

# Welcome to our annual report

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

This annual report reviews and reports our performance against what we set out to do in our 2006–10 corporate plan to contribute to the government’s outcomes and priorities for Queensland.

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

One final note—we would like to make our next annual report even better. If you have any ideas on how we can do this, please get in touch and let us know at the address on the inside front cover.



*Our State Emergency Service volunteers are a vital part of Queensland’s emergency management system.*

## Key achievements of 2006–07

### Goal 1: Strengthen community safety prevention capability and resilience

- ▶ New legislation was passed to make homes and other buildings more fire-safe.
- ▶ A school-based program called ‘Watch Out!’ was launched to provide increased awareness of accident and injury prevention, crime prevention and personal safety.

[> more on pages 30–38](#)

### Goal 2: Enhance operational service delivery

- ▶ Our new Emergency Strike Team has strengthened Queensland’s preparedness for potential terrorist incidents.
- ▶ Fire stations staffed by full-time personnel improved their excellent response rate by 0.4%.
- ▶ Our ambulance service attended 9.7% more code 1 incidents in less than 10 minutes than ever before.

[> more on pages 40–47](#)

### Goal 3: Develop and support our staff and volunteer workforce

- ▶ The safety of our people was dramatically improved following the launch of our ZEROharm Strategy.
- ▶ We introduced the innovative First Step Program, which equips Indigenous people to work in our department.

[> more on pages 48–54](#)

### Goal 4: Build organisational capability through continuous business improvement

- ▶ We coordinated a Cyclone Summit in Cairns with the Department of the Premier and Cabinet to improve resilience and preparedness for future cyclones.
- ▶ Our work on pandemic preparedness in the emergency prehospital environment was recognised internationally through the awarding of the best oral presentation prize at the 15th World Congress on Disaster and Emergency Medicine.

[> more on pages 55–59](#)

Financial overview	2005–06	2006–07	% change
Revenue	\$706.007m	\$787.114m	11.49
Expenses	\$693.716m	\$771.188m	11.17
Operating Result	\$12.291m	\$15.926m	29.57
Capital Acquisitions	\$93.120m	\$89.914m	-3.44
Net Assets	\$713.577m	\$841.133m	17.88

# Our vision

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



## Our Commitment

**We will maximise coordination and collaboration across the emergency services and with our key partner agencies to ensure the most effective operational service delivery to the community.**

### Behaviours we value

*Safety*—we are strongly committed to the provision of a workplace that is free from harm.

*Community Service*—all of our people are united through a strong commitment to the communities we serve and community safety.

*Integrity*—we support open and honest communication and act with integrity.

*Leadership*—we value and foster leadership based on our common vision and high standards of ethical behaviour.

*Teamwork*—we encourage a work environment based on teamwork, mutual support, common purpose, trust, and respect for the history and cultures of all the emergency services, volunteer services and others who contribute to our business achievements.

*Learning*—as a learning organisation we value sharing of information and constructive feedback in order to continually improve our services.

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



*QAS paramedics are among the best-trained in the world.*

## About us

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

## Our divisions

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

[> more on pages 17–27](#)

## Our staff and volunteers

The department employs almost 8,800 staff, and is supported by many thousands of volunteers across Queensland.

Our volunteers include:

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

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

[> more on pages 61–66 and 78–86](#)

## Where we are

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

This includes 277 ambulance response locations, 238 fire and rescue stations, 19 EMQ offices, 3 EMQ Helicopter Rescue air bases, 1 special operations facility and 11 communications centres.

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

We currently have 2,314 operational emergency service vehicles stationed throughout Queensland. These vehicles comprise 490 urban fire appliances, 979 rural fire appliances, 729 ambulance vehicles, 112 patient transport vehicles and 4 EMQ Helicopter Rescue helicopters.

## Our history

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

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

# Director-General's report



Jim McGowan became Director-General of our department in September 2007, in a temporary appointment from his role as Director-General of the Department of Justice and Attorney General.

Jim joined Justice and Attorney-General in April 2004 in the position of Executive Director, Justice Administration. He was appointed Deputy Director-General in November 2004 and in September 2006 he was appointed Director-General. He is the Government Champion for Aukurun.

Jim has extensive experience in the public sector, including Deputy Director-General, Department of Industrial Relations; and General Manager, Public Sector Industrial and Employee Relations, Department of Industrial Relations.

He has a Bachelor of Economics, Diploma of Education and is a Commissioner of Declarations.

**S**INCE I came to this position in September 2007, I have rapidly come to appreciate the dedication of our people and the great diversity of our services.

Further, as I reflect on the department's performance over the past year, I am impressed by what has been achieved.

Before I begin my review, however, I must draw your attention to the person who very competently led the organisation from January 2005 until my appointment—Fiona McKersie. Her leadership effectively steered the department through the testing of the worst cyclone to hit Queensland in many years—Tropical Cyclone Larry.

Importantly, she also energetically sought to position the department for the future—and help ensure the ongoing safety of Queenslanders. As you read through the achievements contained in this report, be mindful of the key role played by Fiona McKersie.

## **Strengthen community safety, prevention capability and resilience**

### **Safer children**

With the launch of 'Watch Out!', the department has added to its suite of innovative programs promoting community safety. 'Watch Out!' is a school-based program designed to provide increased awareness of accident and injury prevention, crime prevention and personal safety. The program is currently being rolled out into primary schools throughout Queensland and resource kits have already been made available to over 40 Queensland schools.

A key to the program's effectiveness is the fact it was developed in partnership with other state government departments and Neighbourhood Watch. This collaborative, whole-of-government approach assists government agencies to leverage resources and achieve outcomes relevant to community needs.

