



Our performance

Reviewed by each goal

We have four goals that we derive from the priorities set and outcomes required by the Queensland Government. Our goals directly support the achievement of the *Toward Q2: Tomorrow's Queensland* ambitions 'Healthy' and 'Fair'. Through our corporate planning we develop strategies to achieve each of the goals. In this section we review what has been achieved under each of these strategies and goals. Our performance summaries report quantitative and qualitative measures for each of our outputs, providing evidence of our progress towards achieving our goals.

Our four goals

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Goal 1: Focus on front-line service delivery

How we achieved our goals

Strategy:

- 1.1 Implement effective and efficient demand management strategies for front-line emergency services.

QAS demand management

Demand growth for urgent incidents has been less than projected for the reporting period. This reflects the success of the demand management strategies put in place following the Government’s comprehensive QAS Audit 2007, to ensure as many resources as possible were deployed to front-line service delivery. Demand management strategies included:

- a community education campaign about the importance of only calling triple zero for genuine life threatening emergencies
- introduction of the Clinical Deployment Supervisor role in Brisbane and South Eastern Regions’ communication centres to provide input into decisions about dispatching an emergency ambulance or specialist Intensive Care Paramedics
- the recruitment of an additional 179 ambulance officers towards the full year target of 250
- the development of regional Special Response Teams
- a strengthened supervision model with a focus on front-line service delivery.

Firefighting operational capability

QFRS operational capability across ‘All Hazards’ has involved a broader range of incidents than ever before. Incident Management Teams provided support and responded to cyclones, floods, and oil spills, including the increasingly requested and deployed Special Operations Capability (e.g. swift water rescue).

New helicopter

An additional AW139 helicopter has significantly enhanced the aeromedical and air rescue capability in Queensland, delivering best-in-class performance through a single flight endurance of three hours, giving an operational range of 870 kilometres, flying at 290 kilometres per hour. For patients this means that nearly 25 minutes can be saved on a two-hour retrieval mission, enabling earlier access to health care, particularly for rural and remote communities. The AW139 has improved safety features including a Traffic

Collision Avoidance System, Category A performance at maximum take-off weight and an autohover capability. If one engine becomes inoperable during take-off or final approach to landing, the helicopter has the capacity to continue flying or perform a safe landing. The autohover capability greatly enhances safety during rescue operations such as winching over water.

Strengthened operational supervision model

QAS strengthened its operational supervision model with the introduction of a number of key operational management functions. The enhanced model includes more Operations Supervisors, Clinical Deployment Supervisors, and the introduction of Regional Directors, Operations in all seven regions. This model enhances QAS’s operational focus and management of front-line service delivery on a day to day basis.

Greater Alarm Response System

One fundamental basis for effective primary response to fire emergencies is to ensure that QFRS has appropriate mobilisation protocols that provide sufficient physical resources and a management structure that is appropriate for the scale, intensity and duration of incidents. QFRS has adopted a system of response resource mobilisation known as the Greater Alarm Response System (GARS). GARS is a mobilisation process for the initial and subsequent request for resources in a relatively short timeframe, however is primarily about scalable responses/ multiple resource deployment leading to the proactive establishment of incident management structures. An escalating incident is matched with structured and coordinated mobilisation of front-line firefighting resources.

Disaster response coordination

During an extraordinarily busy season, EMQ conducted continuous operations and provided leadership for the State’s response to a series of severe weather events this year and also provided support for the South-East Queensland marine oil spill in March 2009. The SDCC provided whole-of-Government coordination of resources and managed all requests for assistance through the disaster management system for the severe thunderstorms in South-East Queensland in November 2008, Tropical Cyclone Charlotte in January 2009 and Tropical Cyclone Ellie in February 2009.

QAS call-taking

QAS demonstrated continuous improvement in consistency and effectiveness of emergency call-taking with the commencement of routine and randomised call evaluations. QAS focused on two key areas - assessing communication centres' overall performance with the Medical Priority Dispatch System and maintaining feedback to support individual Emergency Medical Dispatcher performance in those communication centres.

Road Crash Rescue

The protocols on Road Crash Rescue have been reviewed by QFRS and QAS and work has commenced on protocols with Queensland Police Service (QPS). The DES State Rescue Policy defines Road Crash Rescue as the employment of specialist skills, techniques and equipment required to locate, access, stabilize, extricate and evacuate persons from road transport vehicles in situations involving entrapment. The employment of these skills, techniques and equipment are also commonly used for rescue of persons involved in rail and land based aircraft incidents. QFRS Urban Operations has full road crash rescue capability for urban and semi-urban areas serviced by a permanent (full-time) or auxiliary (part-time) station. In specified rural locations, QFRS Rural Operations brigades are provided with road crash rescue awareness training, and provide a support role to QFRS Urban Operations.

Emergency Service Units

Evaluation of the four pilot Emergency Service Units located at Rolleston, Talwood, Tambo and St Pauls was progressed in consultation with regional councils, Regional Planning and Coordination Teams and other stakeholders. The evaluation has sought to assess benefits of shared resources and collaborative models of service delivery for emergency services volunteer groups.

Specialist Operations

Operational performance and planning has been enhanced in the area of Specialist Operations. Recent activities include:

- strategic allocation of specialist caches at the Queensland Combined Emergency Services Academy (QCESA); Cannon Hill; and Townsville
- deployment of enhanced State support and capability (e.g. for significant events such as Cyclone Hamish)
- effective deployment of staff and resources to support major operations

- continued delivery of training in urban search and rescue, swift water/flood water rescue, confined/vertical/trench rescue including breathing apparatus and Hazmat personal protective equipment.

Using research to boost practice

The Australian Centre for Pre-hospital Research (ACPHR) continued its significant success in securing external competitive research grants, collaborating on a number of Australian Resuscitation Council Linkage Grants in the areas of ambulance and emergency health service demand, and health impacts of global warming. Three grants secured in collaboration with academic and public sector research partners will facilitate significant work on managing demand for emergency medical and pre-hospital services. External grants also assisted the ACPHR to continue its work on the management of major traumatic injury in the pre-hospital sector to complement work with the statewide Trauma Clinical Network and the Queensland Injury Prevention Council. ACPHR continued to monitor survival from cardiac arrest rates and continued auditing data on emergency pre-hospital lysis.

