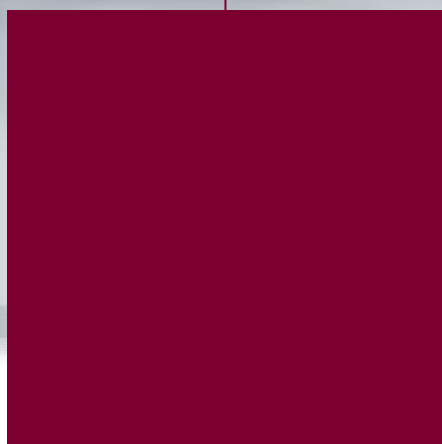


Annual Report 2004–05

Department of Emergency Services

04–05



Statement of communication objective

This annual report is a key accountability document that presents and reviews the achievements, performance, outlook and financial position of the Department of Emergency Services during the 2004–05 financial year. It reinforces our commitment to accurate and transparent disclosure to the Queensland Parliament and public.

The Queensland Government's Charter of Social and Fiscal Responsibility outlines the government's commitment to providing improved outcomes for the community. This annual report reviews our progress in contributing to these outcomes, particularly safe, secure and healthy communities and individuals. In particular, this annual report reviews and reports our performance against what we said we would do in our corporate plan to contribute to the government's outcomes and priorities for Queensland.

The report provides correct and timely information to meet the needs of the Minister, our stakeholders, the community and individuals who have an interest in our operations.

Feedback and additional copies

We are committed to continuous improvement in addition to open and accountable governance. Any feedback on this annual report is welcomed. Should you wish to contact us regarding any content disclosed in this report, or if you would like to order additional copies of this annual report, our contact details are as follows:

Strategic Management Unit
Department of Emergency Services
GPO Box 1425
Brisbane Queensland 4001
Tel: + 61 7 3247 8727
Internet: www.emergency.qld.gov.au



Our vision

To provide safer communities 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-approach and characterised by trust, respect and mutual support.
- ▶ Encourage open and honest communication.
- ▶ Recognise and value 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.

Contents

Emergency Services — a snapshot.....	1
Who we are, where we are and what we do	
2004–05 Highlights.....	2
Director-General’s report	4
Director-General Michael Kinnane discusses the year’s achievements	
Our Executive Management Team.....	7
Profiles of the staff members responsible for the overall leadership of the Department	
Four-year performance	8
Summary and important trends	
Key result areas and outcomes.....	10
How we plan and manage performance	
Our organisation.....	12
Who makes up our organisation, including our vital volunteers	
Our future direction and challenges	13
Our divisions	16
▶ Queensland Ambulance Service	
▶ Counter Disaster and Rescue Services	
▶ Queensland Fire and Rescue Service	
▶ Strategic Policy and Executive Services	
▶ Business Support Services	
Financial overview	26
Delivering a safer state.....	29
How we performed against our key result areas	
Our force of volunteers	53
Our volunteers and how you can get involved	
Managing our business	59
Our corporate governance and business management framework for achieving best practice in emergency service delivery	
Appendices.....	73
Financial statements.....	95
Index	129
Glossary	130

Emergency Services—a snapshot

Queensland's Department of Emergency Services provides services in all phases of emergency and disaster management (prevention, preparedness, mitigation response and recovery). These are provided by our three operational divisions: Queensland Fire and Rescue Service (QFRS), Queensland Ambulance Service (QAS) and Counter Disaster and Rescue Services (CDRS). Strategic business support is provided by the Business Support Services (BSS) division. The Strategic Policy and Executive Services (SPES) division provides strategic governance, management, research, advocacy and representation services to the department and government.

► [more info on pages 16–25](#)

Providing services through three operational divisions as one department presents significant advantages and benefits to the community. These benefits occur at many levels, from having single-point ministerial accountability for emergency services through to the cooperation and teamwork of officers assisting members of the community in emergencies and disasters.

Our staff and volunteers

The Emergency Services portfolio employs over 8,100 full-time and part-time employees, and is supported by almost 85,000 volunteers across Queensland. Our volunteers include:

- Honorary ambulance officers (including Ambulance Attendants and Community First Responders)
- State Emergency Service volunteers
- Emergency Service Unit volunteers
- Emergency Service Cadets
- Rural Fire Brigade officers
- QFRS Scientific Unit volunteers.

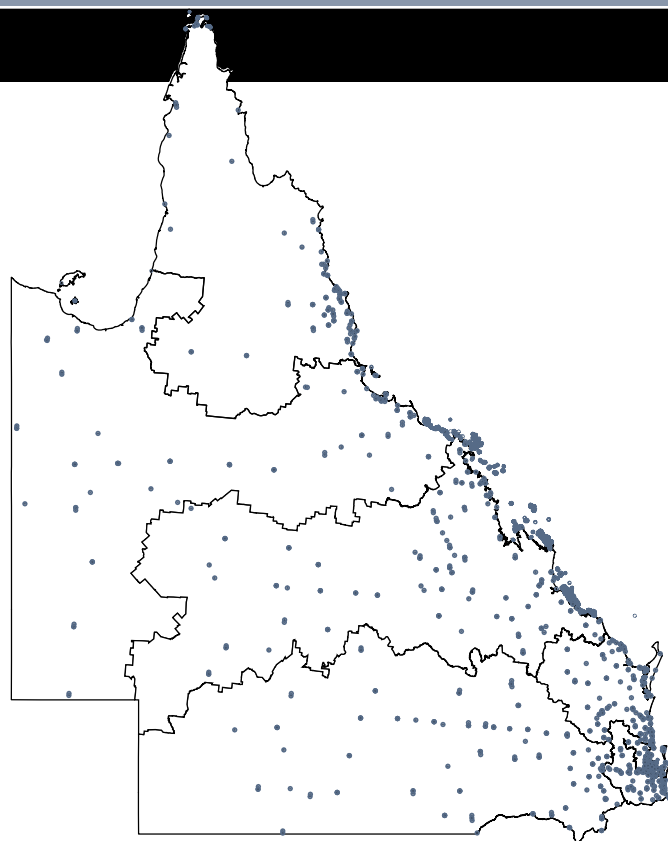
We also have a network of supported volunteer organisations which include the:

- Volunteer Marine Rescue Association of Queensland
- Australian Volunteer Coast Guard Association
- Surf Life Saving Queensland
- Royal Life Saving Society.

[more info on pages 53–58](#)

Where we are

Our services reach nearly 4 million Queenslanders across our vast state of 1.77 million square kilometres. This is delivered from over 500 Emergency Service locations throughout Queensland.



Our services are delivered right across Queensland.

This includes 271 ambulance service locations, 237 fire and rescue stations, 16 counter disaster and rescue facilities, one special operations facility and 12 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 Coordination Centre and the State Disaster Coordination Centre. The new multi-service Special Operations Centre, located at Cannon Hill, Brisbane, enables statewide special operations response, due to its proximity to the Brisbane airport. 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 issues.

We currently have 2,240 operational emergency service vehicles stationed throughout Queensland. These vehicles include 458 urban fire appliances, 877 rural fire appliances, 901 ambulance vehicles and four Queensland Rescue helicopters.



Excellence in business management

Our ambulance service received its third Australian Business Excellence Award, being one of only 12 organisations throughout Australia to do so. This award is the fifth to be made to divisions of the department since 1997.

[› more info on page 49](#)



Getting ambulances to patients sooner

Despite rapidly increasing demand, our ambulance service has significantly improved its response times. Paramedics are now on the scene in 68.57% of the most serious cases (Code 1) within 10 minutes. This is nearly a 2% improvement on the previous year.

[› more info on page 38](#)



New response capability

The multi-service Special Operations Centre at Cannon Hill was opened. This state-of-the-art emergency response hub enables expert emergency response teams to be deployed throughout Australia and the Asia-Pacific region within hours of a disaster.

[› more info on page 39](#)



First regional joint emergency service centre

The North Mackay emergency services joint facility was opened—for the first time housing all three area offices (ambulance, counter disaster and rescue, and fire and rescue) in one complex in regional Queensland.

[› more info on page 38](#)



First Emergency Service Unit

The State's first Emergency Service Unit was officially launched at St Pauls in the Far North Region. These units will provide effective and timely volunteer emergency services in rural and remote communities where there are limited resources.

[› more info on pages 39, 56](#)

World-class training academy

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

[› more info on page 42](#)



Improved bushfire preparedness

The Interface Zone (iZone) Strategy has improved preparedness in the highest fire risk areas of the state where bushland and urban development meet.

[› more info on page 40](#)



Safer Indigenous communities

The department is providing practical and flexible models of service delivery to improve community safety in Indigenous communities.

[› more info on page 30](#)



More paramedics to help Queenslanders

One hundred new and additional paramedics were employed as part of a government commitment to employ 240 paramedics over three years.

[› more info on page 38](#)



New Disaster Management Alliance

The Local Government Association of Queensland and the Department of Emergency Services have joined forces to improve community safety and increase community resilience in the event of a disaster.

[› more info on pages 47](#)





Director-General Michael Kinnane

In 2004–05, the world was left reeling from horrendous terrorist attacks and devastating tsunamis. Of course, more recently, Hurricane Katrina shattered even more lives.

The unfortunate legacy of such events is that emergency service organisations across the world need to significantly increase their capacity to deal with extraordinary challenges.

I am proud to say that the Department of Emergency Services is driving this trend in Australia and continues to show leadership in the planning and delivery of emergency services.

Along with the global challenges, 2004–05 presented a number of local challenges, including severe bushfire and flooding, and the tilt train derailment near Bundaberg involving 163 passengers and crew.

Our unique model of emergency services in Queensland is *a model for the times*. The integration of ambulance, fire and counter disaster and rescue services within a single department provides the foundation for the multi-service collaboration, coordination and cooperation required to plan for and respond effectively to extraordinary challenges.

During the past year, the focus for the department has been improving capability to prepare for, respond to and recover from all types of emergencies and disasters. This improved capability is underpinned by increased resources, advanced training and purpose-built infrastructure.

There has also been an emphasis on improved coordination with our government and community partners. The days of a siloed approach to the planning and delivery of government services are over. No single agency has the skills, knowledge or resources to meet the needs and priorities of the Queensland community.

Sharing resources and jointly planning and delivering key services and programs are crucial to ensuring government departments and governments at all levels respond to community issues in a timely and effective way. This is fundamentally important in the area of emergency services and community safety.

Advancements in operational capability

In 2004–05, the capacity of emergency services to deal with a terrorist or natural disaster event reached new levels. The significant advancements in operational capability made throughout the year ensure our services are prepared for any challenge—a truly all-hazards approach.

The Queensland Government's commitment of more than \$10 million to the new multi-service Special Operations Centre at Cannon Hill in Brisbane represents a major investment in our preparedness to respond to terrorist and chemical, biological, radiological, incendiary and explosive (CBRIE) events.

The state-of-the-art emergency hub is unique in Australia. It incorporates highly specialised equipment and vehicles which enable expert Queensland Emergency Response Teams to be deployed throughout the state, Australia or the Asia-Pacific region within hours of a disaster occurring.

In January 2005, four QAS paramedics—Brad Bird, Matthew Green, Gavin Leader and Geoff Dunning, along with QFRS firefighter Christopher Dowdle—were deployed to Banda Aceh in Indonesia as part of a specialist health team from Queensland. The team was tasked with providing emergency medical support to the local population following the tsunami. Their outstanding contribution under extremely difficult circumstances is a testament to the professionalism, dedication and high level of skill of our emergency services personnel.

The department's terrorism response capability has also been boosted by the purchase of new specialised appliances and caches of equipment based in Brisbane, Cairns and Townsville. Throughout the year, regular joint emergency services training courses were undertaken throughout the state, along with urban search and rescue programs for firefighters, paramedics, State Emergency Service volunteers, police and defence force personnel.

In 2004–05, QAS embarked on an ambitious reform program. The program involves roster reform to ensure the health and safety of our paramedics and workforce modelling to ensure resources match growth and demand for ambulance services. No other ambulance service in Australia has embarked on such a radical program of reform.

The reforms are part of the Government's \$100 million package over three years for staffing, vehicles and buildings, and will provide the basis for more highly skilled paramedics.

Despite rapidly increasing demand from a growing and ageing population in Queensland, our ambulance service has significantly improved its response times by nearly two percent over last year for the most serious cases (code 1). The improvements were made possible by the allocation of 100 new and additional paramedics to areas of greatest need as part of the government's 2004 election commitment.

Additionally, QAS is developing an innovative approach to the provision of paramedic services in rural and remote areas in partnership with James Cook University. Through a paramedic academic position at the Mount Isa Centre for Rural and Remote Health, QAS will work with Queensland Health to develop a model for an expanded role for paramedics in the provision of basic health care alongside other health professionals in rural and remote communities. QAS will train 20 paramedics each year for three years so they may perform a vital role in assisting remote area nurses and rural doctors with ongoing patient care.

Another of our key initiatives of the past year has been the enhancement of bushfire response capabilities in the highest risk areas of the state where bushland and urban development meet (rural/urban interface zone). The QFRS Interface Strategy incorporates funding for five extra training officers to deliver integrated training for permanent and auxiliary staff and volunteers working in the interface zone, as well as more than 50 rural firefighting vehicles and 20 firefighting trailers to support the rural fire service. The Interface Strategy also incorporates improved command and control arrangements between urban and rural volunteer fire crews and improved communications.

Another important step forward in boosting capabilities was the signing of an agreement between the department and the Local Government Association of Queensland. The Disaster Management Alliance will enhance disaster management capabilities of both levels of government, improve community safety and increase community resilience. The alliance has resulted from the productive

and collaborative relationship that already exists between the department and local government in this state.

Achieving business excellence

In 2004–05, the Premier announced the transformation of the former QFRS Academy into a multi-service training facility known as the Queensland Combined Emergency Services Academy. The academy already provides live fire and technical rescue facilities to train emergency services staff and volunteers in disciplines such as firefighting, urban search and rescue, vertical rescue and road accident rescue.

The government's investment of \$20 million over the next three years will make QCESA a national and international centre of excellence for emergency management training and community safety. The enhancements will provide a new breathing apparatus and hazardous materials training facility for QFRS and an operational scenario village for multi-service, multi-agency training of our emergency services staff and volunteers, along with police, health and Australian Defence Force personnel.

In May 2005, QAS was recognised with a bronze award in the Australian Business Excellence Framework Awards. This recognition highlights the excellent standards continually maintained by QAS and proves once again that it is one of the world's leading ambulance services. It is important to note that all three operational divisions of the department have received recognition for business excellence under the framework.

Looking ahead, the formal establishment of a statewide Indigenous Coordination Unit is a key initiative to improve the way we work to enhance community safety in Indigenous communities. Formalising the structure of the unit, which is based in Cairns, will boost the operations of the unit and achieve significant improvements in coordination of Indigenous community safety initiatives across the state. The unit provides a valuable mechanism for the department to work across all levels of government and with Indigenous communities.



Commitment to community safety

The department is continuing to lead the way in developing and implementing flexible models of service delivery that meet the needs of the diverse communities across this vast state.

Our commitment to improving community safety in Indigenous communities is demonstrated through the innovative Indigenous Australian Service Delivery Enhancement Package. Initiatives of this package in 2004–05 included the employment of an ambulance field officer in Cooktown, establishment of QAS First Responder Groups in Indigenous communities, review and evaluation of Disaster Risk Management Plans and Fire Management Plans in rural and remote communities, and continuation and enhancement of community safety initiatives and programs such as the delivery of first aid and cardiopulmonary resuscitation (CPR) courses, the provision of first aid kits to outstations and homelands and junior safety education programs.

Setting up Queensland's first joint Emergency Service Units in the communities of Talwood, near Goondiwindi, and St Pauls, in the Torres Strait, marked an important milestone during the year. Emergency Service Units provide effective, timely and coordinated volunteer emergency services (such as State Emergency Service and Rural Fire Service) in communities where there are limited resources. These units provide new and flexible models of service delivery to assist Queensland's communities, particularly in rural and remote areas. Five additional units are planned for the coming year.

Our Emergency Services Cadets Program is improving the capability of Queensland's young people. The program develops life skills and encourages participation by young people in local communities. In the past year we established three additional Emergency Services Cadet groups and there are now 45 Cadet groups across the state with a total of 800 cadets and 250 adult leaders.

Through the Community Safety Project, the department is partnering with Queensland Police to broaden the crime prevention focus of Neighbourhood Watch groups to incorporate community safety, particularly in and around the home. The Department of Housing, through the Community Renewal Program, has joined the partnership and the project is being rolled out into targeted Neighbourhood Watch communities throughout the state. The project builds community capacity to identify and implement local solutions to local problems and demonstrates the effectiveness of building on and strengthening existing community networks.

Another practical, locally based community safety initiative is our Child Injury Prevention Project, which is jointly sponsored by the Department of Emergency Services and Queensland Health. The project aims to reduce injuries to children aged zero to four years in rural and regional areas and focuses specifically on the key areas of drowning, poisoning, burns/scalds and falls. This evaluated project is being successfully trialled in Mount Isa and Mackay.

Supporting our people

The department is working enthusiastically to lay the foundations to ensure we accelerate our representation of equal employment opportunity target groups in 2005–06. To ensure we make a real difference, we will be progressing an Indigenous Traineeship Program, a comprehensive career pathway for women and investing significant resources to attract and support equal employment opportunity target group members to help them successfully attain employment within our department.

Finally, the department is achieving so much because of the commitment and dedication of our people. I would like to acknowledge the staff, both those on the frontline and key support staff, who continually deliver world-class emergency services to the people of Queensland.

I would also like to acknowledge and thank the many thousands of volunteers who devote their time to making their communities safer. We continue to ensure our volunteers are supported and adequately resourced with vital equipment and ongoing training, and are able to respond to any challenges they face.

The *shared vision* across all the Emergency Services is *community safety and looking after people*. I am enormously proud of the full-time, part-time and volunteer personnel who devote their time to supporting others. Thank you so much for your dedication. Take care.



Michael Kinnane



Our Executive Management Team



The Department of Emergency Services Executive Management Team. From left: (rear) Alan Brunner, Lee Johnson, Jim Higgins and Phil Clarke. (front): Michael Kinnane and Margaret Smith.

Michael Kinnane ESM, FAIM
Director-General

Michael was appointed as Director-General in December 1998. Prior to this he held executive leadership positions within the department from 1990, including Director, CHEM Unit, and Executive Director roles in Statewide Services and the then Support Services Business Unit. Michael previously held positions with the Commonwealth public service and with the International Labour Organisation of the United Nations. He was awarded the Centenary Medal in 2003 for distinguished service to the public sector, and the Emergency Services Medal in 2005 for his leadership in reforming Queensland's emergency services into a unique model, based on coordination, collaboration and cooperation.

Alan Brunner MComm, BE(Chem)
Executive Director, Counter Disaster and Rescue Services

Alan was appointed Executive Director in November 2002 after eight years service as Director, CHEM Unit. Alan has a strong background in private and public sector management and in the development, coordination and implementation of government policy. He is also the Executive Officer of the State Disaster Management Group.

Phil Clarke MRegSc, BAppSc, DipTeach, MAICD
Executive Director, Strategic Policy and Executive Services

Phil was appointed Executive Director in May 2004. Phil held a number of executive roles in the TAFE sector prior to Emergency Services. He was previously the Institute Director of the Brisbane North Institute of TAFE and brings with him a wealth of experience in strategic policy and service delivery in the public sector.

Jim Higgins ASM, MPSM, MHA, AFCHSE
Commissioner, Queensland Ambulance Service

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 1997 and gained appointment as Deputy Commissioner in 2002.

Lee Johnson
AFSM, Assoc Dip AppSc (Fire Tech), FAIM, MIFireE
Commissioner, Queensland Fire and Rescue Service

Lee was appointed Fire Commissioner in January 2002. Lee began his fire service career 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 Australian National Road Accident Rescue Association and sits on the Built Environment and Urban sub-groups of the Australian Fire Authorities Council.

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. She has held key strategic leadership positions in public and private sectors. Her expertise has been demonstrated in organisational change management, industrial relations, education and training, public sector management and reform, strategic planning and policy development.

Four-year performance—summary

Measure	2001–02 Actual	2002–03 Actual	2003–04 Actual	2004–05 Target	2004–05 Actual
Queensland Ambulance Service					
Level of patient satisfaction with ambulance response services	93.9%	96.2%	97.9%	>90%	97.8%
Percentage (%) of ambulance code 1 responses attended in less than 10 minutes	67.41%	66.60%	66.64%	>68%	68.57%
Number of (urgent code 1 and 2) ambulance responses attended per 1,000 population	95.57	101.60	120.10	117-125	123.86
Number of (non-urgent code 3 and 4) ambulance responses attended per 1,000 population	63.34	55.50	53.55	51-56	51.34
Survival rate for out-of-hospital cardiac arrest ¹	15.8	19.6	21.1%	>15%	21.6%
Number of ambulance community education first aid certificates issued/year	65,836	66,977	73,533	63,000-66,000	72,512
Number of ambulance cases attended (urgent code 1 and 2)	335,629	370,169	447,851	460,000-490,000	486,443
Number of ambulance cases attended (non-urgent code 3 and 4)	222,449	202,101	199,675	200,000-220,000	201,630
Counter Disaster and Rescue Services					
State Emergency Service volunteer hours of operation	59,123	75,203	96,971	50,000-75,000	67,183
State Emergency Service volunteers trained	1,998	2,112	2,237	1,400-1,800	2,282
Number of CDRS community disaster awareness and education activities conducted	423	570	589	400-600	439
Percentage of Queensland Rescue helicopter responses within service delivery targets	97%	91%	90%	>90%	87%
Number of hours of Queensland Rescue helicopter responses (includes aeromedical, counter disaster, search and rescue, and other activities ²)	2,230	2,268	1,911	---	2,212
Queensland Fire and Rescue Service					
Level of customer satisfaction with Fire and Rescue Service ³	94.7%	96.7%	98.0%	90%	95.0%
Number of fire safety inspections of premises (other than private dwellings) completed by QFRS	15,116	9,884	11,161	7,500	11,110
Number of hours per 100,000 population spent on fire safety promotion and public education activities	3,453	3,685	3,278	3,000	2,857
Percentage of homes with operational smoke alarms installed	71.9%	71.4%	72%	73-80%	72%
Percentage of 'Operational Safe Home' visits that result in increase in fire safety practices	80%	80%	93%	75%	93%
Number of fires and explosions responded to	20,185	17,865	15,332	16,000-20,000	17,090
Number of rescues and medical emergencies involving motor vehicles	7,020	6,875	8,022	7,500-9,000	9,647
Number of other rescues and medical emergencies	1,327	2,211	2,452	2,200-2,700	2,116
Number of callouts which, upon response, proved unfounded	24,528	25,516	27,090	21,500-24,500	25,123
Number of hazardous conditions incidents	3,297	3,047	3,682	3,200-3,700	2,966
Number of other incidents	3,127	3,194	3,705	3,400-4,000	3,306
Total number of callouts	59,484	58,708	60,269	60,000-61,000	60,248
Number of QFRS Scientific Unit callouts	308	230	267	150-200	195

1. 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.

2. Other activities include charter, familiarisation/safety presentation, law enforcement/police operations, public relations, ministerial transport, QFRS operations, support to other government departments, maintenance and training.

3. This survey is conducted by ACNielsen for the satisfaction with the QFRS response to structural fire.

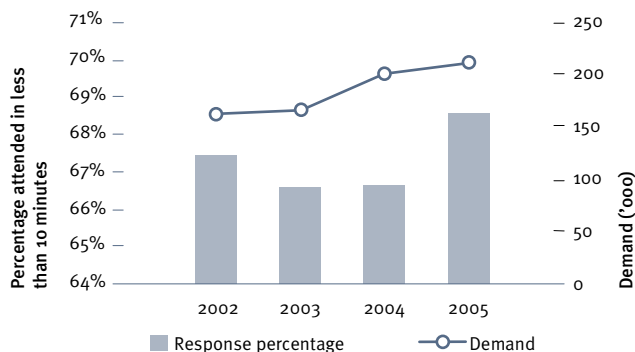
Four-year performance—important trends

Improving ambulance response times

Increasing demand has adversely affected response times in previous years. However workplace reforms and increased resources have resulted in ambulances getting to a greater number of the most urgent cases (code 1) faster.

› more info on page 38

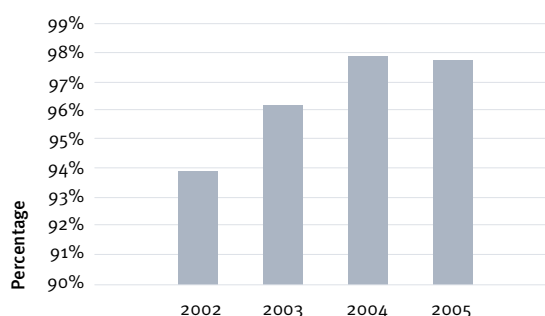
Ambulance response to code 1 emergencies



Excellence in ambulance response

Despite increasing demand, over the past four years the service has achieved and maintained a 4% increase in the level of patient satisfaction with the ambulance response services provided.

Patient satisfaction with ambulance response services

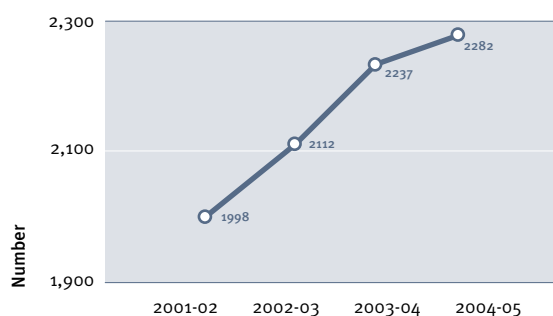


Enhancing community disaster preparedness

The department has increased funding through our Volunteer Support Package to better train and equip our volunteers. This has contributed to the steady increase in the number of State Emergency Service volunteers trained over the four-year period. The training of the volunteers enhances their response capabilities, safety, and contributes to their personal development.

› more info on page 36

State Emergency Service volunteers trained

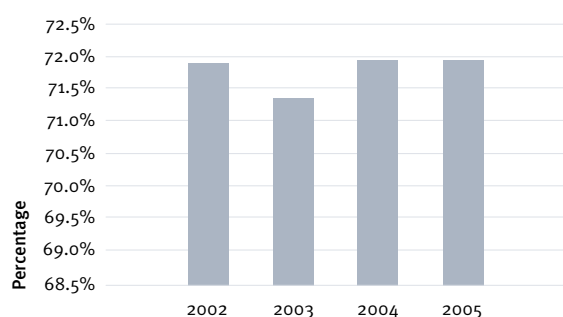


Smoke alarm adoption needs new impetus

The percentage of homes with operational smoke alarms has not increased. New educational strategies have been developed and legislative measures are being considered to further increase the adoption of these life-saving devices.

› more info on page 48

Percentage of homes with smoke alarms installed

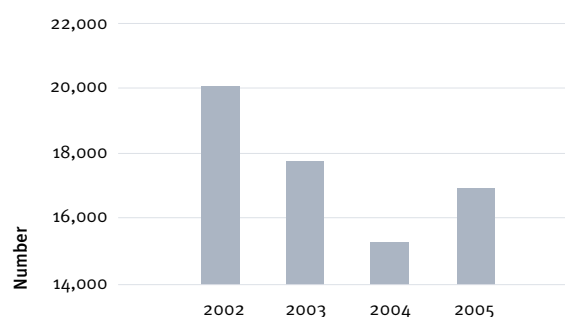


Reducing the number of fires

The fire education activities conducted by QFRS have contributed to the decrease in the number of fires experienced between 2001-02 to 2004-05.

› more info on pages 32-33; 35-36

Number of fires and explosions responded to



Key result areas and outcomes

Managing for outcomes

The department delivers services to communities across Queensland through the state government's **Managing For Outcomes Framework** to ensure effective and efficient use of resources in contributing to government priorities. The framework integrates planning, budgeting and performance management to ensure social, economic and environmental outcomes for Queensland communities are optimised.

Priorities of the Queensland Government

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 ensures that it will continue to make a valuable contribution to government priorities, particularly:

- ▶ safe and secure communities
- ▶ healthy, active individuals and communities
- ▶ a clean, liveable and healthy environment.

Our five key result areas

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

These 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, the department must also focus on **developing and supporting our people**, **continuous business improvement**, and our **contribution to the national, state and local policy agenda**.

Our corporate planning and divisional strategic plans are structured around the five key result areas, to ensure that all strategy addresses these priorities. 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.

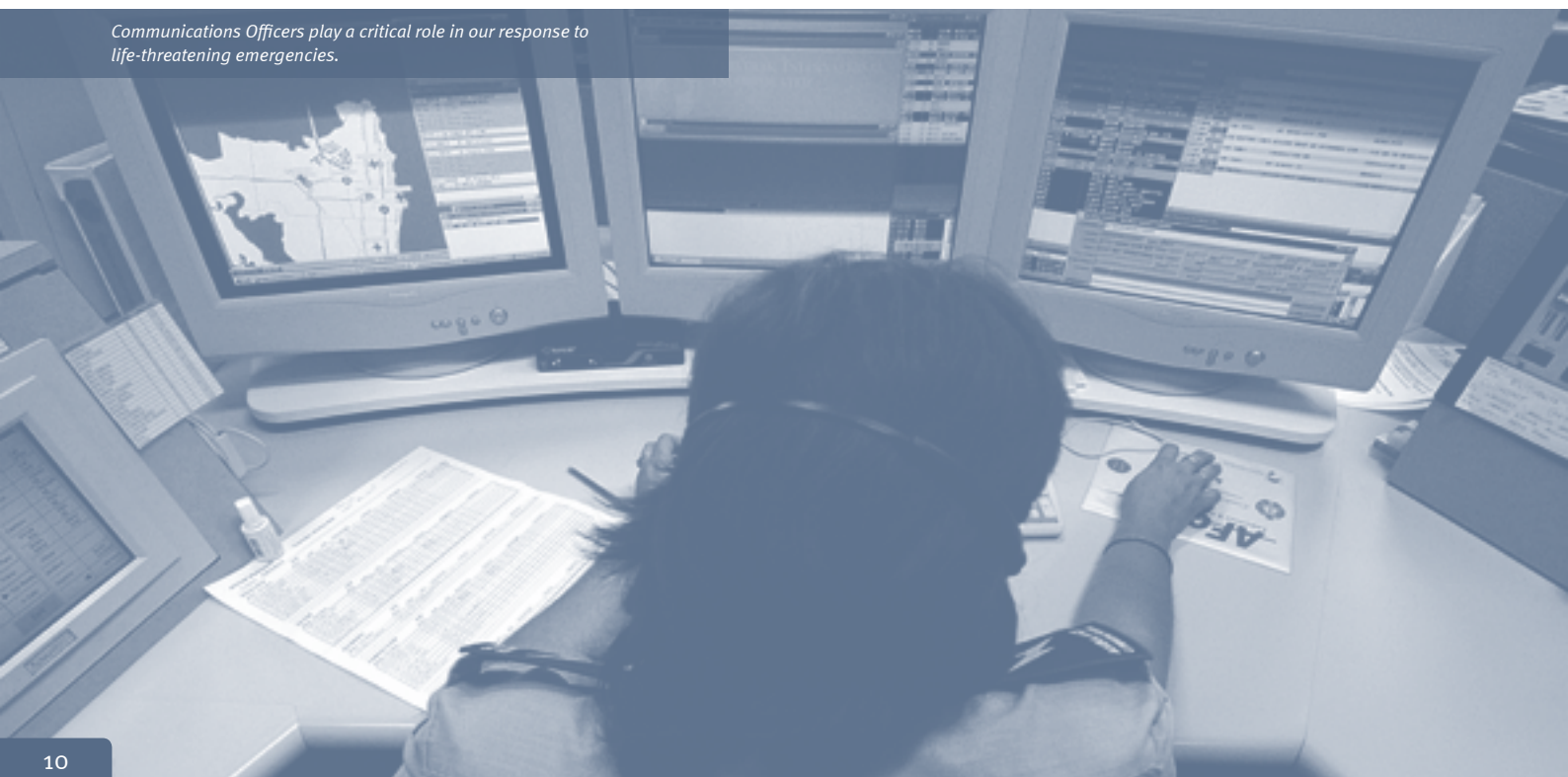
Our outputs and sub-outputs

Our department provides three outputs and seven sub-outputs that contribute to the state government priorities listed here.