### **New legislation to improve fire safety**

While QFRS has effectively demonstrated over recent years that fire safety can be improved through a range of community education strategies, legislative instruments are also essential to complete the picture.

Accordingly, the *Fire and Rescue Service Amendment Bill 2006* was developed and passed by parliament to address gaps in the existing legislative coverage—and save lives. A key element of the reforms includes making smoke alarms compulsory in all Queensland residences from 1 July 2007. The new legislation will also reduce overcrowding in licensed premises, especially nightclubs, reduce unwanted call-outs to false alarms and improve building fire safety compliance by increasing penalties for building fire safety offences that result in loss of life, injury or significant property loss.

### **Enhance operational service delivery**

#### **Response excellence under pressure from increased demand**

While fire stations staffed by full-time personnel were able to improve on their excellent response rate, dramatic increases in demand meant that our other fire and ambulance emergency response times deteriorated. The demand growth is of

particular concern for QAS, as it shows no indications of slowing down. The government is moving quickly to address this critical issue, with the 2007–08 Budget allocating \$14.9 million to recruit an additional 250 ambulance officers across the state. This will be the largest and most significant increase in ambulance officer numbers in any one year and is additional to the 220 ambulance officers provided for in the 2006–07 budget. This includes:

- ▶ 208 paramedics, communications officers, clinical and support staff to assist QAS to manage demand for services driven by a growing and ageing population and the community's increasing use of emergency health services
- ▶ 42 paramedics to complete the program of an additional 144 ambulance officers over two years.

These additional positions will contribute to the long-term occupational health and well-being of QAS paramedics, patient transport officers and communications officers.

Additionally, the department has undertaken a major examination of the increasing demand for emergency ambulance services in conjunction with Queensland Health, Queensland Treasury and Department of the Premier and Cabinet. A range of demand management options in the emergency health care area are being explored.

### Enhanced response capability for terrorist events

Queensland's preparedness for potential terrorist incidents has been strengthened through the development of our Emergency Strike Team. This team now provides Queensland with a highly trained and multidisciplinary response capability to deal with terrorist incidents. In today's world, it is wise to be prepared.

The team provides expertise across a number of disciplines, including: special operations response, mass casualty and major event planning, aeromedical support, technical rescue, hazardous materials response, and chemical, biological and radiological incidents.

### Develop and support our staff and volunteers

#### Protecting our people

Our people are indeed our greatest asset. In recognition of this, we are intently focused on developing strategies to improve the safety, welfare and capability of our staff and volunteers. A key strategy we launched earlier this year was the Workplace Health and Safety Strategy 2007–2010, with the mission of 'ZEROharm—all injuries are preventable'. The strategy aims to systematically reduce workplace hazards and risks with the ultimate goal being zero harm to any departmental personnel. I am pleased to report that a

reduction in the lost time injury frequency rate of 28.1% has already been achieved for the 2006–07 year.

## Build organisational capability through continuous business improvement

### Improved governance

During the year our governance arrangements were strengthened in the key areas of information and communication technology; workplace, health and safety; procurement; risk management; business continuity and ethical standards. This will help ensure a strong foundation for the department's continued sustainability and success.

### An eye to the future

#### Strategies for a changing world

We will continue to have an 'all hazards' focus on preparedness—to ensure we provide an effective and appropriate response under all circumstances, including natural disasters, terrorist incidents and pandemic influenza. The unexpected tsunami threat to Queensland experienced in April 2007 highlights the importance of this approach, as well as the need for continued collaboration with our service delivery partners, and the importance of strategies that support community resilience and reduce vulnerability to a range of threats.

#### Improving response coordination

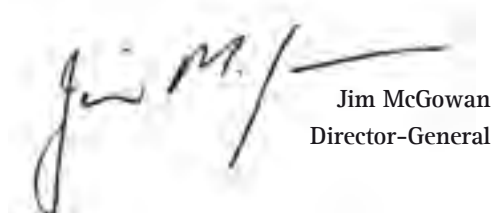
The establishment of a state-of-the-art integrated communications and state emergency operations centre at Kedron Park will greatly increase our department's capacity to respond to large scale disasters and emergencies. At a cost of \$70.4 million over two years, it is the largest ever investment in a Department of Emergency Services infrastructure project.

#### Greater volunteer preparedness and capability

The department will boost the preparedness and response capability of our volunteers in emergencies and disasters through the investment of \$52 million over five years. Funding will be focused on training, equipment and strengthening existing radio communications infrastructure.

In closing, I want to express my appreciation to our thousands of dedicated staff and volunteers who are moving us towards our vision of 'A safer community and a better quality of life in Queensland through the provision of world-class emergency and disaster management services'. Thank you.

Kind regards,



Jim McGowan  
Director-General

# Our Executive Management Team



**Fiona McKersie** **ESM, BSc, Dip Ed, MSc and Soc**  
Director-General

Fiona led our department from January 2005 until September 2007. She joined the department in 1990 and was appointed as Executive Director of SPES in September 1999. Fiona led SPES for five years until March 2004 when she was appointed Deputy Director-General, Governance, Department of the Premier and Cabinet. Her challenging public sector career of 27 years has been in urban and rural settings across two states. She has played an active role in policy development, strategic planning, and the implementation of significant public sector reforms. She is also a member of the National Counter Terrorism Committee and the Australian Emergency Management Committee.

