

Department of Emergency Services Corporate Plan 2005–2009



We save lives, protect property and help preserve the natural environment.



Queensland Government
Department of **Emergency Services**

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Minister's message

The Department of Emergency Services Corporate Plan 2005-09 provides direction for Departmental activities over the next four years. This plan continues to build on this Department's strengths by recognising future challenges and identifying strategies to address these challenges.

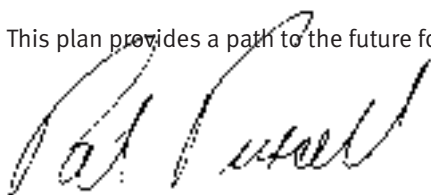
The Government is committed to providing Queenslanders with the best possible emergency services and ensuring our communities are safe and secure. In the coming years the Department of Emergency Services will improve community safety through adaptable models of service delivery. This Corporate Plan outlines how the Department will continue to provide improved community safety and prevention capability, improved service delivery and better policy and program development at the national, state and local government levels.

The Department will continue to focus on reducing the level of risk and impact of emergencies and disasters on communities, whether these are natural, technological or man made. For example, the new multi-service Special Operations Centre at Cannon Hill, Brisbane will provide state-of-the-art preparedness for counter-terrorism and chemical, biological, radiological, incendiary and explosives (CBRIE) events.

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Such improvements will ensure this Department contributes strongly to important Government policies, including the Smart Queensland Smart State Strategy 2005-2015 and the South East Queensland Infrastructure Plan and Program 2005-2026.

This plan provides a path to the future for the Department. I commend it to all staff and stakeholders.



Hon Pat Purcell, MP
Minister for Emergency Services

Director-General's message

The 2005-09 Corporate Plan builds on the opportunities and actions identified in previous plans. It provides a clear basis for continuing our successful partnerships to improve community safety with our key stakeholders, which include communities, volunteers, local government, State and federal agencies and peak industry organisations.

The Plan outlines how we will continue to contribute to the Government's priorities through our five key result areas. This Plan incorporates the messages and initiatives outlined in my Consolidating the Future document, which provides a blueprint for integrating the direction of the Department and enables the Department to develop as a leading multi-service community safety agency and add to the Department's reputation at the State and national levels.

The DES 2005-09 Corporate Plan provides guidance on how the Department of Emergency Services will fulfil its vision of a safer community and a better quality of life in Queensland through world-class emergency and disaster services.

One of the key features of this blueprint is the Queensland Combined Emergency Services Academy (QCESA). This Academy, which is a major feature of our collaborative approach, will enable state-of-the-art training for our emergency services staff and volunteers as well as for our stakeholders and partners. The high standard of training provided by QCESA will provide a national and international standard for multi-service and multi-agency training and exercise initiatives.

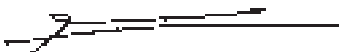
Although we continue to ensure excellent operational response, we acknowledge the importance of prevention and risk reduction and will continue to improve our activities in illness and accident prevention, community preparedness and disaster mitigation. We will continue to develop and implement adaptable and responsive service delivery methods and plans to respond to the diverse needs of Queensland's communities, particularly rural, remote and Indigenous communities. We will continue to establish Emergency Service Units with community support and our new Indigenous Coordination Unit based in Cairns will be better able to work with and support the needs of Indigenous communities.

We will focus on long-term capital works, infrastructure, asset and other whole-of-Department planning to ensure that our service delivery will meet future population and demographic changes. In doing so, the Department will contribute to key Government policies such as the South East Queensland Regional Plan 2005-2026.

We have identified important business improvement goals through our first whole-of-Department Guided Self-Assessment. Ways to achieve improvements in how we work are encompassed within this Plan to ensure business improvement continues and remains central to our vision.