Strategy:

- 1.2 Improve operational information and communication technology systems to enhance emergency service capability.

Computer-Aided Dispatch

The Emergency Services Computer-Aided Dispatch (ESCAD) project was successfully implemented across the State to deliver innovative ICT solutions and robust communications infrastructure. Previously, emergency response and dispatch was supported by the Fire Computer-Aided Dispatch (CAD) system for QFRS and the PremierCAD and RightCAD systems for QAS. To enhance capacity, we developed a new CAD system to consolidate the three systems into one. ESCAD is a centralised dispatch system with all incident and dispatch data managed through a single system with off-site redundancy backup designed to improve operational communications capability. The system combines road mapping, resources and response plans to ensure the fastest, most appropriate response to an incident. Business continuity plans were reviewed to align with all communication centres.

National State Emergency Service (SES) hotline number – 132 500

The 132 500 SES emergency response telephone number provides a single point of public contact for the SES to enhance emergency service responsiveness for flood and storm emergencies and similar events. The communications infrastructure is capable of directing calls to the appropriate SES unit or other agency and providing a coordinated overview of caller demand, resulting in an ability to identify and manage resource allocation and prioritisation. Calls received are directed to Smart Service Queensland (a Queensland Government call centre) for the entire State with the exception of 180 suburbs in the Brisbane metropolitan area which are directed to the Brisbane City Council Call Centre. This year, 41,738 calls were made to this number. The Hotline has proven invaluable in supporting Queenslanders impacted by natural disasters, particularly during January to March 2009 when a number of storm and flood events occurred across the State.

Communications Blueprint

QAS developed a Communications Blueprint which identifies the key areas of focus for QAS communications as well as key performance indicators. The Blueprint will continue to guide QAS operational improvement in the areas of triple zero and non-urgent call taking and vehicle dispatch and forms a key strategy in the QAS commitment to continue improvement in this area. This enhancement is scheduled for roll out in June 2009.

QAS opportunities for clinical improvement – Clinical Audit and Review Tool

The Clinical Audit and Review Tool (CART), has been implemented with 52,840 cases from 1 July 2008 to 26 March 2009. This software program, developed by QAS, assists in managing the review of cases on a statewide basis allowing early identification and review of high risk cases and development of improvements. The tool has also been demonstrated to Victoria Ambulance Services, Tasmania Ambulance Service and Ambulance Services NSW. Feedback was extremely positive and demonstrates the reliance upon and the need for continued support of a dynamic clinical governance tool in the pre-hospital environment.

Queensland Emergency Operations Centre

The Queensland Emergency Operations Centre (QEOC) project continued through increasingly sophisticated stages, incorporating ICT input. Construction will commence in June 2009 and is expected to be finished in December 2010 with commissioning planned by June 2011. When completed, QEOC will provide for the future growth of 'triple zero' services via a state-of-the-art integrated communications and emergency operations centre to more effectively coordinate day to day emergency responses and large scale incidents and disasters.

Public safety communications

A Public Safety Communications Governance Working Party including DES and QPS has been established to assess the current public safety communications network and to coordinate collaborative approaches to mobile data, communications, and radio networks. An assessment of the current public safety communications landscape has been conducted and opportunities for shared investment are being developed.

Clever Networks

DES is working in partnership with Queensland Health and the e-Health Research Team as part of the Commonwealth-funded \$11 million Cooeenet@qld Clever Networks project. This project is providing Emergency Communication Systems for all forms of transport, enabling applications and services to be delivered at the point of demand, rather than at an explicit location. This technology was used to aid emergency services at South-East Queensland storms, North Queensland floods, and the South-East Queensland marine oil spill. DES has been developing generic and modular communications systems that can manage higher communication demands and be expanded to meet future needs.

Emergency Vehicle Pre-Emption technology

DES has also been working with the Department of Main Roads and QPS to examine ways of managing traffic to enhance emergency vehicles' ability to negotiate traffic when responding to call outs. This Emergency Vehicle Pre-Emption technology has been trialled in Bundaberg and will be evaluated further. Preliminary results indicate improvements in response times of between 10 per cent and 30 per cent.

Strategy:

- 1.3 Recruit and retain a diverse workforce with the right competencies to effectively deliver emergency services.

Recruitment and retention

In partnership with the operational divisions, BSS has developed a number of recruitment and retention strategies. These include the development of a new block interview process for student paramedics, a new QAS recruitment process incorporating behavioural based interviewing, introduction of a new battery of psychometric assessments to identify applicants that have a predisposition to psychological disorders such as post traumatic stress disorder, and implementation of a Workforce Capability Framework for DES. QAS continued to implement its recruitment strategy to meet operational service delivery demand. As at 26 March 2009, 179 ambulance officers were appointed towards the target of 250 for the 2008-09 financial year. Long term temporary QFRS staff were identified and managed into permanent roles.

SES Service Delivery

An SES Service Delivery Analysis commenced in 2008. This involves EMQ regional offices negotiating with local governments to determine the agreed functions for each SES unit/group – matched to the area risk profile – and establishing the optimal membership profile for each SES group to appropriately address that risk.

Tertiary trained paramedics

Forty-three paramedics commenced employment with QAS through the second cohort of the Bachelor of Health Science (Paramedic) students from the Queensland University of Technology (QUT). The majority of the third cohort of 69 students is expected to be employed at the end of 2009. This is a vital program for the continued upgrading of education for Queensland paramedics. The program is so successful that there has been interest from other universities running similar programs, including the University of Sunshine Coast (first cohort will graduate late 2010) and the Australian Catholic University, which has a four year degree program (first cohort will graduate late 2012). In addition, QUT and the Australian Catholic University commenced a double degree program - Bachelor of Nursing/Bachelor of Paramedicine in 2009 with graduates expected in late 2012.

Recruiting qualified ambulance professionals

QAS has been conducting regular national and international qualified paramedic recruitment campaigns to help meet service demand. Between 1 July 2008 and 26 March 2009, QAS appointed 69 qualified ambulance professionals (including paramedics, emergency medical dispatchers and patient transport officers) of which 20 were recruited internationally. Of the 69 qualified ambulance officers appointed, 59 have commenced employment with QAS, with the remainder finalising relocation and visa arrangements.