The three outputs are provided by:

- ▶ Queensland Ambulance Service
- ▶ Counter Disaster and Rescue Services
- ▶ Queensland Fire and Rescue Service.

Communications Officers play a critical role in our response to life-threatening emergencies.

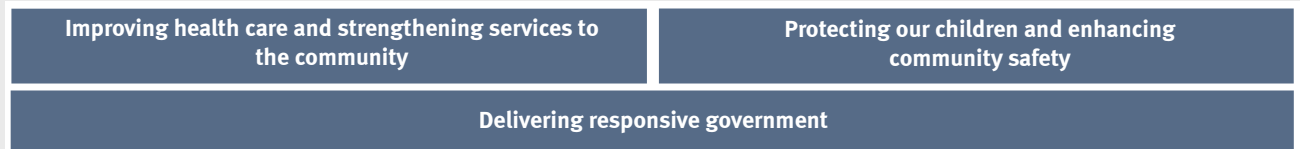


Aligning priorities, outputs and outcomes

Key community outcomes:



Key government priorities:



Our key result areas:

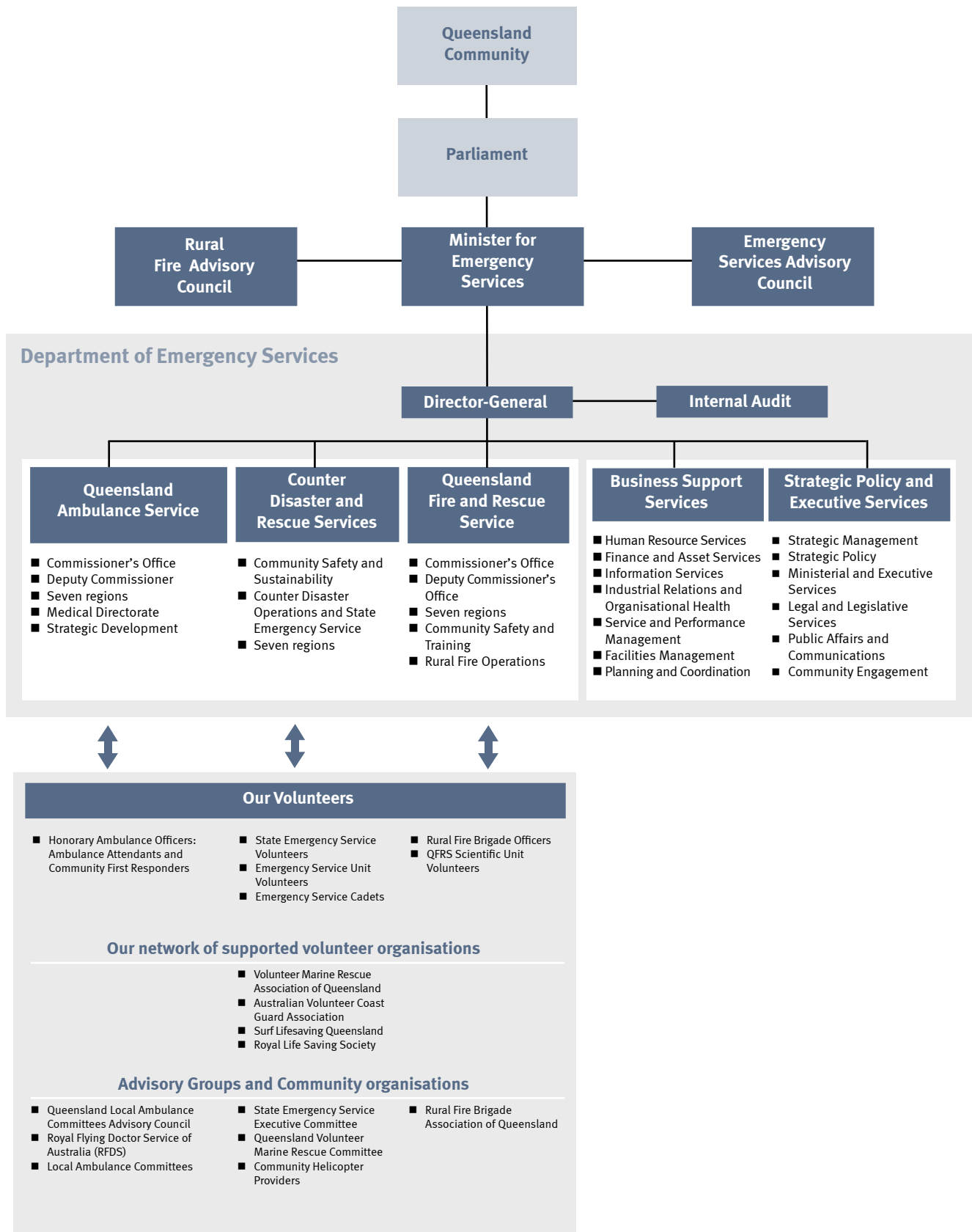


Our outputs:



Our organisation

Our structure supports effective multi-service cooperation and coordination for the benefit of the community.



Our future direction and challenges

We live in times that provide many challenges for the provision of emergency services. Recent terrorist bombings across the world in London and New York and in places as close to home as Bali, and Hurricane Katrina in the United States, along with the impact of recent local extreme weather events, including storms, drought and floods, have strengthened the department's intent to develop an emergency service delivery model for our times that emphasises collaboration, coordination and cooperation. Furthermore, our model of service delivery incorporates an all-hazards approach, where we prepare for all types of catastrophic disasters—including those of natural, industrial or terrorist origin.

Enhance community safety and prevention capability

The department will continue to strive to reduce the level of risk and impact of emergencies and disasters on communities. Queensland's climate has great variability, with floods, fires and cyclones regularly impacting on our population. Being prepared also means developing and practising plans for events that are less frequent, less predictable, but equally significant in terms of their impact.

The department will focus on developing the ability of Queenslanders to respond in an emergency. Our community safety, prevention and awareness initiatives will be innovative and delivered in collaboration with

other state government departments, local governments, communities and community organisations.

Avoiding the personal and community costs of preventable injury, illness and death remains a focus for QAS, which is developing and implementing a suite of community education programs to improve personal safety, such as cardiopulmonary resuscitation training, first aid training and injury prevention.

Disaster preparedness, response, recovery and mitigation arrangements will continue to be enhanced through the ongoing implementation of the *Disaster Management Act 2003* and the implementation of recommendations contained in the Council of Australian Government (COAG) reports, *Natural Disasters in Australia: Reforming Mitigation, Relief and Recovery Arrangements* and the *National Inquiry on Bushfire Mitigation and Management*.

Fire safety will be enhanced on a number of fronts, including through:

- ▶ the ongoing regulation of budget accommodation
- ▶ the review of the *Queensland Fire and Rescue Service Act 1990*
- ▶ the implementation of the COAG bushfire inquiry report in conjunction with Emergency Management Australia and the Australasian Fire Authorities Council
- ▶ redevelopment of fire and road safety education programs targeting the safety of children and young adults.

Collaboration, coordination and cooperation for safer communities.



Enhance operational service delivery

Ongoing concern with the international terrorism environment, the tilt train incident in November 2004 and recent bushfire incidents have reaffirmed the need to be prepared at all times. Accordingly, the department will continue to focus on funding operations, staff, equipment, personal protective equipment, training, communications, research and planning for all services as well as multi-casualty events.

The delivery of rapid, reliable and professional service to Queenslanders across this vast state will continue to be a priority, and steps will be taken to further improve operational response times through better response strategies, workforce modelling, flexible models of service delivery and performance data.

Skill levels of our personnel will be improved by continuing to employ multi-service and multi-agency training initiatives and exercises that provide opportunities for operational and volunteer personnel to improve skills in incident command and control. The development of the Queensland Combined Emergency Services Academy as a centre of excellence for emergency management training and community safety will play a key role in this.

The department has diligently worked to improve coordination of services, and the academy is a significant

and impressive example of this integration.

This integration has resulted in improved collaboration, coordination and cooperation across emergency services and with our government and community partners, ultimately delivering improved safety outcomes for the community. The academy provides live fire and technical rescue facilities to train emergency services staff and volunteers in disciplines such as fire fighting, urban search and rescue, vertical rescue and road accident rescue.

Being ready for terrorism and CBRNE events will continue to be a focus of skill development, particularly through the new multi-service Special Operations Centre at Cannon Hill, Brisbane.

The department will develop and implement adaptable and responsive integrated service delivery models and strategies to respond to the diversity of Queensland's communities, particularly rural, isolated and remote (including Indigenous) communities. Key components will include the rollout of the iZone program to improve fire safety on the rural fringes of urban communities, as well as multi-service and multi-agency approaches to rural and remote community safety, such as joint Emergency Service Units and the Ambulance Service's First Responder Program.

Auxiliary firefighters practise turnout drills at the State Firefighters Championships in Bundaberg.



Develop and support our people

The department will continue to recognise, support, train and safeguard its permanent and volunteer workforce to ensure its continuing ability to provide excellent service in our increasingly demanding service delivery environment. These strategies encompass educational, industrial and leadership initiatives, as well as continuing to pursue a proactive diversity and equity agenda. Volunteer capability is being enhanced through the department's Volunteer Support Package, and service delivery to Indigenous communities is being improved through the department's Indigenous Australian Service Delivery Enhancement Package.

Contribute to national, state and local policy agenda

The department will continue to lead policy development at the local, state and national levels with a focus on disaster management, mitigation, emergency management in Indigenous communities and volunteer support. Queensland will continue to play a lead role on national emergency management forums by placing community safety issues such as interoperability and cross-border collaboration on the national policy agenda.

In 2005–06 the department will be coordinating high-level projects including enhanced building fire safety legislation, disaster mitigation planning and practices (implementing the recommendations of the COAG review report into natural disasters and the COAG bushfire inquiry report, response capability for CBRIE and terrorist incidents, a range of community safety programs and other whole-of-government initiatives to foster enhanced community safety.

Continuous business improvement

The department is committed to improving the way it delivers its services. Consequently, the department is focussed on improving operational and business processes through adopting the best available systems to improve efficiency and quality of service delivery. The implementation of the Australian Business Excellence Framework across the department helps us do this.

The department will continue organisational reform to become more efficient, further enhancing frontline service delivery and strategic policy and planning. Regional planning and coordination teams will facilitate collaborative service planning, development and delivery across the state to ensure effective resource allocation. Long-term planning for infrastructure and services will be improved through the cross divisional State Planning Group.

Saving lives is our business

Emergency Services staff and volunteers were praised as heroes after Rosedale's tilt train disaster. One hundred and fifty-six passengers, two drivers and five crew were evacuated to care and safety in Bundaberg, Gladstone and Hervey Bay when the train derailed approximately 40 kilometres north of Bundaberg. Miraculously, most people on board sustained only minor injuries; however, 36 had moderate to severe injuries requiring helicopter or ambulance evacuation.

All emergency services—QAS, QFRS, Rural Fire Service, CDRS, State Emergency Service and Queensland Rescue were involved along with Queensland Police, Queensland Health, Queensland Rail and members of the local community. Nine QFRS crews, 30 QAS crews, more than 60 State Emergency Service volunteers and a Queensland Rescue and Energex Community Rescue helicopter assisted in the emergency response. Crews worked for more than 15 hours freeing the passengers, treating them and transporting them to a hospital.

The Courier Mail and *The Sunday Mail* published a 'Salute To Crash Heroes' listing the names of the emergency services staff who responded. Premier Beattie also commended the Emergency Services staff for their excellent collaboration and professional actions. "There is no praise high enough for the hundreds of people who made huge personal sacrifices and saved a lot of agony," he said. "I thank them from the bottom of my heart—they were absolutely brilliant."



Queensland Ambulance Service



Mission: To improve the health and wellbeing of the community through the delivery of high-quality ambulance services.

QAS provides emergency medical services across Queensland. By continuing to strive for excellence through innovation, the division aims to improve the health and wellbeing of individuals and the community.

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, multi-casualty incidents and disasters
- ▶ community services such as community education and injury prevention
- ▶ pre-hospital care research.

Staffing and volunteers

QAS provides its services through 2,671 full-time equivalent employees.¹ The division delivers its services in collaboration with the other divisions of the department and with the additional assistance of Honorary Ambulance Officers, including 341 Ambulance Attendants and 173 Community First Responders. Increasingly in the future it will also provide services through Emergency Service Unit Volunteers as well.

Locations

QAS delivers its services from 279 service locations, including:

- ▶ 221 ambulance stations staffed by permanent employees
- ▶ 50 ambulance stations manned by volunteers
- ▶ eight communications centres.

Services are also delivered from:

- ▶ three Queensland Rescue air bases
- ▶ five community helicopter providers
- ▶ one Special Operations Centre
- ▶ eight state and regional administration offices.

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

¹ Full-time equivalent employees equal the total of all the part-time and full-time, casual and temporary roles to give a full-time equivalent number. The full-time equivalent number is less than a head count figure, which is an actual count of all staff employed.



Key achievements during 2004–05

- ▶ Ambulances reached patients sooner despite rapidly increasing demand. Our ambulance service significantly improved its response times. Paramedics are now on the scene in 68.57% of the most serious cases (code 1) within 10 minutes. This was nearly a 2% improvement on the previous year.

▶ more info on page 38

- ▶ Excellence in our business management was recognised with the receipt of our third Australian Business Excellence Award, being one of only 12 organisations throughout Australia to do so.

▶ more info on page 49

- ▶ One hundred new and additional paramedics were employed to help Queenslanders, as part of a government commitment to employ 240 paramedics over three years.

▶ more info on page 38

- ▶ Responses were made to 210,769 code 1 calls for assistance, and a total of 688,073 calls for assistance. This was an increase of 9,858 and 40,574 respectively compared to the previous year.

▶ more info on page 38

- ▶ The volunteer First Responder Program was expanded with the establishment of an additional seven groups and the training of an additional 25 first responders throughout the state.

▶ more info on pages 39, 58

- ▶ The survival rate increased for out-of-hospital cardiac arrest from 21.1% to 21.6%.

▶ more info on page 39

Future directions

- ▶ Services to rural, remote and Indigenous communities will be enhanced through expansion of the First Responder Program.
- ▶ The statewide implementation of the Strategic Information Management Initiative will be completed to improve patient care records and reduce administrative workloads on paramedics.
- ▶ Multi-service and multi-agency coordination and collaboration will be increased by QAS.
- ▶ The implementation of recommendations arising from the reviews into Queensland's aeromedical system will be finalised.
- ▶ The development of bridging programs for Aboriginal people and Torres Strait Islanders will continue to assist them to qualify as student ambulance officers.
- ▶ Strategies to address increasing demand from Queensland's growing and ageing population (e.g. more paramedics, ambulances and stations) will be implemented.
- ▶ The continuing research, development, implementation and evaluation of programs and initiatives that improve personal and public safety in Queensland.
- ▶ The paramedic workforce will be developed through tertiary training.
- ▶ Paramedics will be trained to deliver an expanded scope of practice so they may assist remote area nurses and rural doctors with ongoing patient care.

Counter Disaster and Rescue Services



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

CDRS provides and supports a diverse range of land, sea and air services designed to rescue and protect persons, property and the environment from the effects of hazards, emergencies and disaster situations.

In collaboration with our partners and stakeholders, we:

- ▶ develop communities so that they are better able to respond in emergencies and disasters
- ▶ support and coordinate disaster mitigation, preparedness, response and recovery
- ▶ manage the State Emergency Service and provide support for Volunteer Marine Rescue organisations
- ▶ manage the Queensland Government Helicopter Rescue Service (Queensland Rescue) and support community and contract helicopter providers
- ▶ coordinate hazardous material safety regulation and advisory services.

Staffing and volunteers

CDRS delivers its services through 199 full-time equivalent employees and a diverse range of volunteers:

- ▶ State Emergency Service 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
- ▶ seven regional offices and 12 district offices
- ▶ three Queensland Rescue Air Bases (and regional community airbases)
- ▶ numerous volunteer locations.

Headquarters contact details

Counter Disaster and Rescue Services
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/cdrs



Key achievements during 2004–05

- ▶ Joint Emergency Service Units were established to improve flexible emergency response in rural and remote communities.

▶ more info on pages 39, 56

- ▶ A Disaster Management Alliance was established with the Local Government Association of Queensland and the DES joining forces to improve community safety and resilience in the event of a disaster.

▶ more info on page 47

- ▶ Aeromedical capability was enhanced through the acquisition of a new Queensland Rescue helicopter costing \$8 million.

▶ more info on page 41

- ▶ Developed the Local Government Counter Terrorism Risk Management Kit in collaboration with the Local Government Association of Queensland and other agencies.

▶ more info on page 41

- ▶ Training and disaster risk management services were provided to our neighbours in the South Pacific.

▶ more info on page 34

- ▶ We improved our flexibility and responsiveness through the realignment of CDRS functions.

▶ more info on page 50

- ▶ The Emergency Services Cadet Program delivered training to over 100 cadet group leaders to help young people develop skills to assist their community in times of disaster. Three new cadet groups were established as well.

▶ more info on pages 34, 54

Future directions

- ▶ We will lead and deliver world-class emergency planning, mitigation, response and recovery services in Queensland.
- ▶ Additional resources and a range of training initiatives will be provided to support vital emergency services volunteers and volunteer organisations.
- ▶ Emergency management education and awareness in local governments, community councils and the general community will be increased.
- ▶ Multi-service and multi-agency coordination and collaboration will be increased by CDRS.
- ▶ Implement legislation to improve community safety and disaster resilience, including the *Dangerous Goods Safety Management Act 2001*, and the *Disaster Management Act 2003*.
- ▶ We will work in collaboration with other departments so that we prepare for, respond to, and recover from, potential terrorism-related incidents.
- ▶ Emergency management capacity in Indigenous communities will be enhanced as part of the department's Indigenous Australian Service Delivery Enhancement Package.
- ▶ Services to rural, remote and Indigenous communities will be enhanced through the creation of additional Emergency Service Units and Emergency Service Cadet groups.



Queensland Fire and Rescue Service



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

While QFRS is best known for putting out fires in homes, buildings or in the bush, it 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 firefighting, fire safety and evacuation procedures

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

Staffing and volunteers

Our staff consists of 2,596 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 is a partnership between Queensland’s 44,000 dedicated Rural Fire Brigade volunteers and local and state authorities in protecting rural, remote and provincial Queensland.

While QFRS’ main volunteer force are the Rural Fire Brigade volunteers, increasingly it will provide services through the Emergency Service Unit volunteers as well.

Locations

The division delivers its services from:

- ▶ the Emergency Services headquarters at Kedron
- ▶ seven regional offices
- ▶ 237 fire and rescue stations
- ▶ the special operations centre at Cannon Hill
- ▶ 1,640 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



Key achievements during 2004–05

- ▶ Fire safety was improved in budget accommodation. QFRS undertook an extensive and effective campaign to raise awareness, education and training for owners of rental accommodation, with 1,153 of 1,181 (98%) buildings inspected achieving an appropriate level of compliance.

▶ more info on page 32

- ▶ Technical rescue training and equipment was improved.

▶ more info on page 36

- ▶ We enhanced bushfire preparedness in the iZone by establishing initiatives to mitigate against the impact of bushfires and to aid volunteer and permanent fire fighters and the community to respond to such situations.

▶ more info on page 40

- ▶ We responded to 60,248 callouts across the state.

▶ more info on page 38

- ▶ 29 urban fire appliances (Type 3) were delivered to stations across Queensland and aerial fire appliances were delivered to Rockhampton and Brisbane.

▶ more info on page 38

- ▶ Rural Fire Brigades were provided with 30 medium response fire appliances, 20 light response fire appliances, five heavy tanker cab chassis and 20 fire fighting trailers.

▶ more info on page 36

Future directions

- ▶ We will continue to improve the operational preparedness of firefighters across Queensland through world-class training and innovation.
- ▶ Research, development and implementation of programs and initiatives that improve fire safety in Queensland communities will be continued.
- ▶ Community fire safety preparedness and compliance will be enhanced.
- ▶ Community awareness of fire and general safety will be increased.
- ▶ Multi-service and multi-agency coordination and collaboration by QFRS will be increased.
- ▶ We will continue to improve response and recovery services with a strong focus on an all-hazards approach to incident management.
- ▶ The State Incident Management Team will be further developed to ensure QFRS has the ability to activate and deploy quickly to assist regions.
- ▶ More urban and rural fire appliances will be delivered across priority areas of Queensland.
- ▶ We will establish a contract for aerial firefighting helicopters and other aircraft to support air observation and firefighting.

Strategic Policy and Executive Services



SPES provides organisation-wide leadership in governance, management, research, advocacy and representation through strategic management, policy development, legal, legislative and Cabinet services, community engagement, corporate communications, and executive services to the Director-General and the Minister.

SPES provides a strategic interface with central agencies of government and coordinates whole-of-department responses to cross-government strategic initiatives on behalf of the department.

Staffing

The division has 77 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



Key achievements during 2004–05

- ▶ The Strategic Plan for Indigenous Australians 2005–08 was launched to improve service delivery and community capacity in Indigenous communities.

[▶ more info on page 30](#)

- ▶ The Community Safety Collaborative was established to improve community safety initiatives and support the implementation of the Building a Safer Queensland Strategy.

[▶ more info on page 37](#)

- ▶ The structure of the Cairns-based Indigenous Coordination Unit was enhanced to allow greater cooperation between the department and Indigenous communities.

[▶ more info on page 30](#)

- ▶ We led the development of a Draft National Emergency Management Strategy for Remote Indigenous Communities.

[▶ more info on page 46](#)

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

[▶ more info on page 49](#)

- ▶ We led the department's child safety awareness initiatives in collaboration with the Department of Child Safety.

[▶ more info on page 32](#)

- ▶ We achieved a silver award at the Australasian Reporting Awards and an Award of Merit at the Queensland Public Sector Annual Report Awards for the department's 2003–04 Annual Report.

[▶ more info on page 49](#)

- ▶ We led the implementation of the "Consolidating the Future" blueprint to enhance our department's unique emergency services model of collaboration, coordination and cooperation.

[▶ more info on page 49](#)

Future directions

- ▶ Planning will be improved by developing linkages between emergency service delivery and the department's contribution to the government's priorities and outcomes, including the Southeast Queensland Regional Plan and the Smart State Strategy.
- ▶ Corporate governance, risk management processes and planning and reporting methodologies will be integrated.
- ▶ We will deliver an integrated and consistent approach on procedures for performance measurement.
- ▶ Emergency services to Indigenous communities will be improved.
- ▶ The department's management of risk and effectiveness of governance structures and processes will continue to be improved.

Business Support Services



BSS provides the department with strategic and tactical services and advice related to human resources, industrial relations, organisational health, finance, procurement, corporate governance, capital works, property management and leasing, DES and QAS fleet and equipment, warehousing and distribution, assets and facilities management, records and information systems and communication technologies and systems development.

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, which includes payroll, and corporate systems support.

Staffing

BSS has 390 full-time equivalent employees. About 60 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 7% 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



Key achievements during 2004–05

- ▶ A Volunteer Portal was developed to allow for increased information and communication flow for all volunteers across the state.
[▶ more info on page 36](#)
- ▶ We project-managed the establishment of the Queensland Combined Emergency Services Academy.
[▶ more info on page 42](#)
- ▶ The DES Strategic Workforce Management Plan was implemented.
[▶ more info on page 43](#)
- ▶ The Diversity and Equity Plan Towards 2008 was developed.
[▶ more info on page 43](#)
- ▶ The Supportive Leadership Program was delivered to 673 departmental staff across the state.
[▶ more info on page 42](#)
- ▶ Completed the implementation of the Organisational Health Management System contributing towards a reduction in WorkCover premiums.
[▶ more info on page 45](#)
- ▶ Successfully project managed a number of information and communication technology projects.
[▶ more info on page 51](#)

Future directions

- ▶ We will facilitate the enhancement of the Queensland Combined Emergency Services Academy as a national and international centre of excellence for emergency management training and community safety.
- ▶ The 2005–06 capital works program will be delivered and the 10 year asset plan will be developed.
- ▶ Staff capability, safety, equity, diversity and wellbeing will be enhanced across the department.
- ▶ The implementation of the Strategic Workforce Plan 'DES People – Our Future Towards 2008' will be continued.
- ▶ We will reduce statutory claims through the Workforce Improvement Project.
- ▶ We will complete critical Information and Communication Technology projects and develop the information and communication technology strategic direction plan 2010.
- ▶ The department's industrial relations framework will be improved.
- ▶ We will progress whole-of-government Shared Services Initiatives and systems implementation.

Financial summary 2004–05

	2004–05	2003–04
Revenue	\$645.140m	\$631.330m
Expenses	\$630.615m	\$613.277m
Operating Result	\$14.525m	\$18.053m
Capital Acquisitions	\$62.787m	\$74.990m
Net Assets	\$619.914m	\$529.654m

This year has been another year of continuing progress and consolidation for the department.

In 2004–05, the department delivered its agreed outputs and realised an operating surplus, in line with budget projections. The surplus will be used as a funding source for future capital investments.

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

Operating result

Our operating result for the year was a net surplus of \$14.5 million (net surplus in 2003–04: \$18.1 million).

On an output basis:

- ▶ QAS recognised a surplus of \$3.8 million
- ▶ CDRS a surplus of \$1.7 million
- ▶ QFRS a surplus of \$9.0 million.

Capital acquisitions for the year totalled \$62.787 million.

Revenues

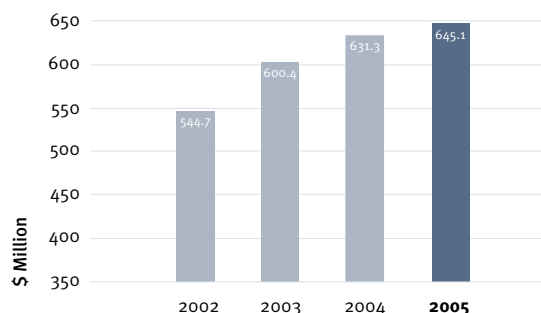
The department's total revenue for the year was \$645.1 million, an increase of 2.2% on 2003–04 (or 7.2% if the discontinued Equity Return regime is excluded from 2003–04 revenues).

The department received additional funding for a number of initiatives including the Emergency Services Computer-Aided Dispatch System, bushfire mitigation activities including iZone and command and control training, communication enhancements as well as funding from the state in lieu of fire levies for services to properties owned by the Crown, Natural Disaster Relief Arrangements funding, increases in the Community Ambulance Cover and other funding to partially subsidise the effects of QAS and Public Sector Enterprise Partnership Agreements. However, these increases were offset by discontinuation of the Equity return (which affected revenues and expenses equally).

User charges increased by \$2.9 million to \$52.1 million. The increase is principally due to increased demand for ambulance transportation services and an increase in commercial contract revenue. Partially offsetting this increase was a decrease in demand for QFRS emergency response and prevention services.

Fire levies increased by \$11.5 million to \$224.9 million, reflecting growth in the number of leviable urban properties and an increase in the levies by CPI.

Total revenue \$645.1 million



Where our funding came from in 2004–05

Output revenue	\$324.4m
User charges	\$52.1m
Fire levies	\$224.9m
Grants and other contributions	\$37.9m
Other revenue	\$5.8m
Total	\$645.1m

Revenues by output

Ambulance Service	\$299.5m
Counter Disaster and Rescue Services	\$49.2m
Fire and Rescue Service	\$296.8m
Unallocated inter-output elimination	(\$0.4m)
Total	\$645.1m

Expenses

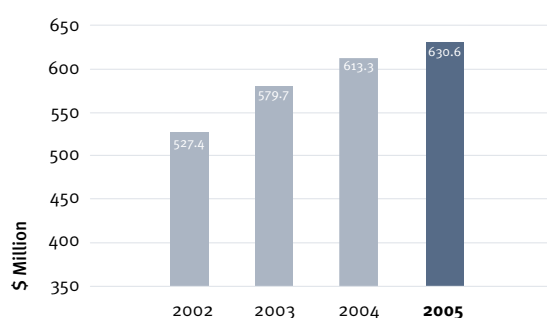
Operating expenses for the year were \$630.6 million, an increase of 2.8% (excluding the discontinued Equity Return regime from 2003–04 the increase is 8.1%).

Employee expenses increased by \$36.5 million to \$437.5 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 \$11.0 million to \$125.2 million, reflecting an increased demand for service delivery. Major contributors to the increase include increased patient demand and the cost of patient care consumables, increases in aviation, building and equipment maintenance, increase in vehicle expenses, shared service provider costs and an increased investment in operational equipment.

The decrease in Other expense payments over the prior year is principally due to the reduction in doubtful debts expense associated with ambulance transportation charges.

Total expense \$630.6 million



Where we incurred expenses in 2004–05

Employee expenses	\$437.5m
Supplies and services	\$125.2m
Depreciation and amortisation	\$45.2m
Grants and subsidies	\$14.7m
Other	\$7.1m
Borrowing costs	\$0.9m
Total	\$630.6m

Expenses by output

Ambulance Service	\$295.7m
Counter Disaster and Rescue Services	\$47.5m
Fire and Rescue Service	\$287.8m
Unallocated corporate services/ inter-output elimination	(\$0.4m)
Total	\$630.6m

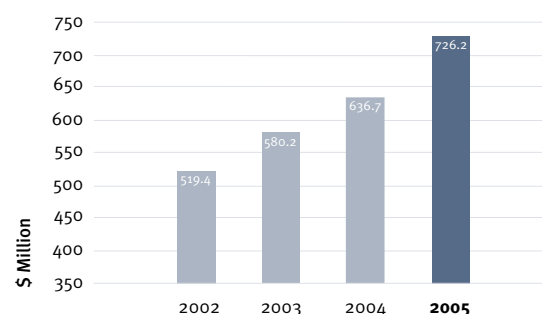
Assets

The Department of Emergency Services is in a strong financial position as it enters 2005–06—illustrated by the Department's debt to equity ratio of just 17%.

Cash increased by \$14.5 million from \$46.2 million to \$60.7 million. The Department will use this cash to finance operations and invest in property, plant and equipment and intangibles in 2005–06.

Non-current assets increased by \$76.7 million from \$555.4 million to \$632.1 million as a result of significant capital programs and the effect of the revaluation of assets at the end of 2004–05. Major capital items constructed or acquired in 2004–05 include the continued modernisation of the ambulance and fire vehicle fleet, the upgrade of ambulance and fire stations, special operations centre and the replacement of the Squirrel Helicopter. Capital acquisitions for the year totalled \$62.787 million.

Total assets \$726.2 million



What we owned at 30 June 2005

Current assets

Cash	\$60.7m
Receivables	\$27.6m
Inventories	\$3.0m
Other	\$2.8m

Non-current assets

Property, plant and equipment	\$624.0m
Intangibles	\$8.1m
Total	\$726.2m

Assets by output

Ambulance Service	\$275.7m
Counter Disaster and Rescue Services	\$42.6m
Fire and Rescue Service	\$388.8m
Unallocated corporate services/ inter-output elimination	\$19.1m
Total	\$726.2m

Liabilities

Payables decreased by \$6 million to \$33.3 million, reflecting the payment of accrued capital expenditure from 2003–04.