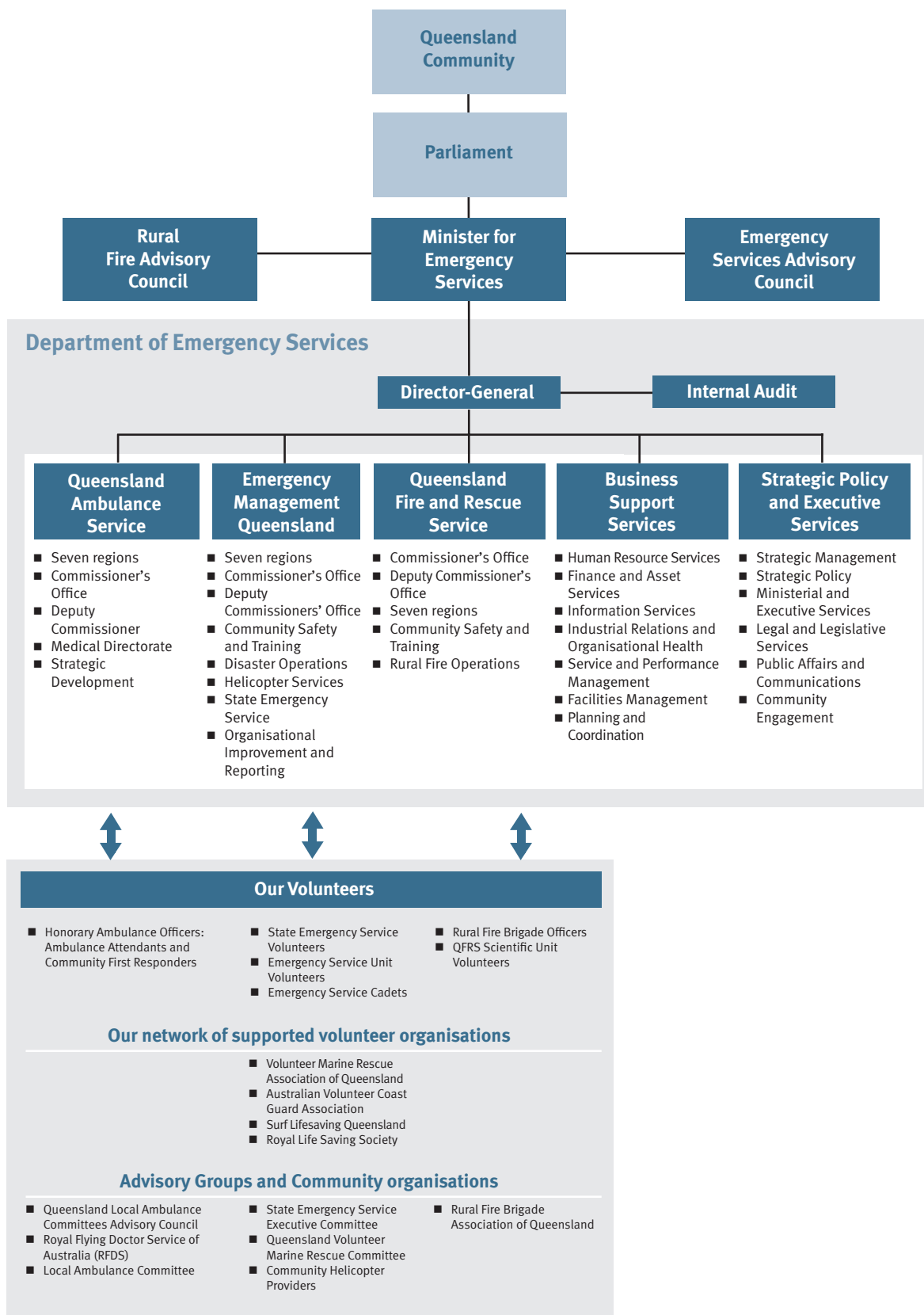
The Department is about to enter an exciting phase of major planning and visioning which will firmly position Queensland at the forefront of emergency services innovation and leadership over the next 15 years. This will include the development of Department of Emergency Services Vision 2020, our 10 year Capital Investment Strategic Plan, Emergency 2010 (the Information and Communications Strategic Plan) and the DES Industrial Relations Strategic Direction. DES Vision 2020, which will focus on the longer term future, will consider current local, national and international trends in community safety and emergency management and provide a statement of strategic intent for the Department to enable our delivery of world-class emergency services. All of this will be linked to the next Department of Emergency Services Corporate Plan (2006-10), which will be developed through a process of wide-ranging consultation with staff, community and Government stakeholders. These planning processes will capitalise on the Department's commitment to cooperation, coordination and collaboration to engage stakeholders in the whole-of-Department vision for the future.

I look forward to continuing to work closely with our stakeholders, partners and staff to achieve this.



Michael Kinnane ESM, FAIM
Director-General

Our Department



Who we are

The Department of Emergency Services provides ambulance, fire, search, rescue, counter disaster and hazardous materials services to the community of Queensland.

Our vital role in every Queensland community focuses on developing capacity to prevent, prepare for, respond to and lessen the effects of emergencies or disasters.

Our services are provided by approximately 5,600 staff and 85,000 supported volunteers to 3.8 million Queenslanders across our vast State of 1.77 million square kilometres.

Our volunteers

- State Emergency Service volunteers
- Rural Fire Brigade volunteers
- Emergency Service Unit volunteers
- Emergency Services Cadets
- Honorary Ambulance Officers including Ambulance Attendants and Community First Responders
- Queensland Fire and Rescue Service Scientific Unit Volunteers

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Our network of supported volunteer organisations

- Volunteer Marine Rescue Association Queensland
- Surf Life Saving Queensland
- Australian Volunteer Coast Guard Association
- Royal Life Saving Society
- Local Ambulance Committees



Corporate Plan Summary

Our vision

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

Our commitment

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

Our purpose

We save lives, protect property and help preserve the natural environment.

Our key community outcomes

- Safe and secure communities.
- Healthy, active individuals and communities.
- A clean, liveable and healthy environment.

Our key result areas

- Enhance community safety and prevention capability.
- Enhance operational service delivery.
- Develop and support our people.
- Contribute to the national, State and local policy agenda.
- Continuous business improvement.