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

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



**Jim Higgins** **ASM, MPSM, MHA, AFCHSE, FACAP**  
Commissioner, QAS

Jim was appointed as Commissioner in April 2003. He commenced his ambulance career with the New South Wales Ambulance Service in 1981 and transferred to Victoria in 1983, holding Paramedic and management positions. Jim was seconded to the Northumbria Ambulance Service (United Kingdom) in the position of Acting Director, Human Resources. Jim became an Assistant Commissioner in QAS in 1995 and gained appointment as Deputy Commissioner in 2002. Jim is a member of the Australian College of Health Service Executives, the Australian College of Ambulance Professionals, and is a Certified Health Executive. He represents Queensland on the Council of Ambulance Authorities (CAA) and is Chair of the CAA Ambulance Education Committee.

**Frank Pagano** **AFSM, Grad Cert AM, GIFireE, FAIM**  
Executive Director, EMQ

Frank was appointed as Executive Director of EMQ in November 2005. Subsequent to this, Frank assumed the role of Acting Executive Director of Counter Disaster and Rescue Services in August 2005. Frank commenced his career in emergency services as a firefighter based in Mount Isa in 1975. During his career with QFRS, Frank worked in six of the seven regions throughout Queensland in various positions and was appointed to the position of Deputy Commissioner, QFRS in late 2002. Frank is the Executive Officer to the State Disaster Management Group and holds the Air Operators Certificate for the Government Rotary Wing.



**Margaret Smith** **Grad Dip BA, Dip Teach, BEd**  
Executive Director, BSS

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

**Gary Mahon** **EMPA**  
Executive Director, SPES

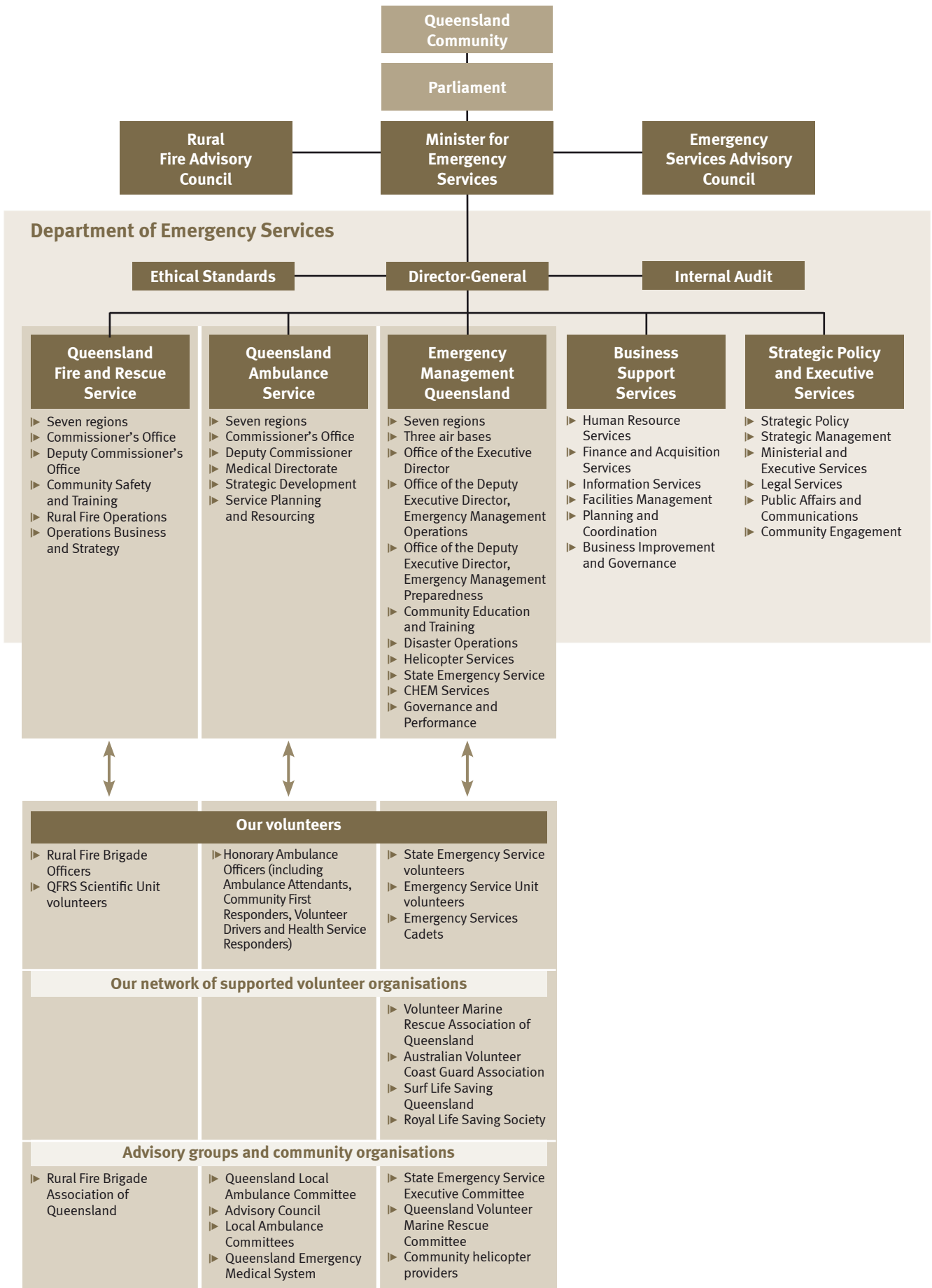
Gary joined the department in 2006 as the Executive Director of SPES. His career in the public sector, which began in the military, spans over 30 years. Gary has worked in both the Victorian and Queensland public service. Over the last decade he has led several of the major strategic reform initiatives in the transport and road safety arena at state and national levels. He was awarded a Premier's Scholarship to complete his Executive Masters in Public Administration from the Australian and New Zealand School of Government and is committed to ensuring SPES continues to provide a vital contribution to the department through its specialist skills and knowledge.