Queensland Combined Emergency Services Academy (QCESA)

QCESA comprises three elements, with all three parent divisions holding Registered Training Organisation (RTO) status:

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

The School of Fire and Rescue Service Training maintained and built on a ‘continuous improvement’ philosophy for QFRS professional development. The following were achieved:

- improved systems to ensure training quality increased
- accommodation of changes in increasing scope of service delivery
- increased focus on meeting organisational needs through training policy, program and system development
- improved policy and standards in support of RTO requirements.

In support of its training efforts, QFRS researched, developed and released five operational guides to support the Commissioner’s annual priorities and other key strategic operational areas of focus. The guides provide staff with further information and clarification on operational systems and processes.

The School of Ambulance and Paramedic Studies continued to prepare staff for service and enhanced the performance levels of all ambulance personnel. The School’s Lutwyche campus, in collaboration with seven Regional Staff Development Units, provided recruit training, and in-service and professional development of Community First Responders, patient transport officers, emergency medical dispatchers, paramedics, intensive care paramedics and managers. QAS continued to deliver

nationally accredited and non-accredited courses using the vocational education and training model, and currently has scope of registration to deliver:

- Certificate II in Emergency Medical First Response
- Certificate III in Non-Emergency Client Transport
- Certificate III in Ambulance Communication (Call Taking)
- Certificate IV in Ambulance Communication (Despatch)
- Certificate IV in Health Care (Ambulance)
- Diploma of Paramedical Science (Ambulance).

QAS directly supported the Queensland University of Technology in the delivery of the following tertiary programs:

- Bachelor of Health Science (Emergency Health Services)
- Bachelor of Health Science (Paramedic)
- Bachelor of Nursing/Bachelor of Health Science (Paramedic)
- Graduate Diploma in Intensive Care Paramedic Practice
- Graduate Certificate in Ambulance Management.

QAS also supported the University of the Sunshine Coast in delivery of the Bachelor of Paramedic Science, and the Australian Catholic University in the delivery of the Bachelor of Nursing/Bachelor of Paramedicine dual degree.

QAS graduated the following number of students from 1 July 2008 to 26 March 2009:

- Certificate III and IV in Communication - 45
- Qualified Induction Course - 55
- Diploma of Paramedical Science (Ambulance) - 142

QAS was also instrumental in the graduation of 43 students from Queensland university programs.

The School of Emergency Management develops and delivers training for SES volunteers. The School's program focuses on providing all volunteers with the skills they need to perform emergency service functions safely and effectively. Training includes flood response, first aid, rescue skills, incident management, road crash rescue, search, storm damage operations, traffic management and vertical rescue.

Goal 2: Strengthen community capability and resilience

How we achieved our goals

Strategy:

- 2.1 Ensure communities have effective and responsive emergency and disaster systems in place.

Capital investments

A record \$160.6 million was committed for capital acquisitions and grants, including the QEOC project to build a new integrated communication and state emergency operations centre to enable more effective management of large scale emergencies and disasters. Building projects completed this year include ambulance facilities at Carmila, Coolum, Murgon, Oakey, Weipa, Moura and Townsville, and fire facilities at Burpengary, Goondiwindi, Kippa Ring, Malanda, Tin Can Bay and Yungaburra. The completion of some projects was delayed due to significant wet weather, extensive consultation required to resolve complex project scopes or pending the outcome of Native Title considerations or the Ministerial Designation process.

Climate Change

The National Climate Change Adaptation Research Plan for Emergency Services was completed and provided to the Federal Minister for Climate Change in December 2008. DES assisted in drafting the Emergency Management National Adaptation Research Plan, also approved by the Australian Government. The integration of climate change into new District Disaster Management Guidelines was pursued to encourage each District Disaster Management Group to consider the effects of climate change in their area and its impact on the future.

Community partnerships and services

QAS continued to recognise the Local Ambulance Committee (LAC) community partnership as an important community interface and worked closely with the LACs in area, regional and state level meetings and forums. Support continued through the LAC Coordination Unit located at Kedron Park. QAS continued to deliver first aid services and the Baby Capsule Hire Service to assist with community preparedness, with 39,207 first aid certificates issued, 9,048 baby capsules hired out and 7,416 private restraint checks or fittings conducted.

Community First Responders

QAS Community First Responders are volunteers who attend local accidents and medical emergencies to provide life saving advanced first aid level treatment while an ambulance vehicle is en route to the scene. The Community First Responders continue to make a significant contribution to QAS and the Queensland community, reinforcing the importance of QAS and communities working together to improve the chance of survival in many cases, especially in rural, remote and isolated communities.

Regional planning

The department ensured regional plans included revised development constraints to take into consideration the impacts of climate change, and to mitigate the potential damage that natural hazards (notably coastal inundation, riverine flooding, landslide, and bushfire) have on the safety of communities. DES contributed to the review of the South-East Queensland Regional Plan by advocating a coordinated and consolidated approach towards addressing the region's most significant natural hazards (flood, storm surge, severe storm, cyclone and bushfire) in the department's capacity as an administrator of the *State Planning Policy 1/03*. In doing so, DES has supported the uptake of climate change adaptation within the Plan under the banner of sustainability and climate change. The department continued to apply the Regional Planning Framework for use by Regional Planning and Coordination Teams, providing a strategy for effective strategic planning outcomes through better central/regional engagement.

Bushfire mitigation

QFRS continued to engage at-risk communities through the delivery of the Bushfire Prepared Communities program. A Regional Wildfire Mitigation Plan (RWMP) has been successfully trialled in South West and Far Northern Regions for introduction to all regions in 2009-10. The Regional Interdepartmental Committees managed by the Regional Managers, Rural Operations will focus on implementation of plans and activities contained in the RWMP. Pre-fire season audit and readiness assessments are being undertaken in high risk areas.

Clinical advances

The statewide Coronary Reperfusion Strategy continues to be a success, involving the categorisation of patients suffering heart attack to either pre-hospital thrombolysis - where the patient is administered a "clot-busting drug"

in the field by QAS paramedics – or direct referral to a hospital with coronary intervention facilities. As at 26 March 2009, 324 heart attack cases of a specific type were identified, 50 direct referrals to coronary intervention admissions were requested by paramedics, and 97 administrations of Tenecteplase, the “clot-busting” drug, were reported.