Provisions increased by \$3.2 million to \$49.8 million, mainly due to the effect of Enterprise Partnership Agreements.



The Moreton Island Miracle

On 8 May 2005, Ricardo Sirutis, an international visitor, went missing on Moreton Island. It would be another 10 days before he was located by State Emergency Service volunteers. Although he was alive and in good spirits, he was highly disoriented and dehydrated. He had sustained badly cut feet and an eye injury.

More than 500 State Emergency Service volunteers spent 6,000 hours searching Moreton Island over the 10 days. The Queensland Rescue Helicopter from Brisbane spent 14.5 hours conducting aerial searches of the island, while Volunteer Marine Rescue/Coast Guard spent 157 total crew hours searching the waters around the island. CDRS also provided 100 hours in support of the management and coordination effort.

On 23 May, the volunteers who found Ricardo were fortunate to meet him again at the Royal Brisbane Hospital. The volunteers gave him mementos such as photos of his rescue, State Emergency Service and departmental memorabilia, a compass, waterbottle and first aid kit (for future bushwalking treks).

Other liabilities increased by \$2.4 million to \$7.3 million reflecting revenue received in advance from the Commonwealth for the Bushfire Mitigation program and the Natural Disaster Mitigation Program (incorporating the Natural Disaster Risk Management Studies Program).

Total interest-bearing liabilities decreased by \$0.4 million to \$15.9 million. In 2004–05, QAS entered into a new loan facility to partially fund the Emergency Services Computer Aided Dispatch system.

The audited Financial Statements commence on page 95.

Total liabilities \$106.3 million



What we owed at 30 June 2005

Current liabilities	
Payables	\$33.3m
Interest bearing liabilities	\$3.7m
Provisions	\$49.8m
Other liabilities	\$7.3m
Non-current liabilities	
Interest bearing liabilities	\$12.2m
Total	\$106.3m

Liabilities by output

Ambulance Service	\$43.6m
Counter Disaster and Rescue Services	\$12.0m
Fire and Rescue Service	\$39.5m
Unallocated corporate services/ inter-output elimination	\$11.2m
Total	\$106.3m

Delivering a safer state

We have five key result areas where we focus our activities and resources.

Through our corporate planning process we developed strategies under each of these key result areas. These strategies guide how we achieve results in these key result areas.

In this section we review what has been achieved in each of the key result areas and the strategies that sit under them.

Our five key result areas

- | | |
|---|----|
| ▶ Enhance community safety and prevention capability | 30 |
| ▶ Enhance operational service delivery | 38 |
| ▶ Develop and support our people | 42 |
| ▶ Contribute to the national, State and local policy agenda | 46 |
| ▶ Continuous business improvement | 49 |



Key result area: Enhance community safety and prevention capability

We believe that prevention is better than cure. The department works hard to ensure strategies are in place that reduce the likelihood and impact of emergencies and disasters. Our strategies include:

- ▶ enhancing the capacity of rural/remote and Indigenous communities
- ▶ improving building fire safety
- ▶ improving safety outcomes for at risk groups
- ▶ enhancing disaster mitigation and management capability and capacity
- ▶ enhancing community safety initiatives and programs.

The following section reviews our performance against each of these strategies.

Strategy

Enhancing the capacity of rural/remote and Indigenous communities

The department continues its strong commitment to improving emergency services to Indigenous communities. Working with regional and remote Indigenous communities and other agencies, the department provides pre-hospital care, counter disaster, and fire and rescue services. We are implementing a number of long-term strategies.

Safer Indigenous Communities

The department's Strategic Plan for Indigenous Australians 2005–2008 is a blueprint for our contribution to providing a safer community and a better quality of life for all Aboriginal and Torres Strait Islander Queenslanders. The plan aligns with and directly contributes to the key goals outlined in *Partnerships Queensland: Future Directions Framework for Aboriginal and Torres Strait Islander Policy in Queensland 2004–2008* and the Queensland Government's key priorities for Aboriginal people and Torres Strait Islanders.

Launched in December 2004, the Strategic Plan outlines strategies designed to improve service delivery to Indigenous communities, and to enhance the capacity of individuals and communities to prevent and respond to emergencies and disasters through the provision of first aid training and first aid kits.

The Five Year Plan for Safer and Healthier Murri and Ilan Communities in North Queensland 2004–08 builds on the strategies outlined in the Strategic Plan for Indigenous Australians 2005–2008, and has focused on improving service delivery to Indigenous communities by engaging

local communities and identifying opportunities for flexible models of service delivery. Community-based Multi-Agency Action Plans have been developed to address the needs of individual communities.

Partnerships Queensland supports the National Framework of Principles for Government Service Delivery to Indigenous Australians agreed to by COAG. The key goals areas for Partnerships Queensland are strong families; strong culture; safe places; healthy living; and skilled and prosperous people and communities.

The Director-General Michael Kinnane is a member of the CEOs Committee for Partnerships Queensland. The Partnerships Queensland *Blueprint for Action* includes our department's strategies and measures to support the Partnerships Queensland goals areas of safe places and healthy living.

Local solutions to local problems

This strategy promotes more effective relationships between government, community leaders and communities and aims to provide practical and coordinated responses to community needs and issues.

The Director-General of the Department of Emergency Services, Michael Kinnane, is the designated Government Champion for the Cape York community of Coen. The Government Champion process has facilitated a number of significant outcomes for the Coen community. These include the provision of funding for a number of service delivery responses and collaborative responses to identified community needs with the Coen Regional Aboriginal Corporation, the Cook Shire Council and state government agencies.

Enhanced capacity for Indigenous Queenslanders (SPES)

The Indigenous Coordination Unit, based at Cairns, coordinates departmental resources to meet specific service delivery needs, as well as ensuring collaborative consultation and negotiation with relevant government and non-government agencies and communities. A review was recently conducted of the unit, the recommendations of which will be implemented during 2005–06.

A long-term commitment

The department's Indigenous Australian Service Delivery Enhancement Package is our long-term commitment to improving emergency management and community safety for Aboriginal and Torres Strait Islander communities and individuals. The package provides \$2.1 million over four

years, with \$600,000 allocated in 2004–05 and \$750,000 in 2005–06. Through the package, the department funds and delivers initiatives that improve the safety and wellbeing of Aboriginal and Torres Strait Islanders.

The package has resulted in the provision of facilities, equipment and services tailored to local needs and cultures throughout the state. The package has also increased the opportunities for Indigenous Queenslanders to participate in community capacity building activities, such as employment, training and volunteering in departmental programs and activities. Initiatives include recruitment of operational staff and training officers, the delivery of appropriate community safety programs, equipment and minor capital works.

Specific outcomes have included: employment of an ambulance field officer in Cooktown; establishment of two QAS First Responder Groups and two Joint Emergency Service Units in rural and remote communities, including Aboriginal and Torres Strait Islander communities; review and evaluation of Disaster Risk Management Plans and Fire Management Plans in Aboriginal and Torres Strait Islander communities; and continuation and enhancement of community safety and awareness programs in Aboriginal and Torres Strait Islander communities.

QAS has provided first aid training and emergency response equipment to rural and remote communities as part of the package. Approximately 114 Indigenous Queenslanders participated in CPR for Life training, including four peer trainers. This makes a difference because cardiovascular disease accounts for nearly 30% of all deaths in the Indigenous population.¹ Creating a better-prepared community will increase the likelihood that lives will be saved.

QFRS has developed Fire Safety Kits to meet the needs of Indigenous communities. The division has also employed Indigenous Liaison Officers at various locations in Queensland to provide community safety and awareness programs. Research conducted by QFRS is identifying specific road safety needs of Indigenous children and young people.

CDRS has installed new ultra-high frequency (UHF) two-way repeaters and base units as part of the Cape York and Torres Strait UHF Two-way Radio Network. This provides more reliable communication in this isolated part of the state. The division has also worked with the National Indigenous Radio Service to produce dialect specific and culturally relevant disaster management awareness campaigns to Indigenous communities.

¹ Australian Bureau of Statistics, 2002

Our Rural Fire Service – teaching the next generation about fire safety.



Strategy

Improving building fire safety

Safer budget accommodation (QFRS)

QFRS is committed to the implementation of the *Building and Other Legislation Amendment Act 2002* that was developed in response to the Childers Backpacker Hostel fire in June 2000. QFRS undertook an extensive and effective campaign to raise awareness, education and training for owners of budget accommodation, with 1,153 of 1,181 (98%) buildings inspected achieving an appropriate level of compliance with the legislated safety measures.

QFRS officers have been trained to implement the second stage of the awareness campaign, which will further raise levels of fire safety in budget accommodation and assist owners of such premises to prepare and implement a Fire Safety Management Plan.

Safer rented homes (QFRS)

As part of the QFRS Safehome strategy, the Rental Fire Safety initiative was developed in response to research that indicated fire fatalities were more likely to occur in private rental accommodation. This initiative improved fire safety awareness amongst property managers, owners and tenants.

Strategy

Improving safety outcomes for 'at risk' groups

The department is committed to improving the safety of groups in our community that have a greater vulnerability to injury or illness. We provide services that prevent or minimise the likelihood and impact of emergencies on groups that are at risk.

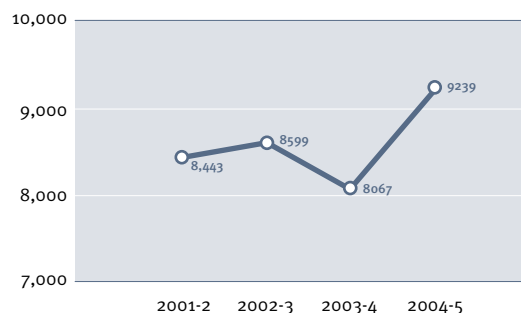
Volunteer Marine Rescue and Australian Volunteer Coast Guard provide a rescue and water safety service in the offshore and estuarine blue water environment.



Caring for babies (QAS)

QAS provides a baby capsule hire and fitting service to parents of young children. Fully trained ambulance officers ensure the capsule is correctly fitted to provide babies with comfortable and safe travel. This year 9,239 baby capsules were hired throughout Queensland.

Number of baby capsules hired



QAS research indicated that Indigenous communities had reduced access to services such as baby capsule hire. A pilot program designed to improve access was implemented in the Brisbane region, resulting in 26 extra baby capsules being made available for Indigenous clients in Brisbane.

Protecting children from abuse and neglect

In the past 12 months, the department has enhanced its focus on child protection by building on existing policy and program activities, working collaboratively with other key agencies and undertaking a number of policy and project initiatives which have included developing:

- ▶ a policy on reporting suspected abuse or neglect to the Department of Child Safety or the Queensland Police Service so that families can receive the help they need to care for their children
- ▶ an information kit for emergency services personnel and volunteers to assist them respond appropriately to suspected child abuse and neglect
- ▶ a new training resource specifically for paramedics to assist them identify the signs of abuse and neglect and how to report this if they are concerned about the welfare of a child.

Child Injury Prevention

The Child Injury Prevention Project is a partnership between our department and Queensland Health. It involves a five-year trial in two communities, Mackay and Mount Isa, and is focused on reducing injury in children in the zero to four years of age group, in the key areas of falls, poisoning, drowning and burns and scalds. The trial program is currently in its third year.

A project officer has been appointed in each community to lead the project team in the coordination of intervention strategies with all relevant stakeholders.

A high-level reference group has been established to provide strategic support to the project. This group has wide representation from key government and private sector agencies whose core business involves the safety of children.

Caring for drug overdose victims (QAS)

Drug use, and particularly its abuse, is an increasing social problem. To help people overcome drug problems the Project DOV (Drug Overdose Visitation) initiative extends paramedics' emergency medical care by linking the patient with counselling, drug detoxification and drug rehabilitation services. Project DOV helped 149 people this past year.

Preparing communities for bushfire (QFRS)

The Bushfire Prepared Communities initiative was developed to better prepare communities for bushfires. The initiative was commenced in May 2005 and will continue each bushfire season. QFRS identified that individuals living in and near bush land, as well as semi-rural and urban residential estates on the outskirts of cities and towns, would not be ready if a bushfire occurred in their area. This risk was exacerbated by limited public awareness of how to prepare for bushfires.

Bushfire Prepared Communities encompassed a television awareness campaign entitled 'Don't Welcome Bushfire Into Your Home', brochures and a community groups training package with a CD, video and instructor training notes. A call centre was also dedicated in which callers were able to obtain more information on bushfire preparedness. All QFRS stations received the CD and an explanatory booklet. The full training kit can be accessed from Area Offices to be used for presentations to community groups.

Overcoming the language barrier (QFRS)

Fire safety brochures have been produced by QFRS in different languages to improve safety outcomes for people who do not have English as their first language. These languages include: Vietnamese, Arabic, Mandarin, Spanish, Serbian, Turkish, Korean, Russian, Greek, Samoan, Persian and Italian. These brochures feature information on smoke alarms and evacuation planning.



Junior fire heroes recognised

Photo is courtesy of Redland Times: (left to right) Zac Perry, Luke Perry, Mr Lee Johnson, Commissioner for QFRS, and Chloe Perry.

QFRS Commissioner Lee Johnson presented bravery awards to three Macleay Island children for their quick thinking and courage during a recent fire that destroyed their family home. Samantha Perry and her young children Luke, Zac and Chloe escaped their burning home after an outdoor spotlight sparked a fire in the early hours of the morning.

The family escaped by following the 'get down low and: Go! Go! Go!' rule after being awoken by their smoke alarm. Lee said the childrens' brave and responsible actions prevented a potentially far worse outcome for the family. What is really encouraging from a fire service perspective, is that Chloe had learnt the rule from fire fighters who had presented a junior fire education session at her school recently, he said.

Helping our Pacific neighbours (QFRS and CDRS)

The department is helping people living in our geographic region to be better prepared for emergencies and disasters. QFRS continues to participate in the Papua New Guinea/Queensland Memorandum of Understanding, which is developing the Papua New Guinea fire service through access to fire training and information.

CDRS provided training and disaster risk management services to representatives of the Kingdom of Tonga and Kiribati as part of the International Aid and Development Business Policy. These partnerships were the outcome of a commercial arrangement with the World Bank to enable these countries to better respond to and recover from natural disasters. The partnership produced disaster management legislation and national disaster management plans for these countries. It has also strengthened national and regional partnerships with particular emphasis on the South Pacific Applied Geoscience Commission regional support initiatives.

Strategy

Enhancing disaster mitigation and management capability and capacity

Preventing disasters (CDRS)

The Natural Disaster Mitigation Program is administered in Queensland by our department. The program fosters community safety through the provision of funds for natural disaster mitigation measures such as increasing the resilience of infrastructure, undertaking risk assessments and other studies, conducting community awareness campaigns, improving warning systems and engaging in research.

The Queensland Combined Emergency Services Academy features a range of training simulations, including Urban Search and Rescue.



In the 2004–05 financial year, the Program funded 38 new projects and six continuing projects at a total value of \$8.1 million. Thirty-five projects were also funded from the previous risk studies program at a total value of \$3.77 million. Examples of projects funded include:

- ▶ the Toowoomba Escarpment Bushfire Risk Mitigation Project
- ▶ the Local Government Association of Queensland Disaster Management, Capability Development and Implementation Project
- ▶ the development of a Flood Forecasting System for Ipswich
- ▶ the Department of Public Works Cyclone Shelter Upgrade Program.

Inspiring young people to assist their community (CDRS)

The department develops Queensland's young people to assist their community in times of disaster through the Emergency Services Cadet program. This training helped young people achieve personal skills and qualities such as leadership, teamwork, self-confidence and a sense of place in their community. CDRS was awarded the 2004 Emergency Services Minister's Award for Excellence in the section for 'Focusing on Our People'. Five new groups were established this year, one each in Rosewood, South West Brisbane, Eidsvold, Tiaro and Boonah, bringing the total to 45. The program was enhanced by delivering training on a statewide basis to more than 100 cadet group leaders. More information is available at: www.emergency.qld.gov.au/cadets

Safer industrial facilities (CDRS)

DES continued the ongoing implementation of the *Dangerous Goods Safety Management Act 2001* including conducting five audits of major hazard facilities, reviewing six safety reports and initiating site verification audits of major hazard facilities. CDRS worked with local governments to develop a framework to enforce the Act through the creation of the State Disaster Management Plan. The department also has commenced assessing development applications of existing and future major hazard facility sites in accordance with the Integrated Development Assessment System Guidelines. These activities ensure facilities are well controlled and potential hazards to surrounding environment and communities are minimised.

Strategy

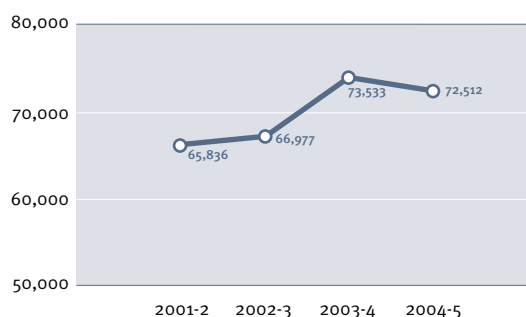
Enhancing community safety initiatives and programs

First-rate first aid training (QAS)

QAS continues to provide quality accredited and community-based first aid training that may make all the difference in an emergency. QAS first aid training has developed the capacity of everyday Queenslanders to intervene in the event of life-threatening illness and injury, to the extent that more than half (54.9%) of the adult population in the state had completed first aid training and 51.5% participated in some form of CPR training.²

First aid and CPR training is important, especially with an ageing population. For instance, cardiovascular disease and heart attacks are amongst the leading causes of death in Australians over the age of 40 years. QAS Community Education has provided accredited training to 72,512 people and the CPR for Life Program presented to 9,407 participants, including schools throughout the state. That's 81,919 Queenslanders with up-to-date life-saving skills.

Certificates issued — accredited first aid training



Helping victims of fire (QFRS)

Fire can have a significant financial and psychological impact on victims. In order to help victims of fire recover, QFRS launched an information booklet called *After The Fire*. The booklet is distributed by fire crews to people whose homes have been substantially affected or destroyed by fire. The Brisbane Region also established a Community Aid and Post-Incident Support program through which local community organisations and businesses provide shelter and recuperative support for victims of fire.

Keeping children fire-safe (QFRS)

Fire Ed is one of the longest-standing, and best-known programs of QFRS. The program educates children in the key aspects of fire safety and evacuation, providing valuable life-saving messages that children carry throughout their lives. This year, the service was extended to include features that met the needs of hearing-impaired children, the first of its kind in an Australian fire service. It contains information on specialised smoke alarms for the hearing-impaired (including the profoundly deaf) and has additional information for families and neighbours. The program is distributed throughout Queensland and provided by firefighters, and via multimedia materials made available to every school and pre-school. The program received first place in the 2004 Queensland Safer Communities Award and a Highly Commended for the 2004 Australian Safer Communities Award sponsored by Emergency Management Australia.

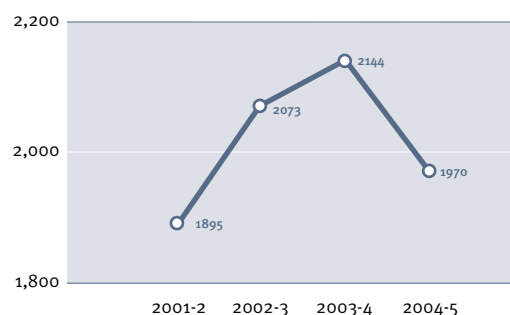
24-Hour Fire Hotline (QFRS)

In response to a greater number of bushfires in 2003-04, QFRS launched a 24-hour hotline. It has enabled the community to access updated information on large-scale fires being managed across Queensland.

The hotline—number 1300 369 003—has provided callers with up-to-date information on the status of fires. Fire information is updated regularly on a recorded service, while information will also be available from call-takers. Updates are also available online at the QFRS website at www.fire.qld.gov.au

It must be stressed that anyone reporting an emergency must always call Triple-Zero (000) immediately.

Hours spent by QFRS conducting fire safety activities (per 100,000 population)



² Queensland Household Survey, November 2004

Partnering to promote safety (QFRS)

DES has actively sought the participation of the corporate community to assist with the delivery of disaster and emergency services. This was realised with a three-year sponsorship to endorse community understanding of fire and general safety in the home under our Safehome program. Safehome is an initiative designed to assist householders to conduct a safety and fire awareness inspection of their home. It is a free service by QFRS whereby local firefighters are invited to identify fire and safety hazards in and around the home. Once the hazards are recognised, the householder can take the necessary steps to eliminate them. This service has contributed to more than 80% of Queensland homes having smoke alarms installed, 35% having fire extinguishers and 39% having a fire evacuation plan. A partnership was also established with Duracell to assist the program and promote assessment and replacement of batteries in smoke alarms.

Snuffing out arson (QFRS)

The Fight Fire Fascination Program is designed to address child fire-setting. The Fight Fire Fascination Program is based on education and development, with trained firefighters visiting child fire-setters and their families at home to promote an awareness of fire safety. Over an average period of six months, the firefighter develops trust and understanding with the child and explains the consequences as well as the benefits of fire, showing that fire is a tool not a toy and must be respected.

By incorporating a series of goals, objectives and rewards into the Fight Fire Fascination Program, the QFRS is able to turn a negative into a positive and stop childhood fire fascination at an early age.

Over the financial year, 91 percent of clients had not returned to their fire play and fire-setting behaviours (up from 79 percent in 2000). This included 42 percent of clients whose fire setting was stopped, plus another 49 percent whose fire play and fire setting was stopped. The program was highly regarded by parents and guardians of clients with 97 percent saying they would definitely recommend the program to family and friends.

Supporting our volunteers

The department, through the Volunteer Support Package, has a greater ability to educate and train volunteers. CDRS has more resources available to train volunteers in the most effective use of emergency rescue equipment, such as hand-held portable transceivers, flood boats and radios, and protective clothing.

QFRS deployed 30 medium response fire appliances, 20 light response fire appliances, five heavy tanker cab chassis and 20 fire fighting trailers to Rural Fire Brigades as part of the department's Volunteer Support Package (Rural Appliance Modernisation Program). The provision of these resources has significantly improved the response capability of QFRS volunteers throughout Queensland.

Better communication for volunteers (BSS)

The Volunteer Portal Project was completed with the release of the Volunteer Portal to the volunteer community including volunteers from State Emergency Service, Rural Fire Service and Local Ambulance Committees. This portal will allow for increased information and communication flow for all volunteers across the state.

Enhancing Neighbourhood Watch

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

Since 2002, the project has been implemented in 17 Neighbourhood Watch communities throughout the state.

Education about the Emergency Services and fun combine for young Queenslanders involved with Emergency Service Cadets.



In accordance with the government's 2004 election commitment, a further three-year roll out of the project in Community Renewal zones has commenced with the Department of Housing. This roll out will occur in community renewal zones of Gold Coast South, Gold Coast North, Logan, Brisbane South, Brisbane South West, Caboolture, West Townsville, Upper Ross, Palm Island and West Cairns.

More effective and sustainable community safety outcomes

The Community Safety Collaborative was established in 2004 to enhance integration and coordination of departmental community safety initiatives and to support the implementation of the Building a Safer Queensland Strategy. The collaborative has representatives from all divisions including those at senior management level with responsibility for decision-making regarding community safety funds and resources.

All new and potential community safety initiatives across the department are to be raised through the collaborative. It is believed that more effective and sustainable community safety outcomes will be achieved through this approach.



Near tragedy highlights the importance of CPR training

Left to right: Brett Schultz, Matthew Steer, Tiffany Saxvic, Christine Saxvic and Christopher Pearcy.

Goondiwindi teenager Tiffany Saxvic became a willing ambassador for the QAS CPR for Life program, after becoming a living testament to the value of first aid training. The 16-year-old was found unconscious and purple by her mum Christine in the family's backyard after suffering a cardiac arrest. Christine, who had completed first aid training, checked Tiffany's pulse and commenced CPR while a neighbour phoned Triple-Zero (000).

Intensive Care Paramedic Matthew Steer said Christine's quick action with CPR was the best thing she could have done. When he and two other paramedics arrived, Tiffany was in ventricular fibrillation. Within three and a half hours of that phone call, Tiffany was in a major Brisbane hospital courtesy of the Royal Flying Doctor Service. She was diagnosed with the genetic heart condition known as Hypertrophic Obstructive Cardiomyopathy.

After returning home from successful surgery, Tiffany has assisted the QAS in promoting the importance of CPR in her school and community. Both mother and daughter are full of praise for their local ambos. 'I've never come across a nicer bunch of guys,' Christine said.

Key result area: Enhance operational service delivery

This key result area acknowledges the community's expectations of high standards of service delivery. To meet these expectations we must continue to develop flexible and responsive service delivery models and activities, particularly in rural and remote communities (especially in Indigenous communities) across the state and to develop service delivery strategies that are responsive to the diversity of the Queensland community.

Our strategies to provide the highest standards of operational service delivery include:

- ▶ improving emergency response and response times for all services
- ▶ enhancing planning capability for effective service delivery
- ▶ enhancing counter terrorism capability
- ▶ improving emergency helicopter air safety and aeromedical capability.

The following section reviews our performance against each of these strategies.

Strategy

Improve emergency response and response times for all services

Ambulances are getting there sooner (QAS)

QAS has improved the time it takes to respond to an emergency. Response times for code 1 emergencies reduced, with 68.57% of patients being attended to within 10 minutes, an improvement from 66.64% for the period last year. That means that 6,732 more people were helped in the vital first moments of an emergency. There was also an improvement in non-urgent responses (codes 3 and 4), with 71.98% of requests attended to within the appointed time compared to 70.77% last year.

Realistic training gives Queensland's firefighters the edge in protecting our communities.

Queensland's population continues to grow faster than any other state in Australia, providing challenges for operational service delivery. In the last financial year code 1 and 2 incidents increased by 38,592 over the previous financial year. At the same time, code 3 and 4 response demand increased by 1,955.

Faster response to fires (QFRS)

QFRS responded to emergencies faster than the previous year, with full-time permanent stations responding to 97.3% of calls within 14 minutes. Composite stations, comprising permanent and auxiliary officers, responded to 95.2% of calls within 14 minutes and auxiliary stations responded to 86.6% of calls within 14 minutes.

A new era in emergency services

The North Mackay emergency services joint facility was opened—for the first time housing all three area offices (ambulance, counter disaster and rescue, and fire and rescue) in one regional complex. The joint facility will improve integration of the divisions—which means an improved service for the people of North Queensland.

Equipment to improve response times (QFRS)

We are committed to improving emergency response and response times for services provided by QFRS. New emergency preparedness and response equipment and services were introduced in communities across the state to improve their responsiveness. This included the first Mobile Breathing Apparatus Training Unit and more communications infrastructure with the continued rollout of the statewide radio band plan and dual fitting of UHF/VHF radios in urban and rural fire appliances. QFRS also received new vehicles designed for specific response requirements, including 29 Type 3 fire appliances, which were allocated throughout Queensland. Additionally, new aerial fire appliances were deployed in Rockhampton and Brisbane.

More paramedics to make our community safer

As part of a government commitment to employ 240 paramedics over three years, the first 100 new and additional paramedics were employed in 2004-05. These additional positions will help to alleviate pressures on paramedic staff caused by an increased services demand arising from an ageing and growing population. Furthermore, the additional operational staff will facilitate roster reform that is aimed at improving response times and providing a better and safer work environment within the services.

A higher likelihood of survival (QAS)

Queensland has sustained its high rate of survival from out-of-hospital cardiac arrest. This compares very favourably with other emergency medical services around the world, with 21.6% of victims surviving this year compared to 21.1% last financial year.

The rate of survival from out-of-hospital cardiac arrest is an internationally recognised measure of the quality of ambulance services.

The rate of survival for Queensland is high by world standards. In Queensland, there has been an increase in the number of paramedic-witnessed arrests, which likely contributes to our high survival rate. Increasing rates of paramedic-witnessed arrests may be a result of increasing community awareness of the importance of an early call to QAS when an individual is experiencing chest pain. Early instigation of the Chain of Survival response is known to increase survival from out-of-hospital cardiac arrest. As the proportion of people with the skills to intervene increases, in conjunction with technological and system developments, it is hoped that more Queenslanders will survive out-of-hospital cardiac arrest.

Better response capability in isolated communities (QAS)

In order to improve access to health and emergency services for a greater number of Queenslanders the QAS uses a range of rural, remote and isolated community service delivery models, including First Responder groups. First Responder groups play a critical role by providing life-saving first aid treatment until the closest emergency ambulance arrives. The last financial year saw the expansion of the First Responder Program with seven new First Responder groups commencing across the state and the training of an additional 25 First Responders.

In addition, QAS sponsored two Emergency Services Cadet units in Far North Queensland and developed a QAS training manual as part of the Emergency Services Cadet program.

Innovative solutions for the bush (CDRS)

The Department of Emergency Services supports many specialised volunteer emergency services. While these volunteer services do an amazing job, some communities are not big enough to sustain several specialised services.

In recognition of this, the department is establishing Emergency Service Units.

Emergency Service Units provide effective and timely volunteer emergency services in rural and remote communities where there are limited resources to provide State Emergency Services, Rural Fire Services and First Responder services (ambulance volunteer services). Each Emergency Service Unit will consist of a team of multi-skilled volunteers who, in responding to calls for emergency assistance, can individually or as a team deliver a range of functions. These functions may include the First Responder service, wherein a qualified volunteer provides life-saving first aid treatment until medical care arrives, and State Emergency Service functions where volunteers provide search, rescue and storm recovery assistance. It may also include firefighting and fire prevention functions in communities not covered by urban brigades.

In June this year the State's first Emergency Service Unit was officially launched at St Pauls on Moa Island in Far North Queensland. A second unit was established in South West Queensland in Talwood in July.

The Emergency Service Units have strong local community backing and local government support.

New specialist response capability (QFRS, QAS)

The multi-service Special Operations Centre at Cannon Hill was opened by the Premier of Queensland in February 2005. This state-of-the-art emergency response hub enables expert emergency response teams to be deployed throughout Australia and the Asia-Pacific region within hours of a disaster. The centre can deal with events such as major building collapses, and mass casualty incidents including terrorist attacks. The facility, which cost \$10.7 million, combines the units from QFRS and QAS for disaster, multi-casualty, hazardous material, urban rescue and planning and response to catastrophic events. It is the only centre of its kind in Australia.

The opening of the new multi-service Special Operations Centre at Cannon Hill.



New large-scale emergency response capability

The State Operations Coordination Centre at our Kedron Park headquarters neared completion during the year. When it is finished it will increase the department's ability to manage resources and save lives in large-scale emergencies. It is designed as an operational co-ordination centre to be activated during large-scale emergency incidents, providing assistance to regions during large-scale emergencies by locating additional resources and emergency personnel from intrastate and interstate. The centre is collocated with the State Disaster Coordination Centre.

Improved bushfire management (QFRS)

The capability of the emergency services in Queensland has expanded through a focus on the highest fire risk areas of the State where bushland and urban development meet through the Interface Zone (iZone) Strategy.