**Gary Taylor** **BBus (Accounting), MBA, Grad Dip Government Accounting, Grad Dip EDP, CPA**  
Chief Financial Officer, BSS

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

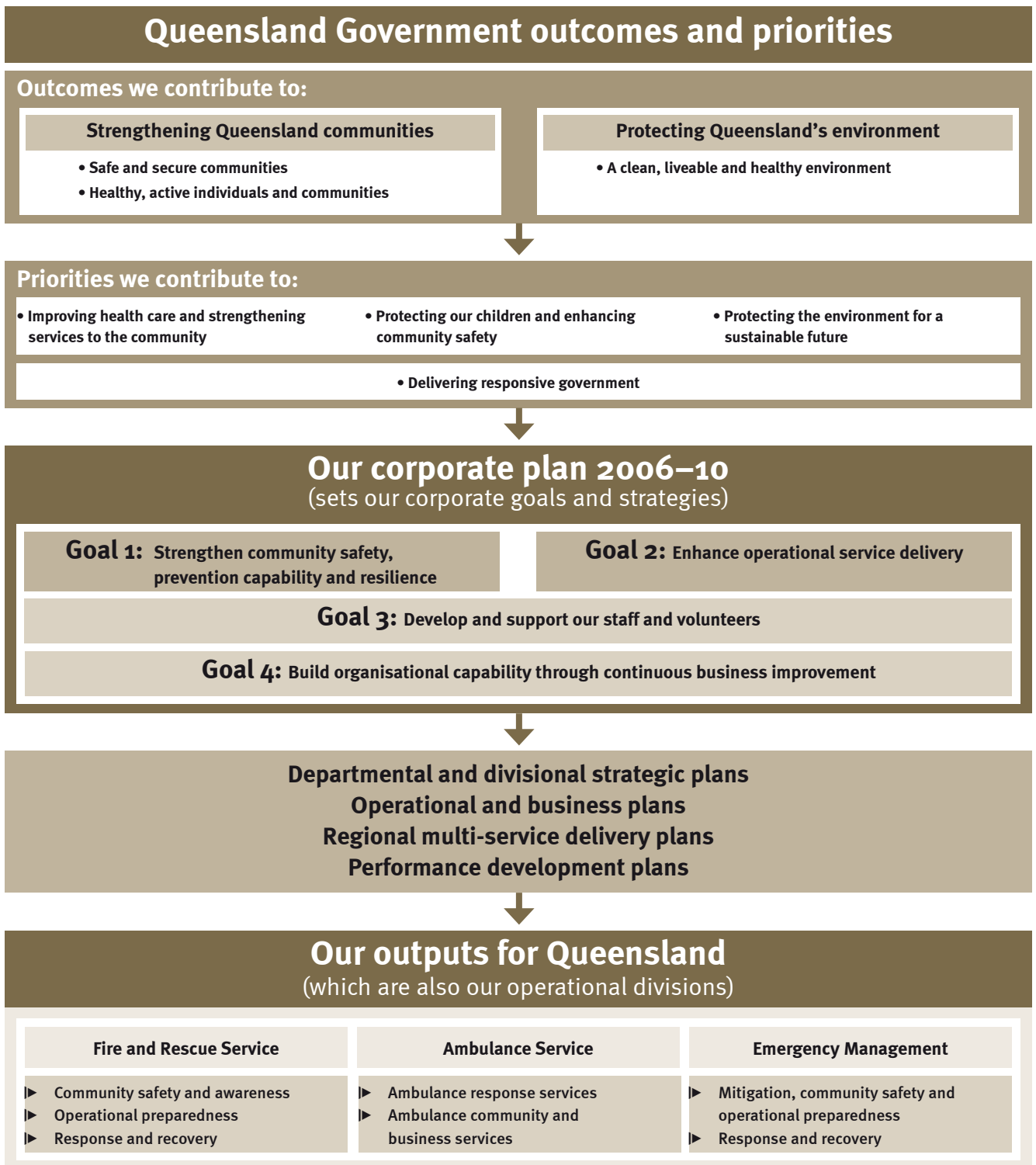
# Our organisational structure



*Collaboration between the different divisions of the department, and with our key stakeholders, helps ensure our service is world class.*



# How we focus our service delivery



The corporate plan is our department's key planning document. All other plans in the agency are aligned with it—even down to individual performance development plans. Our plans ensure effort is focused at all levels on activity that contributes to the Queensland Government's priorities.

## Our four goals

We concentrate our activities and resources on achieving four goals. This helps us to focus delivery of services on

meeting community needs, the priorities and direction of the Queensland Government and to ensure that our organisation remains innovative and responsive.

You will notice that our goals related to people and business improvement are placed under the other two goals in the diagram. This is because these goals support and enable the achievement of the community safety and operational service delivery goals.

# Sustainability reporting

## What is sustainability?

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

## Why focus on sustainability?

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

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

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

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

## Reporting on sustainability

Sustainability reporting is a reporting style that transparently discloses performance against stated objectives and targets. It also focuses on activities that help us progress towards our

goals. An approach to sustainability reporting which is becoming accepted by organisations across the world is the United Nations Global Reporting Initiative (GRI).

