

Appendixes

Appendix 1:	Six year performance measures summary	116-117
Appendix 2:	Overseas travel	118-119
Appendix 3:	Consultancies	120
Appendix 4:	Recordkeeping	120
Appendix 5:	Operational and information systems	121-122
Indexes		123-128
Key locations of the department		Inside back cover
Key web addresses		Inside back cover

Appendix 1: Six year performance measures summary

Performance Measure	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Target/ Estimate	2008-09 Estimated Actual	2008-09 Actual to 26/03/09
Ambulance Service								
Urgent incidents (Code 1 and 2):								
• Number of incidents attended per 1,000 population ^{1,2,3}	-	-	-	-	-	130-136	118	86
• Number of incidents ^{1,3,4}	367,279	397,271	431,249	475,339	521,996	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}	-	-	-	-	-	51 - 53	56	41
• Number of incidents ^{1,4}	191,840	195,383	207,214	212,614	220,142	215,000 - 225,000	240,000	177,736
Cardiac Arrest Survived Event Rate ⁵	21.1%	21.6%	21.3%	21.3%	23.3%	›15%	›24%	›24% (est)
Level of patient satisfaction (survey) with ambulance response services	97%	98%	98%	97%	99%	›95%	99%	99% (est)
Percentage of Triple Zero Calls answered within 10 seconds ¹	-	-	-	-	-	90%	90%	89.95%
Time within which code 1 incidents are attended								
• 90th percentile response time	17 minutes	16 minutes	16 minutes	16.5 minutes	16.7 minutes	16.5 minutes	17.3 minutes	17.3 minutes
• 50th percentile response time ¹	8 minutes	8 minutes	8 minutes	8.2 minutes	8.3 minutes	8.2 minutes	8.4 minutes	8.4 minutes
Percentage of non-urgent incidents attended to by the appointment time	70.77%	71.98%	74.10%	72.17%	70.99%	›70%	›70%	69.93%
Ambulance service locations (total)	270	279	282	284	287	289	287	287
Gross cost per incident ^{1,3}	\$512	\$499	\$505	\$526	\$542	\$563	\$600	\$590
Gross cost per head of population ^{1,2}	\$76.74	\$75.29	\$80.24	\$88.51	\$96.74	\$107.65	\$104.12	\$74.88
Emergency Management								
Number of people receiving disaster management training incorporating disaster mitigation concepts	2,194	1,542	1,811	1,551	2,696	1,500 - 2,000	5,000-5,500	4,339
Number of SES Volunteers ¹	17,211	12,456	9,290	7,000	6,430	7,000	6,300	6,300
Number of SES volunteer hours of operation	96,971	67,183	93,210	64,932	74,227	50,000 - 75,000	82,000	71,578
Percentage of gazetted Major Hazard Facilities with comprehensive verification audit completed per year ^{1,6}	-	-	-	-	-	20%	21%	21%
Percentage of gazetted Major Hazard Facilities with at least one site assessment completed per year ^{1,6}	-	-	-	-	-	75%	18%	18%
Percentage of gazetted Major Hazard Facilities with desktop assessment completed per year ^{1,6}	-	-	-	-	-	20%	21%	21%
Number of EMQ Helicopter Rescue hours of operation:								
• Aeromedical	1,122	1,291	1,743	1,840	1,776	1,800 - 1,900	1,700	1,256
• Counter disaster	21	8	96	8	62	10 - 30	56	57
• Search and Rescue	296	298	323	284	227	250 - 300	290	212
• Other	472	586	500	462	748	500 - 600	820	571
Number of warnings, advices, bulletins received and assessed through State Disaster Coordination Centre ¹	-	-	-	-	-	1,500	2,600	2,387
Number of warnings, advices, bulletins requiring follow-up action by the State Disaster Coordination Centre ¹	-	-	-	-	-	975	650	577
Percentage of Local Disaster Management Groups with current Disaster Management Plans	-	-	-	-	84%	100%	50%	32%