A range of initiatives have been undertaken to mitigate against the impact of bushfires and to aid volunteer and permanent fire fighters and the community to respond to such situations. Key initiatives included:

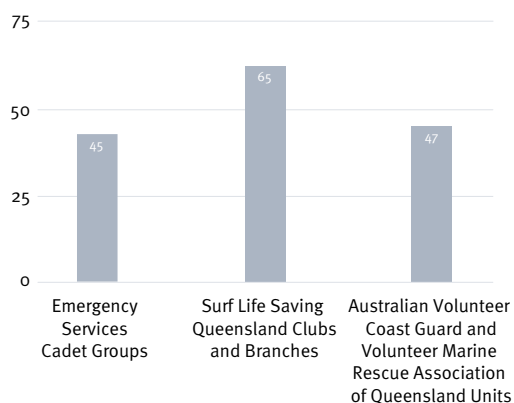
- ▶ increased training for volunteer and urban firefighters
- ▶ improved air operations capacity
- ▶ delivery of additional fire appliances to brigades, including additional water tankers and portable dams
- ▶ targeted information and education campaigns for communities in high-risk areas.

Additionally, two State Incident Management Teams were established to manage major bushfire incidents in the iZone. The State Incident Management Teams provide a fully operational, self-contained team to manage large-scale incidents and have the capacity to be deployed within 12 hours of activation. The teams are fully equipped for incident management operations such as resource tracking, communications, reporting, mapping and planning, and are made up of trained and experienced firefighters.

Extension of search and rescue services (CDRS)

The department continued to recognise the importance of supporting blue and white-water volunteer organisations that provide search and rescue services. CDRS extended service agreements with the Australian Volunteer Coast Guard Association and the Volunteer Marine Rescue Association of Queensland to June 2007. The service level agreement with the Royal Life Saving Society was renewed until June 2008.

Number of entities supported by CDRS



Strategy

Enhance planning capability for effective service delivery

Better regional planning and coordination

We have established a State Planning Group to enhance and integrate our strategic, infrastructure and service delivery planning across our divisions. The group provides planning leadership and direction at a whole-of-Queensland level and is the primary reference group for the activities and progress of the Regional Planning and Coordination Teams. These regional teams report to the State Planning Group and provide strategic leadership and coordination of planning, service integration and delivery in a regional context for the department.

Other responsibilities of the State Planning Group include oversight of Regional Multi-Service Plans. It also provides high-level liaison between other government agencies and external bodies to support the development of more resilient and capable communities.

Strategy

Enhance counter-terrorism capability

Recent international events have highlighted the need for emergency service agencies to provide a terrorist incident response capability. Consequently preparedness for terrorism and CBRIE events has been a focus of the department.

Our ambulance service will be there for you.



The Special Operations Centre at Cannon Hill in Brisbane has also greatly improved our preparedness for terrorism and CBRIE events (see page 39). Skill levels of our staff have been enhanced by engaging in multi-service and multi-agency training initiatives and exercises that provide opportunities for operational and volunteer staff to enhance skills in incident command and control. The new Queensland Combined Emergency Services Academy is also playing a key role in this (see page 42).

Working with local government (CDRS)

CDRS worked with the Local Government Association of Queensland and other state government departments to develop the Local Government Counter Terrorism Risk Management Kit. The kit assists local governments to incorporate counter-terrorism risk considerations into their disaster management plans.

Strategy

Improve emergency helicopter air safety and aeromedical capability

The department's helicopter rescue service, Queensland Rescue, increased its aeromedical capability. A new Eurocopter EC135 helicopter was delivered in May. The light twin-engine Instrument Flight Rules helicopter replaced the 23-year-old single-engine Squirrel helicopter operated by Queensland Rescue. The new helicopter provides improved capacity for search and rescue over sea and land, air evacuations and transportation of medical teams and patients. Additionally we have finalised the Invitation to Offer for the supply and commissioning of three new medium helicopters to replace the three Queensland Rescue Bell 412 helicopters based in Brisbane, Townsville and Cairns.

The contract with Australian Helicopters for the provision of emergency helicopter services in the Torres Strait and Northern Peninsular area was extended for two years. Additionally, the Civil Aviation Safety Authority approved procedures for Queensland Rescue to deliver services to five North Queensland communities.

QFRS created a 'Call when needed' register to extend the emergency helicopter capability during bushfire season. Its objective is to provide a listing of potential operators who meet minimum pilot and aircraft specifications assist combating and controlling bushfires.



DES assists in Lockhart Recovery Operation

CDRS, State Emergency Service volunteers, QAS paramedics and Queensland Rescue helicopters combined forces to assist with search and recovery operations following the crash of a light Metroliner aircraft near Lockhart River. Of the 15 persons on board, none survived.

Search efforts included Queensland Rescue as well as State Emergency Service volunteers who provided Air Observers when the flight was first reported missing on 7 May. The recovery operation lasted seven days during which two QAS paramedics were on site at all times. Over the first three days, Queensland Rescue performed 63 winch operations. In addition to the State Emergency Service, they also provided support to Queensland Police and investigators from the Australian Transport Safety Bureau. CDRS implemented a liaison officer at the Police Major Incident Room for the duration of the operation to help with coordination of resources, information gathering and mapping.

The Department's Director-General, Michael Kinnane, attended the Memorial Church Service for the victims in Cairns and expressed his appreciation for the support provided by Emergency Services. He said, 'When I spoke to the Police Commissioner, he remarked to me how impressed he was with the high level of cooperation and coordination.'

Key result area: Develop and support our people

Our department continued to develop goals and strategies that recognise, support, train and safeguard our staff and volunteers to ensure their continuing ability to provide excellent service in our increasingly demanding service delivery environment.

Strategies that enable us to provide comprehensive support and targeted recruitment and retention strategies include:

- ▶ enhancing education and training capability;
- ▶ enhancing workforce management;
- ▶ enhancing diversity and equity outcomes.

The following section reviews our performance against each of these strategies.

Strategy

Enhance education and training capability

World-class training academy

The Queensland Combined Emergency Services Academy was launched by the Premier of Queensland in December 2004. It was developed to deliver training initiatives and exercises that provide opportunities for operational and volunteer staff to improve skills in incident command and control.

The QAS Education Centre, which will be rebadged under the academy's name on 1 July 2005, provides education for QAS personnel across the state in collaboration with seven Regional Staff Development Units. This includes new recruit, in-service and professional development of QAS First Responders, Patient Transport Officers, Communications Centre Officers, Paramedics, Intensive Care Paramedics and managers. QAS currently has over 400 student paramedics enrolled in the Diploma of Paramedical Science (Ambulance).

The academy has provided QFRS with professional and commercial training courses, including an impressive

tactical training program for Station Officers and Senior Officers, a strategic command and control course for senior staff, and basic fire management for volunteers. Additionally, training was exported to Laos, where it was delivered to a major gold mining company.

Since January 2003, a total of 151 recruit firefighters have graduated through the academy's School of Fire and Rescue Service Training, Firefighter Education and Training Program. The number of recruit firefighters expected to graduate this calendar year is 73, with nine being trained for the Northern Territory Fire Service. The recruit firefighter training component of the program incorporates nationally recognised public safety competencies across a variety of firefighting, rescue and human resource units.

Promoting leadership excellence

The Supportive Leadership Program is a one-day program which aims to raise awareness of good leadership and management behaviours and is targeted at all levels of staff. The fundamental concept embedded in the program is that all staff are entitled to respect and common decency in relation to all interactions with fellow staff of whatever position or level. The program concentrates on a practical common sense approach to people management in the workplace. The program has been attended by 673 staff across the state this year.

Promoting excellence in people management

The Department of Industrial Relations developed a People Management Program to improve the capabilities of existing managers and supervisors to manage staff issues. The program, which was piloted across four government agencies, also aims to clarify the managerial role and functions and the emphasis is placed on the management of employees.

Our department was one of the participating pilot agencies, where two full programs were conducted in Brisbane, and a cross-agency program was conducted in Townsville. Twenty-five of our employees have participated in the program.

The University of Queensland has been engaged to undertake a formal evaluation, which will be finalised by end of December 2005. In the meantime, we will investigate options to further develop and implement this program across the department.

Enhancing our executives

Executive Policy workshops have been designed for senior and executive management in the department. Twenty participants have successfully undertaken the program.

Our Queensland Combined Emergency Services Academy was launched in December 2004.



The training provides an awareness of the whole-of-government and community issues involved in policy development and implementation. The training focuses on parliamentary and executive government processes, fostering a broad appreciation of the development process, engagement and commitment for policy development through hands-on experience with case studies.

Public Sector Training Program

The department continues to participate in supporting administration employees (A02–A04, 002–006 levels) to achieve qualifications in the Public Sector Training Program. Delivery is through partnership arrangements with Queensland Police Service. Thirty-eight of our employees are enrolled in the program. The first group is due to complete their qualifications in December 2005.

Managerial Resolution

Managerial Resolution was introduced across the department in June 2005 as part of the complaint management process, which centrally tracks complaints. Managerial Resolution is a flexible process, for the efficient expeditious resolution of minor complaints against staff and volunteers of the department. The Managerial Resolution model provides a clear and transparent system that supports the department's goals of supporting our people and establishing a learning and performance culture through best practice.

Enhancing paramedic skills (QAS)

The Queensland Ambulance Service is looking to enhance paramedic skills through partnerships with universities. A partnership with the Queensland University of Technology is developing a pre-employment degree for paramedics and a partnership with James Cook University is developing a training course for paramedics to support rural and remote service delivery. Through this latter partnership 20 paramedics will be trained to deliver an expanded scope of practice so they may assist remote area nurses and rural doctors with ongoing patient care.

Strategy

Enhance workforce management

BSS implemented our Strategic Workforce Management Plan, DES People—Our Future Towards 2008. Initiatives that have been developed from the plan include the managerial resolution project, supportive leadership program, workforce management policy, the workcover improvement project and the diversity and equity plan.

The Strategic Workforce Management Plan has provided excellent opportunities for staff development and growth. The plan is a set of coordinated actions aimed at integrating the department's people management activities so that they align with the department's corporate plan and the divisional strategic plans. This plan reflects the key workforce issues for the department and reflects priorities outlined in the Consolidating the Future document.

Workforce reforms improve efficiency (QAS)

The QAS implemented workforce reforms to better align resources with service demand and to meet the workplace health and wellbeing needs of staff. Improvements were made in rosters and resource management, along with the positioning of additional staff to meet changing demands.

Balancing work and life

The department implemented a number of strategies to support its employees balance work and family responsibilities. Work-Life Balance Fact Sheets were developed to inform and help staff balance their professional and personal lives. Flexible work practices policy and procedures were approved that support employees and managers when considering options such as telecommuting, part-time work arrangements, reduced hours and job share. Also, five Work-Life Balance workshops were conducted for women across the state.

Strategy

Enhance diversity and equity outcomes

Progressing workforce diversity (BSS)

The department's Diversity and Equity Plan Towards 2008 continues our strong commitment to diversity management and to ensuring equality of employment opportunity for, and to eliminate unlawful discrimination against members of the equal employment opportunity target groups: Indigenous Australians, women, people from culturally and linguistically diverse backgrounds and people with disability.

Recruitment strategies for all target groups

During 2004–05, the department's targeted strategies to find, retain and advance people from equal employment opportunity target groups yielded positive results, with QAS exceeding its targets for women Communication Officers and Patient Transport Officers. QAS also exceeded its target for recruitment of student paramedics with disability. In addition, we continued with a range of individualised and personalised support mechanisms to attract and support women and Indigenous Australians into our paramedic and firefighter roles.

Equal employment opportunity targets to be achieved by 30 June 2006 and actual representation at 30 June 2005				
Whole-of-divisions and departmental targets	QAS	QFRS	Public service divisions	Whole-of-department
Aboriginal and Torres Strait Islander people				
Target	2.4%	2.4%	2.4%	2.4%
Actual	1.9%	1.3%	2%	1.7%
Women				
Target	35%	5%	50%	50%
Actual	25.2%	4.2%	58.4%	24.4%
Women in the senior executive service target	15%	8%	25%	25%
Women in the senior executive service actual	8.3%	0%	26.7%	11.6%
Women in management target	20%	7%	35%	35%
Women in management actual	9.1%	11.2%	29.7%	21.2%
Culturally and linguistically diverse people				
Target	5%	6%	13.5%	13.5%
Actual	4%	4.4%	11.1%	5.1%
People with a disability				
Target	9%	5%	10%	8%
Actual	8.1%	4.6%	9.1%	6.6%

This individualised support includes interview training, financial assistance for Indigenous Australians and mentoring and advice at all stages.

Other highlights for 2004–05 included:

- ▶ The department appointed 77 women, eight people from culturally and linguistically diverse backgrounds, four Indigenous Australians and five people with disability as student paramedics.
- ▶ The department has continued to increase participation in the Migrant Work Experience Program as part of our Diversity Program. Of the two participants for 2004–05, one has continued employment within the department.
- ▶ QFRS commenced a new continuous process for firefighter recruitment on 10 January 2005. Unlike previous firefighter recruitment campaigns, the new process is continuous; applications can be submitted and updated on an ongoing basis. The new way of recruiting is consistent with our commitment to selecting the best people from Queensland's diverse communities.
- ▶ The department exceeded its target of 50% women Communication Officers with 67.8% (40) being employed in 2004–05.

Employment of Indigenous Australians

The department continues to support employment of Indigenous Australians as a priority. Significant achievements for the year included:

- ▶ providing scholarships for 27 Indigenous Year 10–12 high school students

- ▶ partnering with the Australian Government to sponsor four Indigenous Australians to complete tertiary education through the National Indigenous Cadetship Programme
- ▶ sponsoring two of our staff to undertake Wal Meta Advancement Programs—aimed at increasing the skills and career opportunities for Indigenous staff
- ▶ significant involvement, as part of our commitment to reconciliation, in the National Aboriginal and Islander Day of Celebration Week
- ▶ partnering with Indigenous communities to train 33 unemployed Indigenous people to become auxiliary firefighters and to train eight to become patient transport officers
- ▶ developing an Aboriginal and Torres Strait Islander Traineeship to increase alternative entry employment opportunities for Indigenous people
- ▶ supporting one student to undertake a School Based traineeship and increase their employment opportunities after the completion of Year 12.

Consulting with Indigenous personnel

The State and Regional Indigenous Australian Reference Group commenced in 2001 with 13 statewide Indigenous staff representatives. It is an advisory group to the Executive Management Team that aims to ensure that culturally sensitive service delivery and employment issues are addressed. It also provides representatives from each region with a forum to engage and consult with other Indigenous employees and management of the department.

Supporting and encouraging women

The department continues to strongly support the career development of women. A key initiative is the Women's Reference Group, which consists of operational and non-operational women from across all regional centres of Queensland. Its role is to provide advice on issues affecting women. The group has a site on the department's Intranet Portal with information about the group and other initiatives for women.

The Future Female Leaders program, completed by 19 participants, develops the management potential of participants. The Queensland Women in Public Sector Mentoring Program was completed by 10 participants, improving their career opportunities within the department.

'Pathways for Women' is another program that is being developed to ensure all departmental women are afforded opportunities to gain the knowledge, skills and experience required to progress their careers within the department. The three pathways that are being developed are the Foundation Pathway, the Middle Management Pathway and the Executive Pathway. The pathways are also built on a foundation of mutual obligation and support. Department of Emergency Services Express—an executive succession plan for women is an element of the Executive Pathway. The program aims to identify high-potential female employees capable of rapid advancement to executive positions and to provide them with the exposure, knowledge, skills, opportunities and support to achieve this. This program is a formal, structured partnership between the division heads and five high-potential women.

The department is working towards its target of 35% women in management positions with 21.2% of women in these positions in 2004-05, up from 19.3% the previous year.

Health and safety at work (BSS)

Phase 2 of the Organisational Health Management System was implemented in 2004-05. This system built on the foundation established in 2003-04 for the effective control of work-related hazards and management of return to work of injured workers across the department.

The system highlights prevention, (Action Before Crisis) systematic and continuous improvement and the user-friendly nature (Easy as ABC).

Manuals were developed to assist managers to comply with legislation and policy obligations. The manuals have been distributed to approximately 740 workplaces.

Health and safety audit (BSS)

The Organisational Health Unit, in partnership with Internal Audit, undertook an audit of the implementation of the Organisational Health Management System during 2004-05. This was the first time that a department wide partnership audit had been undertaken between a work unit and Internal Audit.

The audit tool used was Safety Map—Auditing Health and Safety Management Systems (4th edn), with some modifications to include injury management. The audit was an initial systems audit against the best practice Australian Standard for occupational health management systems.

The audit provided a snapshot of performance and will facilitate long-term evidence-based planning, review and improvement of the system.

Recommendations from the audit have been incorporated into our Occupational Health Plan 2005-06. These were prioritised according to risk level as determined by a risk assessment undertaken in accordance with Australian Standard 4360: 2004 Risk Management and continue to be progressed.

Improving injury management

The number of statutory claims lodged from 2003-04 to 2004-05 increased by 7.1%. This indicates a higher level of reporting, which has been achieved through the implementation of our Incident Reporting and Investigation Policy. A higher level of reporting provides us with an opportunity to manage injuries and claims more effectively.

Statutory costs are costs and benefits including wages paid by WorkCover that are incurred through the provision of rehabilitation and weekly compensation. Government requires a 10% reduction of annual statutory costs commencing 1 July 2004. For the 2004-05 financial year, we have met the 10% reduction target, achieving a reduction of 10.3% compared to 2003-04. This offsets the increase in claim numbers and indicates that our injury management initiatives are effective.

We have implemented the mandatory requirements of the WorkCover Improvement Project (funded through a Department of Industrial Relations grant), which included:

- ▶ developing an early intervention fund and associated policy and procedure to guide expenditure from the fund
- ▶ developing a departmental model for simulated WorkCover premium devolvement
- ▶ reviewing statutory psychological/psychiatric injury claims lodged between 1 July 2001 and 30 June 2003
- ▶ placing organisational health performance measures in senior officer agreements and strategic plans.

Key result area: Contribute to national, state and local policy agenda

The department contributes to improved safety outcomes for the community by working collaboratively with other agencies and as an active participant in state, federal and local policy development. Emergency services organisations are key community safety providers and a critical partner in community capacity building.

Our strategies to enable us to contribute to the national state and local policy agenda include:

- ▶ implementing COAG natural disaster reforms and contribute to emergency management policy development
- ▶ enhancing community safety outcomes and integration across government.

The following section reviews our performance against each of these strategies.

Strategy

Implement COAG natural disaster reforms and contribute to emergency management policy development

Providing leadership across Australia (SPES)

The Augmented Australasian Police Ministers' Council was established in response to recommendations contained in the COAG Report on National Disasters in Australia. The council provides national leadership and strategic direction for emergency management.

One of the major outcomes of this meeting was endorsement of the development of a Draft National Emergency Management Strategy for Remote Indigenous Communities. The department has led the development of this strategy. We have also taken a leading role in promoting amendments to littering legislation to reduce risk of fires and in supporting a change to national standards for the introduction of self-extinguishing cigarettes. The department will be leading the actioning in Queensland of the Council's resolution related to the development of a consistent national approach to aquatic and recreational safety signage.

Influencing policy and research (QAS)

The Australian Centre for Pre-Hospital Research, a joint QAS/University of Queensland initiative, conducts an active work program which is informed by organisational requirements and national and international trends in pre-hospital practice. The centre's work contributes to the national research agenda and significantly contributes to the development of paramedic education and scope of practice. Over the last 12 months the centre has presented 27 papers at national and international conferences, and has had seven articles published in peer-reviewed journals. The centre is participating in a number of ongoing research projects, including a multi-centre randomised controlled trial on cardiac arrest interventions.

Our headquarters at Kedron (in the foreground looking towards the Brisbane city centre).



The centre was extremely active in the 2004–05 financial year, securing grants to the value of \$280,000 and actively seeking research collaborations with various institutions to expand the clinical research capacity of the QAS.

New Disaster Management Alliance (CDRS)

Our department has developed a Memorandum of Understanding with the Local Government Association of Queensland to form the Queensland Disaster Management Alliance. By entering into the alliance partnership, 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.

Government Agency Preparedness Strategy

In this heightened security environment, the Queensland Government has put in place a strategy to ensure Queensland agencies are well prepared and equipped to deliver services should a terrorist event occur.

The aim of the strategy is to improve the ability of Queensland Government departments to prepare for, prevent, respond to and recover from potential terrorism-related incidents.

The department has subsequently implemented a suite of preparedness plans for all key assets. Those key assets include the:

- ▶ Kedron Park facility
- ▶ State Disaster Coordination Centre
- ▶ computer centre
- ▶ communication centres
- ▶ multi-service Special Operations Centre at Cannon Hill.

The types of plans include:

- ▶ security
- ▶ on-site emergency response
- ▶ information security and information disaster recovery
- ▶ business continuity (including our command and control strategy)



Cadets win at Queensland Youth Alliance Awards

Proud faces at the Awards night (back row) Stephen Young, A/Deputy Executive Director CDRS, Alan Brunner, Executive Director CDRS and The Honourable Chris Cummins, Minister for Emergency Services (front row) Wendy Merefield, Joel Dunbavan and Leticia Bailey.

Emergency Services Cadet leaders from Sarina, Tully and Ipswich were recognised for their inspiration, community service and leadership in the Queensland Youth Alliance Awards for Excellence. Emergency Services Minister, The Honourable Chris Cummins congratulated the three leaders on their success at the awards presentation, which coincided with National Youth Week.

Leticia Bailey, a Tully Cadet Group Leader, was recognised in the 'Inspiration' category. One-time Cadet and current Leader with the Sarina Cadet Group Joel Dunbaven was recognised in the 'Leadership' category for demonstrating leadership and giving guidance to young people and his peers. Ipswich Cadet Leader Wendy Merefield received an award in the 'Community Service' category for her active and responsible role with improving her community.

'It is encouraging to know that in years to come these three will be part of that community of men and women who give their all to keep their communities safe,' Minister Cummins said. The Emergency Services Cadet Program is a youth development initiative that has been developed through the enhancement of the State Emergency Service Cadet Scheme. It is available to young people who have commenced Year Eight at high school and upwards to 16 years of age.

Strategy

Enhance community safety outcomes and integration across government

Coordinating national committees (SPES)

SPES played a key role in coordinating interdivisional preparation for the August 2004 meeting of the Australian Emergency Management Committee. The committee meets twice a year to provide advice and direction on the coordination and advancement of Australian Government and state interests in emergency management issues. As required, it establishes working parties to examine particular issues.

Legislating to improve fire safety (SPES and QFRS)

SPES officers are working with the QFRS on a major review of the *Fire and Rescue Service Act 1990* and the *Building Fire Safety Regulation 1991*. The legislative review was established to implement recommendation six of the Childers Taskforce Report. A discussion paper was released in December 2004, and public consultation closed in February 2005. The key issues addressed in the discussion paper included:

- ▶ increasing the number of smoke alarms in Queensland in domestic residences
- ▶ dealing with the serious problem of overcrowding in public assembly buildings—in particular, licensed nightclubs
- ▶ reducing the unwanted alarm activations for fire detection systems and thereby reducing the risks and costs of those alarm activations
- ▶ clarifying, simplifying and expanding the obligation for all buildings (other than houses) to have a fire and evacuation plan
- ▶ ensuring the maintenance of performance solutions used to gain building approval under the Building Code of Australia
- ▶ creating an independent review process where assessable building work is required by the Fire and Rescue Service to address severe safety issues.

A particular current focus of the review is consideration of the best method of increasing smoke alarm coverage in Queensland homes from its current level of 72%, thereby providing greater protection to Queenslanders.

Reducing the number of deliberately lit fires (QFRS)

A peculiarity in the *Fire and Rescue Service Act 1990* permitted the lighting of certain fires, without the requirement of a permit.

In August 2004, an amendment was made that meant that fires could not be lit if they contravened a local law, the *Health Act 1937*, the *Environmental Protection Act 1994* or the *Integrated Planning Act 1997*.

Key result area: Continuous business improvement

The department is committed to improving the way we deliver our services to the community and stakeholders. To achieve this we are committed to improving our organisational governance, business and financial processes.

Our strategies to enable us to demonstrate excellence in our operations and planning include:

- ▶ consolidating organisational reforms
- ▶ enhancing operational and business efficiency
- ▶ improving governance and accountability
- ▶ enhancing departmental capability.

The following section reviews our performance against each of these strategies.

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 quality (or business) improvement. Pioneering work in business excellence started in QAS in 1997. All divisions now use the framework.

The department has completed the first whole of department Guided Self-Assessment and identified areas for improvement. This is also believed to be the first time any department at federal or state level has ever carried out such an activity on this scale using the framework.

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

QAS achieved an Australian Business Excellence Award at the Bronze level in 2005 for demonstrated continuous quality improvement. QAS has earned similar awards on two other occasions, in 1999 and 2001.

Strategy

Consolidate organisational reforms

Consolidating the future

During the year our “Consolidating the Future” blueprint was implemented. The blueprint contains a number of high-level strategies intended to enhance our unique emergency services model of collaboration, coordination and cooperation. Key achievements included:

- ▶ establishing the Queensland Combined Emergency Services Academy
- ▶ establishing the joint special operations centre at Cannon Hill
- ▶ reviewing and updating our corporate governance structures
- ▶ establishing the State Planning Group to better coordinate planning across the department



During the year our ambulance service received its third Australian Business Excellence Award.



- ▶ improving facilities management through the consolidation of property, vehicles, warehousing and communications into Facilities Management and Information Services in the BSS division.

Effective performance reporting (SPES)

SPES' role in managing the preparation of the annual report was recognised with department receiving two awards for the 2003–04 report: a Silver Award at the Australasian Reporting Awards and an Award of Merit at the Queensland Public Sector Annual Report Awards.

Rigorous organisational self-assessment

Evaluating the performance of our organisation ensures we continue to meet the expectations of Queenslanders. To evidence strengths and opportunities for improvement of divisions' performance, four of the five divisions conducted Organisational Self-Assessments against the framework.

Strengthening regional disaster management (CDRS)

CDRS has continuously sought to improve flexibility and responsiveness in its operations to enable it to remain the leader in development of community safety, security and sustainable development across Queensland. In August 2003, in response to changes in disaster management, CDRS realigned its functions to the following two sub-outputs: (1) Mitigation, Community Safety and Sustainability; and (2) Response and Recovery Services.

The realignment resulted in an additional 13 full-time equivalent positions assigned to the regions in the form of Regional Directors, Disaster Management Officers and Administration Officers. Of these 13 positions, 11 were newly created with the other two redesignated from central office to the regions. This was facilitated by the state government's Regional Services Delivery Initiative, which committed \$1.5 million over a period of three years.

As part of this change, the Response Advice for Chemical Emergencies (RACE) service became the Scientific Unit within the QFRS Division.

The new CDRS structure came into effect in October 2004. The results of the restructure have been improved disaster management services in Queensland through more effective allocation of resources to regions.

Strategy

Enhance operational and business efficiency

Ensuring patients receive timely medical care (QAS)

Medically authorised non-urgent responses have continued to increase. To facilitate better management of patient transports between Queensland Health facilities, QAS has implemented the Inter-Facility Transport Agreement and Operational Guidelines with Queensland Health. These have made it possible for QAS to provide excellent service to the community in terms of non-urgent patient transport, whilst providing improved emergency (code 1) response. QAS is actively investigating collaborative ways to meet community needs for non-urgent transport to major health facilities, and at the same time seeking to optimise the availability of ambulance resources for emergency response.

Improving the business of first aid training (QAS)

The QAS' Community Services Unit completed a major review of the Community Education program. The review stimulated regional input into the strategies and processes that most effectively addressed the unique issues salient to the delivery of first aid training in Queensland. This process, along with a review of Community Education fees and charges, fed into the development of the Community Education Business Plan. That plan has set the scene for the recertification of accredited first aid courses in 2006.

Financial management processes have also been improved including improved efficiencies in managing debt by transferring the Debt Management Centre to PartnerOne.

The CPR for Life program uses a peer training model to teach Queenslanders how to respond if they witness a cardiac arrest.



Advances in technology to improve business processes (SPES and BSS)

New advances in technology are enabling key organisational processes to be completed with greater efficiency. The Estimates process was undertaken in a virtual or web-based environment through the use of collaborative software. Significant progress has been achieved in the evaluation of the software, with preliminary feedback indicating this system has assisted in reducing paperwork, and providing stronger evidence of document control.

Improved operational efficiency (QFRS)

QFRS introduced an integrated operational planning process statewide to promote greater functional consistency and efficiency. Specifically, QFRS sought to:

- ▶ minimise operational inconsistencies and manage risks that are a threat to firefighters, the community and property
- ▶ reduce duplication across the whole of operations
- ▶ make operational planning quick and simple
- ▶ identify what the strengths of QFRS are—then capitalise on the best from each region and coordinate into one consistent approach.

To enable this, the State-wide Integrated Operational Planning Process was commenced in the final quarter of the financial year. This included:

- ▶ development of Regional Functional Plans
- ▶ development of Station Functional Portfolio Templates that utilised models of best practice and other input from numerous firefighters
- ▶ creation of manuals that incorporated these templates as well as Business Rules (the latter being used to inform firefighters 'how to do it better')
- ▶ videotaping the Commissioner's message to all staff supporting the implementation of this process and urging them to take up the challenge.

Better management of workloads (QAS)

The Strategic Information Management Initiative, a major QAS initiative aligned with the Smart State agenda, was progressed and will result in improved patient care records and reduced administrative workloads.

QFRS firefighters respond to a wide range of incidents, including road accidents, fires, building collapses, swift water rescues and hazardous materials spills.



Better knowledge management

The department is benefiting greatly from a trial of knowledge management software which is currently under way within the department. These benefits will include:

- ▶ enhanced strategic decision making through a web-based 'virtual institute', providing easy access to relevant information from the external environment
- ▶ enhanced capability in providing accurate, quality information and advice through streamlined, efficient access to core department documents such as corporate plans, budgets, briefs and other correspondence
- ▶ consistent quality processes through easy access to standard business tools and templates. This is very important for processes such as project management, evaluations, workflows, business analyses, risk assessment, and communication planning.

Strategy

Improve governance and accountability

Ensuring quality corporate governance (SPES)

SPES reviewed the department's Corporate Governance Framework to better support the role of the Director-General as chief accountable officer. The framework is a hierarchical structure of divisions, regions, communities and practices.

Better financial reporting (BSS)

BSS successfully aligned the department to the Australian equivalent to International Financial Reporting Standards. The updated standards took effect in January 2005.

Improving the Rural Fire Service (QFRS)

The department improved the operations of the Rural Fire Service, which provides fire management for rural and semi-rural communities (outside urban fire levy areas) across approximately 93% of the state. The Rural Fire Service has legislative responsibility under the *Fire and Rescue Service Act 1990* for 'the efficiency of Rural Fire Brigades and may provide training and other assistance to them'.

The Minister appointed of a new 12-member Rural Fire Advisory Council in July 2004. The membership is inclusive of several long-serving rural fire volunteers, current and former rural fire staff, and representatives from bodies with a close working relationship with rural fire fighters. This council was appointed for a term of three years.

Strategy

Enhance departmental capability

Better vehicle rescue (QFRS)

A new Standard Operating Procedure (SOP 283.4) was issued in August 2004 in relation to Vehicle Rescue—Victim Search Protocols. This was developed in response to a coronial inquiry into the death of a child who was trapped inside a car wreck, but not initially discovered by rescuers.

This SOP is complementary to the fully accredited 'Undertake Road Rescue' package developed by the QFRS Professional Development Unit and is applied in accordance with the principles of the State Rescue Policy, in conjunction with the State Rescue Plan.

This policy recognises that in incidents involving means of transportation, the survival rate of victim/s can be enhanced by their early location, extrication and removal to hospital. Specific search phases that define primary and secondary search requirements are used to ensure that all areas are searched and checked in a systematic manner.

QFRS responded to 60,248 callouts across the state this year.



Our force of volunteers

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, almost 85,000 Queenslanders are willing to 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.