The rollout of Ketamine, a potent analgesic agent to be used by Intensive Care Paramedics for severe trauma was completed with over 62 instances of administration submitted to the Office of the Medical Director for audit. This program will continue to significantly improve the ability of paramedics to provide pain relief to patients with severe orthopaedic injuries.

Flight paramedics (Extended Scope of Role) at selected helicopter bases have had an extended range of drug therapy protocols formulated. Once approved, these will enable flight intensive care paramedics to transfer carefully selected patients after review by specialist medical staff in the Queensland Emergency Medical System coordination centre.

Strategy:

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

Learning from others

The 2009 Victorian Bushfires Royal Commission continues to be monitored to ensure that any relevant outcomes are incorporated into Queensland policies and procedures. Additionally, all three operational divisions continued to engage in benchmarking and other developmental activity through their respective industrial groupings. Ongoing contribution to and benefit from the national Report on Government Services occurred, particularly through greater alignment of performance measures and analysis of comparative data.

Climate Change

DES has been negotiating to secure funding for Queensland to increase the resilience of Queensland communities to both natural and human made disasters. This funding will be sourced from the Commonwealth Disaster Resilience Australia Package (DRAP) and state and local government contributions. While the existing Natural Disaster Mitigation Program and Bushfire Mitigation

Program projects will be funded until their completion, the DRAP will eventually replace these funding streams and the National Emergency Volunteer Support Fund.

As a single stream of funding, the DRAP provides increased flexibility for the State to target projects that address Queensland’s natural hazard risk profile in innovative ways, including projects that focus on supporting volunteers, partnerships between sectors, regional and community engagement, and building community adaptive capacity to climate change, and enhanced self-reliance.

In Queensland, the DRAP will be managed under new governance arrangements that will ensure strategic direction and program effectiveness in assisting local governments and others to reduce community vulnerability to the potential effects of Queensland’s main natural hazards.

Urban-Rural Interface (iZone) Readiness

In conjunction with Rural Operations, *iZone Readiness* is a presentation given to community groups on the key messages of bushfire preparedness within iZone Type 1 and 2 areas. It is supplemented with street walks and home visits to reinforce how bushfire preparedness can be applied around the home. The program aims to:

- increase awareness among residents of iZone areas about the risk of bushfire
- educate residents of iZone areas on steps that can increase their own and their property’s bushfire preparedness
- educate residents about the Prepare, Stay and Defend or Go Early policy used by QFRS and QPS during bushfires.

Support to operational divisions

BSS supported operational divisions in their response to emergencies and disasters through financial, human resources, acquisitions and technology support, including the provision of such expertise across all seven regions as well as centrally located functions at Kedron Park. Similarly, SPES provided policy, organisational performance reports, legal, corporate communications and executive support to enable the requisite service delivery to all Queensland communities.

Disaster management training

In partnership with other government agencies, EMQ conducted 11 seminars across Queensland on

preparedness for cyclones, monsoon lows, storms and floods. The seminars were attended by more than 500 emergency management participants, including representatives from local governments, state agencies, non-government organisations and volunteers and contributed to the preparedness for the 2008-09 cyclone, storm and flood season. They were also used for ongoing capacity building at local and district disaster level to mitigate, prepare for, respond to and recover from future adverse events. As natural disasters unfolded, this preparation was most timely.

Community education on disaster preparedness

EMQ supported Queensland communities through education materials and related information to raise public awareness about, and preparedness for, disaster events including:

- development of six display units for each region with key messages on preparing for hazards relevant to respective regions
- revised web-site content titled “Be Prepared” / “Prepare for cyclone, storm and flood now!” and new information sheets providing households with key steps to prepare for severe weather events and other emergencies
- provision of specific online disaster education resources designed for children, young people and schools via the EMQ web-page
- working in collaboration with local and district disaster management groups in conducting community education and local media campaigns focused on preparedness information.

Rural and Remote Paramedic Practice

The Rural and Remote Paramedic Practice initiative helps address the ongoing challenges involved in delivery of health care services to rural and remote communities, particularly due to current skills and labour shortages. QAS engaged in a collaborative partnership with the James Cook University and Queensland Health to implement the Graduate Certificate of Rural and Remote Paramedic Practice. Between 1 July 2008 and 26 March 2009, 19 paramedics graduated and are now authorised to

practice as QAS Isolated Practice Area Paramedics (IPAP). The IPAP program is expected to provide a platform for the further development and clinical enhancement of paramedics working in rural and remote communities.

QAS Field Officers

The service delivery model for QAS includes the deployment of QAS Field Officers to strategic locations within the Cape York and Torres Strait region. QAS currently deploys four Field Officers within the Cape and Torres Strait region located at Coen, Kowanyama, Cooktown and Horn Island. The primary role of the Field Officer is to work with Indigenous communities to increase the capacity of community members to respond effectively and appropriately to health care emergencies and injuries, and develop strategies to prevent them. This is facilitated by ensuring that members of the community have the opportunity to receive training and ensuring this training is regularly ungraded. Other strategies include providing training in advanced first aid, life support and injury prevention for at least two members of each clan/family group, and to ensure training is regularly updated, and Island communities are visited regularly to assist family groups to establish arrangements for responding to health care emergencies and injury prevention.

Risk profiles and climate change planning

Local government risk management studies are being used to develop a risk profile for Queensland. It is expected that the risk profile will include climate change considerations as data becomes available. Targeted delivery of preparedness and awareness information is awaiting the results of research into the extent to which risks have increased with climate change. The department has made significant progress with the Improving Indigenous Communities' Resilience to Natural Disasters project. Work has included completing an audit of critical infrastructure in remote Indigenous communities (in association with the Department of Local Government, Sport and Recreation) and equipping the SES and other community based groups in the most remote or vulnerable Indigenous communities with disaster kits. The department has also finalised the Keeping Our Mob Safe Strategy and plans are underway to roll the strategy out across the State.

Strategy:

2.3 Leverage strategic partnerships with government, community and business sectors.

Community education and preparedness

EMQ worked in collaboration with local and district disaster management groups in conducting community education and local media campaigns focused on communicating preparedness information. Extensive distribution of community education resources including 60,000 copies of *Preparing for Cyclones*, 40,000 copies of updated *Cyclone Tracking Map*, 2,500 copies of *Red Alert!* DVDs and 2,700 copies of *Get Ready Kidnas!* CDs distributed to all Queensland schools.