Performance Measure	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Target/ Estimate	2008-09 Estimated Actual	2008-09 Actual to 26/03/09
Fire and Rescue Service								
Number of road rescue extrications ¹	749	717	1,829	2,104	2,183	2,000 - 2,500	2,300	1,534
Number of road rescue incidents ¹	4,464	5,360	6,814	7,809	8,192	8,500 - 9,000	8,300	5,794
Total number of incidents	60,269	60,248	61,613	65,252	67,946	68,000 - 73,000	67,650	49,784
Number of accidental residential structural fires ¹	–	–	–	–	1,058	960 - 1,370	950	628
Number of system initiated false alarms	20,199	19,277	21,363	19,438	21,203	18,000 - 24,000	21,000	15,421
Number of landscape fires ¹	9,376	12,989	8,780	10,912	8,093	8,500 - 9,500	6,300	4,634
Number of hazardous materials incidents ¹	–	–	–	–	415	550 - 650	450	322
Percentage of building premises inspected and deemed complete and compliant ¹	–	–	–	–	–	33%	35%	31.6%
Number of building approvals processed ¹	–	–	–	–	–	4,929	3,400	2,508
Households with fire safety measures ¹	–	–	–	–	–	43%	40%	41.9%
Percentage of households with operational smoke alarms installed	72.0%	72.0%	72.0%	79.0%	87.6%	90%	90%	90.1%
Percentage of structure fires confined to the object/room of origin	70.0%	67.0%	65.2%	67.3%	64.5%	70 - 80%	66%	64.1%
Response times to structure fires								
• 90th percentile ¹	12.9 minutes	13.9 minutes	13.0 minutes	13.1 minutes	12.8 minutes	14 minutes	12.2 minutes	12.3 minutes
• 50th percentile ¹	6.7 minutes	6.9 minutes	6.8 minutes	6.9 minutes	6.8 minutes	6.9 minutes	7.6 minutes	7.6 minutes
Cost per incident ¹	–	–	–	–	–	\$5,531	\$5,848	\$6,061
Median dollar loss per structure fire ¹	–	–	–	–	–	\$3,500 - \$4,000	\$2,000	\$2,000
Property loss from structure fire per person ¹	–	–	–	–	–	\$28 - \$35	\$30.59	\$19
Fire Service organisations' expenditure per 1,000 people ¹	–	–	–	–	–	\$98,849	\$96,157	\$73,852
Whole-of-Department								
Lost time injury frequency rate	26.35	24.21	32.08	23.05	28.64	20.75	27.07	26.99
Injury downtime rate	0.59%	0.59%	0.82%	0.62%	0.77%	0.56%	0.79%	0.77%

Notes:

1. New Service Delivery Statement performance measure 2008-09. Where available, historical data has been sourced, including from the Report on Government Services 2009.
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 (OESR) "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. The number of 'responses' was incorrectly reported as 'incidents' on page 11 of the DES Annual Report 2007-08.
5. This measure was previously reported as 'survival rate for out-of-hospital cardiac arrest'.
6. 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. 2008-09 figures are reported as at 30 September 2008, prior to transfer of responsibility to DEIR.

Appendix 2 – Overseas travel

We expand the skills and knowledge of our professional fire, ambulance and emergency management officers by providing international training experience and developing our relations with other countries. These initiatives ensure Queensland communities are protected by emergency service staff adequately equipped to deliver first class services. Details of overseas travel undertaken at the expense of the department are contained in *Table 1*.

Our helicopter pilots are required to maintain flight safety competencies through regular (two yearly) initial and recurrent flight simulator training. This is a cost effective way for pilots to experience a full range of aircraft emergencies and malfunctions in adverse weather conditions without risk to aircraft personnel safety. This training is undertaken in Italy because it is the most cost effective, high quality offering available. This travel is detailed in *Table 2*.

The expertise and intellect offered by qualified staff of the department is regularly requested and where necessary, overseas travel is financially supported by external agencies to value add to the delivery of specialised advice. Examples of this sponsored travel to 26 March 2009 includes:

- Providing training to mine site employees in overseas locations – mine rescue and fire safety courses are provided by QFRS at commercial rates for OK Tedi Mining Ltd and Lihir Management Company in Papua New Guinea
- Attending or participating in international emergency service forums to enhance skills, network and benchmark.

This travel is detailed in *Table 3*.

Table 1 – General Overseas Travel – Fully Funded by the Department

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Tony Brown Staff Development Officer, QFRS	New Zealand	To participate in the Australasian Fire and Emergency Services Authorities Council Compartment Fire Behaviour Training Working Group.	\$1,780	Nil
Craig Emery Area Director, QAS	New Zealand	To attend a compulsory component of the Australia and New Zealand School of Government Executive Masters Public Administration program.	\$3,270	Nil
Jeff Self Intensive Care Paramedic, QAS Tony Wain Regional Manager Staff Development, QAS Danni Clark Principal HR Consultant, BSS	United Kingdom	To undertake interviews for United Kingdom and other International Qualified Paramedic applicants on behalf of QAS.	\$33,832	Nil
TOTAL			\$38,882	Nil