QFRS Scientific Unit	54
Emergency Service Cadets	54
Volunteer Marine Rescue	55
State Emergency Service	56
Emergency Service Units	56
Rural Fire Service	57
First Responders	58
Honorary Ambulance Officers	58



Ordinary People, Extraordinary Contribution

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 six permanent 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 south east 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. In the 2004-05 financial 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 3247 8100.

You never know what kind of incidents you might attend as a QFRS Scientific Unit Volunteer.



Emergency Service Cadets

The Emergency Services Cadet Program is aimed at high school-aged youth and seeks to develop skills, strengths and sense of community through disaster and emergency management activities and training.

In 2003 the State Emergency Service Cadet Scheme was broadened to incorporate QAS and QFRS.

Queensland was the first state in Australia to offer Emergency Services Cadets involving State Emergency Service, fire and ambulance training. There are approximately 800 cadets supported by 250 adult leaders in 45 Cadet groups throughout Queensland. New Cadet groups were established in 2004-05 at south west Brisbane, Rosewood, Eidsvold, Boonah and Tiaro.

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

Our Cadets learn a multitude of skills.



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 CDRS on 3247 8511 or alternatively use the following Internet address: www.emergency.qld.gov.au/cadets

Volunteer Marine Rescue

Volunteer Marine Rescue organisations contribute to the safety of people who use the marine environment for recreation, sport, tourism and industrial pursuits. In general terms, the marine environment can be classified as either white (surf) or blue (still) water, with organisations such as Surf Life Saving Queensland and the Queensland branch of the Royal Life Saving Society Australia. Volunteer Marine Rescue Association of Queensland and the Australian Volunteer Coast Guard Association operate in the offshore and estuarine blue water.

The Australian Volunteer Coast Guard Association and the Volunteer Marine Rescue Association of Queensland are an important part of Australia's National Search and Rescue Plan. They have 46 blue water units stretching from the New South Wales border to Mornington Island.

In the 2004–05 financial year, funds were allocated to the Australian Volunteer Coast Guard Association for the replacement of vessels in Rockhampton and Redland Bay. Additionally, a new vessel was commissioned for the Southport unit. The nine-metre vessel, known as 'Southport 2', was furnished with the latest electronic communication and navigation equipment. It was launched in September 2004.

The Volunteer Marine Rescue Association of Queensland Inc commissioned two new vessels – one at Round Hill and the other at Southport. The Southport vessel, known as 'SAR Club 1' is an eight-metre cat capable of carrying eight persons during offshore operations or as many as 10 persons for inshore operations.

How to get involved

For further information, please contact CDRS on 3247 8511 or alternatively use the following Internet address: www.emergency.qld.gov.au/ses

Volunteer Marine Rescue members make boating safer.



State Emergency Service

The State Emergency Service is a volunteer organisation managed by local authorities and supported by the department. The aim of State Emergency Service 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.

In the 2004–05 financial year, 12,456 State Emergency Service volunteers from 152 units in Queensland dedicated 67,183 hours to protect and serve their local communities. Each year, State Emergency Service 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.

High-profile activations for the year included the search and rescue of South American businessman Ricardo Sirutis on Moreton Island. The successful search involved more than 500 State Emergency Service volunteers, working over 6,000 hours during a period of 10 days.

▶ more info on page 28

State Emergency Service volunteers also responded to the derailment of the tilt train north of Bundaberg in November last year. More than 60 State Emergency Service volunteers from Miriamvale, Gladstone and Bundaberg were involved with the department's response to the accident.

▶ more info on page 15

How to get involved

To qualify as a volunteer for the State Emergency Service, you must:

- ▶ be at least 17 years of age.

For further information, please contact CDRS on 3247 8511 or alternatively use the following Internet address: www.emergency.qld.gov.au/ses

Emergency Service Units

Emergency Service Units, which were established under the *Disaster Management Act 2003*, are volunteer emergency services groups located in rural and remote areas of Queensland. Emergency Service Units provide rural and remote communities some or all of the functions traditionally associated with Rural Fire Brigades, State Emergency Service Units and First Responder Groups from within a single, unified and collocated structure.

Where would we be without the State Emergency Service?



Emergency Service Unit volunteers—meeting the safety needs of rural and remote communities.



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 first Emergency Service Unit at St Pauls on 24 June 2005.

How to get involved

For further information, please contact CDRS on 3247 8511 or alternatively use the following Internet address: 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. They are a legally constituted fire control organisation whose volunteers join together for mutual protection for themselves and their property against the danger of fire.

Rural Fire Service volunteers undertake tasks to prevent and fight fires in their local area. Fire prevention is their main activity and involves community education 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. Volunteers also provide support at road accidents and incidents involving hazardous materials.

During the 2004–05 financial year, more than 44,000 volunteers across almost 1,640 brigades provided firefighting and hazard reduction services to Queensland communities not covered by urban fire brigades. Volunteer, auxiliary and permanent firefighters throughout the state (particularly in southern Queensland) were deployed to more than 200 bushfires just in the first two weeks of October. Communication Call Centres in Brisbane, Gold Coast, Toowoomba and Sunshine Coast received a total of 4,389 phone calls in one week. Firefighters and resources from New South Wales were called in to provide assistance to local firefighters at the Gold Coast and Ipswich districts. Permanent and volunteer personnel from Townsville, Cairns and Rockhampton travelled to Brisbane to provide relief to tired crews in the second week of operations. Nine homes, 12 sheds and numerous outbuildings were lost in the fires. However, those figures could have been much worse without the extensive hazard reduction and prevention methods put in place by the Rural Fire Service in the lead-up to the bushfire season.

The bush and bushfires are an essential part of Queensland—so are our Rural Fire Service volunteers.



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 3247 8130 or alternatively use the following Internet address: www.ruralfire.qld.gov.au

QAS Community First Responders

A First Responder is a person in a rural, remote or isolated location, trained in advanced first aid, including the use of automatic defibrillation. They react to local incidents and provide life saving first aid treatment while the closest ambulance is in transit. There are 173 First Responders currently operating from 18 locations who provide an invaluable link between their communities and advanced pre-hospital care where distance or remoteness affects immediate response.

How to get involved

For further information, please contact the QAS Community Services Unit on 3247 8312 or alternatively use the following Internet address: www.ambulance.qld.gov.au

Honorary Ambulance Officers

There are 341 Honorary Ambulance Officers across the state supplementing regular operational paramedic services to their local communities. Officers, trained to Certificate III level, work in a variety of community settings as a second officer with existing staff. Honorary staff trained to Certificate IV level operate independently delivering ambulance services to rural remote or isolated communities.

How to get involved

For further information, please contact the QAS Community Services Unit on 3247 8312 or 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.

Our First Responders are providing essential emergency health care in rural and remote areas.



Our Honorary Ambulance Officers have helped to meet the emergency health needs of Queenslanders for many years.



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.

Our Strategic Governance Framework	60
Ministerial Advisory Councils	64
Community Advisory Bodies	65
Our staff profile	67
Environmental matters	68
Multicultural affairs	69
Conduct and ethical standards	70
External accountability	71



Our strategic governance framework

In July 2004 the Director-General released 'Consolidating the Future' which included initiatives for ongoing improvements to the effectiveness and efficiency of the department. In conjunction with those initiatives, the terms of reference for the following key organisational committees were reviewed:

- ▶ Executive Management Team
- ▶ Divisional Senior Executive Management
- ▶ Audit and Risk Committee
- ▶ Finance Committee
- ▶ Communication and Information Technology Committee
- ▶ Workforce Management Committee
- ▶ Policy and Research Committee.

Our strategic governance framework provides comprehensive oversighting 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.

The framework operates within the context of the five key result areas that we focus our activities and resources on to achieve the priorities and outcomes of the government.

[▶ more info on page 9](#)

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 Director-General, Michael Kinnane, is responsible for the overall leadership of the department and framing its future in accordance with the policy direction of the government. He is responsible for formulating priorities and appropriate resource allocation throughout the department, driving organisational performance and leading high-priority initiatives.

He is accountable to the Minister for Emergency Services and the Premier of Queensland for the efficient and effective management and governance of the department.

Executive Management Team

Members of executive management are accountable to the Director-General.

The Commissioner QAS, Jim Higgins; Commissioner QFRS, Lee Johnson; and the Executive Director CDRS, Alan Brunner, are responsible for effectively managing the department's three operational divisions.

The Executive Director BSS, Margaret Smith, and the Executive Director SPES, Phil Clarke, are responsible for the effective management of business support and executive functions respectively.

The Chief Financial Officer, Gary Taylor, supports the Director-General in the department's financial management, and is also a member of the Executive Management Team.

Collectively, these executives comprise the department's 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 2004–05, they met on 11 occasions.

Significant committee matters included:

- ▶ establishment of the Queensland Combined Emergency Services Academy
- ▶ implementation of the Indigenous Service Delivery Enhancement Package
- ▶ oversight and coordination of organisational reforms
- ▶ further development of the Emergency Services Cadet Program
- ▶ consolidation of the Australian Business Excellence Framework across the department
- ▶ monitoring the interim computer-aided dispatch project
- ▶ reporting against the Consolidating the Future initiative
- ▶ approval of the Strategic Workforce Management Plan.

Audit and Risk Management Committee

This committee provides independent and expert advice and support to the Director-General, as the accountable officer, and divisional heads in the discharge of their management responsibilities.

The committee is established under the *Financial Administration and Audit Act 1977* and the *Financial Management Standard 1997*. It is responsible for:

- ▶ the ongoing development and maintenance of an effective 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
- ▶ 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
- ▶ the adequacy of the portfolio's internal control structures and processes.

Future challenges for the committee include:

- ▶ strengthening the relationship between the department's corporate governance structures and processes and the risk management framework.

Communication and Information Steering Committee

The committee comprises the Director-General as Chair, members of the EMT, the Chief Financial Officer, the Director, Information Services, and external representatives from the Department of Public Works, the Queensland Police Service and Queensland Treasury. Mr Brian Parker is also an external consultant to the committee.

The committee is responsible for:

- ▶ establishing the strategic direction of the department's information and communication technology infrastructure
- ▶ reviewing, prioritising and approving significant business cases for funding consideration by the department's Finance Committee.

During the year, the committee continued oversight of the department's information and communication technology strategic direction as outlined in the Information and Communication Technology Resources Strategic Plan 2002–2006.

Significant committee matters included:

- ▶ continuing implementation of Queensland's first state-wide Emergency Services Computer-Aided Dispatch (ESCAD) System. This will consolidate and replace three aged and obsolete Computer-Aided Dispatch systems



Young hero's quick actions save Dad's life

From left to right: The Honourable Chris Cummins, Minister for Emergency Services, Sean Gageler, and Mr Jim Higgins, Commissioner for Queensland Ambulance Service

Twelve-year-old Sean Gageler may have won the prestigious QAS Young Hero of the Year Award, but it was his father who was the real winner. Sean's 39-year-old father suffered a cardiac arrest on their family property just outside of Hughenden. Sean was aware of the signs of a cardiac arrest so when his father collapsed, he knew exactly what to do.

He immediately dialled triple zero (000) to ensure that paramedics were on the way to provide emergency medical care. With the assistance of QAS Communications Officer, Tiarna Cragie, Sean performed CPR on his father until the paramedics arrived. It was these actions that saved his father's life.

The Minister for Emergency Services, The Honourable Chris Cummins and QAS Commissioner Jim Higgins presented Sean with his award during QAS Ambulance Week. Sean's ability to remain brave in such a stressful situation is without doubt the only reason his father survived the ordeal Commissioner Jim Higgins said. By commencing CPR early, Sean kept his father alive until paramedics arrived and defibrillated his heart to get a pulse back.

- ▶ continuing implementation of the Queensland Ambulance Strategic Information Management Initiative (SIMI) with the first priority being the implementation of mobile electronic Ambulance report forms
- ▶ continuing development of the Fire Information Management System (FIMS)
- ▶ monitoring progress of the Public Safety Communications Initiative for the department and the Queensland Police Service
- ▶ planning and construction of the department's new State Operations Coordination Centre, which is scheduled to become operational in early 2005–06
- ▶ development of mobile technologies to support emergency operations within Queensland, interstate and overseas.

Future challenges for the committee include:

- ▶ ensuring consistency of our information and communication technology strategic direction with our business imperatives and whole-of-government information and communication technology strategic direction
- ▶ delivering initiatives consistent with our operational needs, community expectations, and the dynamic nature of information and communication technology while accounting for the geographically dispersed nature of Queensland and our tight fiscal environment
- ▶ consolidation of our telecommunications operations across Queensland.

Our Queensland Rescue helicopters work with our other emergency services to make Queensland safer.



Workforce Management Committee

The committee acts as an executive body in analysing, endorsing and identifying workforce management issues and sponsoring significant Human Resource Services and Industrial Relations and Organisational Health plans and initiatives.

The key areas of responsibility for the committee are to:

- ▶ oversee implementation of Strategic Workforce Management projects, initiatives and activities
- ▶ monitor implementation of the Strategic Workforce Management Plan
- ▶ ensure consistency of workforce management policies across the department
- ▶ ensure communications with divisions regarding strategic initiatives.

The committee is supported by four working groups, including the Joint Training Consultative Committee, the Base Grade Recruitment Committee (QAS/QFRS), the Learning and Development Committee (CDRS), Workplace Health and Safety Advisory Committee, and the Rural and Remote Steering Committee.

Key achievements in 2004–05 included:

- ▶ the creation of the Diversity and Equity Plan—Towards 2008
- ▶ the commencement of continuous base-grade recruitment processes for QAS and QFRS
- ▶ the development and delivery of the department's supportive leadership program for all employees.

Future challenges for the committee include:

- ▶ improving the implementation of the Strategic Workforce Management Plan by incorporating the plan into divisional strategic plans to ensure consistency across the department.

Policy and Research Committee

The Policy and Research Committee held its first meeting in November 2004. The committee is chaired by Phil Clarke, Executive Director, Strategic Policy and Executive Services, and includes representation from all divisions.

The main responsibilities of this committee are to:

- ▶ lead development of a strategic policy and research agenda for the department
- ▶ consider research proposals received by the department
- ▶ establish links with tertiary institutions with the aim of developing partnerships and attracting interest in progressing the research priorities of the department

- ▶ share information about policy activities and priorities within divisions and to promote opportunities for staff to undertake research
- ▶ progress professional development opportunities for departmental officers to enhance current policy skills.

Key achievements in 2004–05 included:

- ▶ development and delivery of a series of executive policy skills workshops
- ▶ establishing a series of information sessions for staff that allow workgroups to present current research and development activity
- ▶ establishing a research fund to all staff and workgroups to undertake short-term research projects.

Future challenges for the committee include:

- ▶ enhancing relationships with Queensland tertiary institutions to promote the research areas of departmental interest to postgraduate students
- ▶ the development of a research agenda that reflects the department's strategic priorities.

Internal Audit

Internal Audit reports directly to the Director-General and is a key element of the corporate governance structure of the department.

Internal Audit's charter is primarily focused on improving corporate governance and accountability across a wide range of disciplines including financial management, information technology, operational 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 controls within operational areas
- ▶ monitoring the implementation of agreed corrective action.

Achievements and Outcomes in 2004–05 included:

- ▶ completed 95% of the approved and adjusted audit plan
- ▶ three-year strategic plan was prepared and approved
- ▶ audit programs for individual audit assignments were developed and completed.
- ▶ audit plan for 2005–06 approved.



Rural Fire Service delivers fire education

The students from the Bwgcolman Community School each have a turn with Jason O'Brien to squirt the hose after participating in Fire Ed.

The Rural Fire Service strongly believes that preventing fires is equally as important as fighting them. That is why Palm Island Rural Fire Brigade Secretary Pam Dillon conducted Fire Ed at the Bwgcolman Community School on Palm Island. With the assistance of District Training Officer Jason O'Brien, 80 students from the school learnt practical evacuation techniques and how to act responsibly near fire.

The key lessons from Fire Ed include understanding the difference between good fires and bad fires, the urgency of ringing triple zero (000), 'Stop, Drop and Roll', 'Get Down Low and Go! Go! Go!' and 'Get Out and Stay out'. As a reward for their efforts, the students from Bwgcolman Community School were able to inspect the Palm Island Rural Fire Brigade truck and even got to squirt the hose.

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.

Its members provide a wealth of experience in emergency services, local government, youth affairs, Indigenous Australian and Torres Strait Islander issues.

The council met on four occasions during 2004–05. The council's expenditure for the past two financial years was greater when compared to 2002–03, where there was a reduced number of meetings due to the expiry, review and reappointment of the membership.

	2002–03	2003–04	2004–05
Total expenses	\$11,802	\$37,848	\$30,110

Since its inception in 1999, the council has played a significant role in ensuring community input informs policy decisions for the department. During 2004–05 the council discussed the following issues:

- ▶ supported the development of a checklist detailing relevant information for the handover of patients from organisations such as Surf Life Saving Queensland to the QAS
- ▶ supported discussions on developing initiatives for rewarding volunteers for their service
- ▶ supported the standardisation of aquatic signage across Queensland
- ▶ analysis of training costs for volunteers.

Members of the council for this period were: Ms Eda Beck (Chair), Mr Michael Kinnane (Director-General), Cr Delena Foster, Ms Teresa Hutton, Mr Mark Gribble, Ms Linley Midgley, Ms Barbara Robson, Mr Danial Rochford, Mr Glenn Scanlan, Mr Peter Smith, Cr Donald Van Rysinge, Cr Les Tyrell and Ms Shirley Watters.

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. After a review of the structure of the previous council, in 2004–05, membership was increased from seven to 12 members to provide an enhanced dynamic consultation forum for the discussion of issues affecting rural fire management. The new 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.

	2002–03	2003–04	2004–05
Total expenses	\$17,659	\$10,543	\$13,448

During 2004–05 the Council pursued vital fire management issues including:

- ▶ management of fire on Crown Land
- ▶ the urban/rural interface
- ▶ issuing of hazard abatement notices
- ▶ training of rural fire volunteers
- ▶ use of geographic information systems in rural fire management.

Members of the council are: Ms Eda Beck (Chair), Cr Kevin Mahoney, Ms Katarina Keough, Mr Richard Irwin, Mr Antonio Perna, Mr Edward Fensom, Mr Ilikena Dabea, Mr David Luxton, Ms Geraldine Neal, Ms Maxine Maguire, Mr Robert Burke and Mr Michael Harris.

Queensland Ambulance Service paramedics rate among the best in the world.



Queensland Local Ambulance Committee Advisory Council

QAS is committed to community engagement, at the local, regional and state level. 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.

Elected members of the council during this period included: Mr David Lloyd, Mr Alastair Anderson, Mr Les Stagg, Mr Adrian Le Mottee, Mrs Liz Stringer, Mr Neville Fitzgerald, Mr Keith Kimlin, Mrs Linley Midgley, Ms Desley Cunningham, Mr Gerald Moore OAM, Mrs Meg Anderson, Mrs Dale Smith, Ms Margaret Walters, Mrs Lisette Brake and Mr Danny Bradley.

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.

Contributions the council made during 2004–05 included:

- ▶ supporting QAS in progressing service delivery initiatives, including Rural and Remote, and First Responders
- ▶ participating in the development of the QAS Strategic Plan
- ▶ assisting the Community Safety Group with the development of community safety projects such as PrimeSafe.

Local Ambulance Committees

Local Ambulance Committees make an outstanding contribution to the QAS. They play a vital role in:

- ▶ identifying individual community needs and expectations
- ▶ offer alternative options or solutions to achieve desired outcomes

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

Every member of the Local Ambulance Committees throughout the state is a highly valued member of the ambulance family. The tireless, positive support given to QAS officers across the state contributes greatly to the high level of patient care the Service is able to deliver the residents of 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 the Coordination Area on 3247 8287 for further information.

State Emergency Service volunteers receive training in vertical rescue methods.



State Emergency Service Volunteer Executive Committee

The Volunteer Executive Committee allows State Emergency Service volunteers direct contact with State Emergency Service and CDRS Senior Management. They act as a strategic partner in the process of business improvement in volunteer service delivery. The committee met twice during the 2004–05 financial year and served an important role in assisting in the review of policies and procedures in volunteer management.

Emergency Services Cadet Steering Committee

The Emergency Services Cadet Steering Committee provides strategic guidance to the Emergency Services Cadet Program. The committee comprise representatives from CDRS, 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.

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 vehicle development and policy implementation.

State Emergency Service volunteers play an essential role in finding and rescuing lost people.

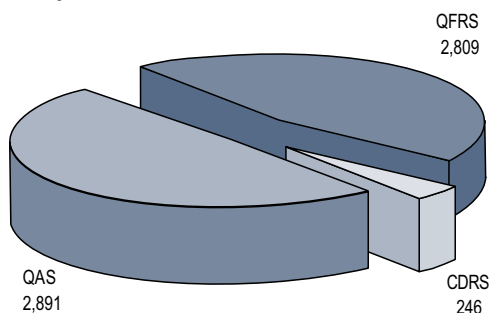


Our staff profile

The delivery of emergency services across Queensland 24 hours a day, 7 days a week is provided by over 8,100 staff and almost 85,000 supported volunteers.

Our Emergency Services people

The total number of full-time equivalent staff continues to grow to meet the demand for emergency services. The total has grown to 5,946, an increase of 350 over the previous year.



The full-time equivalent 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 full-time equivalent number is less than a headcount figure, which is an actual count of all staff employed. The headcount of our workforce is currently 8131. Approximately 23% of our workforce is female.

Voluntary early retirements

During the 2004–05 year seven officers across the department accepted voluntary early retirements. The total of these separation payments was \$612,935.87.

The offering of the voluntary early retirements was primarily due to a restructure within CDRS.

Total full-time equivalent employees for the department as at 30 June 2005			
Division	Actual 30 June 2004	Actual 30 June 2005	Estimated 30 June 2006
QAS	2,662	2,891	2,971
QFRS	2,704	2,809	2,814
CDRS	230	246	248
Total	5,596	5,946	6,033

Full-time equivalent employee profile by output as at 30 June 2005

Fire and Rescue Services	Actual 30 June 2005
Firefighting staff	
Firefighters	1,329
Station Officers	546
Rural Fire Officers	48
Commissioner/Deputy Commissioner/Assistant Commissioners	16
Senior Officers	87
Auxiliary	163
Non-firefighting staff	
Maintenance	62
Communications	94
Administration	251
Corporate Service Allocation	213
Total	2809

Queensland Ambulance Service	Actual 30 June 2005
Ambulance operatives	
Qualified Ambulance Officers	1,426
Student and base level Ambulance Officers	468
Patient Transport Officers	138
Clinical Other	2
Communications Staff	255
Operational Support Personnel	175
Corporate Support Personnel	207
Corporate Service Allocation	220
Total	2,891

Counter Disaster and Rescue Services	Actual 30 June 2005
Office of Executive Director	8
Community Safety & Sustainability	55
Counter Disaster Operations & SES	136
Corporate Service Allocation	47
Total	246

The corporate service allocation in the tables represents the staff in BSS and SPES allocated across outputs.

Full-time equivalent and gender profile as at 30 June 2005		
	Number	Percentage
Total Female	1,373	23%
Total Male	4,573	77%
Total	5,946	

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*.

Environmental and waste 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 will aim at reducing air emissions during specific training activities below the limits established by authorities in Queensland. Funding of \$2 million has been allocated over two years for this initiative.

Wastewater management has been a priority at the 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.

In addition to existing wastewater management, future planning will continue to include a number of components and mechanisms for 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 wastewater system
- ▶ establishment of robust procedures for wastewater management

Sustaining our environment

Our department encourages responsible disposal of waste and demonstrates its dedication to conserving energy by using a building management system that controls the lighting, boiling water units, air conditioning and irrigation systems at the Kedron Park Complex (headquarters).

The building management system ensures the irrigation system is timed for late night operation (within approved sprinkler times) and the lighting, boiling water units and airconditioning are activated on an after hours system of two hours intervals.

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 grounds staff recycle cut vegetation and trees as mulch and are mindful of planting natives trees, which adds to the high percentage already established, therefore water usage is reduced.

The complex's swimming pool is used as a source of irrigation from its overflow system.

DES staff commitment to recycling can be demonstrated by the example of two industrial sized recycling bins filled on a weekly basis.

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

During the year the department put out to tender and engaged a new supplier for its energy supply. This energy efficiency strategy has produced savings, which will fund environmental preservation initiatives such as light switching zones, energy efficient light fittings and sensor lighting for rooms such as meeting rooms and toilets. The saving will also fund in-house education on energy efficiency. Comparative figures on electricity consumption for the last four years are shown below.

Year	Consumption (K wh)	Expenditure
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

Promoting diversity and equity

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

Understanding ethnic communities' needs

The report titled *A Call for Help—Understanding Ethnic Communities Needs in Relation to Emergency Services* was developed by the Multicultural Development Association for the department. This association is a community-based organisation which provides community development programs, migrant advisory services, research and advocacy assistance to recently arrived migrants and refugees.

Five ethnic communities participated in the research: Afghani, Arabic speaking, Italian, South Korean and Latin American Spanish speaking.

The report will be used to determine departmental strategies for service delivery, first aid training and public education and awareness campaigns to culturally and linguistically diverse communities.

Community interaction

The department regularly consults and interacts with community organisations 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 regional staff also regularly participate in community events such as the Central Queensland University Multicultural Fair, NAIDOC week activities and Chinese New Year.

Prevention of discrimination

We currently deliver training in the prevention of discrimination to Student Paramedics, commencing Communication Officers, Officers-in-Charge, commencing Firefighters and other current staff as requested.

The department's Equity and Harassment Contact Officer (EHCO) Network was initially established in 2001 and in early 2004, 90 additional officers were trained.

Cultural awareness training

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

Translating and interpreting

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

We are working hard to make our indigenous communities safer.



Improving ethical standards

During 2004–05, the department's Ethical Standards Unit continued with responsibility for:

- ▶ development of workplace conduct policy initiatives
- ▶ provision of advice on misconduct prevention strategies
- ▶ ensuring there are proactive training and development initiatives to support ethical conduct and misconduct prevention
- ▶ reporting on the operation of the Code of Conduct
- ▶ audit/verification of the Code to ensure continued compliance
- ▶ benchmarking to be developed and continually updated against which the performance of the Code of Conduct can be assessed
- ▶ managing departmental responses to ministerial and departmental decisions challenged in external review forum

- ▶ case management of matters involving the Crime and Misconduct Commission, grievances, discipline, criminal charges and convictions and the Anti-Discrimination Commission Queensland.

Code of Conduct

The department has maintained its ongoing commitment to nurturing a healthy, sustainable ethical culture through a process of benchmarking, continuous monitoring, respectful management of workplace conduct issues, and the provision of resources to promote the meaningful integration of our individual and corporate obligations under the Codes of Conduct into our everyday decision-making.

Whistle blowers Protection

The department formally disseminated its Whistleblowers Protection Policy on its intranet—called the 'DESPortal'. There were no new matters where the Whistleblower Policy was invoked in the financial year.

Highlights for 2004-05

During 2004–05, the department realised the following key achievements:

- ▶ implementation of a Managerial Resolution policy and strategy for the management of suitable workplace conduct issues
- ▶ implementation of a broad consultation model in support of the development of a whole-of-department Code of Conduct with a view to formal approval of the revised code early in the 2005–06 reporting year
- ▶ deployment of a whole-of-department complaints recording database, which also provides for client service feedback and favourable public comment on conduct and performance of employees
- ▶ one hundred and fourteen new complaints about the conduct of staff and volunteers were opened during the financial year and 158 complaints were finalised. There were 27 matters of suspected official misconduct referred to the Crime and Misconduct Commission for assessment.

State Emergency Service volunteers celebrating International Women's Day.



External accountability

Our governance framework simultaneously supports internal mechanisms that deliver services in support of the government's priorities and ensure 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 & Misconduct Commission.

Statement of affairs

The Department is 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 held by the department

The department has custody of 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 the department's website at www.emergency.qld.gov.au

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 \$34.40. Processing and photocopying charges may also apply. Personal applications do not attract fees or charges.

All FOI 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



Multi-agency training exercises ensure seamless coordination between the state's fire, ambulance and counter disaster services.



QR rescues man overboard

Phil Livingstone (left), John Edwards (rear) and Corrie Benson (front) celebrate on terra firma with the man they helped rescue off the coast.

A sailor spent almost 14 hours treading water before being winched to safety on a Queensland Rescue helicopter. The man fell overboard from an oil tanker en route from Mackay to Cairns and was located by chance by a group of fishermen. The group contacted the Townsville-based Queensland Rescue, which was conducting an aerial search nearby.

Queensland Rescue Crew Officer Corrie Benson said it was amazing that the man was out there for so long. "He was wearing boxer shorts and that's it," Corrie said. The man was flown to Bowen before being transferred to Townsville where he was treated for dehydration, hypothermia and a broken arm.

By appointment, FOI applicants are able to view/read documents at the following address:

FOI Office

Level 3, Block F

Kedron Park Building

Cnr Park Road and Kedron Park Road

Kedron, Brisbane

Access to ambulance reports and audit trails from ambulance communication centres is available through an administrative access scheme administered and managed by the Queensland Ambulance Service. The cost is currently set at \$33.80 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

	2003-04	2004-05
Applications received to process	415	340
Applications completed	433	334
Applications processed within statutory timeframes	96%	100%

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, counter disaster and rescue services 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.*

Appendices

Performance summaries	74	Annual report compliance	93
Overseas travel	81	Key locations of the department	94
Consultancies	87	Financial statements	95
Shared Service Initiative	87	Index	129
Publications	88	Glossary	130
Management information systems	91		



QAS—Ambulance Community and Business Services

This table provides a summary of performance for QAS under the sub-output—Ambulance Community and Business Services. The services include public and personal training, such as CPR training, first aid and injury prevention programs, baby capsule hire service, pre-hospital care research, education and development of ambulance professionals and education and risk management.

Measures	Notes	2003–04	2004–05 Target	2004–05
Quantity				
Number of Community Education Certificates issued/year		73,533	63,000-66,000	72,512
Number of baby capsules hires/year		8,067	7,000-8,000	9,239
Number of education qualifications achieved by QAS staff		3,060	2,500-3,000	4,111
Quality				
Level of employee satisfaction (access to and quality of training programs – surveys)	1	37.71%	>75%	37.71%
Level of satisfaction (surveys) with community and workplace education programs		98.3%	>90%	96.5%
Cost (\$)				
% of total operating costs spent on staff education and development		9.5%	9.5%	9.5%
Total Community Education revenue as a % of Community Education costs	2	61.4%	60.36%	82.9%
Total baby capsule revenue as a % of baby capsule hire service costs		25.3%	22.7%	29.7%
Revenue from contracted services (as a % of Total Operating Revenue)	3	\$3.4 million (1.2%)	\$3.2 million (1.1%)	\$4.2 million (1.4%)

Notes:

1. The 2004–05 Estimated Actual is based on April 2004 Queensland Public Agency Staff Survey, Organisational Climate Scores—Professional Growth. Growing demand (due to population increase, the ageing population and other social factors) has reduced the opportunity for some staff to participate in continuing development activities. However, QAS is developing strategies to address this issue. Staff also reported that they felt positive about the customer service component of their work (80.05%) and strongly value the job they undertake (73.08%). Over 84% of respondents reported that they felt they did worthwhile work and 89.14% reported that providing a quality service was important to them.
2. This includes public education within the community in areas where it is not appropriate to seek full cost recovery.
3. The sub-output statement reflects adjustments principally relating to the removal of the equity return, which took effect during 2004–05. Additional revenue was obtained from ambulance attendance at mine sites.