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

## The beginning of the journey

While we have a long way to go, the department has taken significant steps this year to embed the concept of sustainability into its planning cycle. Additionally, we have progressed a number of initiatives to strengthen our social and environmental performance.

This annual report endeavours to review our economic, environmental, and social performance by addressing the Sustainability Reporting Guidelines version 3 (G3) published on the GRI website at [www.globalreporting.org](http://www.globalreporting.org).

The guidelines provide for the incremental adoption of the framework over time. This year we have aimed towards the C level application of the framework. An index of our GRI coverage is included on page 153.



*Our Rural Fire Service volunteers play a key role in protecting their communities.*

# Six-year performance—summary

Indicator	2001–02 Actual	2002–03 Actual	2003–04 Actual	2004–05 Actual	2005–06 Actual	2006–07 Target/ projection	2006–07 Actual	2006–07 % change
<b>Goal 1: Strengthen community safety, prevention capability and resilience</b>								
Percentage of homes with operational smoke alarms installed	71.9%	71.4%	72%	72%	72%	75%	79%	9.7% ▲
Number of hours per 100,000 population spent on fire safety promotion and public education activities	3,453	3,685	3,278	2,857	3,122	3,000	2,695	-13.7% ▼
Number of Fire Safety Inspections of premises (other than private dwellings) completed by QFRS <sup>1</sup>	15,116	9,884	11,161	11,110	11,644	10,000	11,725	0.7% ▲
Survival rate for out-of-hospital cardiac arrest <sup>2</sup>	15.8%	19.6%	21.1%	21.6%	21.3%	>15%	21.3%	0%
Number of ambulance community education first aid certificates issued/year	65,836	66,977	73,533	72,512	61,891	69,000–72,000	65,410	5.7% ▲
Number of EMQ community disaster awareness and education activities conducted <sup>3</sup>	423	570	589	439	647	400–600	483	-25.3% ▼
<b>Goal 2: Enhance operational service delivery</b>								
Time to respond for urban fire crews:								
▶ Full-time permanent stations within 14 minutes	91.8%	97.2%	97.5%	97.3%	97.3%	90%	97.6%	0.3% ▲
▶ Composite permanent/auxiliary stations within 14 minutes	79.9%	94.9%	97.1%	95.2%	96.6%	90%	88.6%	-8.3% ▼
▶ Auxiliary stations within 14 minutes	68.5%	90.3%	91.3%	86.6%	89.1%	90%	87.2%	-2.1% ▼
Total number of QFRS call-outs <sup>4</sup>	59,484	58,708	60,269	60,248	61,613	59,500–61,500	65,252	5.9% ▲
Percentage of ambulance code 1 responses attended in less than 10 minutes	67.4%	66.6%	66.6%	68.6%	69.4%	>68%	66.9%	-3.6% ▼
Number of ambulance cases attended (urgent code 1 and 2) <sup>4</sup>	335,629	370,169	447,851	486,443	536,277	550,000–590,000	601,556	12.2% ▲
Number of ambulance cases attended (non-urgent code 3 and 4) <sup>4</sup>	222,449	202,101	199,675	201,630	210,048	200,000–220,000	215,000	2.4% ▲
Number of EMQ Helicopter Rescue hours of operation within the specific tasks undertaken:								
▶ Aeromedical	1,452	1,399	1,122	–	–	1,600–1,700	1,840	–
▶ Counter disaster	13	31	21	–	–	10–50	8	–
▶ Search and Rescue	254	346	296	–	–	260–300	284	–
▶ Other <sup>4,5</sup>	511	492	472	–	–	650–700	462	–
SES volunteer hours of operation <sup>4</sup>	59,123	75,203	96,971	67,183	93,210	50,000–75,000	64,932	-30.3% ▼
Level of customer satisfaction with QFRS response services	94.7%	96.7%	98%	95%	95%	95%	95%	0%
Level of patient satisfaction with QAS response services	93.9%	96.2%	97%	98%	98%	>90%	97%	-1.0% ▼
Level of stakeholder satisfaction with the EMQ Helicopter Rescue Service	89%	91%	89%	89%	89%	>80%	96%	7.9% ▲
<b>Goal 3: Develop and support our staff and volunteer workforce</b>								
Lost time injury frequency rate	–	–	26.35	24.21	32.08	–	23.05	-28.1% ▼
Injury downtime rate	–	–	0.59%	0.59%	0.82%	–	0.62%	-24.5% ▼
Number of education qualifications achieved by QAS staff <sup>6</sup>	6,730	4,957	3,060	4,111	8,741	3,000–3,500	4,121	-52.9% ▼
Level of QAS employee satisfaction (access to and quality of training programs) <sup>7</sup>	58%	–	37.7%	–	38.1%	>75%	–	–
Number of qualifications issued for SES volunteer training	1,998	2,112	2,237	2,282	3,693	1,400–1,800	3,870	4.8% ▲
<b>Goal 4: Build organisational capability through continuous business improvement</b>								
Departmental organisational self-assessment (OSA) <sup>8</sup>	–	–	–	–	495	–	–	–

1. Figures were significantly higher in 2001-02, when QFRS conducted multiple inspections in the newly created category of budget accommodation buildings following Childers.

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

3. The 2006–07 figure met agency projections. The reported figure in 2005-06 was particularly high due to the interest generated after Tropical Cyclones Larry and Monica.

4. Indicators of demand or activity are included as they impact on

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

5. This measure was discontinued for the 2004-05 and 2005-06 years and reintroduced in 2006-07.

6. QAS changed the measure this year by rolling a number of mandatory qualifications into a Certificate of Practice. Although training activity was not reduced, the change resulted in a smaller number of qualifications being reported.