Table 2 – Travel for Queensland Rescue Helicopter Training

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Trevor Wilson Chief Pilot, EMQ Helicopter Rescue	Italy	To undertake AW139 helicopter simulator training.	\$10,396	Nil
David Given Pilot, EMQ Helicopter Rescue	Italy	To undertake AW139 helicopter simulator training.	\$5,341	Nil
TOTAL			\$15,737	Nil

Table 3 – Externally Sponsored Overseas Travel

Name of Officer and Position	Destination	Reason for Travel	Agency Cost	Contribution from other agencies or sources
Ian Lawless Firefighter, QFRS William Leonard Motor Mechanic, QFRS	Papua New Guinea	To undertake commercial training, training auditing and equipment servicing at the OK Tedi Mine.	\$2,656	\$6,978 (OK Tedi Mining Limited)
Gavin Holden Fire Officer, QFRS	Papua New Guinea	To provide commercial training and equipment services to Lihir Gold Limited Mine.	Nil	\$3,454 (Lihir Gold Limited Mine)
Lee Johnson Commissioner, QFRS	Hong Kong	To speak at the Fire Asia Conference 2009.	\$230	\$3,180 (Hong Kong Fire Services Department)
Stephen Rashford Medical Director, QAS	Hungary/ United Kingdom	To attend the International Experts Workshop in Early Treatment Strategies for Acute Myocardial Infarction in Budapest. To visit a number of ambulance services in the United Kingdom to review their approach to coronary reperfusion, quality assurance, secondary triage models and extended care practice for paramedics.	\$4,000	\$10,000 (Boehringer Ingelheim)
Stephen Smith, QFRS Barry Lowday, QFRS Chris Pucill, QFRS Brett Ferguson, QAS	Papua New Guinea	To assist in search and rescue operations following a landslide in Eastern Highlands Province	Nil	\$11,321 (Emergency Management Australia)
TOTAL			\$6,886	\$34,933
TOTAL ALL TRAVEL			\$61,505	\$34,933

Appendixes 3 and 4

Appendix 3: Consultancies

Consultants contribute expertise to the department by helping us complete particular projects that enable us to achieve our objectives. Acquisition Services manages the processes of selection and engagement of consultants to ensure adherence with the requirements of State Procurement Policy. The nominated divisional project officer manages the performance and deliverables of the engagement.

Consultancies engaged in 2008-09 included:

Category	Cost
Professional and technical	\$145,681
Management	\$24,790
HR services	\$210,992
Grand Total	\$381,463

In line with the department’s commitment to direct funds to front-line service delivery the engagement of consultants has been restricted, with any proposals now requiring Director-General approval.

Appendix 4: Record keeping

DES’s Records Management Policy and procedures were consultatively revised and rewritten to comply with the *Public Records Act 2002 and Information Standard 40 (IS40)*. The primary purpose of IS40 is to help public authorities meet their record keeping obligations under the Act. This Standard is managed by Queensland State Archives.

This initiative was accompanied by a comprehensive records management implementation strategy across DES, which is progressively and proactively being implemented.

DES is actively progressing implementation of the following deliverables consistent with this initiative including:

- a fully revised and compliant Public Records Management Policy
- control and audit tools to support records management activities
- delivery of training programs for existing DES personnel with particular emphasis on understanding of the legislation and requirements for compliance
- an ongoing training program directed at new employees, management and staff to ensure a coherent and consistent understanding of the requirements and practices associated with maintaining a compliant records management strategy
- effective partnerships between local records officers and corporate records personnel
- clearly articulated records management standards, supported by processes to ensure ongoing understanding and compliance
- procedures for storage and protection of vital departmental records
- development of procedures for the management of electronic records, including email and electronically generated documents and inclusion in the Records Management Policy.

With the introduction of the *Public Records Act 2002*, an Operational Recordkeeping Implementation Plan and a Strategic Recordkeeping Implementation Plan were developed. As a result, a Business Classification Scheme and AAA Thesaurus for DES record management processes were implemented that facilitate document creation and retention.

Appendix 5: Operational and information systems

DES information systems play an integral role in supporting day-to-day emergency response and dispatch and situational intelligence supporting major incident coordination and logistical planning. We are increasingly reliant on ICT to deliver these services.

Goal 1: Focus on front-line service delivery

The ESCAD Project completed the deployment of the VisiCAD application in October 2008. This replaced three disparate, legacy Computer-Aided Dispatch (CAD) systems used by QAS and QFRS. The new system provides a single methodology for the mission critical functions of triple zero call taking and dispatch. VisiCAD recommends vehicles to incidents based on the actual location of the nearest vehicles, as opposed to the legacy method which was based on the nearest station. This ensures the fastest possible response time to incidents is achieved.