Natural disaster relief and recovery arrangements

EMQ continued to work in partnership with Emergency Management Australia to ensure the most appropriate financial support was available to those affected by disasters in Queensland, through the alignment of Queensland relief assistance with the Commonwealth Natural Disaster Relief and Recovery Arrangements Determination released in 2007. These arrangements were activated for a range of natural disasters.

Strategic partnerships

The department continued to build strategic partnerships across all stakeholder groups. The department provided specialist support and response to Tropical Cyclones Hamish and Ellie, the Ingham and Mackay floods, the Victorian Black Saturday fires and the South-East

Queensland marine oil spill. In accordance with the QAS Audit 2007 recommendations, QAS is developing a Memorandum of Understanding with Queensland Health for the transport of patients authorised by Queensland Health under the Queensland Health Authorised Transport (QHAT) arrangements. Under these arrangements Queensland Health will be well placed to manage its demand for QAS services, and QAS will have better information to plan for service provision. The QHAT arrangements commence on 1 July 2009. LACs also continued to play an effective role as a link with Queensland communities.

National disaster resilience

The department has worked to highlight the importance that Queensland places on mitigation and risk mapping as part of its response to the National Disaster Resilience Strategy and the Disaster Resilience Australia Package. In addition, DES brought together key stakeholders to discuss flood impacts and joint government and industry solutions to mitigate the impact of floods through a number of high level workshops. This included the Australian Emergency Management Committee and the Council of Australian Governments working groups.

Roads, Attitudes and Action Planning

The new Roads, Attitudes and Action Planning (RAAP) program delivered to Year 12 students was upgraded. The RAAP program is delivered to the community both independently by QFRS and in conjunction with other agencies such as the QAS and the QPS who are major stakeholders in road safety. The RAAP program has undergone regular reviews and updates to ensure its relevance to young adults about to become part of the road user community. This has included the screening of hard-hitting and emotional videos about people involved in actual road crashes.

Goal 3: Support volunteer emergency service organisations

How we achieved our goals

Strategy:

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

DES Volunteer Management Strategy

A departmental Volunteer Management Strategy has been significantly progressed to support and develop our volunteers. The department is committed to the Government's *Toward Q2: Tomorrow's Queensland* target to "Increase by 50 percent the proportion of Queenslanders involved in their communities as volunteers" by participating in whole-of-Government Q2 Forums, the Inter Departmental Committee for Volunteering and the National Volunteer Reference Group. Focus areas include supporting people, recognition, time, cost and training. The strategy will enable the department to monitor and measure its achievements.

QAS continued to promote the establishment of Community First Responder groups with 225 Community First Responders now operating from 28 locations. Four positions to support the development and implementation of flexible learning options for volunteers have been established and funded from the e-learning project.

Improved safety in the workplace

Three new Rural Fire and Brigade Training and Support Officer (BTSO) positions have been created with BTSOs to be based in Rockhampton, Barcaldine and Cairns. The position of BTSO is responsible for delivering training to support volunteer members across regions and areas.

SES support

We have continued to support, train and resource SES volunteers. Key initiatives included upgrades to emergency communications equipment, ongoing provision and upgrading of personal protective equipment, and the supply of additional vertical rescue equipment, general rescue equipment, rescue trailers and floodboats. We also improved SES volunteer training through the provision

of training and assessment qualifications for volunteer trainers; maintaining compliance by EMQ as a Registered Training Organisation and the development of new training materials and resources. EMQ continued with the development of SES doctrine to standardise all aspects of SES operations management.

Volunteer Marine Rescue

We continued to provide support to the Volunteer Marine Rescue associations through service level agreements and supplementary funding agreements. This funding provided for the purchase of new equipment and supported the vital operations of the four associations: Volunteer Marine Rescue Association Queensland, Australian Volunteer Coast Guard Association, Surf Life Saving Queensland and Royal Life Saving Society Queensland.

Strategy:

- 3.2 Ensure effective recruitment and retention of emergency service volunteers.

Volunteer Management Strategy

We have identified and developed a range of recruitment, support and retention strategies for SES and RFS. A DES Volunteer Management Strategy Group has been established and meets on a regular basis to progress the alignment of volunteer support systems, policies and processes across the department.

We are developing a Volunteer Information Management System for the improved recording and management of volunteers. Volunteer efforts and achievements are actively supported through the promotion of volunteers via the media. We also participate in the National Volunteer Action Plan Reference Group, facilitated by the Attorney-General's Department, to develop an action plan describing concrete actions for the attraction, support and retention of emergency management volunteers based on evaluation of volunteer programs across Australia. This action plan will be considered by the Australian Emergency Management Committee with subsequent approval to the Ministerial Council for Police and Emergency Management - Emergency Management in late 2009.

Goal 4: Build organisational capability and resilience

How we achieved our goals

Strategy:

- 4.1 Engage in continuous quality improvement with strategic planning, risk and performance management and accountability within our organisation.

Performance measures and targets

Our performance measures and targets, established through the 2008-09 Budget process, have been aligned where possible with national emergency management benchmarks including those measures contained within the Report on Government Services. They provide an indication of the demand for our services and the quality, timeliness and cost of our front line service delivery. We have increased our focus on accountability and transparency for performance management through the establishment of a dedicated Organisational Performance and Implementation Unit.

Regional Performance Reviews

The QAS Audit 2007 identified a need for greater accountability for performance and results. The Regional Performance Review (RPR) process has been developed to enhance operational and clinical service delivery by means of a constructive and supportive performance management mechanism. RPRs are now conducted with each QAS regional management team biannually and examine four key priority areas: operational and clinical service delivery, human resource management, financial management and strategic issues. Pilot RPRs were successfully conducted for each of the seven regions in 2008 with the process already recording a number of positive outcomes in each priority area. QFRS also continued with the application of their Commissioner’s Reviews.

Business Improvement Review

DES continues to build on the embedded culture of business improvement that has been developed from divisional level in 1998 to whole-of-department in 2005. Three divisions (QAS, QFRS and SPES) successfully completed their Organisational Self Assessments (OSAs), where marked improvement was identified relative to the Business Excellence Framework categories. These OSAs also identified a range of opportunities for improvement which are being addressed through specific improvement plans which are closely aligned to divisional planning

cycles. QAS is now combining OSA data with yearly Business Improvement Reviews at the operational level to determine effectiveness and efficiency of policies and procedures at that level. Similarly, QFRS focused on its four functional portfolios following its OSA to drive improvements and included both risk management and business continuity to embed awareness within operational systems.