7. Survey is conducted biennially.

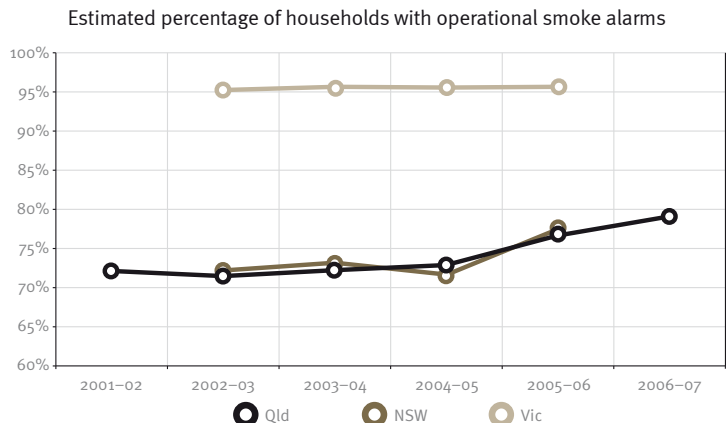
8. OSA is conducted biennially (1,000 is the maximum score possible).

# Six-year performance—key trends

## Smoke alarms save lives

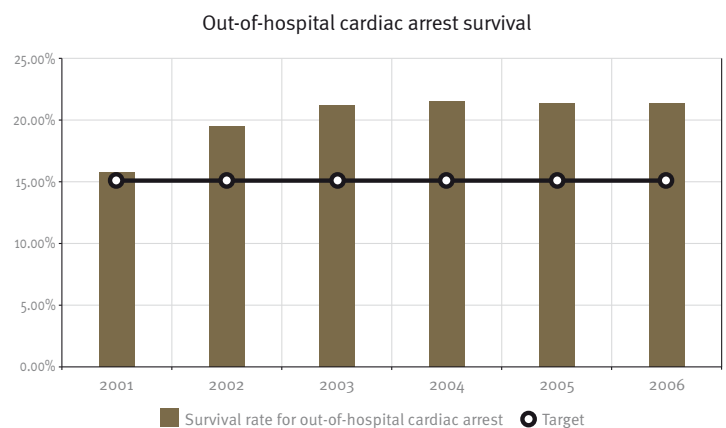
The rate of smoke alarms installed in residential premises is increasing. With the introduction of our new legislation from 1 July 2007 we are expecting to see further increases. Victoria (Vic) and New South Wales (NSW) implemented similar smoke alarm legislation on 1/2/1999 and 1/5/2006 respectively.

Source: Report on Government Services 2007. Queensland 2006–07 results from Queensland Household Survey 2006. Published information for 2001–02 and 2006–07 not available for NSW and Vic.



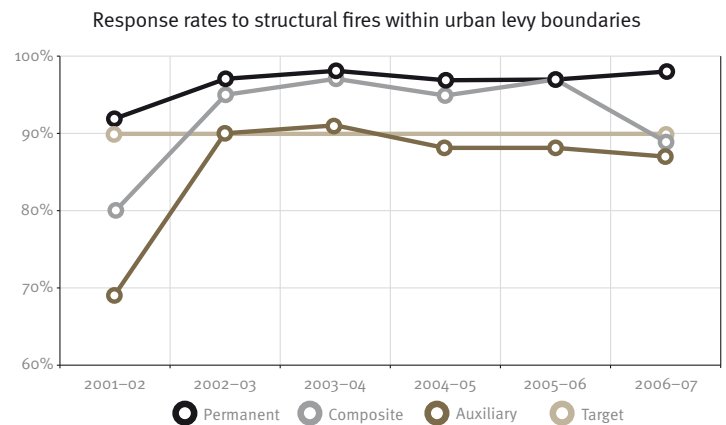
## Improving the likelihood of surviving heart attack

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



## Fire response excellence challenged by demand growth

Fire stations staffed by full-time personnel improved their excellent response rate by 0.4% for incidents attended within 14 minutes. Stations staffed partly or fully by auxiliary personnel were marginally below their performance target. A 5.31% increase in the total number of incidents attended during the year has put pressure on response times—particularly in areas serviced by composite and auxiliary stations.

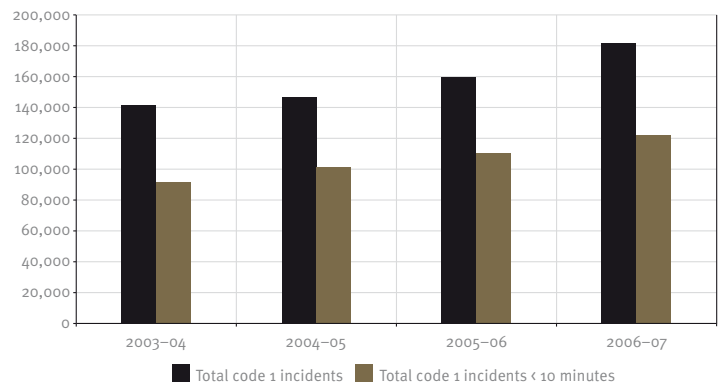


## Ambulance response excellence challenged by demand growth

Each year we are attending more of the most urgent, code 1 cases in less than 10 minutes than ever before. During the year we attended 10,757 more code 1 incidents in less than 10 minutes than the previous year (an increase of 9.7%). This is a significant achievement. However, response times deteriorated overall due to a 12.2% increase in demand for emergency and urgent ambulance services (code 1 and code 2).