QAS—Ambulance Response Services

This table provides a summary of performance for QAS under the sub-output—Ambulance Response Services. The services in this sub-output include emergency response to patients suffering sudden illness or injury, pre-hospital care, specialised patient transport services, community-based First Responder services, standby at special events, coordination of aeromedical services, health inter-facility transfers, casualty room services and planning for and coordination of multi-casualty incidents and major events.

Measures	Notes	2003–04	2004–05 Target	2004–05
Quantity				
Urgent responses (code 1&2):				
Number of responses attended per 1,000 population	1, 2	120.1	117–125	123.86
Number of responses		447,851	460,000– 490,000	486,443
Non-urgent responses (code 3&4):				
Number of responses attended per 1,000 population	1, 2	53.5	51–56	51.34
Number of responses		199,675	200,000– 220,000	201,630
Quality				
Survival rate for out-of-hospital cardiac arrest	3, 4	21.1%	>15%	21.6%
Level of patient satisfaction (survey)		97.9%	>90%	97.8%
Proportion of operational fleet within economic life	5	84%	85%	82%
Timeliness				
% of code 1 responses attended in less than ten minutes		66.64%	>68%	68.57%
Time within which 90% of code 1 responses are attended		<17 minutes	<17 minutes	16 minutes
% of non-urgent responses attended to by the appointed time		70.77%	>70%	71.98%
Location				
Ambulance service locations (total)	6	270	263	271
Cost (\$)				
Gross cost per response	7	\$375	\$386	\$365
Gross cost per response per head of population	7	\$65	\$64.86	\$63.94

Notes:

1. The 2004–05 Target/Estimate is based on projected caseload and the Queensland population figure of 3,927,404.
2. The 2005–06 Target/Estimate is based on projected caseload and the Queensland population figure of 4,015,722.
3. 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.
4. The 2004–05 Estimated Actual is derived from the first six months of the reporting period. This is only indicative of the survival rate and events during the second half of the period may alter the survival rate, so predictions for overall 2004 survival must be made cautiously.
5. Delivery delays of new units from a contractor have affected this outcome.
6. Defined as ambulance stations, response locations (including First Responder locations) and communications centres.
7. The sub-output statement reflects adjustments principally relating to the removal of the equity return, which took effect during 2004–05.

CDRS—Mitigation, Community Safety and Sustainability Services

This table provides a summary of performance for CDRS under the sub-output—Mitigation, Community Safety and Sustainability Services. Services include contributing 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	2003–04	2004–05 Target	2004–05
Quantity				
Number of people receiving disaster management training incorporating disaster mitigation concepts		2,194	1,500-2,000	1542
Number of community disaster awareness and education activities conducted		589	400-600	439
Number/percentage of local governments and community councils that have completed or are undertaking risk assessment studies	1	121 (77%)	135 (85%)	146 (92%)
Number of gazetted Major Hazard Facilities audited	2	12	12	5
Number of Major Hazard Facility safety reports assessed	2	3	5-10	6
Number of Emergency Services Cadet Groups supported		40	45	45
Number of stakeholders completing hazardous materials safety management training		111	80-160	81
Number of local, district and state disaster management plans developed/reviewed	3	134	50-60	134
Quality				
Level of stakeholder satisfaction with community safety initiatives	4	73%	>75%	83%
Level of community disaster preparedness	5	new measure	>70%	64%

Notes:

1. Includes local governments and community councils that are undertaking or have completed an associated risk assessment study that captures the disaster risk associated with that area.
2. Recruitment and retention of suitably qualified chemical engineering staff has presented resource difficulties due to market demands.
3. An additional resource commitment was provided in 2004–05 to reviewing disaster management plans in support of the implementation of the Disaster Management Act 2003.
4. This result is a collation of stakeholder satisfaction results regarding hazardous materials safety training and disaster mitigation initiative support. In 2005–06, stakeholder satisfaction with disaster management training incorporating mitigation concepts will also be included.
5. Measured by an ACNielsen survey—results indicated a significant increase in community disaster awareness. However, community disaster preparedness has not as yet increased to the extent of disaster awareness.

CDRS—Response and recovery services

This table provides a summary of performance for CDRS under the sub-output – Response and Recovery Services. Services include disaster and emergency coordination and management, emergency helicopter rescue services and natural disaster relief and recovery arrangements. Response and recovery services also provide support to State Emergency Service volunteers through operational and personal equipment, training, communications and publicity, and legal and occupational protection. Funding support is also provided to the Australian Volunteer Coast Guard Association, Volunteer Marine Rescue Association of Queensland, Surf Life Saving Queensland and the Royal Life Saving Society through service level agreements.

Measures	Notes	2003–04	2004–05 Target	2004–05
Quantity				
Number of Response Advice to Chemical Emergencies (RACE) callouts	1	267	150-200	--
Number of SES volunteer hours of operation		96,971	50,000-75,000	67,183
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 (Queensland Rescue)	2	89%	>80%	89%
Level of Volunteer satisfaction	3	86%	>75%	88%
Timeliness				
State Disaster Coordination Centre operational within one hour of activation notice		100%	100%	100%
Percentage of Queensland Government Helicopter Rescue Service (Queensland Rescue) responses within agreed service delivery targets	4	90%	>90%	87%

Notes:

1. This measure was transferred to the Fire and Rescue Service Output during the 2004–05 financial year.
2. This survey was conducted in 2004 and will be conducted every 2-3 years.
3. This enhanced survey collects volunteer satisfaction across a range of issues including training, support for instructors/assessors, awareness issues and provision of rescue and personal protective equipment.
4. Delays to emergency helicopter services may be attributable to factors such as refuelling, flight planning, weather conditions and waiting for associated personnel such as medical teams.

QFRS—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	2003–04	2004–05 Target	2004–05
Quantity				
Percentage of Year one students participating in Fire Education	1	97%	95%	95%
Percentage of Year 12 school students receiving Road Awareness and Accident Prevention (RAAP) program	1	67.5%	55%	55%
Number of hours per 100,000 population spent on safety promotion and public education activities	2	3,278	3,000	2,857
Percentage of hospitals inspected for fire safety	3	83.6%	35%	68.5%
Percentage of nursing homes/aged-care hostels inspected for compliance with building fire safety standards	3	74.2%	35%	57.9%
Percentage of licensed liquor premises inspected for compliance with building fire safety standards	3	45.6%	40%	48.8%
Number of fire safety inspections of premises (other than private dwellings) completed	4	11,161	7,500	11,110
Number of hours per 100,000 population spent conducting fire safety activities	2	2,144	2,000	1,970
Number of smoke alarms installed by QFRS personnel		3,457	3,000	3,483
Quality				
Percentage of homes with operational smoke alarms installed	5	72%	73–80%	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		99.6%	90%	100%
Cost (\$)				
Cost of conducting Community Safety activities per 100,000 population	7, 8	\$1.074m	\$1.023m	\$1.049m

Notes:

1. The Year 1 Fire Education and Year 12 Road Awareness and Accident Prevention (RAAP) program performance measures are calculated and reported by calendar year, in line with the school year. In 2004–05 the Fire Education program was also delivered to a number of Year 2 students, therefore this figure is an estimate of the portion of Year 1 students; the RAAP program was delivered to a number of Year 11 students and therefore this figure is an estimate of the portion of Year 12 students.
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 = 3.927 million; 87.6% = 3.440 million; Target/3.440 = per 100,000 population target (2003–04—population of Queensland = 3.729 million; 87.6% = 3.267 million; Target/3.267 = 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 2004 Queensland Household Survey shows the smoke alarm penetration rate is currently 80.8%, with 72.0% of the estimated population of Queensland carrying out actions to check and ensure that their smoke alarms are operating (i.e. replacing battery).
6. Data obtained during the 2003 Capital Customer Satisfaction Survey, conducted by ACNielsen, shows that 93.0% of Safehome customers who responded had made one or more changes to improve household safety.
7. Per 100,000 population target figure is based on full population of Queensland of 3.927 million in 2004–05 (2003–04 population of Queensland of 3.729 million).
8. The sub-output statement reflects adjustments principally relating to the removal of the equity return, which took effect during 2004–05.

QFRS—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	2003–04	2004–05 Target	2004–05
Quantity				
Number of hours spent on maintenance and acquisition of skills that meet competency standards	1	13,707	10,000	14,758
Percentage of rural fire brigades resourced in accordance with the standard set for their brigade classification	2	88%	90%	88%
Timeliness				
Time to mobilise for urban crews within the urban levy boundaries	3			
› Full time permanent stations		63.9%	75% in 2 minutes	58.6% in 2 minutes
› Composite Permanent/Auxiliary stations		64.7%	75% in 5 minutes	48.4% in 5 minutes
› Auxiliary stations		79.1%	75% in 7 minutes	76.4% in 7 minutes
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, 5	\$4.714m	\$4.546m	\$4.605m

Notes:

1. The measure refers to operational staff only.
2. This measure refers to Rural Fire Brigade equipment resourcing levels.
3. This measure encompasses all facets of the 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 Operational Preparedness measure will require review in regard to data quality and process.
4. Per 100,000 population target figure is based on full population of Queensland of 3.927 million in 2004–05. (2003–04 population of Queensland of 3.729 million).
5. The sub-output statement reflects adjustments principally relating to the removal of the equity return, which took effect during 2004–05.

QFRS - 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 and response to hazard substance emergencies such as chemical spills, earthquakes, storms, landslides and bomb blasts.

Measures	Notes	2003–04	2004–05 Target	2004–05
Quantity				
Number of fires and explosions responded to per annum	1	15,332	16,000-20,000	17,090
Number of rescues and medical emergencies involving motor vehicles responded to per annum	1	8,020	7,500-9,000	9,647
Number of other rescues and medical emergencies responded to per annum	1	2,452	2,200-2,700	2,116
Number of false alarms and good intent calls responded to per annum:	1,2			
› Number of unwanted alarm activations through an automatic fire alarm system		20,199	16,000-18,000	19,277
› Number of other false alarms and good intent calls		6,891	5,500-6,500	5,846
Number of hazardous condition incidents responded to per annum	1	3,682	3,200-3,700	2,966
Number of other incidents responded to per annum	1	3,705	3,400-4,000	3,306
Number of total incidents responded to per annum	1	60,269	60,000-61,000	60,248
Number of Scientific Unit (RACE) Callouts	3	267	150-200	195
Quality				
Percentage of structural fires confined to room of origin		70%	70-80%	67%
Percentage of stakeholders involved in emergency incidents that indicate satisfaction with the service provided	4	98%	90%	95%
› Total value (\$) of property saved per 100,000 population	5	\$773.2m	\$440-640m	\$351.2m
› Total value (\$) of property lost per 100,000 population	5	\$3.6m	\$4-\$5.6m	\$3.93m
Timeliness				
Time to respond for urban crews to structural fires within urban levy boundaries:	6			
› Full time permanent stations		97.5%	90% in 14 minutes	97.3%
› Composite Permanent/Auxiliary stations		97.1%	90% in 14 minutes	95.2%
› Auxiliary stations		91.3%	90% in 14 minutes	86.6%
Cost (\$)				
Cost per incident as a portion of the output cost	7	\$1,087	\$1,104	\$1,112

Notes:

1. 2005–06 Target has been adjusted to reflect predicted numbers of incidents based on data for the previous five years.
2. This measure has been modified to align with the Productivity Commission's Report on Government Services 2005. The previous measure was reporting on the total number of false alarm and good intent calls responded to per annum. The new measure will break this figure down into two groups—"false alarms through an automatic fire alarm system" and "other false alarms and good intent calls".
3. This measure was reported in 2004–05 under the CDRS Output. Since transferring to Fire and Rescue Services the initiative has now been renamed to Scientific Unit (RACE).
4. This measure reflects the level of satisfaction with QFRS services at fire and rescue incidents through an independent ACNielsen survey conducted during 2004.
5. 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 = 3.927 million; 87.6% = 3.440 million; Target/34.40 = per 100,000 population target.
6. 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.
7. The sub-output statement reflects adjustments principally relating to the removal of the equity return, which took effect during 2004–05.

Overseas travel

We provide knowledge, skills and services to 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 travel is detailed in Table 2.

Another significant component of overseas travel undertaken by staff is externally sponsored. In 2004-05 the purposes for this travel included:

- ▶ providing assistance following the Tsunami in Indonesia in January 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 travel is detailed in Table 3.

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Andrew Purvis QFRS Fleet Project Officer	Finland, Sweden, Italy and China	Inspect Telescopic Ladder Platform at Bronto (Finland) and visit Cold Cup System Cobra prior to vehicle being shipped to Australia in order to avoid costly delays and visit Cela (Italy) to establish spare parts supplies for two Simon Telescopic Ladder Platform appliances. Inspection of Hong Kong Fire Service equipment especially a unique Telescopic Ladder Platform which is the only one in the world.	\$6,389	
Mike Morrison CDRS Regional Director, Brisbane Susan Williams CDRS Operations and Training Officer	New Zealand	Attend international disaster recovery symposium to develop associations and to exchange a range of ideas and experiences on disaster recovery.	\$5,204	
Gerard Lawler QAS Assistant Commissioner, Brisbane	United Kingdom	Attend International Ambulance Exhibition and Conference – United Kingdom Ambulance Services Association 2004 and visit other ambulance authorities in the United Kingdom.	\$16,531 (Estimated)	
Michael Logan Manager, QFRS Scientific Unit	United States of America	Attend a Hazardous Materials Specialist Course to enable the hazmat enhancement strategy to be assessed prior to implementation.	\$8,499	
Jim Higgins QAS Commissioner	China	To sign letter of intent with Emergency Medical Centre (First Aid Station) Branch, Chinese Hospital Association.	\$8,584 (Estimated)	
Trevor Wilson CDRS Chief Pilot Anthony Hodgkinson Chief Engineer of Queensland Rescue	United States of America	Attend the Heli-Expo 2005 to research and potentially select the most cost effective equipment for Queensland Government.	\$4,085 \$4,011	

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Stephen Young QFRS Director, Rural Operations	United States of America	Visit the devastated Cottonwood Bosque Forest in Albuquerque to gain first hand knowledge of incident management. Attend conference on the management and mitigation of iZone bushfires, American wildfire experiences and to gain understanding of implications to the community.	\$4,984	
Reg Christiansen QFRS Assistant Commissioner	New Guinea	Attend the Business Council Group meeting organised by the Trade Division of Premier and Cabinet and also assist Papua New Guinea in developing fire service and develop commercial leads for QFRS delivery of training and consultancy.	\$3,328	
Wayne Gale QAS Executive Manager Technology Support Services	New Zealand	Attend international forum to discuss management of non-genuine emergency calls, and advanced mobile phone technology.	\$1,030	
Jim Higgins QAS Commissioner	United Kingdom, Spain and Canada	To enhance relationships with international emergency management service providers, provide exchange opportunities, information sharing on contemporary emergency management service delivery methodologies and emergency/ disaster planning and deployment.	\$17,997	
Richard Kowalewski QFRS Executive Manager Frank Pagano QFRS Deputy Commissioner	Germany and Austria	Visit "Interschutz", the largest fire appliance exhibition in the world to research new fire fighting products, in addition to "Rosenbauer" specialist appliance and pump factory.	\$11,140 (Estimated)	
Andrew Purvis QFRS Project Officer	Finland	To perform pre-delivery inspections and testing on Bronto/Scania aerial appliance.	\$4,854	
TOTAL			\$96,636	

Table 2—Travel for Queensland Rescue helicopter Pilot Training

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Peter Row Pilot, Brisbane	Sweden	Attend Flight Simulator Training to effectively deal with serious aircraft malfunctions and emergency situations.	\$18,034	
Mark Morrison Pilot, Townsville			\$19,359	
Alex Wright Base Manager, Townsville			\$8,320	
Peter Pawsey Pilot, Cairns			\$18,726	
Greg Kempton Pilot, Cairns			\$18,240	
Trevor Wilson Chief Pilot, Brisbane			\$32,431	
Mark Kempton Base Manager, Brisbane				
Mike Smit CDRS Engineer, Townsville Aviation Base	New Zealand	Attend the 2004 Helicopter Winch Operators' Safety Conference to enhance operator skills and undertake training in the hazardous area of winch recovery of survivors.	\$2,860	
Cameron Boyd CDRS Engineer, Cairns Aviation Base	Germany	Attend pilot training and engineering courses, and conduct pre-delivery inspection and flight-testing of the new EC-135 helicopter.	\$6,197	
TOTAL			\$124,167	

Table 3—Externally sponsored overseas travel

Name of Officer and Position	Destination	Reason for Travel	Agency cost	Contribution from other agencies or sources
Ian Rector CDRS Director State Emergency Service and Volunteer Marine Rescue	Tonga and Fiji	Undertake assessment of Tongan National Disaster Management Plan in collaboration with World Bank and Tongan Government officials.	Nil	\$1,790 (Tongan Commercial Contract with the Kingdom of Tonga)
Warren Bridson CDRS A/Director State Emergency Service and Volunteer Marine Rescue	Tonga	Undertake assessment of the Tongan National Disaster Management Plan in collaboration with World Bank and Tongan Government officials.	Nil	\$2,869 (Tongan Commercial Contract with the Kingdom of Tonga)
Wayne Hepple CDRS Operations Officer		Develop and conduct a National Exercise for the National Disaster Management Committee of Tonga.	Nil	\$5,029 (Tongan Commercial Contract with the Kingdom of Tonga)
Florence Bridger CDRS Legislation Specialist		Attend Legislation Review Working Group meetings regarding briefings on and distribution of draft discussion papers.	Nil	\$2,869 (Tongan Commercial Contract with the Kingdom of Tonga)
Steven Hallam CDRS District Operations and Planning Officer		To give assistance to the Tongan National Disaster Management Office personnel regarding the Disaster Management Plan.	Nil	\$4,558 (Tongan Commercial Contract with the Kingdom of Tonga)
Florence Bridger CDRS Legislation Specialist		Attend meetings with key Government agencies including Tongan Crown Law.	Nil	\$4,145 (Tongan Commercial Contract with the Kingdom of Tonga)
Gavin Leader QAS Paramedic	Banda Aceh Indonesia	Provide critical support to the post-Tsunami tasking in Banda Aceh.	Nil	Funded by Ausaid through Emergency Management Australia
Brad Bird QAS Intensive Care Paramedic				
Mathew Green QAS Paramedic				
Geoff Dunning QAS Area Director				
Chris Dowdle QFRS Firefighter				
Scott Walsh CDRS Area Manager, Roma	Kirabati and Fiji	Develop and conduct a National Exercise for the National Disaster Management Committee of Tonga.	Nil	\$5,203 (South Pacific Applied Geoscience Commission)
Michael Kinnane Director-General	Canada and United States of America	Presentation of a paper at International Joint Operations Command Conference and a program of associated travel to visit key emergency and disaster management and community safety agencies.	\$14,438	\$4,588 (VectorCommand Ltd)
Lee Johnson QFRS Commissioner	China and Singapore	Australasian Fire Authorities Council delegation tour of China Forest Fire Service. Study tour of Hong Kong Fire Service to research the establishment of their third generation computer aided dispatch facility. Attend the International Search and Rescue Advisory Group annual meeting of Asia/Pacific regional group to discuss strategy for Urban Search and Rescue.	\$5,000	\$670 (Emergency Management Australia)
Glen Maule QAS Area Director	New Zealand	Attend the Australasian Road Rescue Organisation Executive Committee Meeting.	Nil	\$1,271 (Road Rescue Organisation)

Name of Officer and Position	Destination	Reason for Travel	Agency cost	Contribution from other agencies or sources
Robin White QAS Acting Principal Educator	Papua New Guinea	Provide advice on ambulance operations and training program for Papua New Guinea Ambulance Service.	\$1,000 (Estimated)	\$1,000 (Estimated) (Papua New Guinea Ambulance Service)
Warren Bridson CDRS Regional Director, Northern Region	Tonga	Develop research and investigate funding, meet with South Pacific Applied Geoscience Commission (SOPAC), deliver presentation to the National Disaster Management Committee on the involvement of SOPAC and the department.	Nil	\$4,230 (Estimated) (Tongan Commercial Contract with the Kingdom of Tonga)
Florence Bridger CDRS Principal Policy Officer	Tonga	Draft additional provisions and amendments to legislation, drafting proposed Cabinet policy submission on the process of the legislative review, participate in meetings and workshops.	Nil	\$4,230 (Estimated) (Tongan Commercial Contract with the Kingdom of Tonga)
Peter Davies QFRS Fire Fighter	Papua New Guinea	Attend bi-annual Fire Team Audit and Training for Ok Tedi Mining Limited as part of a commercial arrangement.	Nil	\$2,172 (Estimated) (Ok Tedi Mining Limited)
Rowen Clem QFRS Station Officer, Brisbane	New Zealand	Present the Queensland Model of intervention, build on closer working relationships between QFRS and New Zealand Fire and Rescue Service, increase opportunities for knowledge sharing.	Nil	\$870 (Estimated) (New Zealand Fire and Rescue Service)
David Eeles QAS Assistant Commissioner	United States of America	Participate in the Emergency Medical Technician Olympics, winning a silver medal, increasing networking and knowledge of ambulance industry in United States of America.	\$20,580 (Estimated)	\$14,000 (Southport Local Ambulance Committee, Australian College of Ambulance Professionals)
Brett Ferguson QAS Clinical Support Officer				
Grant Gamble QAS Intensive Care Paramedic				
Garry Harris QAS Advanced Care Paramedic				
Col Allen QAS Communications Centre Supervisor				
Warren Bridson CDRS Tonga Project Director	Tonga	Develop Disaster Management structure and plan for Tonga and rewrite supporting legislation, finalise project and prepare for Comprehensive Hazard and Risk Management workshop.	Nil	\$3,256 (Commercial contract with the Kingdom of Tonga)
Christopher Maguire QFRS Special Operations Unit	New Zealand	Develop an Urban Search and Rescue Category 3 Taskforce Leader training course. Enhance interoperable command and control standards for Urban Search and Rescue taskforces and meet the stated Australasian Fire Authorities Council outcomes of heading up the Category 3 training development for Australia.	\$663	\$656 (Emergency Management Australia)
Scott Walsh CDRS Area Director, Roma	Tonga	Participate in Hazard Analysis Workshop, conduct a workshop to provide knowledge and skills in risk management.	Nil	\$3,805 (Commercial contract with the Kingdom of Tonga)
Warren Bridson CDRS Tonga Project Director	Tonga	Deliver training in partnership with New Zealand consultants, prepare and conduct a four day CHARM workshop, and conduct further research into the feasibility of a Disaster Fund for the Kingdom of Tonga.	Nil	\$3,902 (Commercial contract with the Kingdom of Tonga)

Name of Officer and Position	Destination	Reason for Travel	Agency cost	Contribution from other agencies or sources
Paul Scully QAS Coordinator Staff Support	London	Negotiate the further development of the peer support system and inter-service officer exchange program for the London Ambulance Service.	Nil	\$29,990 (London Ambulance Service)
Christopher Maguire QFRS Special Operations Unit	Canada	Attend live Chemical Warfare Agent training course to benchmark current QFRS operational procedures with world best practice and provided both theoretical and practical training scenarios.	\$908 (Estimated)	\$1,989
Peter McMurtrie Operations Support Branch, Fleet and Equipment	Germany	Attend Interschutz Emergency Vehicle Fleet Expo and meet separately with both Volkswagen and Daimler Chrysler to consider vehicle options and solutions aimed at developing an Australian standard for emergency response vehicles.	\$4,324	\$2,000 (Daimler Chrysler and Mercedes Benz)
Chris Maguire QFRS Manager, Special Operations	Singapore	Represent QFRS as a respected USAR Category II and Category III technician in Australia by attending and participating in International Urban Search and Rescue Advisory Group Team Leaders Meeting and sharing operational experiences with overseas taskforce leaders and examine the interoperability of Australian Taskforces with overseas counterparts.	Nil	\$3,377 (Estimated) (Emergency Management Australia)
Gary Littlewood QFRS Manager, Technical Rescue, Special Operations	New Zealand	Attend USAR Category III Pilot Training Activity to assist QFRS and Australasian Fire Authorities Council member agencies to continue to develop their proactive and response capability and provide models and methodologies to achieve an effective and sustainable USAR service delivery.	\$200 (Estimated)	\$1,430 (Estimated) (New Zealand USAR Steering Committee) \$498 (Estimated) (Emergency Management Australia)
Chris Maguire QFRS Manager, Special Operations	New Zealand	Attend and participate in USAR "Exercise Pegasus"	\$13,819 (Estimated)	\$3,368 (Estimated) (Emergency Management Australia)
Gary Littlewood QFRS Manager, Technical Rescue, Special Operations				
Mark Irving QFRS Firefighter				
David Hermann QFRS Manager, Firefighter Training				
Gregory Duncan QFRS Station Officer				
Kevin Anderson QFRS Station Officer				
Gary Paskins QFRS Station Officer, Special Operations				
Peter Batt QAS Intensive Care Paramedic				
Tony Wain QAS Regional Manager, Staff Development				
Totals for externally sponsored overseas travel			\$60,932	\$113,765
TOTAL ALL TRAVEL			\$281,735	\$113,765

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 2004–05 included:

Category	Cost
Human resource services	\$5,476
Management	\$110,490
Professional and technical	\$107,026
Total	\$222,992

Shared Service Initiative

The Shared Service Initiative is a whole-of-government approach to corporate services delivery that aims to provide high quality cost-effective corporate services to Queensland state government departments. Shared Services providers and CorpTech were established from 1 July 2003, through the consolidation of corporate services functions from departments and existing shared service providers. Departments are grouped into seven clusters, each serviced by a dedicated shared services provider.

On 1 July 2003 the Department of Emergency Services transferred responsibility and staff for selected human resource and financial corporate service functions to PartnerOne, and to CorpTech.

Additional corporate services transitioned across to the Justice and Attorney-General's Department included documents and records management function, which transitioned on 1 October 2004, and the Queensland Ambulance Debt Management Centre, which transitioned on 11 February 2005.

CDRS

A Guide to the Dangerous Goods Safety Management Act 2001

A Guide to Disaster Risk Management in Queensland Aboriginal and Torres Strait Islander Communities

Action Guides (storm, earthquake, flood, cyclone)

Brochure—Disaster Management Act 2004

Chemical Hazards and Emergency Management brochure

Counter Disaster and Rescue Services Strategic Plan 2004–2008

Natural Disaster Financial Assistance Arrangement within Queensland 2003–04

Safe Storage and Handling of Dangerous Goods: Guidelines for Industry

SES Brochure—Always There Always Aware

SES News

SES Training News

Standard Emergency Warning Signal

Standard Emergency Warning Signal Guidelines

State Counter Disaster Plan

State Planning Policy 1/03—Mitigating the Adverse Impacts of Flood, Bushfire and Landslide

QFRS

Don't Welcome Bushfire into your Home book

Bushfire Prepared Communities kit

Qld Fire Prepared Communities video

Fight Fire Fascination brochure

Fight Fire Fascination poster

After the Fire Kit

Don't Play with Fire sticker

This Could Happen to You postcard

Smoke Alarms—Protect you Family brochure

Indigenous Smoke Alarm brochure and poster

Ethnic Smoke Alarm—12 various languages brochures

Fire Are You Prepared? brochure

Smoke Alarm Flyer Pad flyer

Can We Help you Be Fire Safe flyer

Community Fire Ed kit

Don't Play with Fire poster

Get Down Low and Go, Go, Go poster

Get Out and Stay Out poster

Stop, Drop and Roll poster

RAAP 2005 poster

New RAAP Practitioner's folders

Safehome checklist

Safehome poster

NEW Simple Steps to Safety booklet

Emerge'n See Cadet magazine

State Disaster Management Group Annual Report

Five Year Plan for Safer and Healthier Murri and Ilan Communities 2004–08

Developing Evacuation Plans for Dam Break Flooding report

Emergency Update newsletter

Community Safety 2005 calendar

Community Safety Kit information sheets

SES News newsletter

In the Know electronic magazine

Auxiliary Recruit brochure

Road Accident Awareness brochure

Fire and Evacuation Plan flyer

A guide to Alcohol Restrictions for Remote Indigenous Communities brochure

State of Queensland Multi-Agency Response Plan to Chemical, Biological and Radiological Incidents electronic publication

Chemical/hazmat Plan electronic publication

Biological Disaster Plan electronic publication

Radiological Disaster Plan electronic publication

Adopt a Fire Fighter flyer

Safety for Piccaninny: Our Little Ones booklet

Emergency magazine

Protect Your Family poster

Disaster Prevention poster

Reconciliation poster

Camping and Bushfire Sense brochure

Rural Fire Service magazine

QAS

Beacon magazine
Local Ambulance Committee newsletter
'Links'—CPR for Life newsletter
Baby Capsules flyer
Project DOV flyer
Local Ambulance Committee flyer
Ambulance Recruitment flyer
First Aid Kits flyer
First Aid Hints
Home Safety flyer
Ambulance Fact Sheet flyer
Calling for Help flyer
First Aid Training flyer
Heart Attack flyer
Community Safety flyer
Heat Stress flyer
Baby Capsule brochure
Take Charge, Save a Life brochure
Your Queensland Ambulance Service brochure
Pre-Course Information brochure
Pricing Schedule brochure
In an emergency every second counts poster
Indigenous—is your bub safe? poster
CPR for Life Peer Training Kit
Inter-facility Transport protocols and guidelines
Ambulance Week poster
Regional Ambulance Week poster
Ambulance Week Family Fun Day poster
QAS Media Book

Centre for Pre-hospital Research

2004–05 Conference Proceedings

Paynter S, Wilson M, Woodall J & Bonham R. CPR For Life: Empowering Queenslanders To Make A Difference. Spark of Life—International Resuscitation Conference, Adelaide, April 2005.

Pearn J, Nixon J, Woodall J, Wallis B, Franklin R, and Pitt R. Childhood drowning and near-drowning—Prehospital experience. Spark of Life— International Resuscitation Conference, Adelaide, April 2005.

Woodall J, Bonham R, and Tippet V. Incidence and outcome of pre-ambulance defibrillation in Queensland 2000–2003. Spark of Life—International Resuscitation Conference, Adelaide, April 2005.

Woodall J, Bonham R, and Tippet V. Biphasic Defibrillation: Does it improve patient outcome? Spark of Life—International Resuscitation Conference, Adelaide, April 2005.

Murdoch J. Changing characteristics of drug overdose cardiac arrest in Queensland 2000–2003. Australian College of Ambulance Professionals: State Conference, Rockhampton.

Watt K, Enraght-Moony E, Tippet V, and Davey J. Prehospital injuries and fatalities from Motorcycle crashes in QLD: The Untold Story. Australian College of Ambulance Professionals: State Conference, Rockhampton.

Enraght-Moony E, Tippet V, and Davey J. Pre-hospital injuries and fatalities resulting from Motorcycle crashes in QLD: An analysis of the impact of the Q-Ride training system. Australian College of Ambulance Professionals: National Conference, Canberra.

Murdoch J. Patient refusal of ambulance transport by case type: Queensland Ambulance Service 2004. Australian College of Ambulance Professionals: National Conference, Canberra.

Murdoch J. Changing characteristics of drug overdose cardiac arrest in Queensland 2000–2003. Australian College of Ambulance Professionals: National Conference, Canberra.

Tippet V, Johnston J, Watt K. Do intensive care paramedics improve outcomes in trauma? Australian College of Ambulance Professionals: National Conference, Canberra.

Tippet V, Serginson J, Clark K, Yang I, Kim, S. Prehospital management of COPD—does uncontrolled oxygen therapy increase length of stay? Australian College of Ambulance Professionals: National Conference, Canberra.