Risk management and business continuity

The department’s Risk Management Framework was approved in March 2009. This framework provides a contemporary methodology for risk based decision making across all levels of the agency. The Business Continuity Management Framework has continued to be enhanced with the development of additional tools to support consistent practice across the department in business continuity planning. The development and ongoing review of business continuity plans for all critical services, facilities, and regional and divisional operations, continues across the department. These plans will reduce the potential impact of an incident and support continued service delivery in the event of a business interruption. The department has also participated in multi-agency exercises conducted to test cross agency control and coordination and existing agency response plans and capability.

Leadership development

The department increased leadership capability through conducting 360 degree surveys for 150 senior officers with participating officers receiving individual feedback sessions. The department also developed leadership strategies and a range of professional development opportunities to further build on its leadership strengths. The QAS established collaborative links with QPS and developed a revised Management Continuing Education Program aimed at QAS middle managers. QAS also engaged in partnerships to provide opportunities for attendance at a range of professional and clinical development courses. QFRS continued to deliver the Senior Officers Command and Control program.

ClimateSmart strategy for DES owned and leased fleet

In accordance with the Queensland Government QFleet ClimateSmart Action Plan 2007-10, DES has worked with QFleet to develop strategies that will ensure it meets its CO2 emissions targets including:

- ensuring vehicles are fit for purpose and meet QFleet Greenhouse Vehicle Guide (GVG) emissions guidelines
- implementing a departmental directive that DES light commercial vehicles will exceed the QFleet GVG emission guidelines
- reducing the overall leased fleet size and establishing a vehicle pool
- reviewing vehicle usage and home garaging policies
- ensuring public transport is utilised for travel between Kedron and Brisbane City wherever possible
- transitioning to clearer diesel technology for the QAS ambulance and QFRS fire appliance fleets.

- evaluating Emergency Service Units
- developing a whole-of-department Fraud and Corruption Action Plan
- developing the Right to Information publication scheme web pages for release on the department’s website
- reviewing our compliance with the Queensland Government Privacy directive
- developing a Complaints Management System as mandated by the Office of the Public Service Commissioner Directive No 13/06 Complaints Management Systems
- contributing to the work by National Climate Change Adaptation Research Facility on the National Hazard Risk and Capability for Queensland to determine a risk and capability profile for natural hazards in Queensland.

Systems support

We continued to work with CorpTech to prepare the department for the implementation of the whole-of-Government human resources and finance information systems.

Scientific expertise and training

Scientific expertise and training was delivered by QFRS to the Northern Territory Fire and Rescue Service to ensure the safe management of hazardous materials (Hazmat) incidents.

Policy development

The department maintained a Forward Policy Program that tracks planning and policy development priorities. It provides an overview of the priority strategic initiatives underway, an indication of key resourcing commitments for policy initiatives and is a management resource in scheduling initiatives proceeding to the Minister for consideration. Initiatives undertaken include:

- contributing to a range of inter-governmental committees and providing advice on the review and development of legislation and regulations. This has included participation in committees for the national Emergency Management Australia agenda, the Council of Australian Governments and the Ministerial Council for Police and Emergency Management. In addition to these national committees, the department contributed to collaborative approaches to addressing multicultural issues, disability, domestic and familial violence, mental health, child safety, bio-diversity, and providing advice on regulatory reform through the Queensland Office of Regulatory Efficiency
- progressing the QAS Audit 2007 recommendations and the QFRS Efficiency Review

Strategy:

4.2 Strengthen and maintain our corporate governance processes.

Strengthening corporate governance

The department’s corporate governance arrangements have been implemented and performance based assessments are underway. These assessments will be used to measure the effectiveness of the governance arrangements and to fine tune them to ensure we have a robust governance framework that helps meet our strategic objectives and priorities.

Operational improvements

QFRS is working to streamline strategic planning and performance processes and improving the integration of key safety principles within the QFRS operational standards. QAS continued to monitor governance and compliance issues raised through audits and reviews undertaken by the departmental Internal Audit Unit. A Governance and Management Framework has been implemented which supports the individual business, clinical and operational components of the core functions of the QAS, ensuring that over 100 individual recommendations have been implemented during the year. EMQ continues to develop SES doctrine which will serve to standardise administrative and operational procedures for SES groups across the State.

Standing Offer Arrangements

BSS provided governance advice on and control of the departmental Standing Offer Arrangements and contracts for the provision of goods and equipment to support operational divisions.

Strategy:

4.3 Engage effectively with central/regional collaboration to provide better services for communities.

Regional Planning Framework

The department's Regional Planning Framework supports the achievement of effective strategic planning outcomes through better central/regional engagement. The framework ensures closer cooperation between those engaged in corporate planning and performance monitoring and Regional Planning and Coordination Teams who provide strategic leadership and coordination of planning and performance at a regional level.

Central/Regional collaboration

Regional performance review processes have led to enhanced focus on service delivery to Queensland regional communities.

Corporate support

BSS engaged with corporate support staff within regions to enhance operational service delivery to QAS, QFRS and EMQ. This work is characterised by a strong focus on local issues and community characteristics which can vary between and within regions.

Industrial Relations partnerships

QAS remained committed to working in partnership with the Liquor, Hospitality and Miscellaneous Union to achieve the necessary results to provide better service for communities.

Strategy:

4.4 Maintain a strong focus on staff health and wellbeing.

Workplace health and safety

The Workplace Health and Safety Strategy 2007-10 remains a high priority for the department underpinned by the ZEROharm initiative. The strategy aims to systematically control workplace hazards and risks with an ultimate goal of zero harm to departmental personnel. To support the strategy, DES deployed additional workplace health and safety (WH&S) specialists to work with managers and staff and introduced the Minister's and Director-General's ZEROharm Awards for Excellence which recognise exemplary safety leadership. The strategy enabled the following initiatives:

- implementation of improved incident investigations to ensure effective control measures, thereby reducing future incidents and mitigating risks and costs
- development and implementation of programs and initiatives to eradicate bullying and harassment from the workplace
- establishment of WH&S risk profiles in risk registers across corporate, regional and divisional levels of the department
- implementation of leadership and management development programs to enable managers and supervisors to facilitate WH&S change and performance
- adjustment of roles and responsibilities of Regional WH&S Coordinators to redirect the primary focus to proactive WH&S rather than focussing primarily on rehabilitation
- development and implementation of an incident management guide (risk-based approach) and training package
- implementation of the Safety, Health and Environment (SHE) incident and hazard reporting system allowing the identification of trends across the State, monitoring of corrective actions being undertaken, and improvement of the quality of investigation reporting.

