\$3.8M (1.2%)	\$5.2M (1.6%)

Notes:

1. QAS has this year reviewed and relaunched its community education products and services, including the development of a new style that is distinctive, innovative and compelling. The review of products and services includes the Australian Resuscitation Council, in conjunction with the International Liaison Committee on Resuscitation, new cardiopulmonary resuscitation guidelines released in February 2006, as well as other clinical advances in first aid.
2. This is a community service program to reduce the incidence of serious injury from motor vehicle crashes to infants through capsule hire, and children through free privately owned restraint installation and safety checks.
3. In-Service Continuing Education Program has now largely been completed by most staff.
4. The satisfaction rate was obtained from the 2006 Queensland Public Agency Staff Survey. Growing demand has reduced the opportunity for some staff to participate in continuing development activities. QAS is developing strategies to address this issue—evidenced by the Australian Training Awards recently naming QAS as Australia's most innovative training provider, for its work in overcoming the challenges in delivering training to staff in rural and remote communities (more on page 47).
5. The sub-output statement reflects adjustments principally relating to the removal of the equity return, which took effect during 2004–05.
6. This includes public education with the community areas where it is not appropriate to seek full cost recovery.

EMQ sub-output—Mitigation, community safety and sustainability services

This table provides a summary of performance for EMQ under the sub-output—Mitigation, community safety and sustainability services. EMQ leads and contributes to national, state and local emergency management policies and strategies to improve the

safety and wellbeing of Queenslanders. Mitigation, community safety and sustainability services provide resources and speciality training and build community capacity to prevent, prepare for, respond to and recover from an emergency.

Measures	Notes	2004–05	2005–06 Target	2005–06
Quantity				
▶ Number of people receiving disaster management training incorporating disaster mitigation concepts		1,542	1,500–2,000	1,811
▶ Number of community disaster awareness and education activities conducted		439	400–600	647
▶ Number/Percentage of local governments and community councils that have completed or are undertaking risk assessment studies	1	146 (92%)	150 (95%)	153 (97%)
▶ Number of gazetted Major Hazard Facilities audited		5	8–12	14
▶ Number of Major Hazard Facility safety reports assessed		6	5–10	11
▶ Number of Emergency Services Cadet Groups supported		45	48–50	49
▶ Number of stakeholders completing hazardous materials safety management training		81	80–160	259
▶ Number of local, district and State disaster management plans developed/reviewed	2	134	50–60	152
Quality				
▶ Level of stakeholder satisfaction with community safety initiatives	3	83%	>75%	83%
▶ Level of community disaster preparedness	4	64%	>70%	64%

Notes:

1. This measure will no longer be continued in 2006–07 as the program has reached close to 100% participation.
2. Increase in estimated actual and target figures due to disaster management officers being recruited within the regions.
3. This result represents survey results in 2004–05 and is a collation of stakeholder satisfaction results regarding hazardous materials safety training and disaster mitigation initiative support. Surveys are conducted every two to three years. Stakeholder satisfaction with disaster management training incorporating disaster mitigation concepts is under review.
4. Measured by an ACNielsen survey in 2004–05. The results indicated a significant increase in community disaster awareness. Programs to increase disaster preparedness are under development and will be reviewed in 2006–07.

Appendix 1: Performance summaries

EMQ sub-output—Response and recovery services

This table provides a summary of performance for EMQ under the sub-output—Response and Recovery Services. EMQ leads and coordinates disaster response and recovery services in Queensland, including natural disaster relief and recovery arrangements and emergency helicopter rescue services. Response and recovery services also incorporate support to State Emergency Service (SES) volunteers through operational

and personal equipment, training, communications and publicity, and legal and occupational protection. Funding support is also provided to contract and community helicopter providers, the Australian Volunteer Coast Guard Association (AVCGA), Volunteer Marine Rescue Association of Queensland (VMRAQ), Surf Life Saving Queensland (SLSQ) and the Royal Life Saving Society through service level agreements.

Measures	Notes	2004–05	2005–06 Target	2005–06
Quantity				
▶ Number of SES volunteer hours of operation	1	67,183	50,000–75,000	93,210
▶ Number of SLSQ Clubs and Branches supported		65	65	65
▶ Number of AVCGA and VMRAQ Units supported		47	47	47
Quality				
▶ Level of stakeholder satisfaction with Queensland Government Helicopter Rescue Service (EMQ Helicopter Rescue)	2	89%	>80%	89%
▶ Level of volunteer satisfaction	3	88%	>75%	88%
Timeliness				
▶ State Disaster Coordination Centre operational within one hour of activation notice		100%	100%	100%
▶ Percentage of Queensland Government Helicopter Rescue Service (EMQ Helicopter Rescue) responses within agreed service delivery targets	4	87%	>90%	90%

Notes:

1. The high number of hours of operations by SES volunteers 2005–06 is due to an increased number of natural disasters, in particular, Tropical Cyclones Larry and Monica.
2. This survey was conducted in 2004 and will be conducted again in the 2006–07 financial year.
3. This 2004–05 enhanced survey measured volunteer satisfaction across a range of issues including training, support for instructors/assessors, awareness issues and provision of rescue and personal protective equipment.
4. This measure has been replaced with an operational measure that will measure the number of emergency helicopter services hours of operation and the number of tasks completed from 2006–07.

Appendix 2: Overseas travel

We provide knowledge, skills and services to both the national and international community and improve our services to the Queensland community by remaining up to date with national and overseas developments in emergency services and associated technologies. Associated travel details are provided 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 Sweden because it is the most cost-effective, high-quality offering available. This type of travel is detailed in *Table 2*.

Another significant component of overseas travel undertaken by staff is externally sponsored. In 2005–06 the purposes for this travel included:

- ▶ providing assistance following the wildfire situation in Sumatra in August 2005;
- ▶ 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
- ▶ undertaking disaster risk management programs for South Pacific countries
- ▶ providing strategic planning assistance to the Papua New Guinea Fire Service
- ▶ attending and/or participating in international emergency service forums to enhance skills, network and benchmark.

This externally sponsored 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
Neil Kirby Deputy Commissioner QAS	Canada	To attend the Roundtable Discussion on community paramedic programming and rural health delivery.	\$13,987 (Estimated)	nil
Richard Bonham Medical Director QAS	New Zealand	To attend the Australasian College for Emergency Medicine Winter Symposium 2005.	\$5,900 (Estimated)	nil
Neil Kirby Deputy Commissioner QAS	China	To finalise arrangements for QAS to conduct short courses in China.	\$7,848	nil
Peter Chatman Area Director QAS	Germany	To attend the 17 th International Conference of Biometeorology.	\$5,056	nil
Michael Kinnane Director-General	New Zealand	To represent DES at the Australasian Fire Authorities Council meeting and support the three Queensland teams entering the Australasian Rescue Challenge.	\$3,484	nil
EMQ Mt Garnet SES—Justin Buck, Michele Butler, Ian Hepple, Owen Higginson, Graham Higginson, Van Sandr, Daryl Camp Training Coordinator EMQ	New Zealand	Mt Garnet SES to participate in the Road Rescue Challenge.	\$8,223	nil
Gerard Lawler Interim Director QCESA	USA & England	To visit best practice sites in emergency service education and emergency service management.	\$13,909	nil
Gavin Leader Officer In-Charge QAS	British Columbia	To research Canadian Ambulance Service delivery models and undertake official business as a representative of QAS.	\$3,177 (Estimated)	nil
Stephen Young Deputy Executive Director EMQ, Trevor Wilson Chief Pilot EMQ, Tony Hodgkinson Chief Engineer EMQ	Italy	To validate and confirm the consensus scores awarded to offers and undertake performance testing of three Bell helicopters	\$29,688	nil
Arthur O'Brien Assistant Commissioner Strategic Development QAS	United Kingdom	To attend the Cambridge International Health Leadership Program.	\$20,810	nil
John Cawcutt Executive Manager State Operations Directorate QFRS	USA	To present at the 2006 International Wildfire Conference.	\$6,157	nil
Steven McKitterick Station Officer QFRS	USA	To personally receive an International Swift Water Rescue Award.	\$4,000 (Estimated)	nil
Mike Morrison Regional Director Brisbane EMQ	USA	Research disaster response and recovery arrangements for catastrophic disaster events.	\$8,713	nil
TOTAL			\$130,952	nil

Appendix 2: Overseas travel

Table 2: Travel for EMQ Helicopter Rescue pilot training

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Michael Toms Pilot EMQ	Sweden	To receive 'world's best practice' training in the Bell 412 helicopter simulator.	\$16,500	nil
Chris Maehl Pilot EMQ			\$17,172	nil
Alex Wright Base Manager EMQ			\$16,219	nil
Phillip Frost Pilot EMQ			\$16,323	nil
Timothy Kesteven Pilot EMQ	Sweden	To receive 'world's best practice' training in the Bell 412 helicopter simulator.	\$32,940	nil
David Given Pilot EMQ				
TOTAL			\$99,154	nil

Table 3: Externally sponsored overseas travel

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Wayne Preedy Regional Disaster Management Officer EMQ	Tonga	To manage a five-day training course in partnership with the South Pacific Applied Geoscience Commission, as per the contract terms of reference.	nil	\$9,220 (Estimated) (Commercial Contract with the Kingdom of Tonga)
Warren Bridson Tonga Project Manager EMQ				
Michelle Grieve Project Officer Commercial Development EMQ	Tonga	To provide administrative assistance to the project team and work on 'Strengthening of Emergency and Risk Management' processes.	nil	\$2,320 (Estimated) (Commercial Contract with the Kingdom of Tonga)
William Leonard Motor Officer QFRS	Papua New Guinea	Undertake commercial activities and rescue equipment servicing to Ok Tedi Mine.	\$175	\$2,992 (Estimated) (Ok Tedi Mining Ltd)
Leon Skinn District Inspector QFRS	Sumatra	To provide emergency assistance with a wildfire situation.	nil	\$35,000 (Estimated) (AUSAID)
John Gresty Manager Air Ops QFRS				
John Cawcutt Area Director QFRS				
Gary Littlewood Manager Technical Rescue QFRS				
Wayne Waltisbuhl District Inspector QFRS				
Russell Linwood Principal Strategy Officer Business Excellence SPES	United States of America	Business Excellence benchmarking tour.	\$3,618	\$12,650 (Senior Officers Business Improvement Network)
Steve Kilburn Station Officer QFRS	Papua New Guinea	Undertake commercial activities and rescue equipment servicing to Ok Tedi Mine.	\$175	\$2,992 (Ok Tedi Mining Ltd)

Table 3 continued on page 93

Table 3: Externally sponsored overseas travel (continued)

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Lee Johnson Commissioner QFRS	New Delhi	To attend the International Search and Rescue Advisory Group Asia/Pacific regional group meeting.	\$860	\$6,125 (Emergency Management Australia)
Lee Johnson Commissioner QFRS, Iain MacKenzie Assistant Commissioner QFRS, Frank Pagano A/Executive Director EMQ, John Cawcutt Manager State Operations Directorate QFRS, Judy Newton Manager Community Education QFRS, Ron Twomey Assistant Commissioner QFRS, Alan Titman Manager Strategic Development QFRS, John Gallina Area Director QFRS, Brad Schealler Area Director QFRS, David Lethbridge Auxiliary Captain QFRS, Ross Williams Safety Assessment Officer QFRS, Mark Roche Manager Strategic Development QFRS, Lindsay Hackett Manager FCOC QFRS, Fergus Adrian Manager Planning and Research QFRS, Tim McGuffog Regional Inspector QFRS	New Zealand	To attend the Australasian Fire Authorities Council Conference.	\$49,830	\$2,860 (Australian Road Rescue Organisation)
Geoff Rose Firefighter QFRS, Igor Jansen Firefighter QFRS, Perter Zauner Firefighter QFRS, Kal Fagg Station Officer QFRS, Dean Tucker Firefighter QFRS, Lisa Hurring Paramedic QAS, Peter Bradow Firefighter QFRS, Matthew Kendall Firefighter QFRS, Mark Haddow Firefighter QFRS, Remco Speekenbrink Firefighter QFRS, John Ryan Firefighter QFRS, Helen Crittenden-Godley Paramedic QAS, Michael Jahnes Auxiliary Firefighter QFRS, Alan Williams Station Officer QFRS, Daryl Rush Area Director QFRS, John Flegg Patient Transport Officer QAS, Ross Findlay Station Officer QFRS, Glen Maule Area Director QAS	New Zealand	To represent Queensland at the Australasian and World Road Rescue Challenge.	\$29,400 (Estimated)	\$17,150 (Estimated) (Australian Road Rescue Organisation)
Bruce Byatt Area Director QFRS, Ian Ogborn Wellness Coordinator QFRS, Mark Gribble Qld Occupational Health & Safety National Coordinator	Hawaii	To attend the Redmond Symposium on the Occupational Health And Safety Hazards for the Fire Service.	\$11,750 (Estimated)	\$1,820 (United Firefighters Union)
Roger Bird Executive Manager QFRS, Gary Gillies Client Manager QAS,	United States of America	To attend the annual VisiCON Users Conference.	\$500	\$8,400 (Spectrum Data Systems International)
Isaac Silas Chief Fire Officer Papua New Guinea	New Zealand	To attend the Australasian Fire Authorities Council Conference.	\$1,499	\$1,627 (South Pacific Applied Geoscience Commission)
Gary Littlewood A/Manager Special Operations QFRS	Estonia	To attend the International Search and Rescue Advisory Group Team Leaders meeting.	\$1,789	\$2,285 (Emergency Management Australia)
Warren Bridson Tonga Project Director EMQ	Tonga	To carry out 'Terms of Reference' of the contract.	Nil	\$3,240 (Commercial contract with the Kingdom of Tonga)
Ron Twomey Assistant Commissioner QFRS	United Arab Emirates	QFRS joined a bid by Noetic Solutions to develop an emergency and crisis management system in Abu Dhabi.	\$850	\$5,484 (Noetic Solutions)