In addition, the system is designed to automatically create incidents for other agencies to respond to where required. For example, a motor vehicle accident requiring both QAS and QFRS to attend is now handled with improved efficiency. In the legacy systems, a triple zero call received by QAS would be completed prior to a call being made to QFRS to notify them of the incident. The new CAD system does this automatically without the need for a telephone call between agencies. The associated incidents functionality and improved incident management processes allow both agencies access to the same call by automatically sending a notification to the second agency if applicable whilst the call taker is still on the telephone, saving valuable time.

The new system is also centralised, which allows any region to manage other regions' incidents if required. This is particularly important in times of natural disasters, or local crisis, where a specific communication centre may become inoperable. When this occurs, a neighbouring region can immediately take over the function of the disabled communication centre.

To assist in the command of incidents QFRS is implementing an "Electronic Command and Control" system to provide decision support, reporting and recording at the front-line. To facilitate this, a new type of Mobile Command Centre vehicle is in prototype. This new vehicle has the capability to support a full incident management team with multiple cameras providing situational awareness. The Mobile Command Centre is completely self-contained with all data and communications systems available irrespective of location. The Mobile Command Centre can also act as a mobile call centre with ability to access ESCAD and dispatch resources.

In partnership with Queensland Health, DES has implemented portable technology that provides connectivity

and access to electronic resources to front-line emergency service delivery personnel at the point of demand. This enhances support to the community during events such as schoolies, V8 Supercar Race and incidents such as the Moreton Island oil spill and North Queensland floods.

QAS paramedics currently utilise the electronic Ambulance Reporting Form across the State to collect patient treatment information on durable tablet computers. Currently 750 tablet computers are in use by all crews and shifts. To date, more than one and a half million electronic patient records have been collected in a secure data warehouse. A number of enhancement modules are being progressed for this system including integration with the ESCAD system; device-to-device transfer of information; an interface with the QAS standard defibrillator; and integration of the pre-hospital patient and treatment information with the Queensland Health Emergency Department Information System.

We utilise an extensive range of communications equipment supporting delivery of the triple zero emergency response and dispatch service, radio, mobile data, paging, Caller Line Identification, Station Turnout and Alarm Telemetry. Each of these are the subject of an ongoing modernisation program.

The department has a high dependency on mapping applications to support operational service delivery and for performance review and planning.

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

Goal 2: Strengthen community capability and resilience

QAS currently offers online access to bookings for First Aid courses at the link:

<http://www.ambulance.qld.gov.au/firstaid/bookings.asp>

The management of these courses is supported by a system that records information on scheduled courses, provides facilities for booking individuals and corporate clients into courses, facilitates financial management associated with the courses and printing of certificates.

QAS currently offers a baby capsule hire service that is supported by a booking system which is accessible by contacting Smart Services Queensland on 1300 369 003. Similarly, a free check of privately owned child restraints may be requested by ringing this number.

QFRS utilises a range of information systems supporting community safety. These include systems supporting building fire safety, the Fight Fire Fascination program, unwanted alarm management and the QFRS compliance and prosecution database.

QFRS also undertakes fire investigations and is supported in this process by an information system that assists in determining causation. Outcomes of these investigations determine areas to facilitate enhancement to fire safety and prevention programs.

The department extensively uses online services for the promotion of emergency services and community safety and prevention programs. The departmental website also provides direct links to the divisional websites.

Goal 3: Support volunteer emergency service organisations

Our divisions provide counselling and support services to their respective staff including volunteers and the department utilises a number of information systems to support delivery of these programs.

QFRS and QAS utilise information systems to record skills attained and to manage skills maintenance of their operational staff. A number of online courses are also offered to staff through this system including honorary ambulance officers and rural fire fighters.

QFRS Rural Operations manages its 34,000 volunteers and 1,491 rural fire brigades utilising the Rural Information Management System which also links to the QFRS LMS for recording all training undertaken by volunteers. In addition Rural Operations is also in the process of establishing various delivery mechanisms and products to provide more flexible learning options for their volunteers.

Goal 4: Build organisational capability and resilience

QAS has a number of information systems that record clinical, operational and business-related data on ambulance report forms which are completed by officers in the delivery of service and ambulance case data that has been extracted from the CAD system. Ambulance incident response information is now collected electronically. This information assists in assessing, maintaining and analysing patient care outcomes, monitoring clinical performance, and assisting performance reporting and planning.

QFRS has a number of information systems that record at station level, rostering, planning and training for urban and auxiliary personnel and day-to-day activities including fire and emergency responses.

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

EMQ is rolling out the Request for Assistance system used to coordinate SES jobs resulting from requests for assistance from the public. The system also helps coordinate and track SES teams, and monitor and report on activities. The Request for Assistance system was used successfully to support The Gap storm response and North Queensland floods.