Note: data prior to 2003-04 was not included in this graph as the performance data was based on a manual system.

Count of code 1 first unit on scene incidents and count of code 1 first unit on scene incidents attended in less than ten minutes

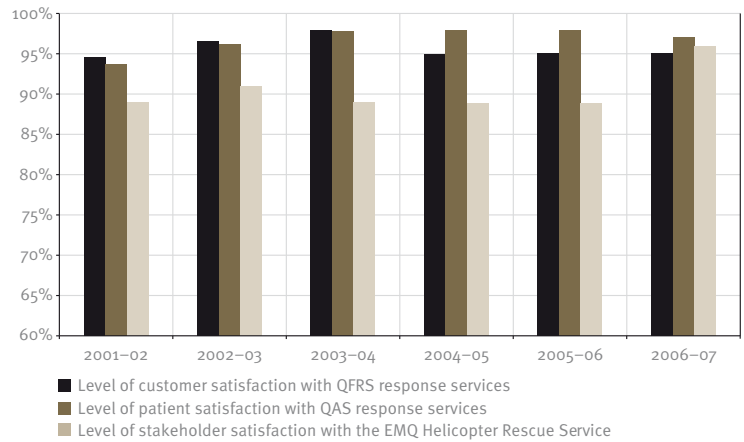


# Six-year performance—key trends

## Maintaining our professionalism

Our firefighters, paramedics and pilots have consistently maintained the support and satisfaction of the people who have called upon their services. Client and patient satisfaction are key benchmarks in the delivery of our services. Our staff strive to provide an effective and professional response, together with personal and empathic care in moments of crisis.

Satisfaction with our response services

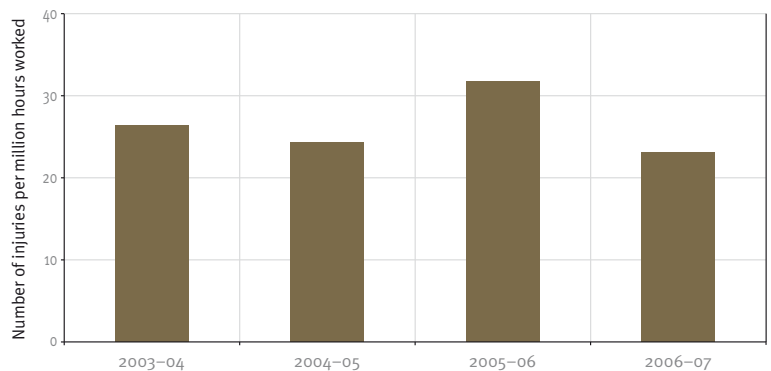


## Protecting our people

During the year we developed a Workplace Health and Safety Strategy 2007–2010 for the department, with the mission of “ZEROharm – all injuries are preventable”. While the department’s lost time injury frequency rate was reduced by 28.1% over the year, we are committed to reducing the injury rate to zero.

Note: data is not available prior to 2003–04.

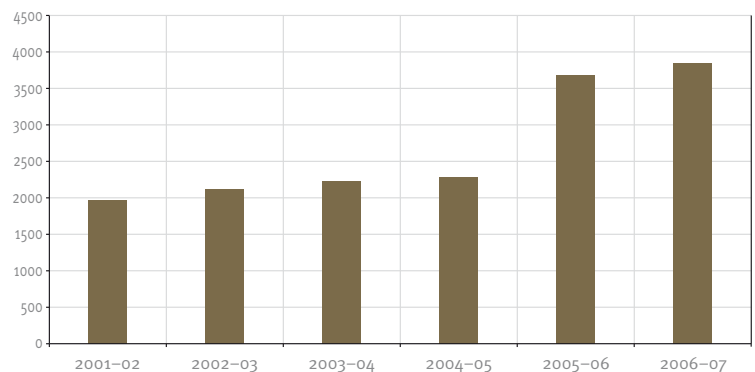
Lost time injury frequency rate



## Building the capability of our volunteers

The department is focused on training our volunteers to enhance their response capabilities and safety, and contribute to their personal development.

Qualifications issued for SES volunteer training



# Achieving goals and setting challenges

This scorecard is a snapshot of our performance against each of our goals in the 2006–10 corporate plan. It covers the key outcomes we focused on during the year.

Goals	Strategic intent	Outcomes sought
<p><b>Strengthen community safety, prevention capability and resilience</b></p> <p>(Pages 30–38)</p>	<p>The impact of emergencies and disasters can devastate a community. This goal acknowledges that prevention and mitigation activities can reduce this impact.</p> <p>The department will continue to strengthen and improve community safety, and build-in the capacity to prepare for, respond to, and recover from, all types of emergency and disaster events.</p>	<ul style="list-style-type: none"> <li>▶ Healthier, safer and more resilient communities.</li> <li>▶ High level of community disaster preparedness.</li> <li>▶ A higher rate of community first aid intervention to sudden illness and injury.</li> </ul>
<p><b>Enhance operational service delivery</b></p> <p>(Pages 40–47)</p>	<p>Our primary focus remains operational service excellence through the delivery of fast, scalable and flexible responses to emergencies and disasters.</p> <p>This goal is about maintaining and enhancing our operational scalable response capability across the diverse communities of Queensland. Our mandate is to deliver fast, effective and appropriate operational services to all Queenslanders—whenever needed and wherever they live.</p>	<ul style="list-style-type: none"> <li>▶ Improved patient outcomes.</li> <li>▶ Effective State Disaster Management System.</li> <li>▶ Improved response capability.</li> </ul>
<p><b>Develop and support our staff and volunteer workforce</b></p> <p>(Pages 48–54)</p>	<p>Our people are our greatest asset. Accordingly, the department is intently focused on developing strategies to improve the safety, welfare and capability of our staff and volunteers.</p>	<ul style="list-style-type: none"> <li>▶ Qualified, confident and competent staff and volunteers, who are representative of the community.</li> <li>▶ High level of staff and volunteer satisfaction with accessibility, relevance and quality of training.</li> </ul>
<p><b>Build organisational capability through continuous business improvement</b></p> <p>(Pages 55–59)</p>	<p>The department is committed to improving the way we deliver our services to the community and stakeholders. To achieve this we are committed to strengthening our corporate governance arrangements.</p> <p>We have adopted a systematic approach to governance and business improvement using the Business Excellence Framework.</p>	<ul style="list-style-type: none"> <li>▶ Healthier and safer communities.</li> <li>▶ Organisational success, sustainability and resilience.</li> <li>▶ Recognition as a learning organisation that focuses on innovation, improvement and collaboration.</li> <li>▶ An innovative departmental culture that can contribute to best practice emergency services.</li> </ul>