Table 3 continued on page 94

Appendix 2: Overseas travel

Table 3: Externally sponsored overseas travel (continued)

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Rene Van Raders Auxiliary Firefighter QFRS	Papua New Guinea	To provide ongoing training and support to the Emergency Response Crews of Ok Tedi Mine and prepare them for competition in the Queensland Firefighting competition in Tolga.	\$370	\$3,092 (Ok Tedi Mining Ltd)
Fiona McKersie Director-General	United States of America	To attend the Disaster Prevention and Mitigation Conference, and meet with officials in Washington and New Orleans.	\$16,090	\$1,140 (School of Public Health, Harvard University, Boston)
Warren Bridson Tonga Project Director EMQ	Tonga	To conduct a concluding project review meeting.	nil	\$1,700 (Commercial contract with the Kingdom of Tonga)
Andrew Vasta Manager Rural Operations Services	Japan	To visit Isuzu General Motors manufacturing factory.	nil	\$4,300 (Isuzu Motor Company)
Totals for externally sponsored overseas travel			\$116,906	\$124,397
TOTAL ALL TRAVEL			\$347,012	\$124,397

Appendix 3, 4 and 5

Appendix 3: Consultancies

Consultants contribute expertise as required by the department. They help us in performing particular projects and achieving our objectives. Processes of selection and engagement of consultants conform to the State Purchasing Policy and are managed by our Administration and Acquisitions Group. Consultancies engaged in 2005–06 included:

Category	Cost
Human resource services	\$9,716
Management	\$85,559
Professional and technical	\$495,481
Total	\$590,756

Appendix 4: Shared Service Initiative

The Shared Service Initiative is a whole-of-government approach to corporate service delivery. The vision is to provide high-quality, cost-effective corporate support services across the Queensland Government. Shared services is underpinned by standardising business processes, consolidating technology and pooling resources and expertise. Under the shared service model, government agencies joined together in 'clusters' to share corporate services and resources through shared service providers (SSPs). From 1 July 2006 the hosting arrangements for the SSPs CorporateLink, PartnerOne and Corporate Solutions Queensland were consolidated from three host agencies to the Shared Service Agency (SSA) hosted by Queensland Treasury. Approximately 2,200 staff from these SSPs transitioned into the SSA.

The SSA leads the evolution and refinement of a whole-of-government model for shared service delivery and provides a dual role of policy and program management for the Shared Service Initiative as well as service delivery by PartnerOne, Corporate Solutions Queensland and CorporateLink. The SSPs continue to service their existing clusters of agencies through operating level agreements.

SSPs for Queensland Health and Education and the Arts (Corporate and Professional Services and the Corporate Administration Agency) and Parliamentary Services continue to operate under their existing hosts.

PartnerOne provides transactional financial, human resources and record management services to the Department of Emergency Services. During 2005–06 the Department of Justice and Attorney-General hosted PartnerOne as a separate entity, and will report on its activities in its annual report.

Appendix 5: Recordkeeping

With the introduction of the *Public Records Act 2002*, we developed an Operational Recordkeeping Implementation Plan (ORIP) and a Strategic Recordkeeping Implementation Plan (SRIP). As a result, we implemented a Business Classification Scheme and AAA Thesaurus for our record management processes.

The department also actively participated in the development of the whole-of-government Electronic Document and Record Management System and Queensland State Government Business Classification Scheme and Thesaurus of Administrative Terms.

Currently the department is further progressing improvements in its existing record management practices through the following initiatives:

- ▶ review of the Records Management Policy and associated documents to reflect changes introduced by the current legislation and to prepare the department for future implementation of the Electronic Document and Record Management System
- ▶ development of a functional Retention and Disposal Schedule for departmental records
- ▶ development of a two-level training program in records management for management and staff
- ▶ development of a training program for new employees and the inclusion of the program in staff induction programs
- ▶ development of procedures for the management of electronic records, including e-mail and electronically generated documents and inclusion into the Records Management Policy
- ▶ development of procedures for storage and protection of vital departmental records.

Appendix 6: Operational and information support systems

Information systems are used by the department to support operational service delivery, the provision of non-urgent services to the community including the management aspects for effective liaison with the community in promoting safety and prevention programs. The department also depends on information systems to support corporate and operational planning, financial management, management of its human resources and monitoring of operations performance. Key information systems include:

Enhancing community safety and prevention

QAS offers community education courses such as First Aid. The management of these courses is supported by a system that holds information on scheduled courses, and provides facilities for booking individuals and corporate clients onto courses, financial management associated with the courses and printing of certificates for successfully completed courses.

QAS offers a baby capsule hire service to the community that is supported by a booking system.

QFRS undertakes fire investigations and is supported in this process by an information system that assists in looking for causation and from outcomes of these investigations determining areas where it might enhance fire safety and prevention programs.

The department extensively uses online services to promote safety and prevention programs to the community.

Enhancing operational service delivery

The department is supported by Computer Aided Dispatch (CAD) systems that facilitate operational tasking, dispatch and recording. A CAD system typically provides capabilities that include managing incident call taking and dispatching, computer-based mapping to provide more accurate incident location and linking dispatch management with Automatic Vehicle Locations (AVL) and Mobile Data Terminal (MDT) technologies.

In addition to CAD's operational tasking capability, it stores and provides valuable information that is used by emergency services in the planning, prevention and response strategies in the future.

QAS is currently partway through the deployment of a system that replaces its current paper-based reporting by paramedics on ambulance cases with an in-field electronic tablet. This electronic ambulance case recording and reporting system is in operation in a number of regions in the state and is planned to be completed by the end of 2006.

The department has a high dependency on mapping applications to support operational service delivery and for performance review and planning. The department has a number of mapping systems that are configured to support particular operational needs.

Volunteers support emergency services delivery in the state. Their membership details training, equipment including personal protective equipment and details about groups/units, vehicle records, along with operational statistics, are managed through a range of information systems. Volunteers included in these systems are the SES, Emergency Service cadet groups and the Rural Fire Service.

EMQ operates an information system that contains information provided by the occupiers of large dangerous goods locations as a notification requirement of the *Dangerous Goods Safety Management Act 2001*. The information includes the address of the premises and other locational data, the name of the occupier and contact details, and the class of dangerous goods or type of combustible liquids and quantity. The system provides comprehensive reports on individual premises or summary reports on all premises within a selected geographical area (e.g. by postcode).

Develop and support our people

Our operational divisions provide counselling and support services to their respective staff. The QFRS support program is assisted by an information system.

QFRS and QAS utilise an information system to record skills attained and to manage skills maintenance of their operational staff. A number of online courses are also offered to staff through this system.

Contribute to state and national policy agenda

The department is taking a lead agency role in establishing a national and potentially international Electronic Policy Online collaboration portal.

The department is a contributor to the Australian Disaster Information Network electronic collaboration portal and has established a state-level Disaster Management portal and a volunteer portal to facilitate information sharing about local and wider emergency services issues and a collaboration forum on emergency management policy.

Continuous business improvement

QAS has a number of information systems that record clinical, operational and business-related data on ambulance report forms completed by officers in the delivery of service and ambulance case data that has been extracted from Computer Aided Dispatch systems. The information assists in assessing, maintaining and analysing patient care outcomes, monitoring clinical performance, and assists in performance reporting and planning. QFRS has a number of information systems that record at station level rostering, planning and training for urban and auxiliary personnel and day-to-day activities including fire and emergency responses.

EMQ uses an information system to record EMQ Helicopter Rescue's tasking. The information supports assessments of helicopter performance, services planning and statutory reporting of aircraft utilisation.

EMQ has responsibility for administering disaster management grants and subsidies programs in the state. These programs include:

- ▶ Natural Disaster Risk Management Studies Programme
- ▶ Natural Disaster Mitigation Programme
- ▶ Local Grants Scheme
- ▶ National Emergency Volunteer Support Fund

The administration of these programs is supported by an information system that manages the receipt of applications, creation and management of funding agreements, processing grant payments to successful applicants (local and state government) and reporting.

The department utilises a range of systems to support internal financial and business processes such as budget management, accounts receivable and accounts payable, asset management, records management, human resources management/payroll, and ministerial and Director-General correspondence tracking.

There are a number of performance management systems in operation including an audit issues tracking system and a performance reporting system that records key result areas and performance indicators and facilitates tracking services outcomes against the designated key result areas and performance indicators.



Two minutes with... Patrick Martin

Job title: Rescue Crew Officer,
EMQ Helicopter Rescue.

Location: Brisbane

Did you always want to be a Rescue Crew Officer?

I did. Since looking up into the sky as a little kid and watching helicopters fly over the top, I've always wanted to be in one. Many, many years down the track I've now been blessed with my dream job working with the best team of people and helping to save lives. It's truly amazing to be part of a successful mission.

Best part of your job:

I would definitely say the variety of work. I look forward to going to work each day and working with the great people we have in EMQ Helicopter Rescue.

Our finances explained

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

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

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

This is how our financial picture fits together.

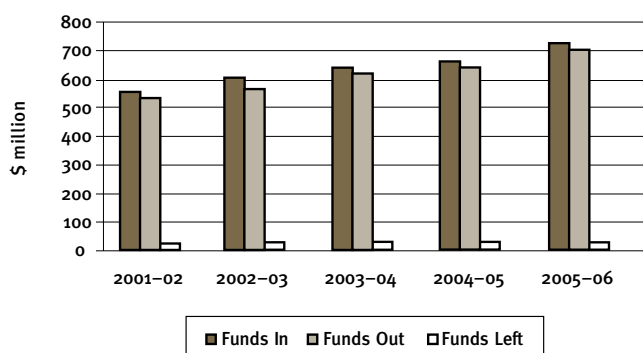
Managing the budget

The department's budget for 2005-06 was \$667.5 million. Budgets don't just happen. They are part of a detailed planning cycle (see page 9).

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

Financial performance

Surplus (funds left over for future spending)	=	Total Income (Funds In)	-	Total Expenses (Funds Out)
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This year has been another year of continuing development for the department.

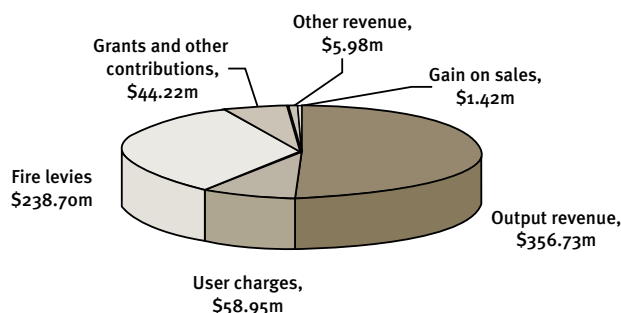
In 2005-06, the department delivered its agreed outputs and realised an operating surplus in excess of \$12 million. The surplus will be used as a funding source for service delivery in the future.