Strategy:

4.5 Incorporate rigorous and sustainable legislative and policy development.

Policy and Legislative Review Committee

The department took a strong corporate governance approach by creating a Policy and Legislative Review Committee to oversee important improvements in these areas. The department has undertaken a legislative review to improve its ability to provide effective emergency and disaster management services to the people of Queensland. This has included:

- a review of the *Disaster Management Act 2003* to assess the current disaster management policies and legislation and provide recommendations to improve delivery of effective and coordinated responses to disasters by the Queensland Government
 - preparation of issues and options papers for policies or legislative amendments where required
 - a review of the implementation (in 2007) of smoke alarm provisions, contained within the *Fire and Rescue Service Act 1991*, to ensure that the legislative goals were achieved
 - participation in the whole-of-Government implementation of the new amalgamated civil and administrative tribunal for Queensland (QCAT)
 - a planned review of the total suite of legislation administered by the department designed to simplify and identify legislative reform initiatives to provide benefits to the operational divisions, business, the community and the Queensland government
 - policy direction and implementation of ClimateSmart initiatives.
- the remake of the *Building Fire Safety Regulation 2008* to ensure that buildings continue to provide adequate building fire safety for occupants, to ensure that people can evacuate from buildings safely in the event of fire, and to prescribe fees for the assessment and inspection of special fire services
 - the *Emergency Services Legislation Amendment Act 2008* which brought into effect recommendations of the QAS Audit 2007, clarified confidentiality requirements for Ambulance employees and dealt with inappropriate use of resources through a framework for addressing false calls for fire and ambulance services

Performance summaries

Our performance measures and targets, established through the 2008-09 Budget process, have been aligned where possible with national emergency management benchmarks including those measures contained within the Report on Government Services. They provide an indication of the demand for our services and the quality, timeliness and cost of our front-line service delivery.

Output name: Ambulance Service

This table provides a summary of performance under the Ambulance Service output. The Ambulance Service contributes to the safety and well-being of Queenslanders by providing pre-hospital ambulance response services, emergency and routine pre-hospital patient care, coordination of aeromedical services, inter-facility ambulance transport, planning and coordination of multi-casualty incidents and disasters, and casualty room services. These measures reflect the DES 2008-09 Service Delivery Statement.

| Performance measure | Notes | 2007-08 | 2008-09 Target/ Estimate | 2008-09 Estimated Actual | 2008-09 Actual to 26/03/09 |
|---|-------|--------------|--------------------------|--------------------------|----------------------------|
| Quantity | | | | | |
| Urgent incidents (Code 1 and 2): | | | | | |
| • Number of incidents attended per 1,000 population | 1,2 | New measure | 130-136 | 118 | 86 |
| • Number of incidents | 1,3 | New measure | 550,000-575,000 | 510,000 | 370,160 |
| Non-urgent incidents (Code 3 and 4): | | | | | |
| • Number of incidents attended per 1,000 population | 1,2 | New measure | 51-53 | 56 | 41 |
| • Number of incidents | 1,4 | New measure | 215,000-225,000 | 240,000 | 177,736 |
| Quality | | | | | |
| Cardiac Arrest Survived Event Rate | 5 | 23.3% | >15% | >24% | >24% (estimated) |
| Level of patient satisfaction (survey) with ambulance response services | | 99% | >95% | 99% | 99% (estimated) |
| Timeliness | | | | | |
| Percentage of Triple Zero calls answered within 10 seconds | 1 | New measure | 90% | 90% | 89.95% |
| Time within which Code 1 responses are attended: | | | | | |
| • 90th percentile response time | 6 | 16.7 minutes | 16.5 minutes | 17.3 minutes | 17.3 minutes |
| • 50th percentile response time | 1 | New measure | 8.2 minutes | 8.4 minutes | 8.4 minutes |
| Percentage of non-urgent incidents attended to by the appointment time | | 70.99% | >70% | >70% | 69.93% |
| Location | | | | | |
| Ambulance service locations (total) | 7 | 287 | 289 | 287 | 287 |
| Cost | | | | | |
| Gross cost per incident | 1 | New measure | \$563 | \$600 | \$590 |
| Gross cost per head of population | 1,2 | New measure | \$107.65 | \$104.12 | \$74.88 |

Notes:

1. New measure to achieve consistency with national emergency management benchmarks.
2. Population figure for 2008-09 of 4,320,088 used for calculation of this measure. This figure is derived from the Queensland Office of Economic and Statistical Research "Australian Demographic Statistics September Quarter 2008" Report.
3. Demand growth has been less than projected for the reporting period and can be attributed to demand management strategies.
4. Demand for medically authorised transports, such as inter-facility

transports, increased during 2008-09. Measures including the Queensland Health Authorised Transport arrangements are expected to mitigate this demand in 2009-10.

5. This measure was previously reported as 'survival rate for out-of-hospital cardiac arrest'.
6. As operators have become more proficient in the use of the new ESCAD system, implemented in 2008, performance has improved and is expected to meet the targets set for 2009-10.
7. The target for 2008-09 included two stations (Ashgrove/The Gap and Springfield) which are now planned to be completed in 2009-10 due to delays in finalising land acquisitions.