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Rating	Explanation/Discussion	Future directions
<b>Achieved</b>	<p>The department continued to enhance community safety, including by:</p> <ul style="list-style-type: none"> <li>▶ ‘Watch Out!’, a new school-based program designed to develop skills and provide increased awareness of accident and injury prevention and personal safety</li> <li>▶ initiatives to better safeguard communities in coastal Queensland from the impact of cyclones</li> <li>▶ new legislation to make homes and other buildings more fire-safe</li> <li>▶ improved QAS community education programs.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Enhance Queensland’s preparedness and planning for natural disaster events.</li> <li>▶ Strengthen community safety by minimising risks associated with large industrial facilities.</li> <li>▶ Work with groups most at risk (such as Indigenous and other remote communities) to build capability and resilience.</li> </ul>
<b>Substantially achieved</b>	<p>We continued to improve response capability and preparedness in a number of key areas, including:</p> <ul style="list-style-type: none"> <li>▶ pre-hospital treatment initiatives to improve patient outcomes</li> <li>▶ multi-agency exercises to strengthen the state’s disaster management system</li> <li>▶ establishing the Emergency Strike Team to strengthen counter-terrorism response capability.</li> </ul> <p>However, increased demand for ambulance and fire services put pressure on response times.</p>	<ul style="list-style-type: none"> <li>▶ Develop and implement strategies for managing increasing demand.</li> <li>▶ This will include obtaining an additional 250 ambulance staff and 140 extra ambulance vehicles.</li> <li>▶ Enhance capability through information and communication technology.</li> <li>▶ Replace the current Bell 412 helicopters with Agusta Westland 139 helicopters.</li> <li>▶ introduce the 132 500 national SES telephone number to better coordinate caller demand in times of disasters and emergencies</li> </ul>
<b>Substantially achieved</b>	<p>The department has significantly strengthened its human resource management through initiatives such as:</p> <ul style="list-style-type: none"> <li>▶ the continued development of the Queensland Combined Emergency Services Academy</li> <li>▶ a new workplace health and safety strategy—however, while the department’s lost time injury frequency rate was reduced by 28.1%, we recognise there is more to be done to achieve our goal of preventing all injuries</li> <li>▶ the innovative First Step Indigenous traineeship program, which is equipping Indigenous people to work in our department.</li> </ul>	<ul style="list-style-type: none"> <li>▶ Systematically mitigate against workplace hazards and risks to reduce workplace injuries to as low as reasonably possible (to achieve ZEROharm).</li> <li>▶ Position the department as an employer of choice and implement specific strategies to attract, develop and retain specialist staff.</li> <li>▶ Enhance volunteer training, equipment and communications infrastructure to improve capability and safety.</li> </ul>
<b>Achieved</b>	<p>Our organisational capability was strengthened through initiatives such as:</p> <ul style="list-style-type: none"> <li>▶ a Cyclone Summit in Cairns coordinated in collaboration with the Department of the Premier and Cabinet</li> <li>▶ our work on pandemic preparedness in the emergency pre-hospital environment—recognised internationally through the awarding of the best oral presentation prize at the 15th World Congress on Disaster and Emergency Medicine.</li> </ul> <p>We continued to use the Australian Business Excellence Framework as the basis for continuous quality improvement in the department.</p>	<ul style="list-style-type: none"> <li>▶ Improve the department’s performance management framework, including performance measures, reporting and analysis.</li> <li>▶ Implement the new whole-of-government finance and human resource business systems.</li> <li>▶ Conduct an organisational self-assessment of the department.</li> </ul>



## Good news story: Injured 16-year-old boy winched from cliff face

Year 11 student Nathan Fanning's recent helicopter ride may have been the highlight of his outdoor education class. But considering he'd just spent almost 17 hours huddled by a fire, wrapped in blankets to keep out the wet and cold and nursing a broken leg, most things would come as a welcome relief. Nathan's ordeal began after he slipped off a rock just 30 metre below the summit of 420 m high Walsh's Pyramid, south of Cairns. Although comforted by teachers and fellow students,

Nathan faced a cold, wet and painful night. Thankfully, he was joined by ambulance paramedics, his father Neil – a Cairns firefighter – and local SES volunteers. SES members from Gordonvale, Edmonton, Cairns and Machans Beach gathered to carry Nathan off the mountain the next morning in case the weather didn't clear. The next day a small break in the clouds allowed the Cairns EMQ Helicopter Rescue chopper to winch Nathan off the mountain.