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

Our department continues to experience increasing demand for its services, highlighted with the Queensland Ambulance Service which has seen an increase of 59.8% in emergency and urgent responses over the past five years.

Our income (where our money comes from)

2005-06 Total income \$706 million

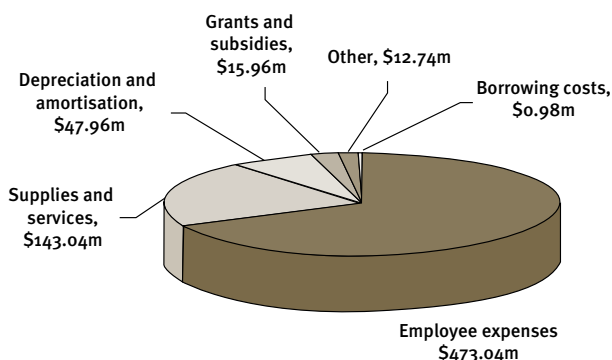


The department's total income for the year was \$706.0 million, an increase of 9.4% on 2004-05.

The department received additional funding for a number of initiatives including the Carindale Ambulance Station, the Counter Terrorism Initiative, supplementation for the QAS Enterprise Partnership Agreement 2005, and the Narangba chemical emergency. Additional funding was also obtained through the Community Ambulance Cover Levy and the Fire Levy due to growth in properties.

Our expenses (where our money is spent)

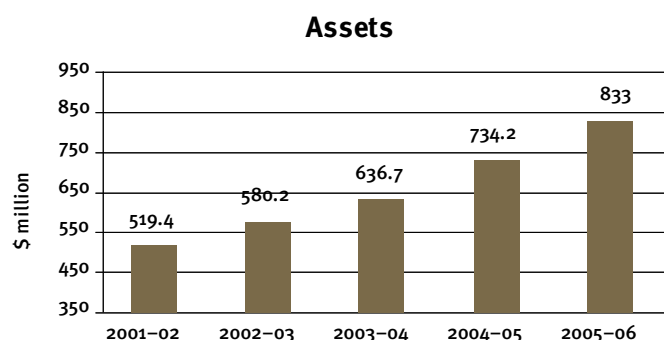
2005-06 Total expenses \$693.7 million



The department provides a wide range of services to the community. A large part of our costs in delivering these services is made up of employee expenses which increased by \$35.5 million to \$473.0 million. The increase in expenses is principally due to the effects of enterprise partnership agreements and an increase in the number of paramedics and staff costs to meet increased demand for service delivery.

Supplies and services expenses increased by \$17.5 million to \$143 million, reflecting an increased demand for service delivery. Major contributors to this rise include increased patient demand and the cost of patient care consumables, increases in aviation, building and equipment maintenance, and higher vehicle operating expenses (eg. fuel).

Our assets (what our department owns)

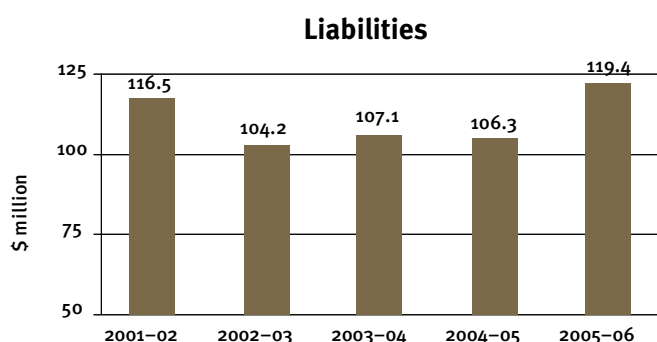


The value of departmental assets (e.g. building and vehicles) has increased rapidly in recent years as new infrastructure (what is built) and other assets are provided to support the department's services due to factors such as Queensland's growing and ageing population.

The Department of Emergency Services is in a strong financial position as it enters 2006-07 illustrated by the department's debt-to-equity ratio of just 16.7%.

Non-current assets increased by \$87.7 million to \$727.8 million as a result of significant capital programs and the effect of the revaluation of assets. Major capital items constructed or acquired in 2005-06 include the continued modernisation of the ambulance and fire vehicle fleet, the upgrade of ambulance and fire stations, the Special Operations Coordination Centre, upgrades in information and communications technology and the replacement of the Squirrel helicopter. Capital acquisitions for the year totalled \$93.1 million from a capital works budget of \$110.9 million.

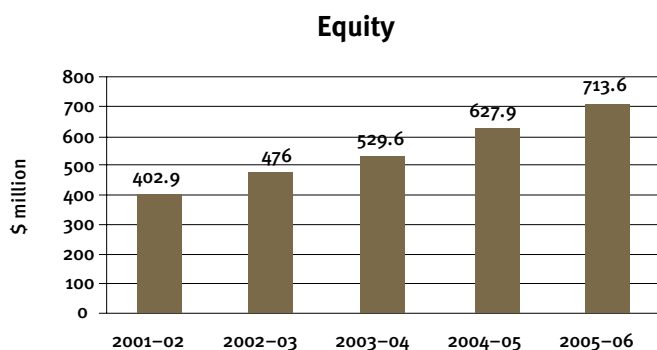
Our liabilities (what we owe)



While the financial management of the department is quite complex, in essence it is no different from the average householder, ensuring that we live within our means. Our liabilities include loans, outstanding amounts payable to suppliers and amounts owing to employees for leave entitlements. As shown above, this amount has hardly changed over the past five years.

Our equity (what we are worth)

Equity (departmental wealth)	=	What the department owns	-	What the department owes
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Our department's net worth (what we own less what we owe others) has been growing quite rapidly in recent years.

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

Our finances explained

Impact of new reporting standards

The 2005–06 financial statements are the first to be prepared in accordance with the Australian Equivalents to International Financial Reporting Standards (AEIFRS), together with the Treasurer's Financial Reporting Requirements for Queensland Government Agencies for 2005–06, and other prescribed requirements.

The disclosures required by the Australian Accounting Standards Board in relation to the implementation of AEIFRS are provided in notes 37 and 38 of the financial statements. These disclosures are outlined in AASB 1, First Time Adoption of Australian Equivalents to International Financial Reporting Standards.

With the exception of financial instruments (see note 35), the comparative figures for the 2004–05 financial year have been restated to reflect the requirements of AEIFRS. In the case of financial instruments, the department has used the Australian Accounting Standards Board exemption for first-time adoption of AEIFRS (contained in AASB 1).

The accounting policies that the department has used in its opening AEIFRS balance sheet differ from those that it used for the equivalent financial year. In that year the previous Generally Accepted Accounting Principles still applied. The resulting adjustments have arisen from events and transactions before the date of transition to AEIFRS. Therefore, the department has recognised those adjustments directly in retained earnings at the date of transition to AEIFRS.

The Queensland Ambulance Service delivers emergency pre-hospital care services to the public from ambulance response locations across the state.



Financial statements 2005–06

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Income statement for the year ended 30 June 2006

	Notes	2006 \$'000	2005 \$'000
Income			
Revenue			
Output revenue	4	356,732	324,454
User charges	5	58,951	52,096
Fire levies	6	238,702	224,883
Grants and other contributions	7	44,223	37,869
Other revenue	8	5,978	4,560
Gains			
Gain on sale of property, plant and equipment	9	1,421	1,278
Total income		706,007	645,140
Expenses			
Employee expenses	10	473,039	437,505
Supplies and services	11	143,042	125,552
Depreciation and amortisation	12	47,960	46,584
Grants and subsidies	13	15,960	14,716
Finance / borrowing costs	14	980	931
Other expenses	15	12,735	7,090
Total expenses		693,716	632,378
Operating surplus		12,291	12,762

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

Balance sheet as at 30 June 2006

	Notes	2006 \$'000	2005 \$'000
Current assets			
Cash assets	16	59,832	60,678
Receivables	17	38,820	27,552
Inventories	18	2,774	3,005
Other	19	3,022	2,849
		<u>104,448</u>	<u>94,084</u>
Non-current assets classified as held for sale	20	700	-
Total current assets		<u>105,148</u>	<u>94,084</u>
Non-current assets			
Intangible assets	21	10,922	7,413
Property, plant and equipment	22	716,925	632,735
Total non-current assets		<u>727,847</u>	<u>640,148</u>
Total assets		<u>832,995</u>	<u>734,232</u>
Current liabilities			
Payables	23	33,853	28,518
Other financial liabilities	24	2,917	3,708
Accrued employee benefits	25	63,389	54,583
Other	26	9,631	7,250
Total current liabilities		<u>109,790</u>	<u>94,059</u>
Non-current liabilities			
Other financial liabilities	24	9,628	12,192
Total non-current liabilities		<u>9,628</u>	<u>12,192</u>
Total liabilities		<u>119,418</u>	<u>106,251</u>
Net assets		<u>713,577</u>	<u>627,981</u>
Equity			
Contributed equity		88,787	63,068
Retained surpluses		397,518	379,962
Reserves:			
Asset revaluation reserve	27	227,272	184,951
Total equity		<u>713,577</u>	<u>627,981</u>

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

Statement of changes in equity for the year ended 30 June 2006

Changes in equity	Retained Surpluses		Asset Revaluation Reserve (Note 27)		Contributed equity	
	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000
Balance 1 July						
Operating surplus	379,962	367,106	184,951	113,270	63,068	49,278
Non-Owner changes in equity:	12,291	12,762	-	-	-	-
Increase in asset revaluation reserve	-	-	47,586	72,458	-	-
Sale of revalued assets	5,265	777	(5,265)	(777)	-	-
Initial recognition of AEIFRS	-	(683)	-	-	-	-
<i>Transactions with Owners as Owners:</i>						
Equity withdrawals	-	-	-	-	(3,770)	(3,770)
Equity injections	-	-	-	-	29,477	16,882
Assets transferred to and from other departments/ entities and involuntary asset transfers	-	-	-	-	-	555
Net leave liabilities transferred to other departments (MOG change - note 2(ad))	-	-	-	-	-	38
Other net leave liabilities transferred to/from other departments	-	-	-	-	12	85
Balance 30 June	397,518	379,962	227,272	184,951	88,787	63,068

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

Cash flow statement for the year ended 30 June 2006

	Notes	2006 \$'000	2005 \$'000
Cash flows from operating activities			
<i>Inflows:</i>			
Output receipts		351,869	324,454
User charges		54,853	53,306
Fire levies		237,224	224,797
Grants and other contributions		43,547	37,398
Interest received		2,557	2,137
GST collected on sales		5,851	6,392
GST input tax credits received		22,332	21,247
Other		2,703	1,848
<i>Outflows:</i>			
Employee expenses		(463,229)	(440,135)
Supplies and services		(145,283)	(112,373)
Grants and subsidies		(15,960)	(14,716)
Finance / borrowing costs		(1,061)	(1,008)
GST paid on purchases		(23,073)	(20,876)
GST remitted to ATO		(6,920)	(6,103)
Other		(6,808)	(4,828)
Net cash provided by operating activities	28	58,602	71,540
Cash flows from investing activities			
<i>Inflows:</i>			
Sales of property, plant and equipment		3,648	3,654
<i>Outflows:</i>			
Payments for property, plant and equipment		(79,845)	(71,203)
Payments for intangibles		(5,684)	(2,828)
Net cash used in investing activities		(81,881)	(70,377)
Cash flows from financing activities			
<i>Inflows:</i>			
Borrowings		-	2,260
Equity injection		29,477	17,437
<i>Outflows:</i>			
Borrowing redemptions		(3,274)	(2,585)
Equity withdrawals		(3,770)	(3,770)
Net cash provided by financing activities		22,433	13,342
Net increase (decrease) in cash held		(846)	14,505
Cash at beginning of the financial year		60,678	46,173
Cash at end of financial year	16	59,832	60,678

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

Income statement by outputs for the year ended 30 June 2006

	Ambulance Service		Emergency Management		Fire and Rescue Service		Inter Output/ Activity		Total	
	2006	2005	2006	2005	2006	2005	2006	2005	2006	2005
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Revenue										
Output revenue	255,647	234,356	50,504	43,624	50,581	46,474	-	-	356,732	324,454
User charges	34,205	31,549	3,224	1,536	21,522	19,011	-	-	58,951	52,096
Fire Levies	-	-	-	-	238,702	224,883	-	-	238,702	224,883
Grants and other contributions	36,370	31,248	4,090	3,649	3,763	2,972	-	-	44,223	37,869
Other revenue	2,049	1,699	976	427	3,433	2,856	(480)	(422)	5,978	4,560
Gains										
Gains on sale of property, plant and equipment	771	633	94	-	556	645	-	-	1,421	1,278
Total income	329,042	299,485	58,888	49,236	318,557	296,841	(480)	(422)	706,007	645,140
Expenses										
Employee expenses	232,485	216,234	22,016	18,787	218,561	202,577	(23)	(93)	473,039	437,505
Supplies and services	64,126	56,416	14,911	11,512	64,005	57,624	-	-	143,042	125,552
Depreciation and amortisation	21,088	19,861	3,198	2,873	23,674	23,850	-	-	47,960	46,584
Grants and subsidies	127	108	14,803	14,225	1,030	383	-	-	15,960	14,716
Finance / borrowing costs	323	218	158	187	956	855	(457)	(329)	980	931
Other expenses	4,077	2,886	3,735	1,175	4,923	3,029	-	-	12,735	7,090
Total expenses	322,226	295,723	58,821	48,759	313,149	288,318	(480)	(422)	693,716	632,378
Operating surplus	6,816	3,762	67	477	5,408	8,523	-	-	12,291	12,762
All location of income and expenses from ordinary activities to corporate services (disclosure only):										
Income	904	699	197	150	891	683	-	-	1,992	1,532
Expenses	26,714	20,736	5,653	4,393	25,812	20,054	-	-	58,179	45,183

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

Notes to and forming part of the financial statements for the year ended 30 June 2006

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Notes to and forming part of the financial statements for the year ended 30 June 2006

1. Objective of the Department

The department's objective is to provide a safer community and a better quality of life through world-class emergency and disaster services. We save lives, protect property and help preserve the natural environment.