EMQ has responsibility for administering disaster management grants and subsidies programs in the State.

These programs include:

- Natural Disaster Risk Management Studies Program
- Natural Disaster Mitigation Program
- National Emergency Volunteer Support Fund.

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

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

Similarly, there are a number of performance management systems in operation. These include:

- an audit issues tracking system
- a performance reporting system.

The latter records key result areas and performance indicators and facilitates the tracking of services outcomes against the designated key result areas and performance indicators.

DES played a key role in establishment of the national and international Emergency Policy Online collaboration portal.

DES is an ongoing contributor to the Australian Disaster Information Network electronic collaboration portal which continues to provide a collaboration capability for disaster management personnel in jurisdictions across Australia.

DES also utilises a state-level Disaster Management portal and a volunteer portal to facilitate information sharing in relation to local and wider emergency services issues and a collaboration forum on emergency management policy.

Final report compliance

Our final report is prepared in accordance with the *Financial Administration and Audit Act 1977*, *Financial Management Standard 1997* and other Queensland Government requirements.

Summary of Requirement		Final report page reference
Accessibility	<input type="checkbox"/> Table of Contents	Inside front cover
	<input type="checkbox"/> Glossary	Not applicable
	<input type="checkbox"/> Public Availability	1
	<input type="checkbox"/> Interpreter Service Statement	Not applicable
	<input type="checkbox"/> Copyright Notice	Inside front cover
Letter of Compliance	<input type="checkbox"/> A letter of compliance from the accountable officer or statutory body to the relevant Minister(s)	Inside front cover
Introductory Information	<input type="checkbox"/> Agency role and main functions	1
	<input type="checkbox"/> Operating environment	3
	<input type="checkbox"/> External Scrutiny	1
	<input type="checkbox"/> Machinery of Government changes	1, 4, 11
	<input type="checkbox"/> Review of proposed forward operations	Not applicable
Agency Performance	<input type="checkbox"/> Government Objectives for the Community	5
	<input type="checkbox"/> Agency Objectives and Performance Indicators	5, 26-42
	<input type="checkbox"/> Agency Outputs and Output Performance Measures	26-42
Summary of Financial Information	<input type="checkbox"/> Summary of financial information	2
	<input type="checkbox"/> Disclosure of Budget v Actual Results	Optional
Governance – Management and Structure	<input type="checkbox"/> Organisational Structure	6
	<input type="checkbox"/> Executive Management	7
	<input type="checkbox"/> Related Entities	48-49
	<input type="checkbox"/> Schedule of Statutory Authorities or Instrumentalities	Not applicable
	<input type="checkbox"/> Boards and Committees	52-55
	<input type="checkbox"/> <i>Public Sector Ethics Act 1994</i> - implementation statement giving details of the action taken during the reporting period	63
	<input type="checkbox"/> <i>Whistleblowers Protection Act 1994</i> - public interest disclosures received	57, 63
Governance – Risk Management and Accountability	<input type="checkbox"/> Risk Management	36, 52, 53, 54, 56-57
	<input type="checkbox"/> Audit Committee	53
	<input type="checkbox"/> Internal Audit	37, 54, 56, 88, 91
Governance – Human Resources	<input type="checkbox"/> Workforce Planning, Retention and Turnover	29, 35, 59
	<input type="checkbox"/> Voluntary Early Retirement (VER)	61
	<input type="checkbox"/> Retrenchments	61
	<input type="checkbox"/> Initiatives for Women	60
Governance - Operations	<input type="checkbox"/> Consultancies	120
	<input type="checkbox"/> Overseas Travel	118-119
	<input type="checkbox"/> Information Systems and Recordkeeping	120-122,
	<input type="checkbox"/> Waste Management	66
Other Prescribed Requirements	<input type="checkbox"/> Shared Services	20, 58
	<input type="checkbox"/> Carbon Emissions	68-69
Optional Information that may be Reported	<input type="checkbox"/> Corrections to Previous Annual Reports	Optional
	<input type="checkbox"/> Freedom of Information	22, 58
	<input type="checkbox"/> Privacy Policy	63
	<input type="checkbox"/> Indigenous Matters	22, 32, 33, 64
	<input type="checkbox"/> Native Title	31, 107
Financial Statements	<input type="checkbox"/> Annual general purpose financial statements	74-110
	<input type="checkbox"/> Certification of Financial Statements	111
	<input type="checkbox"/> Independent Auditors Report	112-113
	<input type="checkbox"/> Remuneration Disclosures	61, 86-90, 94