Watt K, Enraght-Moony E, Tippet V, and Davey J. Prehospital injuries and fatalities from Motorcycle crashes in QLD: The Untold Story. Australian College of Ambulance Professionals: National Conference, Canberra.

Watt K, and McClure R. Getting in harm's way: the epidemiology of alcohol-related injury. Australian College of Ambulance Professionals: National Conference, Canberra.

Woodall J, McCarthy M, Johnston T, Tippet V, and Bonham R. Advanced Life Support in prehospital cardiac arrest: Does patient outcome improve? Australian College of Ambulance Professionals: National Conference, Canberra.

Blahous AM, Clark MJ, FitzGerald G, Bonham R, Tippet VC (2004) Trends in survival from Out-of-Hospital Cardiac Arrest in Queensland, Australia 1999–2002: A retrospective study using the Utstein style guidelines. American Heart Association, 5th National Scientific Forum on Quality of Care and Outcomes Research in Cardiovascular Disease and Stroke. Washington, DC May 15–17 (poster).

Everett P, Tippet V, Rashford S, Battistuta D (2004) Prehospital evaluation of asthma severity (PEAS). Queensland Health and Medical Science Meeting, November, Brisbane 2004.

Johnston J, Hall L, Tippet V, FitzGerald G (2004) Queensland Trauma Plan Study: Contribution of routinely collected patient data to development of a trauma management policy for Queensland. Queensland Health and Medical Science Meeting, Brisbane, November 2004.

Paynter S, Wilson M, Bonham R, and McCarthy M. Bystander CPR: Enhancing community capacity throughout Queensland. Queensland Health and Medical Science Meeting, Brisbane, November 2004.

Tippet V, Johnston T, Hall L, FitzGerald G, Clark M, Kassulke D, Pollard C, Bellamy N (2004) Queensland Trauma Plan Project: Major Traumatic Injury in Queensland 1998–2001—what affects survival? Queensland Health and Medical Science Meeting, Brisbane, November 2004.

Tippet V et al. Australian Centre for Prehospital Research—Scholars Program. Australian College of Ambulance Professionals, National Conference, September, 2004. Alice Springs.

Tippet V, Clark M, Wilson A, Kassulke D et al. Methodological challenges in assessing prehospital trauma management performance—is there a ‘golden’ hour? Australian College of Ambulance Professionals, National Conference, September 2004. Alice Springs.

Tippet V and Gray L. (2004) The hunt for psychogeriatric services in Australia—where will I find you when I need you? Invited Paper—International Dementia Services Conference, Sydney Australia.

Woodall J, Tippet V, Bonham R (2004) Post-immersion cardiac arrest in Queensland: 2000–2003. Queensland Health and Medical Science Meeting, Brisbane, November 2004.

Woodall J, Tippet V, Bonham R (2004) Post-immersion cardiac arrest in Queensland: 2000–2002. ACAP (Australian Ambulance College of Ambulance Professionals) National Conference, September, 2004. Alice Springs.

Woodall J, Blahous, A, Tippet V, Bonham R, Woods S (2004) The Golden Hour versus the Chain of Survival: Trends in Survival from Traumatic Out-of-Hospital Cardiac Arrest in Queensland, 2000–2002. Australian College of Ambulance Professionals, National Conference, September, 2004. Alice Springs.

Woods S, Woodall J, Tippet V (2004) Using Ambulance Data for suicide surveillance: hangings and carbon monoxide poisonings 2000–2003. Queensland Health and Medical Science Meeting, Brisbane, November, 2004.

Woods S, Davis M, Scully P, and Stevens L. The evolution of education and training for ambulance officers in Queensland. Australian College of Ambulance Professionals, National Conference, September, 2004. Alice Springs.

Publications 2004–05 (Peer-reviewed)

Alati R, Kinner S, Watt K, Najman J, Fowler G, and Green D. (2004). Gender differences in the relationships among alcohol, tobacco and mental health in Emergency Department presentations. *Alcohol and Alcoholism*, 39: 463–69.

Kinner S, Alati R, Watt K, Najman J, Fowler F, Green D. (2005). Substance misuse, mental health and urgency of presentation to a public emergency department in Australia. *Emergency Medicine Australasia*, 17: 363–70.

Tippet VC, Clark MJ, Woods SD, FitzGerald G (2003). Towards a national research agenda for the ambulance and pre-hospital sector in Australia. *Journal of Emergency Primary Health Care*, 1(1-2): 1-8.

Tippet VC, Bonham R (2005). Review of the evidence for prehospital administration of benzylpenicillin in meningococcal septicaemia: experience in Queensland and New Zealand. *Journal of Emergency Primary Health care*. 3 (1-2):

Watt K, Roche A, Purdie D, and McClure R. (In Press). Injury Severity: The role of alcohol, risk-taking and substance use. *Emergency Medicine Australasia*.

Watt K, Purdie D, Roche A, and McClure R. (2005). The relationship between acute alcohol consumption and consequent injury type. *Alcohol and Alcoholism*, 40(4): 263–68.

Watt K, Purdie D, Roche A, and McClure R. (2004). Risk of injury from acute alcohol consumption and the influence of confounders. *Addiction*, 99: 1262–1273.

Management information systems

A number of information systems are used by the department to gather and report financial and operational performance. These systems provide information and reports that are used in corporate and operational planning, financial management, management of human resources and monitoring of operations performance. The major information systems are:

Joint emergency services systems

Computer-Aided Dispatch (CAD) systems

CAD systems are the department's operational tasking, dispatch and recording applications. CAD capabilities include managing dispatch operations, computer-based mapping to provide more accurate incident location and linking with Automatic Vehicle Locations (AVL) and Mobile Data Terminal (MDT) technologies.

In addition to CAD's operational capability, it stores and provides valuable data to guide emergency services planning, prevention and response strategies in the future.

QFRS systems

Australasian Incident Reporting System (AIRS)

AIRS is currently the primary fire and emergency response recording and reporting application for urban and auxiliary sections of QFRS. The system has some affiliation with the Station Management System.

Fire Investigation Unit Reporting (FIU)

This application is the primary reporting application for fire investigators within QFRS.

Station Management System (SMS)

The primary data source and reporting application covering Managing for Outcomes key performance measures. Allowing monthly reporting at station level, rostering, planning and recording day-to-day activities and recording training for urban and auxiliary personnel.

QAS systems

Ambulance Community Education System (ACES)

ACES is a system used throughout Queensland to provide administrative assistance for the running of community education courses such as First Aid. The system holds information on scheduled courses, and provides facilities for booking individuals and corporate clients onto courses, processing of monies received, and printing of certificates for successfully completed courses.

Ambulance Integrated Management System (AIMS)

AIMS captures a comprehensive range of clinical, operational and business-related data on ambulance report forms completed by officers in the delivery of service. The data assists in assessing, maintaining and analysing patient care outcomes, monitoring clinical performance, and assists in performance reporting and planning.

Queensland Ambulance Case Information Reporting (QACIR)

QACIR was developed by QAS to provide a mechanism to replicate on a daily basis ambulance case data that has been extracted from the PremierCAD and RightCAD Computer-Aided Dispatch Systems into a storage database at Kedron Park, and subsequently transform this data into a suitable format for almost real-time statistical analysis and comprehensive performance reporting.

Other department-wide business systems

Aircraft Management Reporting System (AMRS)

AMRS is currently the primary recording and reporting application for Queensland Rescue. This system captures the data recorded on the Queensland Rescue task sheets. This data is essential in providing information on helicopter performance, planning and reporting.

Counter disaster Information System (CIS)

CIS is currently the primary recording and reporting application for the State Emergency Service (SES) and Emergency Service cadet groups. This system maintains SES and cadet memberships, training, equipment including personal protective equipment and vehicle records along with operational statistics.

Large Dangerous Goods Locations Database

The Large Dangerous Goods Locations Database houses information received by CHEM service from the occupiers of large dangerous goods locations (Large DGLs) under 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. In most cases, Large DGLs have more than 2,500 to 10,000 kg or litres of dangerous goods on site. The database can provide comprehensive reports on individual premises or summary reports on all premises within a selected geographical area (e.g. by postcode).

Grants Management System (GMS)

The Grants Management System (GMS) is an access database, which is used as an integral business tool in managing the grant and subsidy programs administered by Counter Disaster and Rescue Service (CDRS). These programs include the:

- ▶ Natural Disaster Risk Management Studies Programme
- ▶ Natural Disaster Mitigation Programme
- ▶ Local Grants Scheme
- ▶ National Emergency Volunteer Support Fund
- ▶ State Emergency Service Non-Recurrent Subsidy Program.

The GMS provides a valuable information source for CDRS staff on the progress and financial status of grants and subsidies, which in turn enhances business process capability. The database's integration with the MS Office suite also ensures maximum functionality.

The GMS is used for all phases of grant administration, including (but not limited to) receipt of applications, creation and management of funding agreements, processing grant payments to successful applicants (local and state government) and reporting. The reporting functions of GMS also provide a mechanism to cross-check data with SAPR/3 for divisional, departmental and Commonwealth financial reporting purposes.

The annual report is prepared in accordance with the *Financial Administration and Audit Act 1977*, *Financial Management Standard 1997* and other government requirements.

The *Financial Administration and Audit Act 1977* requires the annual report to contain:

- ▶ information required by the appropriate Minister to enable the Minister to assess the efficiency, effectiveness and economy of the department
- ▶ information required under a financial management standard (included below)
- ▶ a copy of general purpose financial statements prepared for the financial year, together with the related certificates and Auditor-General's report. (see pages 95–128)

The *Financial Management Standard 1997* requires the following to be reported on:

- ▶ goals, functions, Acts, outputs of the agency 1–93
- ▶ location of principal office and regional offices 94
- ▶ organisational structure 12
- ▶ review of progress of agency in achieving its statutory obligations 29–52
- ▶ overseas travel undertaken by agency officers 81–86
- ▶ expenditure on consultancies 87
- ▶ information about agency operations throughout
- ▶ review of progress towards achieving goals and delivering outputs 29–52
- ▶ proposed forward operations 13–25
- ▶ information about efficiency and effectiveness in carrying out operations 29–52
- ▶ summary of systems for obtaining information about financial and operational performance 91–92
- ▶ committees established for managing risk 60–64
- ▶ availability details of the report 93

Other requirements

<i>Whistle Blowers Protection Act 1994, S.30–31</i>	70
<i>Public Sector Ethics Act 1994, S.23</i>	70
Remuneration of agency's Chief Executive Officer	111
Rural and Regional activities	throughout
Energy Management	68
Environmental Protection (Waste Management) Policy 2000	68
Women's initiatives	44
Multicultural activities	89
Shared Services Initiative	87
Voluntary Early Retirement	67

Report publication details

Editor and Project Manager

Strategic Management Unit

Design and desktop publishing

Public Affairs and Communications Unit

Paper stock

Cover: Impress Satin 300gsm with matt celloglaze

Internals: Impress Satin 115gsm

Printing unit cost

\$8.00

Report availability

Printed copies of this report are available from:

Strategic Management Unit

Department of Emergency Services

GPO Box 1425

Brisbane Qld 4001

Telephone: 07 3247 8727

Electronic copies of this report can be accessed and downloaded from the department's Internet site:
www.emergency.qld.gov.au/publications/

Key locations of the department

Office of the Minister for Emergency Services

Emergency Services Complex
Cnr Park Road and Kedron Park Road
Kedron Qld
GPO Box 1377, Brisbane Qld 4001
Ph: 07 3247 8190

Office of the Director-General

Emergency Services Complex
Cnr Park Road and Kedron Park Road
Kedron Qld
GPO Box 1425, Brisbane Qld 4001
Ph: 07 3247 8821

Counter Disaster and Rescue Services

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

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

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 8100

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

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

Far Northern Region Office

Level 4 State Government Building
36 Shields Street Cairns Qld
PO Box 920, Cairns Qld 4870
Ph: 07 4039 8244

Northern Region Office

12 Wickham Street
Townsville Qld
PO Box 5845, MSO Townsville
Qld 4810
Ph: 07 4799 7060

Central Region Office

34 East Street Rockhampton Qld
PO Box 1531, Rockhampton Qld 4700
Ph: 07 4938 4888

South Western Region Office

Level 1, 128-132 Margaret Street
Toowoomba Qld
PO Box 831, Toowoomba Qld 4350
Ph: 07 4639 9111

QAS North Coast Region Office

2 West Terrace, Caloundra Qld
PO Box 249 Caloundra Qld 4551
Ph: 07 5420 9990

QFRS North Coast Region Office

98 Lennox Street, Maryborough
Qld 4650
Ph: 07 4122 4922

QAS Brisbane Region Office

Level 2 Dowling Wing (Block D)
Emergency Services Complex
Cnr Park Road and Kedron Park Road
Kedron Qld
GPO Box 625, Brisbane Qld 4001
Ph: 07 3247 8228

QFRS Brisbane Region Office

Emergency Services Complex
Cnr Park Road and Kedron Park Road
Kedron Qld
GPO Box 2953 Brisbane Qld 4001
Ph: 07 3247 8594

South Eastern Region Office

32 Tansey Street Beenleigh Qld
PO Box 927, Beenleigh Qld 4207
Ph: 07 3287 8500

CDRS Regional Offices

Brisbane Region

Emergency Services Complex
Cnr Park and Kedron Park Road
Kedron Qld
GPO Box 2953 Brisbane Qld 4001
Ph: 07 3247 8413

Far North Region

Level 2, 36 Shields Street Cairns Qld
PO Box 242 Cairns Qld 4870
Ph: 07 4039 8255

Northern Region

12 Wickham Street Townsville Qld
PO Box 5845 Townsville Qld 4810
Ph: 07 4799 7113

Central Region

34 East Street Rockhampton Qld
PO Box 1407 Rockhampton Qld 4700
Ph: 07 4938 4999

North Coast Region

18 Industrial Avenue Caloundra Qld
PO Box 000 Caloundra DC Qld 4551
Ph: 07 5436 4212

South East Region

Brigade Dr Eagleby Qld
PO Box 5128 Beenleigh Qld 4207
Ph: 07 3287 8530

South West Region

128-132 Margaret St Toowoomba Qld
PO Box 831 Toowoomba Qld 4350
Ph: 07 4639 9160

Audited financial statements

for the year ended 30 June 2005



Statement of financial performance

Department of Emergency Services Statement of financial performance for the year ended 30 June 2005

	Notes	2005 \$'000	2004 \$'000
Revenues from ordinary activities			
Output revenue	4	324,454	327,896
User charges	5	52,096	49,189
Fire levies	6	224,883	213,351
Grants and other contributions	7	37,869	35,589
Other	8	5,838	5,305
Total revenues from ordinary activities		645,140	631,330
Expenses from ordinary activities			
Employee expenses	9	437,505	400,970
Supplies and services	10	125,211	114,175
Depreciation and amortisation	11	45,162	41,810
Grants and subsidies	12	14,716	15,119
Equity return expense	13	-	29,662
Other	14	7,090	10,423
Total expenses from ordinary activities excluding borrowing costs		629,684	612,159
Borrowing costs	15	931	1,118
Net operating result		14,525	18,053
Non-owner transaction changes in equity			
Net increase in asset revaluation reserve	26	61,168	30,143
Net amount of each revenue, expense, valuation or other adjustment not disclosed above recognised as a direct adjustment to equity	26	777	382
Total revenues, expenses and valuation adjustments recognised directly in equity		61,945	30,525
Total changes in equity other than those resulting from transactions with owners as owners	26	76,470	48,578

The above statement of financial performance should be read in conjunction with the accompanying notes.

Statement of financial position

Department of Emergency Services Statement of financial position as at 30 June 2005

	Notes	2005 \$'000	2004 \$'000
Current assets			
Cash assets	16	60,678	46,173
Receivables	17	27,552	27,284
Inventories	18	3,005	2,469
Other	19	2,849	5,349
Total current assets		94,084	81,275
Non-current assets			
Intangibles	20	8,082	8,344
Property, plant and equipment	21	623,999	547,089
Total non-current assets		632,081	555,433
Total assets		726,165	636,708
Current liabilities			
Payables	22	33,338	39,389
Interest-bearing liabilities	23	3,708	3,099
Provisions	24	49,763	46,541
Other	25	7,250	4,822
Total current liabilities		94,059	93,851
Non-current liabilities			
Interest-bearing liabilities	23	12,192	13,203
Total non-current liabilities		12,192	13,203
Total liabilities		106,251	107,054
Net assets		619,914	529,654
Equity	26		
Contributed equity		63,068	49,278
Retained surpluses		382,408	367,106
Reserves:			
Asset revaluation reserve		174,438	113,270
Total equity		619,914	529,654

The above statement of financial position should be read in conjunction with the accompanying notes.

Statement of cash flows

Department of Emergency Services Statement of cash flows for the year ended 30 June 2005

	Notes	2005 \$'000	2004 \$'000
Cash flows from operating activities			
<i>Inflows:</i>			
Output receipts		324,454	327,903
User charges		53,306	44,406
Fire levies		224,797	214,149
Grants and other contributions		37,398	35,129
Interest received		2,137	1,939
GST collected on sales		6,392	2,482
GST input tax credits received		21,247	19,880
Other		1,849	1,320
<i>Outflows:</i>			
Employee expenses		(437,368)	(399,056)
Supplies and services		(114,797)	(115,481)
Grants and subsidies		(14,716)	(15,119)
Borrowing costs		(1,008)	(1,194)
Equity return		-	(29,662)
GST paid on purchases		(20,876)	(20,601)
GST remitted to ATO		(6,103)	(2,455)
Other		(4,828)	(5,019)
Net cash provided by operating activities	27	71,884	58,621
Cash flows from investing activities			
<i>Inflows:</i>			
Sales of property, plant and equipment		3,654	2,402
<i>Outflows:</i>			
Payments for property, plant and equipment		(74,375)	(65,048)
Net cash used in investing activities		(70,721)	(62,646)
Cash flows from financing activities			
<i>Inflows:</i>			
Borrowings		2,260	-
Equity injection	4,26	17,437	10,501
<i>Outflows:</i>			
Borrowing redemptions		(2,585)	(3,283)
Equity withdrawals		(3,770)	(3,550)
Net cash provided by financing activities		13,342	3,668
Net increase (decrease) in cash held		14,505	(357)
Cash at beginning of the financial year		46,173	46,530
Cash at end of the financial year	16	60,678	46,173

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

Statement of performance by outputs

Department of Emergency Services Statement of financial performance by outputs for the year ended 30 June 2005

	Ambulance Services		Counter Disaster & Rescue Services		Fire and Rescue Services		Inter Output/ Activity Eliminations		Total	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
Revenues from ordinary activities										
Output revenue	234,356	226,570	43,624	43,552	46,474	57,774	-	-	324,454	327,896
User charges	31,549	28,204	1,535	1,310	19,012	19,675	-	-	52,096	49,189
Fire Levies	-	-	-	-	224,883	213,351	-	-	224,883	213,351
Grants and other contributions	31,248	30,111	3,649	2,634	2,972	2,844	-	-	37,869	35,589
Other	2,332	1,964	427	226	3,501	3,514	(422)	(399)	5,838	5,305
Total revenues from ordinary activities	299,485	286,849	49,235	47,722	296,842	297,158	(422)	(399)	645,140	631,330
Expenses from ordinary activities										
Employee expenses	216,234	197,083	18,787	17,097	202,577	187,023	(93)	(233)	437,505	400,970
Supplies and services	56,247	52,138	11,470	10,739	57,494	51,298	-	-	125,211	114,175
Depreciation and amortisation	19,973	18,945	1,662	1,635	23,527	21,230	-	-	45,162	41,810
Grants and subsidies	109	89	14,224	14,511	383	519	-	-	14,716	15,119
Equity return	-	10,877	-	1,554	-	17,231	-	-	-	29,662
Other	2,886	6,744	1,175	1,028	3,029	2,651	-	-	7,090	10,423
Total expenses from ordinary activities excluding borrowing costs	295,449	285,876	47,318	46,564	287,010	279,952	(93)	(233)	629,684	612,159
Borrowing costs	218	275	187	218	855	791	(329)	(166)	931	1,118
Operating result from ordinary activities	3,818	698	1,730	940	8,977	16,415	-	-	14,525	18,053

Statement of performance by outputs

Department of Emergency Services Statement of financial performance by outputs for the year ended 30 June 2005

	Ambulance Services		Counter Disaster & Rescue Services		Fire and Rescue Services		Inter Output/ Activity Eliminations		Total	
	2005	2004	2005	2004	2005	2004	2005	2004	2005	2004
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Non-owner transaction changes in equity										
Net increase in asset revaluation reserve	27,534	14,882	881	426	32,753	14,835	-	-	61,168	30,143
Net amount of each revenue, expense, valuation or other adjustment not disclosed above recognised as a direct adjustment to equity	210	288	38	(129)	529	223	-	-	777	382
Total revenues, expenses and valuation adjustments recognised directly in equity	27,744	15,170	919	297	33,282	15,058	-	-	61,945	30,525
Total changes in equity other than those resulting from transactions with owners as owners	31,562	15,868	2,649	1,237	42,259	31,473	-	-	76,470	48,578
Allocation of revenues and expenses from ordinary activities to corporate services (disclosure only)										
Revenues from ordinary activities	699	785	150	169	683	765	-	-	1,532	1,719
Expenses from ordinary activities	20,600	19,278	4,364	4,072	19,921	18,605	-	-	44,885	41,955

The above statement of financial performance by outputs should be read in conjunction with the accompanying notes.

Department of Emergency Services Notes to and forming part of the financial statements for the year ended 30 June 2005

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*, Australian Accounting Standards, in particular Australian Accounting Standard AAS 29 "*Financial Reporting by Government Departments*", Statements of Accounting Concepts, Urgent Issues Group Abstracts, the *Treasurer's Financial Reporting Requirements for Queensland Government Agencies for 2004-05* and other prescribed requirements.

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.

The accounting policies adopted by the Department are materially consistent with those for the previous year.

(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 33.

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

The Outputs undertaken by the Department are disclosed in Note 3.

(c) Administered transactions and balances

The 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.

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

Administered transactions and balances are disclosed in Note 35.

(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 35.

(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.

(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 being generally required between 14 to 30 days from the invoice date. The collectability of receivables is assessed periodically with provision being made for doubtful debts. All known bad debts have been written off at 30 June 2005. 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 firefighting vehicle. The balance is borrowed for an 18 month term and repaid in 6 quarterly instalments with no interest charged. As at 30 June 2005 there were no significant balances repayable beyond 30 June 2006.

(i) Inventories

Inventories are valued at the lower of cost and net realisable value. Cost is assigned on a weighted average cost basis.

(j) 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.

Assets acquired at no cost or for nominal consideration are recognised at their fair value at date of acquisition in accordance with AAS 21 *Acquisition of Assets*.

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.

Department of Emergency Services Notes to and forming part of the financial statements for the year ended 30 June 2005

(k) Intangibles, property, plant and equipment

Items of property, plant and equipment with a cost, or other value, in excess of \$5,000 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.

All intangible assets with a cost or other value greater than \$5,000 are recognised as assets. Items with a lesser value are expensed.

(l) 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 so as to write-off the value of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to the Department.

Work-in-Progress is not depreciated until it has reached service delivery capacity.

Amortisation on intangibles is calculated on a straight-line basis so as 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 threshold of \$5,000, 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 2005.

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

Class	Depreciation rate %
Land	Nil
Buildings	1.25 to 6.67
Aircraft and boats	10 to 14.29
Motor Vehicles	5 to 20
Other plant and equipment	2.5 to 33.33
Intangibles	
Software	20
Other	various

(m) Revaluations of non-current physical assets

Land and building assets are measured at fair value in accordance with AASB 1041 *Revaluation of Non-Current Assets* and Queensland Treasury's *Non-Current Asset Accounting Guidelines for the Queensland Public Sector*.

All other non-current assets, principally plant and equipment and intangibles are measured at cost.

Land and buildings measured at fair value are comprehensively revalued at least once every five years with interim valuations, using appropriate indices, being otherwise performed on an annual basis where there has been a material variation in the index.

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

The Department completed a comprehensive revaluation of land and buildings during the 2004-05 financial year with valuations performed by State Valuation Services using 'fair value' and 'replacement cost' principles. For those assets not comprehensively revalued in 2004-05, an index of 13.9%, representing the Queensland Non-Residential Construction Price Indicator (Australian Bureau of Statistics Catalog Number 8755), was applied to buildings. An average index of 43% was applied to land representing an average index supplied by State Valuation Services for land value movements across Queensland for the 2004-05 financial year.

(n) 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 were acquired during the reporting period by means of a finance lease.

Operating lease payments are representative of the pattern of benefits derived from the leased assets and accordingly, are expensed to the Statement of Financial Performance in the periods in which they are incurred.

(o) 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 34.

(p) Payables

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.

(q) Interest-bearing 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 29.

(r) Employee entitlements

Wages, salaries, annual leave and sick leave

Liabilities for wages, salaries and annual leave are recognised in the Statement of Financial Position as the amount unpaid at reporting date in respect of all employee services and related on-costs such as payroll tax, workcover premiums and employer superannuation contributions. As a short-term employee entitlement liability, provision for annual leave is shown as a current liability and is measured based on remuneration rates expected to be paid when the liability is settled.

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 existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

Long service leave

Under the Queensland Government's long service leave scheme a levy is made on the Department to cover this expense. 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*.

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

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*.

Time off in lieu of overtime (TOIL)

Liabilities for TOIL are recognised in the Statement of Financial Position as the amount unpaid at reporting date in respect to all employee services and related on-costs such as payroll tax, workcover premiums 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.

(s) 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.

(t) Allocation of corporate services to departmental outputs

The Department's corporate services is comprised of the Strategic Policy and Executive Services division (incorporating the Office of the Director-General) and the Business Support Services division.

The revenues and expenses of the Strategic Policy and Executive Services division are allocated to outputs using activity based costing methodologies. The revenues and expenses of the Business Support Services division are allocated to each Departmental service on a cost recovery basis using activity based costing methodologies.

(u) 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.

(v) 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.

(w) 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 a revenue and an expense.

(x) Borrowing costs

Borrowing costs are recognised as expenses in the period in which they are incurred, except where they are included in the costs of qualifying assets.

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

The capitalisation rate used to determine the amount of borrowing costs to be capitalised is the weighted average interest rate applicable to the borrowings specifically incurred to finance the acquisition of the asset, in this case 5.55% (2004: 5.97%).

Borrowing costs include interest on Departmental bank overdrafts and long-term borrowings.

(y) 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 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.

(z) 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 Abstract 38 *Contributions by Owners Made to Wholly Owned Public Sector Entities*. Appropriation for equity adjustments are similarly designated.

(aa) Adoption of International Financial Reporting Standards

The Financial Reporting Council has determined that all entities preparing general purpose financial statements will apply the Australian Equivalents to International Financial Reporting Standards (IFRSs) for reporting periods beginning on or after 1 January 2005.

The Department has established a Working Group to assist in the implementation of the new reporting requirements. This Working Group reports to the Department's Audit and Risk Management Committee. All Australian Equivalents to IFRSs have been reviewed for possible implications on policies, procedures, systems and financial impacts arising from such changes.

To date, the Department has identified the following key differences in accounting policies which will arise from the adoption of the Australian Equivalents to IFRSs:

- The valuation of inventory will change from the lower of cost and net realisable value as stated in note 2 (i) to the lower of cost and current replacement cost under *AASB 102 Inventories*.
- The introduction of pending *AASB 136 Impairment of Assets* requires an annual impairment test to be performed on all non-current physical and intangible assets. The material assets of the Department are currently valued at written-down replacement cost and the effect of this standard is expected to be immaterial. However, as an impairment test has not been previously applied to the public sector, an effect is still ongoing and cannot be quantified at this time.
- *AASB 119 Employee Benefits* requires employees to recognise the net surplus or deficit in their employers sponsored defined benefit superannuation funds as an asset or liability. As the Department contributes to a whole-of-Government superannuation scheme, and the Government assumes the responsibility for the funding of the scheme, the Department will recognise as a liability only that portion of superannuation contribution owing to QSuper at the end of the reporting period. There will therefore be no effect on the Departmental accounts.
- Intangible assets held by the Department are valued at cost and have no external market. There will therefore be no change in the value disclosed in the financial statements under *AASB 138 Intangible Assets*.

Department of Emergency Services Notes to and forming part of the financial statements for the year ended 30 June 2005

Policy decisions made at a whole-of-Government level in relation to the limiting of options in the Australian Equivalents to IFRSs may have the following additional impact on the financial report.

- Subject to the proposed GFS /GAAP Harmonisation and ED132 *Request for Comment on IASB ED Proposed Amendments to IAS 39 Financial Instruments: Recognition and Measurement – The Fair Value Option*, financial instruments including borrowings may be recorded at fair value with market value fluctuations taken to the profit and loss. This may result in increased volatility in the Department's Net Operating Result. For the current year, the adoption of fair value would result in an increase in the borrowings disclosed in note 34 from \$15.9M to \$16.339M.

In addition to the amendments required on adoption of Australian Equivalents to International Financial Reporting Standards, a number of mandated policies will be introduced, the commencement date of which will coincide with the implementation of the new Standards. The major impacts of these new policies are outlined below:

- The impact of mandated revised asset recognition thresholds is expected to result in \$0.5M being posted as a reduction to the balance of Accumulated Surplus on 1 July 2004, with a corresponding reduction to the relevant asset class and accumulated depreciation.
- In addition, an adjustment of \$0.3M is expected to be made to the income statement for write-off of assets purchased during 2004-05 which no longer meet the requirements for capitalisation and any accumulated depreciation for those assets for the 2004-05 year. There is expected to be an adjustment of \$1.6M to the restated depreciation expense in 2004-05 for major plant and equipment which has been revalued as at 1 July 2004.

(ab) Community ambulance cover

Effective from 1 July 2003, the community ambulance cover levy (CAC) replaced the Queensland Ambulance Service (QAS) subscriptions scheme. The funding is provided to the Department through parliamentary appropriation.

QAS 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.

(ac) Implementation of the shared service initiative

Implementation of the shared service initiative commenced on 1 July 2003. Under this initiative, 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. 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 SSP for this Department is PartnerOne for which the Department of Justice and Attorney-General is the host agency. The host agency for CorpTech is Queensland Treasury.

On 1 July 2003, the following assets and liabilities and staff were transferred to PartnerOne and CorpTech from this Department.

	CorpTech	PartnerOne	Total
Staff transferred (FTE)	14	106.5	120.5
Intangibles	\$2,514,635	Nil	\$2,514,635
Plant and Equipment	\$1,774	\$11,157	\$12,931
Annual Leave Liability	\$73,976	\$452,919	\$526,895

On 1 July 2004, the following additional assets and liabilities and staff were transferred to PartnerOne from this Department.

	PartnerOne	Total
Staff transferred (FTE)	15	15
Annual Leave Liability	\$55,161	\$55,161

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

3. Outputs of the Department

The identity and purpose of the three outputs of the Department during the year are:

- **Ambulance services – 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.

- **Counter disaster and rescue services – provided by Counter Disaster and Rescue Services (CDRS)**

CDRS coordinates Queensland's disaster management arrangements and disaster mitigation programs. CDRS 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. CDRS supports community and contract helicopter providers and manages Government support to Volunteer Marine Rescue (VMR) associations.

- **Fire and rescue services – 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, firefighting and rescue services including vehicle extrications, confined space rescue, vertical rescue and urban search and rescue. QFRS provides core staffing and support for the Rural Fire Service (RFS).