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

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

2. Summary of significant accounting policies

(a) Basis of accounting

This financial report is a general purpose financial report and has been prepared in accordance with the *Financial Administration and Audit Act 1977*, the *Financial Management Standard 1997*, the Australian Accounting Standards, in particular Australian Accounting Standard AAS 29 "*Financial Reporting by Government Departments*", Statements of Accounting Concepts, Urgent Issues Group Interpretations, the *Treasurer's Financial Reporting Requirements for Queensland Government Agencies* for 2005-06 and other prescribed requirements.

The financial statements have been prepared in accordance with Australian Equivalents to International Financial Reporting Standards (AEIFRS) for the first time. The disclosures required by AASB 1 *First Time Adoption of Australian Equivalents to International Financial Reporting Standards* concerning the transition from previously Generally Accepted Accounting Principles (GAAP) to AEIFRS are provided in notes 37 and 38.

Unless otherwise stated, the financial statements have been prepared in accordance with the historical cost convention. The accrual basis of accounting has been adopted for controlled transactions and balances and those administered by the department on a whole-of-Government basis.

(b) The reporting entity

The financial statements include all assets, liabilities, equities, revenues and expenses of the department and the entities that it controls, where these entities are material.

Controlled entities not material and not consolidated are as follows –

- Kenneth James McPherson Memorial Trust; and
- Kenneth James McPherson Foundation Trust.

Details on the above entities are disclosed in Note 34.

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

The Outputs undertaken by the department are disclosed in Note 3.

Notes to and forming part of the financial statements for the year ended 30 June 2006

(c) Administered transactions and balances

The Queensland Fire and Rescue Service (QFRS) division administers revenue received from on-the-spot fines for breaches of the *Fire and Rescue Service Act 1990* and *Building Fire and Safety Regulation 1991*, but does not control revenue from the fines regime. The department is responsible and accountable for the transactions, but does not have the discretion to deploy the resources for the achievement of the department's objectives. All administered revenues are returned to the Consolidated Fund.

Administered transactions and balances are disclosed in Note 36.

(d) User charges, fees and fines

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

Fines collected but not controlled by the department are reported as administered revenue. Refer Note 36.

(e) Grants and other contributions

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

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

(f) Output revenue

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

(g) Cash assets

For financial reporting purposes, cash includes cash on hand and at bank, imprest account totals, and all cash and cheques receipted but not banked. The department has no investments.

(h) Receivables

Receivables are recognised at the amount due at the time of sale or service delivery. Settlement on trade debtors is generally required between 14 to 30 days from the invoice date. The collectability of receivables is assessed periodically with provision being made for impairment. All known bad debts have been written off at 30 June 2006. QFRS has entered into financing arrangements with a number of volunteer rural fire brigades whereby those brigades may contribute 20 percent to the construction cost of a rural fire-fighting vehicle. The balance is borrowed for an 18-month term and repaid in 6 quarterly instalments with no interest charged. As at 30 June 2006 there were no significant balances repayable beyond 30 June 2007.

(i) Inventories

Inventories are valued at the lower of cost and current replacement cost and includes expenditure incurred in acquiring inventories and bringing them to their existing condition pursuant of AASB 102 *Inventories*. Cost is assigned on a weighted average cost basis.

(j) 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. The assets are not depreciated.

Notes to and forming part of the financial statements for the year ended 30 June 2006

In accordance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*, it is impracticable to adjust for comparative information on non-current assets held for sale. Accordingly no comparative information is shown in the financial statements.

(k) Acquisitions of assets

Actual cost is used for the initial recording of all acquisitions of assets controlled by the department. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all other costs incurred in getting the assets ready for use, including architects' fees and engineering design fees. However any training costs are expensed as incurred.

Expenditure on research activities relating to internally generated intangible assets is recognised as an expense in the period in which it is incurred.

Assets acquired at no cost or for nominal consideration, other than from an involuntary transfer from another Queensland department, are recognised at their fair value at date of acquisition in accordance with AASB 116 *Property, Plant and Equipment*.

Where assets are received free of charge from another Queensland department (whether as a result of a machinery-of-Government or other involuntary transfer), the acquisition cost is recognised as the gross carrying amount in the books of the transferor immediately prior to the transfer together with any accumulated depreciation.

(l) Intangibles, property, plant and equipment

Items of Intangibles, property, plant and equipment with a cost, or other value, equal to or in excess of the following thresholds are recognised in the financial statements in the year of acquisition except for ambulance stretchers, which are expensed. Items with a lesser value are expensed in the year of acquisition:

Intangibles	\$100,000	
Buildings	\$10,000	
Land	\$1	
Major plant & equipment	\$5,000	#
Other plant & equipment	\$5,000	

A new class of non-current asset, major plant and equipment, has been established in the 2005-06 financial year (refer note 2m).

Land improvements undertaken by the department are included with buildings.

(m) Amortisation and depreciation of intangibles, property, plant and equipment

Land, being an asset with an unlimited useful life, is not depreciated.

Depreciation on property, plant and equipment is calculated on a straight-line basis in order to write-off the value of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to the department.

A new class of non-current asset, major plant and equipment, has been established in the 2005-06 financial year. This class was established to capture high value items of plant and equipment that are subject to high price volatility and/or valuations (eg foreign exchange fluctuations, high incidence of obsolescence). Items of major plant and equipment are revalued annually and reported at fair value. Other items of plant and equipment are reported at cost. Plant and equipment items that have been transferred to the new class by the department are high value fire appliances and helicopters. Comparative information is shown for the 2004-05 financial year.

Work-in-progress is not depreciated until it has reached service delivery capacity.

Items comprising the department's technical library are expensed on acquisition.

Notes to and forming part of the financial statements for the year ended 30 June 2006

Amortisation on intangibles is calculated on a straight-line basis in order to write-off the value of each asset, less its estimated residual value, progressively over its estimated useful life to the department.

Any expenditure of a value exceeding the department's asset recognition thresholds, and which increases the originally assessed capacity or service potential of an asset, is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset.

The depreciable amount of improvements to or on a leasehold property is progressively allocated over the estimated useful lives of the improvements or the unexpired period of the lease, whichever is the shorter.

A review has been conducted on all assets to determine the current economic life to the entity. Any change to an asset's economic life was applied as at 30 June 2006.

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

Class	Depreciation rate %
Land	Nil
Buildings	1.25 to 6.67
Major Plant & Equipment:	
Helicopters	8.33 to 10
Fire Appliances	3.7 to 10
Plant & Equipment	
Motor Vehicles	5 to 20
Other Plant and Equipment	2.5 to 33.33
Intangibles	
Software	20
Intellectual Property	10 to 20

(n) Revaluations of non-current physical assets and Intangibles

Land, buildings and major plant and equipment are measured at fair value in accordance with AASB 116 *Property, Plant and Equipment* and Queensland Treasury's *Non-Current Asset Accounting Policies for the Queensland Public Sector*.

Where intangible assets have an active market, they are measured at fair value; otherwise they are measured at cost. It has been determined that there is not an active market for any of the department's intangible assets. As such the assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

Plant and equipment (other than major plant and equipment), and leasehold improvements, are measured at cost in accordance with Queensland Treasury's *Non-Current Asset Accounting Policies for the Queensland Public Sector*. The carrying amounts of plant and equipment at cost should not materially differ from their fair value. Work in progress is measured at cost.

Land, buildings and major plant and equipment measured at fair value are comprehensively revalued at least once every five years with interim valuations, using appropriate indices, being otherwise performed on an annual basis.

The major plant and equipment class of assets has two major components, fire appliances and helicopters. Fire appliances were revalued at 30 June 2006 based on valuations determined by internal costings and departmental personnel who are suitably qualified in their respective field, using the fair value concept. Helicopters were revalued using market based evidence and fair value principles.

Only those assets, the total values of which are material compared to the value of the class of assets to which they belong, are comprehensively revalued.

The department completed a comprehensive revaluation of selected land and buildings during the 2005-06

Notes to and forming part of the financial statements for the year ended 30 June 2006

financial year (in accordance with its rolling 5 year program) with valuations performed by State Valuation Services using 'fair value' and 'replacement cost' principles. For those assets not comprehensively revalued in 2005-06, an index representing the Queensland Treasury *Implicit Price Deflator*, March 2006 was applied to buildings. For non-residential buildings the index was 12.3% and for residential buildings, 2.8%. An average index of 7.8% was applied to land representing an average index supplied by State Valuation Services for land value movements across Queensland for the 2005-06 financial year.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation reserve of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation reserve relating to that class.

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

Separately identified components of assets are measured on the same basis as the assets to which they relate.

(o) Impairment of non-current assets

All non-current physical and intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

The asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

An impairment loss is recognised immediately in the Income Statement, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation reserve of the relevant class to the extent available.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income, unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase. Refer also note 2(n).

(p) Leases

A distinction is made in the financial statements between finance leases that effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership, and operating leases under which the lessor retains substantially all risks and benefits.

No non-current assets held by the department have been acquired by means of a finance lease.

Operating lease payments are representative of the pattern of benefits derived from the leased assets and accordingly, are expensed to the Income Statement in the periods in which they are incurred.

(q) Other financial assets

Other financial assets are brought to account at the lower of cost and recoverable amount and are disclosed at the fair values indicated in Note 35.

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

Notes to and forming part of the financial statements for the year ended 30 June 2006

(r) Payables

Trade creditors are recognised at the amount to be paid for the goods and services received gross of applicable trade and other discounts, inclusive of Goods and Services Tax. Amounts owing are unsecured and are generally settled on 30-day terms.

(s) Employee Benefits

Wages, salaries, annual leave and sick leave

Liabilities for wages, salaries and annual leave due but unpaid at reporting date are recognised in the Balance Sheet at the remuneration rates expected to apply at the time of settlement and include related on-costs such as payroll tax, workcover premiums, long service leave levies and employer superannuation contributions.

For unpaid entitlements expected to be paid within 12 months, the liabilities are recognised at their undiscounted values. For those entitlements not expected to be paid within the next 12 months, the liabilities are recognised at their present value, calculated using yields on Fixed Rate Commonwealth Government bonds of similar maturity.

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to recur in future periods. Accordingly, it is unlikely that employees will use existing accumulated entitlements and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Long service leave

Under the Queensland Government's long service leave scheme a levy is made on the department to cover this expense. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme as and when leave is taken.

No provision for long service leave is recognised in the financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AAS 31 *Financial Reporting by Governments*.

Superannuation

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by the State Actuary.

No liability is recognised for accruing superannuation benefits in these financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AAS 31 *Financial Reporting by Governments*. Contributions are expensed in the period in which they are paid or payable. The department's obligation is limited to its contribution to QSuper.