Output name: Emergency Management

This table provides a summary of performance under the Emergency Management output. Emergency Management contributes to safer, more resilient and sustainable communities by delivering services in relation to effective disaster management, including a statewide network of volunteers and the provision of helicopter rescue services. These measures reflect the DES 2008-09 Service Delivery Statement.

| Performance measure | Notes | 2007-08 | 2008-09 Target/ Estimate | 2008-09 Estimated Actual | 2008-09 Actual to 26/03/09 |
|---|-------|-------------|--------------------------|--------------------------|----------------------------|
| Quantity | | | | | |
| Number of people receiving disaster management training incorporating disaster mitigation concepts | | 2,696 | 1,500-2,000 | 5,000-5,500 | 4,339 |
| Number of SES volunteers | 1 | 6,430 | 7,000 | 6,300 | 6,300 |
| Number of SES volunteer hours of operation | 2 | 74,227 | 50,000-75,000 | 82,000 | 71,578 |
| Percentage of gazetted Major Hazard Facilities with comprehensive verification audit completed per year | 3 | New measure | 20% | 21% | 21% |
| Percentage of gazetted Major Hazard Facilities with at least one site assessment completed per year | 3 | New measure | 75% | 18% | 18% |
| Percentage of gazetted Major Hazard Facilities with desktop assessment completed per year | 3 | New measure | 20% | 21% | 21% |
| Number of EMQ Helicopter Rescue hours of operation: | | | | | |
| • Aeromedical | | 1,776 | 1,800-1,900 | 1,700 | 1,256 |
| • Counter disaster | | 62 | 10-30 | 56 | 57 |
| • Search and Rescue | | 227 | 250-300 | 290 | 212 |
| • Other | 4 | 748 | 500-600 | 820 | 571 |
| Number of warnings, advices, bulletins received and assessed through the State Disaster Coordination Centre | 5 | New measure | 1,500 | 2,600 | 2,387 |
| Number of warnings, advices, bulletins requiring follow-up action by the State Disaster Coordination Centre | 5 | New measure | 975 | 650 | 577 |
| Quality | | | | | |
| Percentage of Local Disaster Management Groups with current Disaster Management Plans | | 84% | 100% | 50% | 32% |

Notes:

- Number of SES volunteers reported for 2008-09 includes active volunteers only. The 2008-09 target includes both active and reserve volunteers. Figure is reported as at 31 March 2009.
- Number of SES volunteer hours of operation is reported as at 31 March 2009.
- On 1 October 2008, the responsibility for the *Dangerous Goods Safety Management Act 2001* was transferred to the former Department of Employment and Industrial Relations (DEIR). As a result, this

measure is no longer applicable to the Emergency Management output. Estimated Actual 2008-09 and 2008-09 Actual are reported as at 30 September 2008, prior to transfer of responsibility to DEIR.

- “Other” includes training, charter, familiarisation/safety presentation, law enforcement, maintenance/ferry, police, public relations, and support to other government agencies.
- New measure more accurately reflects the level of information monitoring, assessment and dissemination through the State Disaster Coordination Centre.

Output name: Fire and Rescue Service

This table provides a summary of performance under the Fire and Rescue Service output. The Fire and Rescue Service provides essential emergency services and enhances community safety and security through activities designed to protect persons, property and the environment from fire and hazardous materials emergencies and to rescue persons trapped in motor vehicles, buildings and in other emergencies. These measures reflect the DES 2008-09 Service Delivery Statement.

| Performance measure | Notes | 2007-08 | 2008-09 Target/ Estimate | 2008-09 Estimated Actual | 2008-09 Actual to 26/03/09 |
|---|-------|-------------|--------------------------|--------------------------|----------------------------|
| Quantity | | | | | |
| Number of road rescue extrications | 1 | New measure | 2,000-2,500 | 2,300 | 1,534 |
| Number of road rescue incidents | 1 | New measure | 8,500-9,000 | 8,300 | 5,794 |
| Total number of incidents | | 67,946 | 68,000-73,000 | 67,650 | 49,784 |
| Number of accidental residential structural fires | 1 | New measure | 960-1,370 | 950 | 628 |
| Number of system initiated false alarms | 2 | 21,203 | 18,000-24,000 | 21,000 | 15,421 |
| Number of landscape fires | 1 | New measure | 8,500-9,500 | 6,300 | 4,634 |
| Number of hazardous materials incidents | 1 | New measure | 550-650 | 450 | 322 |
| Percentage of building premises inspected and deemed complete and compliant | 1 | New measure | 33% | 35% | 31.6% |
| Number of building approvals processed | 1,3 | New measure | 4,929 | 3,400 | 2,508 |
| Quality | | | | | |
| Households with fire safety measures | 1 | New measure | 43% | 40% | 41.9% |
| Percentage of households with operational smoke alarms installed | | 87.6% | 90% | 90% | 90.1% |
| Percentage of structure fires confined to the object / room of origin | | 64.5% | 70 - 80% | 66% | 64.1% |
| Timeliness | | | | | |
| Response times to structure fires: | | | | | |
| • 90th percentile | 1 | New measure | 14 minutes | 12.2 minutes | 12.3 minutes |
| • 50th percentile | 1,4 | New measure | 6.9 minutes | 7.6 minutes | 7.6 minutes |
| Cost | | | | | |
| Cost per incident | 1 | New measure | \$5,531 | \$5,848 | \$6,061 |
| Median dollar loss per structure fire | 1 | New measure | \$3,500-\$4,000 | \$2,000 | \$2,000 |
| Property loss from structure fire per person | 1,5,6 | New measure | \$28-\$35 | \$30.59 | \$19 |
| Fire Service organisations' expenditure per 1,000 people | 1,6 | New measure | \$98,849 | \$96,157 | \$73,852 |

Notes:

1. Realignment of QFRS measures to achieve greater consistency with national emergency management benchmarks.
2. Previously measured as the "number of unwanted alarm activations through an automatic fire alarm system".
3. The number of building approval applications decreased in 2008-09. The target has been adjusted for 2009-10.
4. The target for 50th percentile response times to structure fires has been revised for 2009-10 because the new computer-aided dispatch system (ESCAD) demands a defined sequence of operator actions to trigger the start of the time-measured "incident". This is typically

some 30 to 90 seconds earlier than with the previous system when the operator could dispatch a vehicle prior to pressing the function key that signalled the start of the "incident". In addition, more detailed response modelling across all classes of fire services (permanent, composite and auxiliary) reveals that 7.6 minutes is a realistic target.

5. Measure previously calculated as total value (\$) of property lost per 100,000 population.
6. Population figure for 2008-09 of 4,320,088 used for calculation of this measure. This figure is derived from the Queensland Office of Economic and Statistical Research "Australian Demographic Statistics September Quarter 2008" Report.