Corporate services

Corporate services is allocated to the above outputs in the Statement of financial performance by outputs, and is comprised of the following two divisions:

- **Strategic Policy and Executive Services (incorporating the Office of the Director-General)**

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 (BSS) provides CDRS, 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

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

	2005 \$'000	2004 \$'000
OPERATING REVENUES		
4. Reconciliation of payments from consolidated fund to output revenue recognised in statement of financial performance		
Budgeted output appropriation	358,008	339,354
Less Equity return abolished 1 July 2004	(31,699)	-
Appropriation adjustments	(1,855)	(11,451)
Total output receipts	324,454	327,903
Less: opening balance of output revenue receivable	-	(7)
Output revenue recognised in statement of financial performance	324,454	327,896
Reconciliation of payments from consolidated fund and equity adjustment recognised in contributed equity (Note 26)		
Budgeted equity adjustment appropriation	9,879	6,300
Plus: supplementary appropriations	3,233	651
Total equity adjustment payments	13,112	6,951
Equity adjustment recognised in contributed equity	13,112	6,951
Equity injection to fund QAS automated data system	3,500	-
Equity injection to fund the upgrade of information technology infrastructure	1,500	1,200
Equity injection to fund capital acquisitions associated with additional ambulance officers	4,600	3,550
Equity injection to fund the deposit for the Squirrel helicopter replacement	2,187	5,751
Equity injection to fund the Cooktown field office	700	-
Equity injection to fund the redevelopment of the Roma Street joint facility	2,210	-
Equity injection to fund the deposit for the Emergency Services computer aided despatch system	381	-
Equity injection to fund the deposit for the bushfire mitigation and response enhancement for I-Zones	1,742	-
Equity injection to fund the deposit for the Mornington Island improvements	62	-
Equity withdrawal of depreciation funding not required immediately to finance non-current asset replacements	(3,770)	(3,550)
	13,112	6,951
The appropriation adjustment of \$1.855 million decrease in output revenue (\$11.451 million decrease in 2004) consists of:		
Funding for Emergency Services computer aided despatch system	243	-
Funding for bushfire mitigation and response enhancement for I-Zones	703	-
Funding for high priority building asset maintenance	900	-
Shared services initiative office (SSIO) savings target	(1,057)	-
Disaster mitigation and management (DMM) funding	465	-
Increased funding to offset equity return expense	-	1,634
QFRS Fire Levy State Government adjustment	-	(201)
Enterprise Partnership Agreement supplementation	-	325
Natural Disaster Relief Arrangement (NDRA) adjustments	1,867	860
Supplementary funding to offset Queensland Government Insurance Fund (QGIF) insurance premiums	19	30
Increased grants to community helicopter providers	(136)	62
Reduced appropriation funding in lieu of revenue from Department of Veteran Affairs	-	(11,894)
Deferral of funding for Subscription Scheme decommissioning	-	250
Deferral of DES Initiative funds	(1,695)	(482)
Deferral of Natural Disaster Risk Management Studies Program (NDRMSP) and disaster management programs	(3,164)	(2,035)
	(1,855)	(11,451)

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

	2005	2004
	\$'000	\$'000
5. User charges		
Ambulance transport charges	20,719	18,559
Fees for services	20,269	20,371
Commercial contract revenue	4,787	3,901
Public education	4,094	4,349
Other receipts for goods and services rendered	2,227	2,009
	52,096	49,189
6. Fire Levies		
Gross fire levy revenue	229,874	218,206
less Pensioner discount	(4,991)	(4,855)
Net fire levy revenue	224,883	213,351
7. Grants and other contributions		
Interhospital ambulance road transfer grant	21,533	21,008
Constituted Local Ambulance Committee contributions	511	542
Commonwealth receipts	1,965	2,539
Motor Accident Insurance Commission	8,019	7,469
Gambling Community Benefit Fund	2,309	249
Donations-assets	103	388
Donations-other	401	473
Rural Fire Brigade contributions	1,560	1,459
Sponsorships	197	288
Services received below fair value	253	305
Grants from State Government Departments	805	845
Other	213	24
	37,869	35,589
8. Other revenues		
Gain on sale of property, plant and equipment	1,278	980
Asset adjustments/ write-ons	473	718
Interest	2,238	2,287
Property rental	900	828
QAS degree program	317	302
Other	632	190
	5,838	5,305

Notes to and forming part of the financial statements

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

	2005 \$'000	2004 \$'000
OPERATING EXPENSES		
9. Employee expenses/ Number of employees/ Chief Executive's remuneration		
Employee expenses		
Wages and salaries	354,123	323,529
Employer superannuation contributions	33,313	30,276
Payroll tax expense	18,853	16,958
Long service leave levy	5,352	4,886
WorkCover insurance	9,032	8,989
Fringe benefits tax expense	990	1,737
Training expenses	9,438	8,249
Other staff expenses	6,404	6,346
	437,505	400,970
Number of employees		
The number of employees includes both full-time and part-time measured on a full-time equivalent basis.	5,954	5,597
Chief Executive's remuneration		
Level: CEO 2	Min \$179,693	Max \$203,475
The superannuable salary does not include industry and like allowances, leave loading and fringe benefits such as private use of a motor vehicle and employer superannuation contributions.		
10. Supplies and services		
Motor vehicle expenses	17,799	16,042
Materials and consumables	5,619	5,005
Shared Service Provider expenses	9,720	8,724
Property expenses	10,643	8,817
Computer expenses	5,358	6,867
Communication expenses	8,371	7,618
Marketing expenses	2,221	1,227
Public education expenses	1,549	1,579
Aircraft related costs	3,913	3,673
Equipment maintenance and repairs	5,737	5,082
Operational and other equipment purchases	20,400	18,467
Travel and accommodation	6,726	6,008
Consultancies and contractors	5,645	4,318
Temporary assistance - staff agency	4,195	3,865
Royal Flying Doctor Service aeromedical transport charges	1,898	2,354
Natural Disaster Relief payments	1,841	651
Fire levy collection fee	3,993	3,917
Other	9,583	9,961
	125,211	114,175
11. Depreciation and amortisation expenses		
Buildings and leasehold improvements	13,999	9,713
Aircraft and boats	1,039	1,056
Motor vehicles	19,790	20,863
Other plant and equipment	7,126	6,854
Amortisation of software development	3,208	3,324
	45,162	41,810

Notes to and forming part of the financial statements

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

	2005 \$'000	2004 \$'000
12. Grants and subsidies		
State Government		
Department of the Premier and Cabinet	-	25
Office of Public Service Commissioner	12	-
Department of Health	108	100
Department of Education and the Arts	45	-
Department of Main Roads	27	23
Other		
Volunteer Rural Fire Brigades	25	36
Local authorities	2,301	2,389
Air sea rescue, coast guard and life saving organisations	5,356	5,426
Other organisations	6,842	7,120
	14,716	15,119
13. Equity return expense		
Equity return expense	-	29,662
	-	29,662
The Queensland Government has decided that an equity return will not be required for the 2004-05 and subsequent years.		
14. Other expenses		
Bad and doubtful debts	1,052	4,487
Insurance premiums - QGIF	903	804
Insurance premiums - other	1,025	1,213
Operating lease rentals	2,450	2,114
Bank charges	63	315
Loss on disposal of non-current assets	696	545
Asset writedowns	172	345
Motor vehicle sales preparation expense	28	33
External audit fees	196	283
World Firefighters' Games expenses	-	(9)
Goods and services provided below fair value	19	73
Donations/ gifts/ sponsorships	353	17
Losses:		
Public property	46	10
Special payments:		
Ex-gratia payments	87	193
	7,090	10,423
15. Borrowing costs expense		
Interest expense	917	1,101
Borrowing fees & charges	14	17
	931	1,118

No borrowing costs were recognised during the period as part of the carrying amount of any qualifying assets.

Notes to and forming part of the financial statements

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

	2005 \$'000	2004 \$'000
ASSETS		
16. Cash assets		
Cash at bank	60,596	46,087
Imprest accounts	82	86
	60,678	46,173
17. Receivables		
Trade debtors:		
Fire levies	11,878	11,792
User charges	8,851	8,609
Less: Provision for doubtful debts	(1,781)	(2,149)
	18,948	18,252
GST receivable	4,087	4,143
GST payable	(406)	(237)
Net GST receivable	3,681	3,906
Long service leave reimbursements	1,177	1,013
Accrued interest	759	658
Motor Accident Insurance Commission	716	601
Accrued revenue	2,266	2,824
Rural Fire Brigade contributions	5	30
	27,552	27,284
18. Inventories		
Inventories not held for resale:		
Equipment	460	310
Uniforms/ protective clothing	1,562	1,423
Stationery and stores	853	627
Tarpaulins	73	57
Ambulance spare parts	27	17
Aircraft spare parts	30	35
	3,005	2,469
19. Other current assets		
Prepayments - general	2,026	5,207
Prepayments - salaries and wages	624	-
Prepayments - employer superannuation contributions	73	-
Advances - travel and other	126	142
	2,849	5,349
20. Intangibles		
Computer software development - at cost	22,147	20,904
Accumulated amortisation	(17,066)	(13,896)
Other - work in progress	3,001	1,336
	8,082	8,344

The Department has intangible assets with a gross cost of \$7.341m 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.

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

	2005 \$'000	2004 \$'000
21. Property, plant and equipment		
Land - at cost	2,033	2,583
Land - at valuation	114,331	82,536
	<u>116,364</u>	<u>85,119</u>
Buildings - at cost	9,047	15,683
Buildings - at valuation	500,915	407,721
Buildings - accumulated depreciation	(265,957)	(211,292)
Buildings - work in progress	21,012	13,616
	<u>265,017</u>	<u>225,728</u>
Leasehold improvements - at cost	15,300	15,071
Leasehold improvements - accumulated depreciation	(6,988)	(5,683)
Leasehold improvements - work in progress	210	79
	<u>8,522</u>	<u>9,467</u>
Aircraft and boats - at cost	48,763	48,736
Aircraft and boats - accumulated depreciation	(30,544)	(29,506)
Aircraft and boats - work in progress	7,479	7,210
	<u>25,698</u>	<u>26,440</u>
Motor vehicles - at cost	298,299	298,228
Motor vehicles - accumulated depreciation	(145,283)	(147,218)
Motor vehicles - work in progress	18,427	15,935
	<u>171,443</u>	<u>166,945</u>
Other plant and equipment - at cost	65,980	56,739
Other plant and equipment - accumulated depreciation	(33,194)	(27,883)
Other plant and equipment - work in progress	4,169	4,534
	<u>36,955</u>	<u>33,390</u>
Total property, plant and equipment	<u>623,999</u>	<u>547,089</u>

Plant and equipment and leasehold improvements are valued at cost in accordance with Queensland Treasury's *Non-Current Asset Accounting Guidelines for Queensland Public Sector (May 2001)*.

Work in progress is measured at cost.

The Department has property, plant and equipment with a gross cost of \$19.276m that is fully depreciated with a written down value of nil. The gross cost by class is as follows:

Buildings	\$0.155m
Motor vehicles	\$8.332m
Other	\$10.789m

The Department intends to retire the majority of these assets over the following three years.

Department of Emergency Services
Notes to and forming part of the financial statements
for the year ended 30 June 2005

Asset Reconciliation

Reconciliation of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current reporting period.

	Land	Buildings	Leasehold improve ments	Aircraft & boats	Motor vehicles	Other plant & equipment	Total
	2005 \$'000	2005 \$'000	2005 \$'000	2005 \$'000	2005 \$'000	2005 \$'000	2005 \$'000
Carrying amount at 1 July	85,119	225,728	9,467	26,440	166,945	33,390	547,089
Acquisitions	2,511	21,030	363	296	24,931	10,700	59,831
Donations received	-	40	-	-	53	10	103
Disposals	(1,420)	(1,229)	(3)	-	(588)	(336)	(3,576)
Donations made	-	-	-	-	-	-	-
Transfers between classes	-	-	-	-	-	-	-
Revaluation increments	30,060	31,885	-	-	-	-	61,945
Other movements *	94	260	(3)	1	(108)	317	561
Depreciation	-	(12,697)	(1,302)	(1,039)	(19,790)	(7,126)	(41,954)
Carrying amount at 30 June	116,364	265,017	8,522	25,698	171,443	36,955	623,999

* 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 AAS 4 *Depreciation*.

Notes to and forming part of the financial statements

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

	2005	2004
	\$'000	\$'000
LIABILITIES		
22. Payables		
<u>Current</u>		
Trade creditors	25,564	29,247
QAS subscriber refunds	391	412
Accrued salaries and wages	3,119	5,764
Accrued employer superannuation contributions	293	549
Accrued long service leave levy	1,408	1,270
Tax liabilities	2,563	2,147
	<u>33,338</u>	<u>39,389</u>
23. Interest-bearing liabilities		
(Refer note 29)		
<u>Current</u>		
Queensland Treasury Corporation	3,708	3,099
	<u>3,708</u>	<u>3,099</u>
<u>Non-current</u>		
Queensland Treasury Corporation	12,192	13,203
	<u>12,192</u>	<u>13,203</u>
24. Provisions		
<u>Current</u>		
Aggregate employee benefit liability:		
Annual leave	49,655	46,026
Other employee benefits	108	515
	<u>49,763</u>	<u>46,541</u>
25. Other current liabilities		
Unearned revenue	7,250	4,822
	<u>7,250</u>	<u>4,822</u>

Notes to and forming part of the financial statements

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

EQUITY

26. Changes in equity	Retained Surpluses		Asset Revaluation Reserve		Contributed equity	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
Balance 1 July	367,106	348,671	113,270	83,127	49,278	44,284
Net operating result	14,525	18,053	-	-	-	-
<i>Non-Owner changes in equity recognised on the face of the Statement of Financial Performance:</i>						
Increase in Asset Revaluation Reserve	-	-	61,945	30,525	-	-
Sale of revalued assets	777	382	(777)	(382)	-	-
<i>Transactions with Owners as Owners:</i>						
Equity withdrawals	-	-	-	-	(3,770)	(3,550)
Equity injections	-	-	-	-	16,882	10,501
Assets transferred to and from other departments/ entities and involuntary asset transfers	-	-	-	-	555	(2,576)
Net leave liabilities transferred to other departments (MOG change - note 2(ac))	-	-	-	-	38	381
Other net leave liabilities transferred to/from other departments	-	-	-	-	85	238
Balance 30 June	382,408	367,106	174,438	113,270	63,068	49,278

Balance 30 June of Asset Revaluation Reserve by Class: *

Land	54,215	24,497
Buildings	106,458	74,533
Aircraft	4,041	4,041
Motor vehicles	9,724	10,199
Total Asset Revaluation Reserve	174,438	113,270

* The Department still has revaluation reserves for motor vehicles and aircraft. These reserves will be reduced on the sale of the assets. In accordance with AASB1041 *Revaluation of Non-Current Assets* and Queensland Treasury's *Non-Current Asset Accounting Guidelines for the Queensland Public Sector* these classes of assets are not currently subject to revaluation.

Department of Emergency Services
Notes to and forming part of the financial statements
for the year ended 30 June 2005

	2005 \$'000	2004 \$'000
27. Reconciliation of net operating result to net cash provided by operating activities		
Operating result from ordinary activities	14,525	18,053
Non-cash items:		
Depreciation expense	41,954	38,486
Amortisation expense	3,208	3,324
Net loss/ (gain) on disposal of assets *	(240)	(408)
Non-current asset donations	(103)	(388)
Other	(255)	170
	<u>44,564</u>	<u>41,184</u>
Change in assets and liabilities:		
(Increase)/ decrease in assets		
Net receivables	(493)	6,463
Inventories	(536)	553
Prepayments	2,500	(3,523)
GST receivable	225	(738)
	<u>1,696</u>	<u>2,755</u>
Increase/ (decrease) in liabilities		
Employee provisions	3,222	1,852
Accounts payable	5,449	(5,764)
Unearned revenue	2,428	541
	<u>11,099</u>	<u>(3,371)</u>
Net cash provided by (used in) operating activities	<u>71,884</u>	<u>58,621</u>

* The net loss/ (gain) on disposal of assets includes donated assets and losses of public property.

Department of Emergency Services Notes to and forming part of the financial statements for the year ended 30 June 2005

28. 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.

29. Interest-bearing 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 6.77%	15 June 2009 to 15 August 2009
CDRS and Corporate Services	5.81% to 6.53%	15 September 2006 to 15 August 2010
Queensland Fire and Rescue Service	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 2005 are:

	Debt market value	
	2005 \$'000	2004 \$'000
Queensland Ambulance Service	4,156	2,276
CDRS and Corporate Services	5,779	6,785
Queensland Fire and Rescue Service	6,404	7,497
	16,339	16,558

The market value represents the value of the debt if the Department repaid the debt at 30 June 2005. 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 borrowing costs	Interest expense		Borrowing costs	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
Queensland Ambulance Service	126	149	2	2
CDRS and Corporate Services	362	452	5	7
Queensland Fire and Rescue Service	429	500	7	8
	917	1,101	14	17

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 8.545%.

Department of Emergency Services Notes to and forming part of the financial statements for the year ended 30 June 2005

30. Non-Cash financing and investing activities

Assets and liabilities received or donated/transferred by the Department and recognised as revenues and expenses are set out in Notes 7 and 14 respectively.

Assets and liabilities received or transferred by the Department as a result of machinery-of-Government changes are set out in Note 2 (ac).

31. Commitments for expenditure

(a) Non-cancellable operating lease commitments

The operating leases referred to in the table below relate to the leasing of land, buildings and miscellaneous plant and equipment.

	2005 \$'000	2005 \$'000	2004 \$'000	2004 \$'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	2,207	189	2,035	180
Later than one year and not later than five years	4,272	388	4,476	407
Later than five years	8,830	803	10,312	937
	15,309	1,380	16,823	1,524

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) Commitments

Material commitments contracted for at reporting date but not recognised in the accounts are payable as follows:

	2005 \$'000	2005 \$'000	2004 \$'000	2004 \$'000
	Gross (Inclusive of GST)	GST Input Tax Credits Receivable	Gross (Inclusive of GST)	GST Input Tax Credits Receivable
Ambulance stations	2,433	221	559	51
Ambulances	7,040	640	797	72
Fire stations	1,308	119	5,473	498
Fire appliances	7,069	643	6,600	600
Royal Flying Doctor Service aeromedical contract	2,889	263	1,978	180
Software	3,026	275	-	-
Other commitments	4,633	421	1,889	169
	28,398	2,582	17,296	1,570

Department of Emergency Services Notes to and forming part of the financial statements for the year ended 30 June 2005

	2005 \$'000	2005 \$'000	2004 \$'000	2004 \$'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	27,588	2,508	16,977	1,541
Later than one year and not later than five years	810	74	319	29
Later than five years	-	-	-	-
	28,398	2,582	17,296	1,570

(c) Grants and subsidies

As at 30 June 2005, approval has been given in accordance with a formal agreement to pay the following grants and subsidies provided certain criteria are met:

	2005 \$'000	2005 \$'000	2004 \$'000	2004 \$'000
	Gross (Inclusive of GST)	GST Input Tax Credits Receivable	Gross (Inclusive of GST)	GST Input Tax Credits Receivable
Helicopter rescue services	7,842	713	11,566	1052
Royal Life Saving Society of Queensland	150	-	48	-
Surf Life Saving Queensland	3,497	318	6,555	596
Grants to local government	10,002	210	4,009	61
Australian Volunteer Coast Guard Association	2,317	210	-	-
Volunteer Marine Rescue Association Qld.	2,582	235	-	-
Bushfire Co-operative Research Centre	880	80	-	-
Other	177	16	48	4
	27,447	1,782	22,226	1,713
Payable:				
Not later than one year	20,735	1,207	11,941	780
Later than one year and not later than five years	6,712	575	10,285	933
Later than five years	-	-	-	-
	27,447	1,782	22,226	1,713

32. Contingencies

(a) Litigation in progress

As at 30 June 2005 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.

(b) Native title claims over Departmental land

As at 30 June 2005, one native title claim has been made over Departmental land at Bajool.

At reporting date it is not possible to make an estimate of any probable outcome of this claim, or any financial effect.

Department of Emergency Services Notes to and forming part of the financial statements for the year ended 30 June 2005

33. 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		
	2005	2004
	\$	\$
Revenues	1,024	997
Expenses	5,896	5,525
Net Surplus (Deficit)	(4,872)	(4,528)
Assets	19,746	24,618
Liabilities	27	27
Net Assets	19,719	24,591

Kenneth James McPherson Foundation Trust		
	2005	2004
	\$	\$
Revenues	7,386	8,702
Expenses	31	29
Net Surplus	7,355	8,673
Assets	25,665	18,310
Liabilities	-	-
Net Assets	25,665	18,310

(ii) *CPR Queensland Association Incorporated*

CPR Queensland conducts business through the QAS division, and was formed for the purpose of promoting CPR education to industry sectors and the community at large.

At a Steering Committee Meeting held on 18 March 2004 a special resolution was passed to wind up CPR Queensland, which was duly completed on 11 May 2005. CPR Queensland ceased operations on 30 June 2004 and all functions were transferred to QAS.

Total cash assets of \$29,951 were transferred to QAS on 6 April 2005.

Department of Emergency Services Notes to and forming part of the financial statements for the year ended 30 June 2005

34. Financial instruments

(a) Terms conditions and accounting policies

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 4.545%pa calculated on the daily balance. An overdraft facility is in place. The current overdraft interest rate is 8.545%pa.
Receivables	Trade debtors are carried at nominal amounts less any provision for doubtful debts. A provision for doubtful debts 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 CDRS, 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 contributions receivables	Contributions receivable from volunteer rural fire brigades are carried at nominal amounts. No provision is made for doubtful debts.	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 firefighting vehicle. The balance is borrowed for an 18-month term and repaid in 6 quarterly instalments with no interest charged.

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.
Interest-bearing liabilities	Loans are carried at book value. Interest is charged as an expense as it accrues, except where interest is included in the cost of a qualifying asset.	All borrowings are with Queensland Treasury Corporation (QTC). Borrowings are repayable on terms and conditions agreed with QTC.

Department of Emergency Services

Notes to and forming part of the financial statements

for the year ended 30 June 2005

(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	60,678	-	-	-	-	60,678	4.545%
Receivables	-	-	-	-	27,547	27,547	N/A
RFB Contributions	-	-	-	-	5	5	N/A
Total financial assets	60,678	-	-	-	27,552	88,230	-
Financial liabilities							
Payables	-	-	-	-	33,338	33,338	N/A
Interest-bearing liabilities	-	3,708	8,132	4,060	-	15,900	5.55%
Total financial liabilities	-	3,708	8,132	4,060	33,338	49,238	-

(a) The Floating interest rate represents the most recently administered market rate applicable to the instrument at 30 June 2005.

(b) The fixed rate represents weighted average market interest rate.

(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 doubtful debts as indicated in the Statement of Financial Position. 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.

Department of Emergency Services Notes to and forming part of the financial statements for the year ended 30 June 2005

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	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
Financial assets				
Cash	60,678	46,173	60,678	46,173
Receivables	27,547	27,254	27,547	27,254
RFB contribution receivables	5	30	5	30
Total financial assets	88,230	73,457	88,230	73,457
Financial liabilities				
Payables	33,338	39,389	33,338	39,389
QTC borrowings	15,990	16,302	16,339	16,558
Total financial liabilities	49,328	55,691	49,677	55,947

35. Administered transactions and balances

	QFRS		Total	
	2005 \$'000	2004 \$'000	2005 \$'000	2004 \$'000
Administered revenues				
On-The-Spot Fines	101	124	101	124
Total administered revenues	101	124	101	124
Transfers to government	101	124	101	124

CERTIFICATE OF THE DEPARTMENT OF EMERGENCY SERVICES

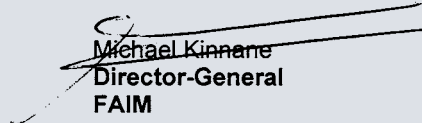
The general purpose financial statements have been prepared pursuant to section 40(1) of the *Financial Administration and Audit Act 1977* (the Act), and other prescribed requirements. In accordance with section 40(3) of the Act we certify that in our opinion:

- (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 2005 and of the financial position of the Department at the end of that year.



Gary Taylor
Chief Financial Officer
B.Bus, MBA, CPA

21 September 2005


Michael Kinnane
Director-General
FAIM

21 September 2005

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 2005 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. The audit report refers only to the financial report identified below and does not include a review of the integrity of this web site or provide an opinion on any other information which may have been hyperlinked to/from the financial report. 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 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 statement of financial performance, statement of financial position, statement of cash flows, 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 2005.

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* 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 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 2004 to 30 June 2005 and of the financial position as at the end of that year.



J F WELSH, FCPA

As delegate of the Auditor-General of Queensland



Queensland Audit Office
Brisbane

24 Hour Fire Hotline	35	Indigenous employment	44
Aircraft Management Reporting System (AMRS)	91	Internal Audit.....	63
Aligning priorities, outputs and outcomes.....	11	iZone	3, 14, 21, 40
Ambulance Community Education System (ACES).....	91	Joint emergency service facility, north Mackay.....	2, 38
Ambulance Integrated Management System (AIMS)	91	Key locations of the department.....	94
Annual Report 2003–04	23, 49	Kingdom of Tonga and Kiribati/Queensland partnership	19, 34
Appliances		Large Dangerous Goods Locations Database.....	91
QFRS.....	21, 36, 38	Legislation	72
Rural Fire Service	21, 36	Local Government Counter Terrorism Risk Management Kit.....	19, 41
Audit and Risk Management Committee	60	Local Ambulance Committees	65
Australasian Incident Reporting System (AIRS)	91	Managing for Outcomes framework.....	10
Australian Business Excellence		Multicultural affairs.....	69
Award	2, 17, 49	brochures for people from a non-English-speaking background.....	33
Framework	15, 23, 49	Natural Disaster Mitigation Program.....	34
Australian Centre for Pre-Hospital Research.....	46	Occupational Health Plan 2005–06	45
Australian Emergency Management Committee.....	48	Organisational Health Management System	25, 45
Australian Volunteer Coast Guard Association	1, 40, 55	Organisational Health Unit.....	45
Baby Capsule Hire Service.....	32	Organisational Self-Assessment.....	49
Building a Safer Queensland Strategy	37	Organisational structure	12
<i>Building and Other Legislation Act 2002</i>	21, 32	Operational Safehome	36
<i>Building Fire Safety Regulation 1991</i>	48	Rental Fire Safety Initiative	32
Bushfire Prepared Communities Initiative	21, 33	visits that resulted in an increase in fire safety practices	8
Business Support Services (BSS)	1, 24–25	Out-of-hospital cardiac arrest survival rates	8, 17, 39
Chemical, Biological, Radiological, Incendiary and Explosive (CBRIE)	14, 15, 40	Overseas Travel.....	81–86
Child Injury Prevention Project	32	Pathways for Women	44
Code of Conduct	70	Papua New Guinea/Queensland Memorandum of Understanding	19, 34
Coen	30	Paramedic training.....	17, 38, 43
Communication and Information Steering Committee.....	61	People Management Program	42
Community Aid and Post Incident Support program.....	35	Performance Summaries	
Community Education		CDRS	76–77
CDRS	8, 9	QAS	74–75
QAS (First Aid and CPR for Life)	8, 13, 31, 35, 50	QFRS.....	78–80
QFRS.....	8, 9, 13	Policy and Research Committee	62
Community Safety Collaborative.....	23, 37	Project DOV (Drug Overdose Visitation)	33
Community Safety Project	36	Public Sector Training Program.....	43
Computer-Aided Dispatch (CAD) systems	91	Publications	
Consultancies	87	Australian Centre for Pre-Hospital Research.....	89–90
Corporate Governance Framework.....	52	CDRS	88
Counter Disaster and Rescue Services (CDRS)	1, 10, 18–19	QAS	89
Counter Disaster Information System (CDIS)	91	QFRS.....	88
Cultural awareness training.....	69	Queensland Ambulance Case Information Reporting (QACIR)	91
<i>Dangerous Goods Safety Management Act 2001</i>	34, 72	Queensland Ambulance Service (QAS)	1, 3, 10, 16–17
<i>Disaster Management Act 2003</i>	13, 56, 72	level of patient satisfaction	8, 9
Diversity and Equity Plan—Towards 2008.....	25, 43–44, 69	Queensland Combined Emergency Services Academy (QCESA)	2, 14, 25, 41–42
Draft National Emergency Management Strategy for Remote Indigenous Communities	23, 46	Queensland Disaster Management Alliance	3, 19, 47
Emergency Services Advisory Council	64	Queensland Fire and Rescue Service (QFRS).....	1, 10, 20–21, 51
Emergency Services Cadets.....	19, 34, 39, 54	Act 1990	13, 48, 52, 72
Steering Committee	66	level of customer satisfaction.....	8
Emergency Service Units.....	1, 2, 14, 19, 31, 39, 56	Scientific Unit	1, 54
Energy management	68	Vehicle Rescue—Victim Search Protocols.....	52
Environmental and waste management	68	Queensland Local Ambulance Committee Advisory Council.....	65
Ethical standards.....	70	Queensland Rescue	19, 41
Executive Management Team	7, 60	Queensland Volunteer Marine Rescue Committee	66
Executive Policy.....	43	Queensland Women in Public Sector Mentoring Program	44
External accountability.....	71	Response Rates	
Government Agency Preparedness Strategy	47	QAS	2, 8, 9, 17, 38
Fight Fire Fascination program	36	QFRS.....	8, 21, 38
Financial Summary	26–28	Queensland Rescue	8
Financial Management.....	95–128	Royal Life Saving Society Queensland	1, 40, 55
Fire Ed	35	Rural Fire Advisory Council	52, 64
Fire Investigation Unit Reporting (FIUR)	91	Rural Fire Service	1, 52, 57
Fire safety inspections	8	Association of Queensland	66
First Responders	1, 14, 17, 31, 39, 58	Shared Services Initiative	87
Freedom of Information.....	71	smoke alarms.....	8, 9
Future Female Leaders Program.....	44	Special Operations Centre.....	2, 14, 39, 41
Grants Management System	92	Staffing (full-time equivalents).....	67
Honorary Ambulance Officers	1, 58		
Incident Reporting and Investigation Policy.....	45		
Indigenous Australian Service Delivery Enhancement Package	3, 15, 30		
Indigenous Coordination Unit	23, 30		

State Emergency Service (SES)	1, 56
Volunteer Executive Committee	66
volunteer hours of operation	8
volunteers trained	8
State Incident Management Teams	40
State Disaster Coordination Centre	40
State Operations Coordination Centre	40
State Planning Group	40
Statement of Affairs	71
Statewide Integrated Operational Planning Process	51
Station Management Systems (SMS)	91
Strategic Information Management Initiative	51
Strategic Plan for Indigenous Australians 2005–08	23, 30
Strategic Policy and Executive Services (SPES)	1, 22–23
Strategic Workforce Management Plan	25, 43
Supportive Leadership Program	25, 42
Surf Life Saving Queensland	1, 55
Sustaining our environment	68
Translating and interpreting	69
Voluntary early retirements	67
Volunteer Marine Rescue Association of Queensland	1, 40, 55
Volunteer Portal	25, 36
Volunteer Support Package	15, 36
<i>Whistle Blower's Protection Act 1994</i>	70
Women's Reference Group	44
WorkCover	
Improvement Project	45
Workforce Management Committee	62
Workforce reforms	
BSS	52
CDRS	19, 50
QAS	43, 50
Work-life Balance	43

Glossary

BSS	Business Support Services
CBRIE	Chemical, Biological, Radiological, Incendiary and Explosive
CDRS	Counter Disaster and Rescue Services
COAG	Council of Australian Governments
CPR	Cardiopulmonary resuscitation
FOI	Freedom of Information
QAS	Queensland Ambulance Service
QFRS	Queensland Fire and Rescue Service
SPES	Strategic Policy and Executive Services