Time off in lieu of overtime (TOIL)

Liabilities for TOIL are recognised in the Balance Sheet as the amount unpaid at reporting date in respect to all employee services and related on-costs such as payroll tax, workcover premiums, long service leave levies and employer superannuation contributions. As a short-term employee entitlement liability, provision for TOIL is shown as a current liability and is measured based on remuneration rates expected to be paid when the liability is settled.

Executive Remuneration

The executive remuneration disclosures in the employee expenses note (Note 10) in the financial statements include:

- the aggregate remuneration of all senior executive officers appointed by Governor in Council under the *Public Service Act 1996* and classified as SES1 and above (including the Chief Executive Officer) whose remuneration for the financial year is \$100,000 or more; and

Notes to and forming part of the financial statements for the year ended 30 June 2006

- the number of senior executives whose total remuneration for the financial year falls within each successive \$20,000 band, commencing at \$100,000.

The remuneration disclosed is all remuneration received or receivable, directly or indirectly, from the department or any related party in connection with the management of the affairs of the department, whether as an executive or otherwise. For this purpose, remuneration includes:

- wages and salaries;
- accrued leave (that is, the increase/decrease in the amount of annual and long service leave owed to an executive, inclusive of any increase in the value of leave balances as a result of salary rate increases or the like);
- performance pay received or due and receivable in relation to the financial year, provided that a liability exists (namely a determination has been made prior to the financial statements being signed), and can be reliably measured even though the payment may not have been made during the financial year;
- accrued superannuation (being the value of all employer superannuation contributions during the financial year, both paid and payable as at 30 June);
- car parking benefits and the cost of motor vehicles, such as lease payments, fuel costs, registration/insurance, and repairs/maintenance incurred by the agency during the financial year, both paid and payable as at 30 June, net of any amounts subsequently reimbursed by the executives;
- housing (being the market value of the rent or rental subsidy – where rent is part-paid by the executive – during the financial year, both paid and payable as at 30 June);
- allowances (which are included in remuneration agreements of executives, such as airfares or other travel costs paid to/for executives whose homes are situated in a location other than the location they work in); and
- fringe benefits tax included in remuneration agreements.

The disclosures apply to all senior executives appointed by Governor in Council under the *Public Service Act 1996* and classified as SES1 and above, with remuneration above \$100,000 in the financial year. 'Remuneration' means any money, consideration or benefit, but excludes amounts:

- paid to an executive by the department where the person worked during the financial year wholly or mainly outside Australia during the time the person was so employed; or in payment or reimbursement of out-of-pocket expenses incurred for the benefit of the department.

In addition, separate disclosure of separation and redundancy/termination benefit payments is included. The aggregate amount of separation and redundancy/termination benefit payments during the year to senior executives includes any accumulated leave balances paid on separation/redundancy/termination.

(t) Interest-bearing and other financial liabilities

Loans payable are recognised at the face value of the principal outstanding, with interest being expensed or otherwise recognised as it accrues. The fair value of these loans is disclosed in Note 30.

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

(u) Taxation

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). As such, GST credits receivable from/payable to the Australian Tax Office are recognised and accrued.

(v) Allocation of corporate services to departmental outputs

The department's corporate services are comprised of the Strategic Policy and Executive Services division (incorporating the Office of the Director-General and Internal Audit) and the Business Support Services division.

The revenues and expenses of the Strategic Policy and Executive Services division and the Business Support Services division are allocated to outputs using activity based costing methodologies.

Notes to and forming part of the financial statements for the year ended 30 June 2006

(w) Insurance

The department's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund (QGIF) and other commercial insurance providers, premiums being paid on a risk assessment basis. In addition, the department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

(x) Rounding and comparatives

Amounts included in the financial statements have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

(y) Services received free of charge or for nominal value

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and an expense.

(z) Finance/borrowing costs

Finance/borrowing costs are recognised as expenses in the period in which they are incurred

Finance/borrowing costs include interest and ancillary administration charges on departmental bank overdrafts and long-term borrowings.

(aa) Foreign currency transactions

The department enters into contracts with Australian based suppliers for the provision of vehicles, minor parts and equipment sourced from overseas. These contracts are subject to price risk. Price risk is reflected by price variation changes due to foreign currency movements. The contracts between the department and the suppliers are not hedged to counteract potential adverse foreign currency fluctuations. Exposure to price risk on these transactions at balance date is considered immaterial. Transactions in foreign currencies are converted to local currency at the rate of the exchange ruling at the date of the transaction. Foreign currency monetary items that are outstanding at the reporting date are translated using the spot rate at the end of the financial year.

During the current reporting period the department has entered into a contract with an overseas supplier for the supply of helicopters. The supply of these items is expected to occur over the 2006-07, 2007-08 and 2008-09 financial years. The foreign currency exposure for these transactions is material and as such the department has entered into hedging contracts to mitigate that risk. The recording and disclosure of this contract and associated hedging contract is in accordance with AASB 7 *Financial Instruments: Disclosures*; AASB 132 *Financial Instruments: Presentation* and AASB 139 *Financial Instruments: Recognition and Measurement*.

(ab) Contributed equity

Non-reciprocal transfers of assets and liabilities between wholly owned Queensland State Public Sector entities as a result of machinery-of-Government changes are adjusted to 'Contributed Equity' in accordance with UIG Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*. Appropriation for equity adjustments is similarly designated.

(ac) Community ambulance cover

The Community Ambulance Cover levy (CAC) is provided to the department through parliamentary appropriation.

QAS also has negotiated individual fee for service contracts with entities that are not specified within the CAC. Non-residents of Queensland are still charged for ambulance services.

Notes to and forming part of the financial statements for the year ended 30 June 2006

(ad) Shared service provider

Shared service providers (SSPs) were established to provide a standard suite of corporate services to client departments and in some agreed instances provide additional services.

The SSP for this department is PartnerOne for which the department of Justice and Attorney-General was the host agency at 30 June 2006. The host agency for PartnerOne is changed to Queensland Treasury from 1 July 2006. On 1 October 2004, the following additional assets and liabilities and staff were transferred to PartnerOne from this department. No additional staff have transferred to the SSP in the 2005-06 financial year.

	PartnerOne	Total
Staff transferred (FTE)	15	15
Annual Leave Liability	\$55,161	\$55,161

Standard software application support and infrastructure for all corporate service applications for the five large-scale SSPs (as well as other agreed non-standard services) is provided by CorpTech. The host agency for CorpTech is Queensland Treasury.

3. Outputs of the Department

The identity and purpose of the three outputs of the department during the year were:

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

QAS provides emergency and non-urgent patient care, routine pre-hospital patient care and casualty room services, patient transport, community education and awareness programs, community first aid training and a baby capsule hire service.

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

EMQ (formerly Counter Disaster and Rescue Services) coordinates Queensland's disaster management arrangements and disaster mitigation programs. EMQ provides the core staffing for the Queensland disaster management system and manages the State Emergency Service (SES), emergency helicopter services and hazardous materials advisory and coordination services. EMQ supports community and contract helicopter providers and manages Government support to Volunteer Marine Rescue (VMR) associations.

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

QFRS provides expert advice and services related to hazard mitigation, community education, fire prevention, hazardous materials management, fire fighting and rescue services including vehicle extrications, confined space rescue, vertical rescue and urban search and rescue.

Corporate services

Corporate services are allocated to the above outputs in the Income Statement by Outputs, and are comprised of the following two divisions:

- **Strategic Policy and Executive Services (incorporating the Office of the Director-General and Internal Audit)**

Strategic Policy and Executive Services (SP&ES) provides organisation-wide strategic management, strategic policy co-ordination, legal services, legislative and Cabinet services, corporate initiatives and communication, and executive support to the Director-General and the Minister's office.

- **Business Support Services**

The Business Support Services unit (BSS) provides EMQ, QAS, QFRS and SP&ES with services and advice related to human resources, industrial relations, finance, logistics, asset and facilities management, corporate governance, library and records, and information systems and networks to the Kedron Park complex and regions.

Notes to and forming part of the financial statements for the year ended 30 June 2006

	2006 \$'000	2005 \$'000
OPERATING REVENUES		
4. Reconciliation of payments from consolidated fund to output revenue recognised in income statement		
Budgeted output appropriation	347,899	358,008
Transfers from/to other headings	3,970	(3,233)
Lapsed output appropriation	-	(30,321)
Total output receipts	351,869	324,454
Plus: closing balance of output revenue receivable	4,863	-
Output revenue recognised in Income Statement	356,732	324,454
Reconciliation of payments from consolidated fund and equity adjustment recognised in contributed equity (Refer Statement of Changes in Equity)		
Budgeted equity adjustment appropriation	31,474	9,879
Transfers from/to other headings	(3,970)	3,233
Lapsed equity adjustment	(1,797)	-
Equity adjustment receipts	25,707	13,112
Equity adjustment recognised in contributed equity	25,707	13,112
5. User charges		
Ambulance transport charges	22,176	20,719
Fees for services	24,056	20,269
Commercial contract revenue	5,580	4,787
Public education	4,584	4,094
Other receipts for goods and services rendered	2,555	2,227
Total	58,951	52,096
6. Fire Levies		
Gross fire levy revenue	243,882	229,874
less Pensioner discount	(5,180)	(4,991)
Net fire levy revenue	238,702	224,883
7. Grants and other contributions		
Interhospital ambulance road transfer grant	25,488	21,533
Constituted Local Ambulance Committee contributions	1,267	511
Commonwealth receipts	3,548	1,965
Motor Accident Insurance Commission	8,575	8,019
Gambling Community Benefit Fund	2,432	2,309
Donations-assets	221	103
Donations-other	305	401
Rural Fire Brigade contributions	1,476	1,560
Sponsorships	103	197
Services received below fair value	392	253
Grants from State Government Departments	374	805
Other	42	213
Total	44,223	37,869
8. Other revenues		
Asset adjustments/write-ons	810	473
Interest	2,465	2,238
Property rental	848	900
QAS degree program	312	317
Gain on change in value of derivative	531	-
Foreign exchange gain	40	-
Lease incentive	400	-
Other	572	632
Total	5,978	4,560
9. Gains		
Gain on sale of property, plant and equipment	1,421	1,278
Total	1,421	1,278

Notes to and forming part of the financial statements for the year ended 30 June 2006

	2006 \$'000	2005 \$'000
OPERATING EXPENSES		
10. Employee expenses		
Wages and salaries	383,874	354,123
Employer superannuation contributions	35,998	33,313
Payroll tax expense	20,028	18,853
Long service leave levy	6,779	5,352
WorkCover insurance	8,870	9,032
Fringe benefits tax expense	1,097	990
Training expenses	9,893	9,438
Other staff expenses	6,500	6,404
Total	473,039	437,505
Number of employees		
The number of employees includes both full-time and part-time employees measured on a full-time equivalent basis	6,026	5,954
Executive remuneration		
The following is the remuneration paid/payable to senior executives appointed under the Public Service Act 1996 and the number of those executives in each band:		
\$100,000 to \$119,999	2	
\$120,000 to \$139,999	1	
\$140,000 to \$159,999	3	
\$200,000 to \$219,999	1	
\$280,000 to \$299,999	1	
Total	8	
The aggregate amount of the total remuneration of executives shown above	\$1,278,108	
The aggregate amount of separation and redundancy/termination benefit payments during the year to senior executives includes any accumulated leave balances paid on separation/redundancy/termination shown above	\$260,906	
11. Supplies and services		
Motor vehicle expenses	20,533	17,799
Materials and consumables	7,303	5,619
Shared Service Provider expenses	11,233	9,720
Property expenses	13,452	10,650
Computer expenses	6,782	5,358
Communication expenses	8,274	8,371
Marketing expenses	1,664	2,221
Public education expenses	1,475	1,549
Aircraft related costs	3,740	3,913
Equipment maintenance and repairs	6,879	5,736
Operational and other equipment purchases	20,310	20,735
Travel and accommodation	8,290	6,726
Consultancies and contractors	9,606	5,645
Temporary assistance - staff agency	5,269	4,195
Royal Flying Doctor Service aeromedical transport charges	1,820	1,898
Natural Disaster Relief payments	891	1,841
Fire levy administration fees	4,197	3,993
Other	11,324	9,583
Total	143,042	125,552
12. Depreciation and amortisation expenses		
Buildings	12,318	12,688
Major plant and equipment	13,296	10,292
Motor vehicles	11,603	10,915
Other plant and equipment	9,245	9,765
Amortisation of software/intellectual property	1,498	2,924
Total	47,960	46,584

Notes to and forming part of the financial statements for the year ended 30 June 2006

	2006 \$'000	2005 \$'000
13. Grants and subsidies		
State Government		
Office of the Public Service Commissioner	-	12
Department of Health	185	108
Department of Education and the Arts	-	45
Department of Primary Industries and Fisheries	99	-
Department of Main Roads	-	27
Queensland Police Service	1	-
Other		
Volunteer Rural Fire Brigades	20	25
Local authorities	3,089	2,301
Air sea rescue, coast guard and life saving organisations	5,366	5,356
Community helicopter providers	4,543	4,414
State emergency services	1,492	1,588
Other organisations	1,165	840
Total	15,960	14,716
14. Finance/borrowing costs		
Interest expense	967	917
Borrowing fees & charges	13	14
Total	980	931
No borrowing costs were recognised during the period as part of the carrying amount of any qualifying assets.		
15. Other expenses		
Bad and impaired debts	3,056	1,052
Insurance premiums - QGIF	1,033	903
Insurance premiums - other	1,108	1,025
Operating lease rentals	2,968	2,450
Bank charges	64	63
Loss on disposal of non-current assets	612	696
Asset writedowns	2,259	172
Motor vehicle sales preparation expense	52	28
External audit fees	221	196
Goods and services provided below fair value	11	19
Donations/gifts/sponsorships	39	353
Losses		
Public property	-	46
Special payments		
Ex-gratia payments	51	87
Loss on change in fair value of derivative	1,002	-
Foreign exchange loss	259	-
Total	12,735	7,090

Notes to and forming part of the financial statements for the year ended 30 June 2006

	2006 \$'000	2005 \$'000
ASSETS		
16. Cash assets		
Cash at bank	59,755	60,596
Imprest accounts	77	82
Total	59,832	60,678
17. Receivables		
Trade debtors:		
Fire levies	13,356	11,878
User charges	13,568	8,851
Less: Provision for impairment	(1,977)	(1,781)
	24,947	18,948
GST receivable	4,765	4,087
GST payable	(562)	(406)
Net GST receivable	4,203	3,681
Long service leave reimbursements	1,355	1,177
Accrued interest	667	759
Output revenue	4,863	-
Motor Accident Insurance Commission	779	716
Accrued revenue	1,990	2,266
Rural Fire Brigade contributions	16	5
Total	38,820	27,552
18. Inventories		
Inventories not held for resale:		
Equipment	324	460
Uniforms/protective clothing	1,301	1,562
Stationery and stores	1,086	853
Tarpaulins	10	73
Ambulance spare parts	47	27
Aircraft spare parts	6	30
Total	2,774	3,005
19. Other current assets		
Prepayments - general	1,826	2,026
Prepayments - salaries and wages	410	624
Prepayments - employer superannuation contributions	36	73
Advances - travel and other	219	126
Fair value of derivatives	531	-
Total	3,022	2,849
20. Non-current assets classified as held for sale		
Land	563	-
Buildings	126	-
Major plant and equipment	11	-
Total	700	-

Land is surplus to requirement. Buildings and major plant and equipment are obsolete. These assets are no longer depreciated in accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*. In accordance with AASB 108 *Accounting Policies, Changes in Accounting Estimates and Errors*, it is impracticable to adjust for comparative information on non-current assets held for sale. Accordingly no comparative information is shown in the financial statements.

Notes to and forming part of the financial statements for the year ended 30 June 2006

	2006 \$'000	2005 \$'000
21. Intangible assets		
Intellectual property - at cost	10,410	10,531
Intellectual property - accumulated amortisation	(8,767)	(8,003)
	<u>1,643</u>	<u>2,528</u>
Software - at cost	9,620	9,558
Software - accumulated amortisation	(8,440)	(7,674)
	<u>1,180</u>	<u>1,884</u>
Work in progress - at cost	8,099	3,001
Total	<u>10,922</u>	<u>7,413</u>

The department has intangible assets with a gross cost of \$12.084m that are fully depreciated with a written down value of nil.

The department intends to retire the majority of these assets over the following three years.

Intangibles reconciliation

	Intellectual property	Software	Work in progress	Total
	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July 2005	2,528	1,884	3,001	7,413
Acquisitions through internal development	-	-	5,684	5,684
Transfers between classes	(153)	272	(119)	-
Other movements *	-	(210)	(467)	(677)
Amortisation	(732)	(766)	-	(1,498)
Carrying amount at 30 June 2006	<u>1,643</u>	<u>1,180</u>	<u>8,099</u>	<u>10,922</u>

* Other movements include assets written on/off, amendments to useful life and amendments to recoverable amount in accordance with AAS 29 *Financial Reporting by Government Departments* and AASB 116 *Property, Plant and Equipment*.

Notes to and forming part of the financial statements for the year ended 30 June 2006

	2006 \$'000	2005 \$'000
22. Property, plant and equipment		
Land - at valuation	126,874	116,537
	<u>126,874</u>	<u>116,537</u>
Buildings - at valuation	592,821	509,521
Buildings - accumulated depreciation	(307,827)	(265,745)
	<u>284,994</u>	<u>243,776</u>
Major plant and equipment - at valuation	236,132	231,924
Major plant and equipment - accumulated depreciation	(114,750)	(123,039)
	<u>121,382</u>	<u>108,885</u>
Motor vehicles - at cost	145,649	133,155
Motor vehicles - accumulated depreciation	(66,462)	(62,370)
	<u>79,187</u>	<u>70,785</u>
Other plant and equipment - at cost	91,430	82,228
Other plant and equipment - accumulated depreciation	(48,667)	(40,773)
	<u>42,763</u>	<u>41,455</u>
Work in progress - at cost	61,725	51,297
Total property, plant and equipment	<u>716,925</u>	<u>632,735</u>

Plant and equipment 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 Accounting Policies for the Queensland Public Sector*.

Work in progress is measured at cost.

The department has property, plant and equipment with a gross cost of \$25.093m that is fully depreciated with a written down value of nil. The gross cost by class is as follows:

Buildings	\$4.874m
Major plant and equipment	\$1.120m
Motor vehicles	\$5.168m
Other	\$13.931m

The department intends to retire the majority of these assets over the following three years.

Property, plant and equipment reconciliation

	Land	Buildings	Major plant and equipment	Motor vehicles	Other plant and equipment	Work in progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July 2005	116,537	243,776	108,885	70,785	41,455	51,297	632,735
Acquisitions	2,511	97	12,192	-	5,802	66,834	87,436
Donations received	-	-	-	-	221	-	221
Disposals	(606)	(871)	(593)	(662)	(107)	-	(2,839)
Assets reclassified as held for sale	(563)	(126)	(11)	-	-	-	(700)
Transfers between classes	100	22,175	7,171	20,625	6,764	(56,835)	-
Revaluation increments	8,895	32,313	6,378	-	-	-	47,586
Other movements *	-	(52)	656	42	(2,127)	429	(1,052)
Depreciation	-	(12,318)	(13,296)	(11,603)	(9,245)	-	(46,462)
Carrying amount at 30 June 2006	<u>126,874</u>	<u>284,994</u>	<u>121,382</u>	<u>79,187</u>	<u>42,763</u>	<u>61,725</u>	<u>716,925</u>

* Other movements include assets written on/off, amendments to useful life and amendments to recoverable amount in accordance with AAS 29 *Financial Reporting by Government Departments* and AASB 116 *Property, Plant and Equipment*.

Notes to and forming part of the financial statements for the year ended 30 June 2006

	2006 \$'000	2005 \$'000
LIABILITIES		
23. Payables		
Trade creditors	30,645	24,216
QAS subscriber refunds	-	391
Tax liabilities	1,887	2,563
PAYG	1,321	1,348
Total	33,853	28,518
24. Other financial liabilities (Refer note 30)		
<u>Current</u>		
Queensland Treasury Corporation	2,917	3,708
	2,917	3,708
<u>Non-current</u>		
Queensland Treasury Corporation	9,628	12,192
	9,628	12,192
25. Accrued employee benefits		
Annual leave	56,907	49,655
Long service leave levy payable	1,810	1,408
Accrued salaries and wages	4,205	3,119
Accrued employer superannuation contributions	400	293
Other employee benefits	67	108
Total	63,389	54,583
26. Other current liabilities		
Unearned revenue	8,629	7,250
Fair value of derivatives	1,002	-
Total	9,631	7,250

Notes to and forming part of the financial statements for the year ended 30 June 2006

EQUITY

27. Asset revaluation reserve by class

	Land	Buildings	Major plant and equipment	Motor vehicles and other plant and equipment	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Balance 1 July 2005 *	54,278	106,517	19,572	4,584	184,951
Revaluation increments	8,895	32,313	6,378	-	47,586
Sale of revalued assets	(284)	(2,375)	(2,046)	(560)	(5,265)
Balance 30 June 2006 *	<u>62,889</u>	<u>136,455</u>	<u>23,904</u>	<u>4,024</u>	<u>227,272</u>

* The department still has revaluation reserves for motor vehicles and other plant and equipment. These reserves will be reduced on the sale of the assets. In accordance with AASB 116 *Property, Plant and Equipment* and Queensland Treasury's *Non-Current Asset Accounting Policies for the Queensland Public Sector* these classes of assets are not currently subject to revaluation (except when classified as Major plant and equipment).

2006
\$'000

2005
\$'000

28. Reconciliation of operating surplus to net cash provided by operating activities

Operating surplus	12,291	12,762
Non-cash items:		
Depreciation expense	46,462	43,660
Amortisation expense	1,498	2,924
Loss on sale of property, plant and equipment	612	1,038
Gain on sale of property, plant and equipment	(1,421)	(1,278)
Non-current asset donations	(221)	(103)
Other	1,380	(255)
	<u>48,310</u>	<u>45,986</u>
Change in assets and liabilities:		
(Increase)/decrease in assets		
Net receivables	(10,746)	(493)
Inventories	231	(536)
Prepayments	(173)	2,500
GST receivable	(522)	225
	<u>(11,210)</u>	<u>1,696</u>
Increase/(decrease) in liabilities		
Accrued employee benefits	8,806	1,804
Accounts payable	(1,976)	6,864
Unearned revenue	2,381	2,428
	<u>9,211</u>	<u>11,096</u>
Net cash provided by operating activities	<u><u>58,602</u></u>	<u><u>71,540</u></u>

Notes to and forming part of the financial statements for the year ended 30 June 2006

29. Events occurring after balance date

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

30. Interest-bearing and other financial liabilities

Loans are provided by Queensland Treasury Corporation. The interest rates and repayment terms on the borrowings range from:

	Interest rates	Repayment dates
Queensland Ambulance Service	5.37% to 6.95%	15 June 2009 to 15 August 2009
EMQ and Corporate Services	5.94% to 6.70%	15 September 2006 to 15 August 2010
Queensland Fire and Rescue	5.76% to 6.49%	15 September 2006 to 15 September 2014

Borrowings are all in Australian dollar denominated amounts.

No assets have been pledged as security for any liabilities.

The market value of the debts as notified by Queensland Treasury Corporation at 30 June 2006 are:

	Debt market value	
	2006 \$'000	2005 \$'000
Queensland Ambulance Service	3,191	4,156
EMQ and Corporate Services	4,591	5,779
Queensland Fire and Rescue Service	4,879	6,404
	12,661	16,339

The market value represents the value of the debt if the department repaid the debt at 30 June 2006. As it is the intention of the department to hold the debt for its term, no provision is required to be made in these accounts.

Interest and borrowing costs on funds borrowed from the Queensland Treasury Corporation, as well as interest on overdraft facilities with the Commonwealth Bank of Australia, have been recognised as an expense in the reporting period as follows:

Interest and finance/borrowing costs	Interest expense		Finance/borrowing costs	
	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000
Queensland Ambulance Service	250	126	3	2
EMQ and Corporate Services	295	362	4	5
Queensland Fire and Rescue Service	422	429	6	7
	967	917	13	14

The department has authorisation to operate in overdraft with a specified limit in accordance with the *Financial Administration and Audit Act 1977*. The current overdraft interest rate is 8.59%.

Notes to and forming part of the financial statements for the year ended 30 June 2006

31. Non-cash financing and investing activities

Assets and liabilities received or donated/transferred by or to the department and recognised as revenues and expenses are set out in Notes 7 and 15 respectively.

Assets and liabilities received or transferred by the department as a result of machinery-of-Government changes are set out in Note 2 (ad).

32. Commitments for expenditure

(a) Non-cancellable operating lease commitments

The operating leases referred to in the table below relate to the leasing of land, buildings and miscellaneous plant and equipment.

	2006 \$'000	2006 \$'000	2005 \$'000	2005 \$'000
	Gross (Inclusive of GST)	GST Input Tax Credits Receivable	Gross (Inclusive of GST)	GST Input Tax Credits Receivable
Payable:				
Not later than one year	2,821	239	2,207	189
Later than one year and not later than five years	6,322	573	4,272	388
Later than five years	8,616	783	8,830	803
	17,759	1,595	15,309	1,380

Operating leases are entered into as a means of acquiring access to office accommodation and storage facilities. Lease payments are generally fixed, but with inflation escalation clauses on which contingent rentals are determined.

No renewal or purchase options exist in relation to operating leases and no operating leases contain restrictions on financing or other leasing activities.

(b) Expenditure Commitments

Material commitments contracted for at reporting date but not recognised in the accounts are payable as follows:

	2006 \$'000	2006 \$'000	2005 \$'000	2005 \$'000
	Gross (Inclusive of GST)	GST Input Tax Credits Receivable	Gross (Inclusive of GST)	GST Input Tax Credits Receivable
Ambulance stations	9,177	834	2,433	221
Ambulances	2,195	200	7,040	640
Fire stations	5,696	518	1,308	119
Fire appliances	3,444	313	7,069	643
Royal Flying Doctor Service aeromedical contract	-	-	2,889	263
Helicopters	41,390	4,823	-	-
Software	356	32	3,026	275
Other commitments	5,628	512	4,633	421
	67,886	7,232	28,398	2,582

**Notes to and forming part of the financial statements
for the year ended 30 June 2006**

	2006 \$'000	2006 \$'000	2005 \$'000	2005 \$'000
	Gross (Inclusive of GST)	GST Input Tax Credits Receivable	Gross (Inclusive of GST)	GST Input Tax Credits Receivable
Payable:				
Not later than one year	34,288	3,106	27,588	2,508
Later than one year and not later than five years	33,598	4,126	810	74
Later than five years	-	-	-	-
	67,886	7,232	28,398	2,582

(c) Grants and subsidies

As at 30 June 2006, approval has been given in accordance with a formal agreement to pay the following grants and subsidies provided certain criteria are met:

	2006 \$'000	2006 \$'000	2005 \$'000	2005 \$'000
	Gross (Inclusive of GST)	GST Input Tax Credits Receivable	Gross (Inclusive of GST)	GST Input Tax Credits Receivable
Helicopter rescue services	4,786	436	7,842	713
Royal Life Saving Society of Queensland	96	-	150	-
Surf Life Saving Queensland	110	10	3,497	318
Grants to local government	4,977	61	2,059	161
Natural Disaster Mitigation Program	4,349	23	7,943	49
Australian Volunteer Coast Guard Association	1,158	105	2,317	210
Volunteer Marine Rescue Association Qld.	1,291	117	2,582	235
Bushfire Co-operative Research Centre	660	60	880	80
Other	980	72	177	16
	18,407	884	27,447	1,782

Payable:				
Not later than one year	17,919	844	20,735	1,207
Later than one year and not later than five years	488	40	6,712	575
Later than five years	-	-	-	-
	18,407	884	27,447	1,782

33. Contingencies

(a) Litigation in progress

As at 30 June 2006 there were no claims made or cases commenced which were not covered by insurance arrangements.

The Department has received notification of a number of cases that are not yet subject to court action. These cases may result in subsequent litigation. At reporting date it is not possible to make an estimate of any probable outcome of these actions, or any financial effect.

(b) Native title claims over Departmental land

As at 30 June 2006, 1 native title claim has been made over departmental land at Bajool (Rockhampton District). The land is 382 square metres in area and has a carrying value of \$1,870.

Notes to and forming part of the financial statements for the year ended 30 June 2006

At reporting date it is not possible to make an estimate of any probable outcome of this claim, or any financial effect.

(c) Guarantees and undertakings

The department has obtained a bank guarantee to the value of \$12.176m at 30 June 2006, to provide insurance against non-performance of a contract for the supply of helicopters. The department will make progress payments against the contract in advance of delivery from the overseas company. The bank guarantee is to mitigate the risk of non-delivery. The department does not expect the guarantee to be called upon.

34. Controlled entities

(i) *Kenneth James McPherson Memorial Trust and Kenneth James McPherson Foundation Trust*

The QAS, in a trustee capacity, provides administrative support to manage transactions and balances for the Kenneth James McPherson Memorial Trust and the Kenneth James McPherson Foundation Trust. The Memorial Trust was formed to provide financial assistance in the personal development of ambulance officers. The Foundation Trust was formed to promote research and education into the improvement of patient treatment in pre-hospital care.

As the amounts involved for both trusts are not considered material, the trusts are not consolidated with the department's financial statements.

A summary of financial transactions and balances for the Kenneth James McPherson Memorial Trust and Kenneth James McPherson Foundation Trust follows:

Kenneth James McPherson Memorial Trust		
	2006	2005
	\$	\$
Income	852	1,024
Expenses	5,157	5,896
Net Surplus (Deficit)	(4,305)	(4,872)
Assets	15,414	19,746
Liabilities	-	27
Net Assets	15,414	19,719

Kenneth James McPherson Foundation Trust		
	2006	2005
	\$	\$
Income	11,888	7,386
Expenses	31	31
Net Surplus	11,857	7,355
Assets	37,689	25,665
Liabilities	167	-
Net Assets	37,522	25,665

Notes to and forming part of the financial statements for the year ended 30 June 2006

35. Financial instruments

(a) Terms conditions and accounting policies

Transition to Australian Equivalents to International Financial Reporting Standards.

The department has used the exemption in AASB 1 *First-time Adoption of Australian Equivalents to International Financial Reporting Standards* and has not presented comparative information for financial instruments that complies with AASB 132 *Financial Instruments: Presentation*, AASB 139 *Financial Instruments: Recognition and Measurement* and AASB 7 *Financial Instruments: Disclosures*.

No adjustments were required to comply with the new requirements set out in AASB 132, AASB 139 and AASB 7.

The accounting policies including the terms and conditions of each class of financial asset and financial liability at balance date are as follows:

Financial assets

Financial instrument	Accounting policies	Terms and conditions
Cash	Cash includes cash on hand, cash at bank, imprest account totals and similar investments that are readily convertible to cash.	The Department operates bank accounts with the Commonwealth Bank of Australia under Queensland Treasury authorisation. Cash surpluses earn interest currently at 4.59% pa calculated on the daily balance. An overdraft facility is in place. The current overdraft interest rate is 8.59% pa.
Receivables	Trade debtors are carried at nominal amounts less any provision for doubtful debts. A provision for impairment is recognised when collection of the full nominal amount is no longer probable. Other receivables are carried at nominal amounts. Urban fire levies are collected for QFRS by local authorities. Levies receivable but not remitted at 30 June are recognised as a receivable.	Settlement of trade debtors is required within 14 days from date of invoice for QAS and QFRS, and 30 days from date of invoice for EMQ, Corporate Services, and the Rural Fire Service. In relation to other receivables, other than from Government, terms are 14 days net. Levies collected by local government on behalf of QFRS are payable within 14 days of the legislated remittance date.
QFRS volunteer Rural Fire Brigade (RFB) vehicle advance receivables	Advances receivable from volunteer rural fire brigades are carried at nominal amounts. No provision is made for impairment.	The QFRS has entered into financing arrangements with volunteer rural fire brigades whereby those brigades may contribute 20 percent to the construction cost of a rural fire fighting vehicle. The balance is borrowed from QFRS for an 18-month term and repaid in 6 quarterly instalments with no interest charged.
Derivatives	Unrealised gains/losses on foreign exchange contracts are recorded in accordance with AASB 139 <i>Financial Instruments Recognition and Measurement</i> .	The department has a contract for the supply of helicopters with an overseas supplier. Foreign currency risks are mitigated by use of a forward exchange contract. Unrealised gains and losses due to movement in the exchange rate between the contracted rate and the spot rate at balance date are recorded as either a financial asset or financial liability.

**Notes to and forming part of the financial statements
for the year ended 30 June 2006**

Financial liabilities

Financial instrument	Accounting policies	Terms and conditions
Payables	Recognition – upon receipt of goods or services irrespective of whether an invoice has been received. Measurement – based on agreed purchase/contract price or an estimate of the work completed.	The amounts are unsecured and are usually settled on 30-day terms.
Other financial liabilities	Loans are carried at book value. Interest is charged as an expense as it accrues.	All borrowings are with Queensland Treasury Corporation (QTC). Borrowings are repayable on terms and conditions agreed with QTC.
Derivatives	Unrealised exchange gains/losses on embedded derivatives contracts are recorded in accordance with AASB 139 <i>Financial Instruments Recognition and Measurement</i> .	The department has a contract for the supply of helicopters with an overseas supplier. The terms of the contract contain an embedded derivative. Unrealised gains and losses due to movement in the exchange rate between the contracted rate and the spot rate at balance date are recorded as either a financial asset or financial liability.

(b) Interest rate risk exposure

The department's exposure to interest rate risk and the effective interest rates of financial assets and financial liabilities are shown in the following table. All assets and liabilities are shown by maturity or contractual repricing dates and at face value.

Department of Emergency Services	Floating Rate \$'000	Contractual Repricing / Maturity Date:			Non Interest Bearing \$'000	Total \$'000	Weighted Average Rate: %
		1 year or less \$'000	1 to 5 years \$'000	Greater than 5 years \$'000			
Financial assets							
Cash	59,832	-	-	-	-	59,832	4.62%
Receivables	-	-	-	-	38,804	38,804	N/A
RFB advances	-	-	-	-	16	16	N/A
Derivatives	-	-	-	-	531	531	N/A
Total financial assets	59,832	-	-	-	39,351	99,183	
Financial liabilities							
Payables	-	-	-	-	33,853	33,853	N/A
Other financial liabilities	-	2,917	6,348	3,280	-	12,545	6.18 %
Derivatives	-	-	-	-	1,002	1,002	N/A
Total financial liabilities	-	2,917	6,348	3,280	34,855	47,400	

(a) The floating interest rate represents the most recently administered market rate applicable to the instrument at 30 June 2006.

(b) The fixed rate represents weighted average market interest rate.

Notes to and forming part of the financial statements for the year ended 30 June 2006

(c) Credit risk exposure

Credit risk exposure represents the extent of credit related losses that the department may be subject to on amounts to be exchanged under loans and accounts receivable from financial assets.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial assets is the carrying amount of those assets net of any provisions for impairment as indicated in the Balance Sheet. There is no significant concentration of credit risk in the receivables.

(d) Net fair value

The net fair value is determined as follows:

- The net fair value of cash and cash equivalents and non-interest bearing monetary financial assets and financial liabilities approximate their carrying amounts.
- The net fair value of other monetary financial assets and financial liabilities is based on market prices where a market exists, or has been determined by discounting expected future cash flows by the current interest rate for financial assets and liabilities with similar risk profiles.
- The carrying amounts and estimated net fair values of financial assets and financial liabilities held at balance date are given below:

Department of Emergency Services	Total carrying amount		Net fair value	
	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000
Financial assets				
Cash	59,832	60,678	59,832	60,678
Receivables	38,804	27,547	38,804	27,547
RFB advances receivables	16	5	16	5
Derivatives	531	-	531	-
Total financial assets	99,183	88,230	99,183	88,230
Financial liabilities				
Payables	33,853	28,518	33,853	28,518
Other financial liabilities	12,545	15,900	12,661	16,339
Derivatives	1,002	-	1,002	-
Total financial liabilities	47,400	44,418	47,516	44,857

(e) Foreign exchange rate exposure

Foreign exchange rate exposure represents the extent of foreign currency related losses that the department may be subject to on amounts exchanged under contracts with clauses expressed in foreign currency.

The maximum exposure to foreign currency risk, where material, has been moderated with the use of forward exchange contracts. Any additional exposure to currency fluctuations is not expected to have a material financial impact on the financial statements of the department.

**Notes to and forming part of the financial statements
for the year ended 30 June 2006**

36. Schedule of administered items

	QFRS		Total	
	2006 \$'000	2005 \$'000	2006 \$'000	2005 \$'000
Administered revenues				
On-the-spot fines	110	135	110	135
Total administered revenues	110	135	110	135
Administered Assets				
Receivables	21	34	21	34
	21	34	21	34
Administered Liabilities				
Payables	21	34	21	34
	21	34	21	34
Transfers to government of fines	89	101	89	101

**Notes to and forming part of the financial statements
for the year ended 30 June 2006**

37. Reconciliation of Adjustments from previous GAAP to Australian Equivalents to International Financial Reporting Standards (AEIFRS) - as at 1 July 2004

Note	Previous GAAP 1 July 2004 \$'000	Affect of Transition to AEIFRS \$'000	AEIFRS 1 July 2004 \$'000
Current Assets			
Cash Assets	46,173	-	46,173
Receivables	27,284	-	27,284
Inventories	2,469	-	2,469
Other	5,349	-	5,349
	81,275	-	81,275
Non-current assets classified as held for sale	-	-	-
Total Current Assets	81,275	-	81,275
Non Current Assets			
Receivables	-	-	-
Inventories	-	-	-
Other Financial Assets	-	-	-
37.1 Intangible Assets	8,344	(353)	7,991
37.2 Property, Plant and Equipment	547,089	8,742	555,831
	555,433	8,389	563,822
Total Non Current Assets	555,433	8,389	563,822
Total Assets	636,708	8,389	645,097
Current Liabilities			
37.4 Payables	39,389	(7,583)	31,806
Other Financial Liabilities	3,099	-	3,099
37.4 Provisions	46,541	(46,541)	-
37.3 Accrued Employee Benefits	-	54,124	54,124
Other	4,822	-	4,822
Total Current Liabilities	93,851	-	93,851
Non Current Liabilities			
Payables	-	-	-
Other Financial Liabilities	13,203	-	13,203
Accrued Employee Benefits	-	-	-
Provisions	-	-	-
	13,203	-	13,203
Total Non Current Liabilities	13,203	-	13,203
Total Liabilities	107,054	-	107,054
Net Assets	529,654	8,389	538,043
Equity			
Contributed Equity	49,278	-	49,278
37.5 Retained Surplus	367,106	(405)	366,701
37.6 Asset Revaluation Reserve	113,270	8,794	122,064
Total Equity	529,654	8,389	538,043

Notes to and forming part of the financial statements for the year ended 30 June 2006

Explanatory Note of 'Affect of Transition to AEIFRS' (\$'000).

- 37.1** write-off of intangible assets now under the threshold (\$311). Write-off of borrowing costs previously capitalised (\$42).
- 37.2** write-off of property, plant & equipment now under threshold (\$224). Revaluation of major Plant and Equipment on creation of class \$8,794. Land owned by department, previously under threshold, now written on \$172.
- 37.3** transfer of leave provisions and other employee payables, now classified as accrued employee benefits \$54,124.
- 37.4** transfer of leave provisions (\$46,541) and employee payables (\$7,583) now classified as accrued employee benefits \$54,124.
- 37.5** net result of 37.1 to 37.4 as follows:

Description	\$'000
Write-off of intangibles	(311)
Write-off of borrowing costs	(42)
Write-off of PP&E below threshold	(224)
Write-on of land	172
Retained surplus adjustment	(405)

- 37.6** equity affect of revaluation of major plant and equipment on creation of asset class.

**Notes to and forming part of the financial statements
for the year ended 30 June 2006**

38. Reconciliation of Adjustments from previous GAAP to Australian Equivalents to International Financial Reporting Standards (AEIFRS) - as at 1 July 2005

Note	Previous GAAP 1 July 2005 \$'000	Effect of transition to AEIFRS \$'000	2004-2005 Adjustments \$'000	AEIFRS 1 July 2005 \$'000
Current Assets				
Cash Assets	60,678	-	-	60,678
Receivables	27,552	-	-	27,552
Inventories	3,005	-	-	3,005
Other	2,849	-	-	2,849
	94,084	-	-	94,084
Non-current assets classified as held for sale	-	-	-	-
Total Current Assets	94,084	-	-	94,084
Non Current Assets				
Receivables	-	-	-	-
Inventories	-	-	-	-
Other Financial Assets	-	-	-	-
38.1 Intangible Assets	8,082	(353)	(316)	7,413
38.2 Property, Plant and Equipment	623,999	8,742	(6)	632,735
	632,081	8,389	(322)	640,148
Total Non Current Assets				
	726,165	8,389	(322)	734,232
Total Assets				
	726,165	8,389	(322)	734,232
Current Liabilities				
38.3 Payables	33,338	(7,583)	2,763	28,518
Other Financial Liabilities	3,708	-	-	3,708
38.4 Provisions	49,763	(46,541)	(3,222)	-
38.3 Accrued Employee Benefits	-	54,124	459	54,583
Other	7,250	-	-	7,250
Total Current Liabilities	94,059	-	-	94,059
Non Current Liabilities				
Payables	-	-	-	-
Other Financial Liabilities	12,192	-	-	12,192
Accrued Employee Benefits	-	-	-	-
Provisions	-	-	-	-
	12,192	-	-	12,192
Total Non Current Liabilities				
	106,251	-	-	106,251
Total Liabilities				
	106,251	-	-	106,251
Net Assets				
	619,914	8,389	(322)	627,981
Equity				
Contributed Equity	63,068	-	-	63,068
38.5 Retained Surplus	382,408	(405)	(2,041)	379,962
38.6 Asset Revaluation Reserve	174,438	8,794	1,719	184,951
Total Equity	619,914	8,389	(322)	627,981

Notes to and forming part of the financial statements for the year ended 30 June 2006

Explanatory Note of '2004-2005 Adjustments' (\$'000)

- 38.1 write-off of intangible assets now under the threshold (\$316).
- 38.2 write-off of property, plant & equipment now under threshold (\$6). Land purchased by department, previously under threshold, now written on \$2.
- 38.3 transfer of leave provisions (\$3,222) and employee payables \$2,763 now classified as accrued employee benefits (\$459).
- 38.4 transfer of leave provisions and other employee payables, now classified as accrued employee benefits \$459.
- 38.5 additional depreciation expense due to revaluation of major plant and equipment (\$1,720). Reduced depreciation expense due to write-off of assets previously capitalised \$19. Assets now expensed that were previously capitalised (\$342). Land purchased 2004-05 previously under threshold, now written on as asset \$2.
- 38.6 equity affect of revaluation of major plant and equipment on creation of asset class \$1,719.

Certificate of the Department of Emergency Services

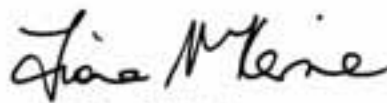
The general purpose financial statements have been prepared pursuant to section 40(1) of the *Financial Administration and Audit Act 1977* (the Act), and other prescribed requirements. In accordance with section 40(3) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Emergency Services for the financial year ended 30 June 2006 and of the financial position of the Department at the end of that year.



Gary Taylor
Chief Financial Officer
B.Bus, MBA, CPA

22 September 2006



Fiona McKersie
Director-General
ESM

22 September 2006

Independent Audit Report

To the Accountable Officer of the Department of Emergency Services

Matters Relating to the Electronic Presentation of the Audited Financial Report

The audit report relates to the financial report of the Department of Emergency Services for the financial year ended 30 June 2006 included on the Department of Emergency Services' web site. The Accountable Officer is responsible for the integrity of the Department of Emergency Services' web site. We have not been engaged to report on the integrity of the Department of Emergency Services' web site. The audit report refers only to the statements named below. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of the financial report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report, available from the Department of Emergency Services, to confirm the information included in the audited financial report presented on this web site.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.

Scope

The Financial Report

The financial report of the Department of Emergency Services consists of the Income Statement, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement, Income Statement by Outputs, notes to and forming part of the financial statements and certificates given by the Accountable Officer and officer responsible for the financial administration of the Department of Emergency Services, for the year ended 30 June 2006.

Accountable Officer's Responsibility

The Accountable Officer is responsible for the preparation and true and fair presentation of the financial report, the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error and for the accounting policies and accounting estimates inherent in the financial report.

Audit Approach

As required by law, an independent audit was conducted in accordance with *QAO Auditing Standards*, which incorporate the *Australian Auditing Standards*, to enable me to provide an independent opinion whether in all material respects the financial report is presented fairly in accordance with the prescribed requirements, including any mandatory financial reporting requirements as approved by the Treasurer for application in Queensland.

Audit procedures included –

- examining information on a test/sample basis to provide evidence supporting the amounts and disclosures in the financial report;
- assessing the appropriateness of the accounting policies and disclosures used and the reasonableness of significant accounting estimates made by the Accountable Officer;
- obtaining written confirmation regarding the material representations made in conjunction with the audit; and
- reviewing the overall presentation of information in the financial report.

Independence

The *Financial Administration and Audit Act 1977* promotes the independence of the Auditor-General and QAO authorised auditors.

The Auditor-General is the auditor of all public sector entities and can only be removed by Parliament.

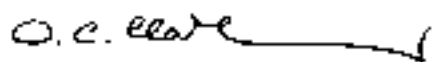
The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised.

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.

Audit Opinion

In accordance with s.40 of the *Financial Administration and Audit Act 1977* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
 - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects; and
 - (ii) the financial report has been drawn up so as to present a true and fair view, in accordance with the prescribed accounting standards of the transactions of the Department of Emergency Services for the financial year 1 July 2005 to 30 June 2006 and of the financial position as at the end of that year.



O.C. CLARE FCPA
As delegate of the Auditor-General of Queensland



Queensland Audit Office
Brisbane

Index of annual report compliance

Our annual report is prepared in accordance with the *Financial Administration and Audit Act 1977*, *Financial Management Standard 1997* and other Queensland Government requirements.

Financial legislative requirements The <i>Financial Administration and Audit Act 1977</i> requires the annual report to contain:	Pages
Information required by the appropriate Minister to enable the Minister to assess the efficiency, effectiveness and economy of the department	throughout
Information required under a financial management standard	see below
A copy of general purpose financial statements prepared for the financial year, together with the related certificates and Auditor-General's report	101–139
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The indicators shown below reflect the Global Reporting Initiative (GRI) reporting elements and performance indicators outlined in the 2002 Sustainability Reporting Guidelines. The page numbers provided against each element are the pages that demonstrate most significantly the GRI aspect. The department aims to increase its ability to report on sustainability in future reports.

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1.2	Director-General's statement	4-5
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2.1	Organisation's name	Front cover
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2.4	Major divisions, subsidiaries and joint ventures	3
2.5	Countries in which the organisation's operations are located	3, Australia
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2.7	Nature of markets served	3
2.8	Scale of the reporting organisation	3, 72, 98-99
2.9	List of stakeholders	7, 67-69
2.10	Contact person for the report, including email and web address	1
2.11	Reporting period	Front cover
2.12	Date of most recent previous report	2004-05
2.13	Boundaries of report	3
2.14	Significant changes in size, structure, ownership or services since previous report	5, 95
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2.20	Policies and practices to provide assurance on accuracy, completeness and reliability	65-66, 78
2.21	Policy and current practice with regard to providing independent assurance for the full report	65-66, 78
2.22	Means by which report users can obtain additional information	Inside front and back covers
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Key locations of the department

General inquiries

**Emergency Services Complex, Cnr Kedron Park and Park Roads,
Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001.**

07 3247 8190

Headquarters

Office of the Minister for Emergency Services	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1377, Brisbane, Queensland 4001.	07 3247 8190
Office of the Director-General	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001.	07 3247 8821
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Queensland Ambulance Service	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001.	07 3247 8200
Emergency Management Queensland	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001.	07 3247 8511
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Regional Offices

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Brisbane (QAS)	Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 625, Brisbane, Queensland 4001.	07 3247 8228
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South Western (QAS and QFRS)	Level 1, 128-132 Margaret Street, Toowoomba, Queensland. PO Box 831, Toowoomba, Queensland 4350.	07 4639 9111

Key web addresses

Our department	www.emergency.qld.gov.au
Disaster information	www.disaster.qld.gov.au
Queensland Fire and Rescue Service	www.fire.qld.gov.au
Queensland Ambulance Service	www.ambulance.qld.gov.au
Emergency Management Queensland	www.emergency.qld.gov.au/emq
Our publications	www.emergency.qld.gov.au/publications

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