Our key measures of success

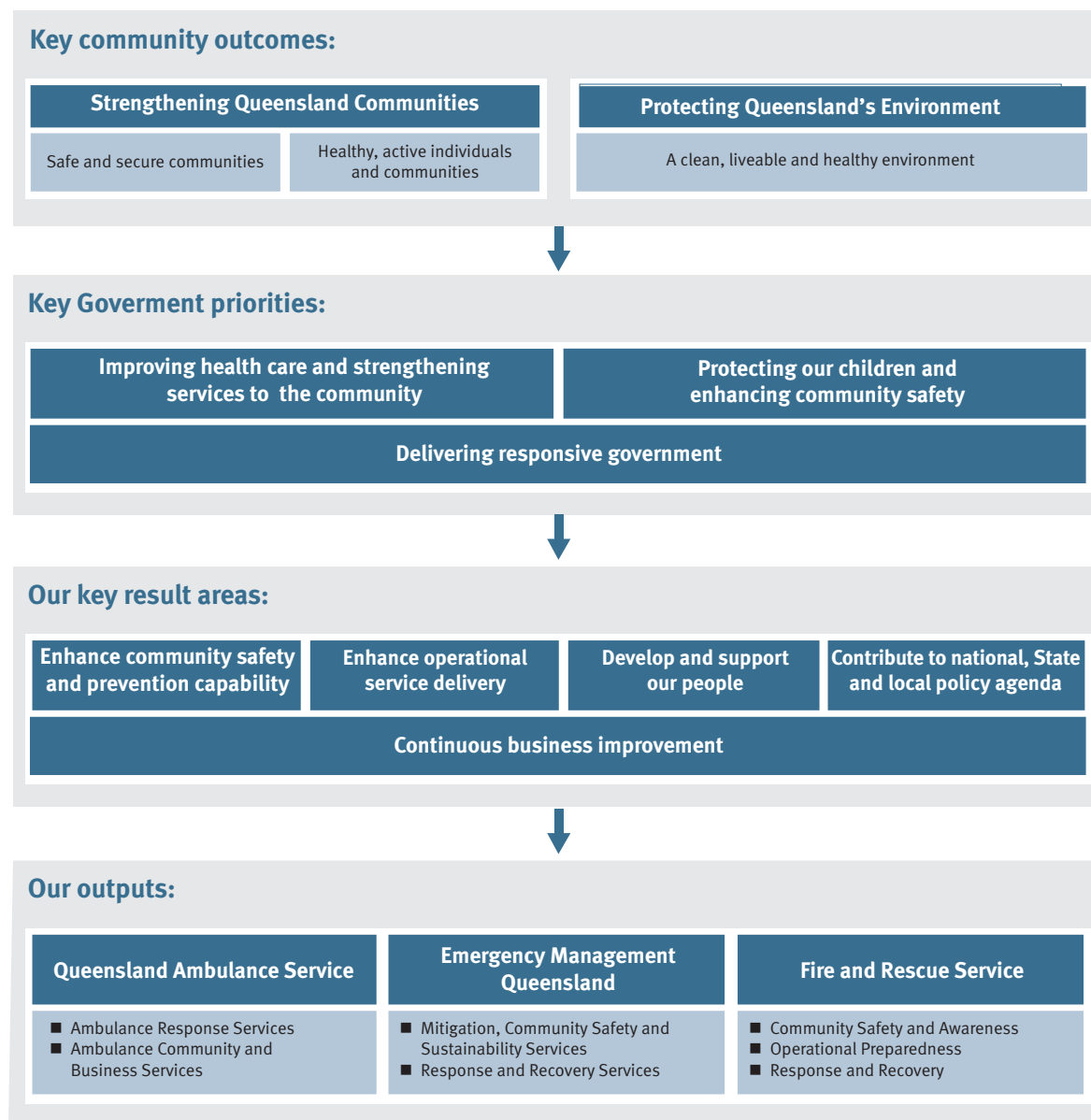
- A reduction in the rate of preventable fire deaths.
- Improved survival rate for out-of-hospital cardiac arrest victims.
- Improved community preparedness of what to do during emergency or disaster situations.
- Increased percentage of the community with current cardiopulmonary resuscitation (CPR) and first aid skills.
- Percentage of Queensland Ambulance Service Code 1 responses attended in less than 10 minutes.
- An increased percentage of Queensland homes with operational smoke alarms.
- Disaster mitigation projects and programs being undertaken by local governments and State agencies.

Our behaviours

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



Aligning priorities, outputs and outcomes



How we contribute to whole-of-Government priorities

We focus on the community safety needs of the community and achieving the Queensland Government's policy priorities.

The Department is represented in every community in Queensland regardless of size, to provide emergency and disaster mitigation, prevention, preparedness, response and recovery services. This places the Department in an ideal position to contribute to key government policy objectives in a comprehensive manner and enables a multi-service coordinated approach to meeting community needs and expectations.

Protecting our children and enhancing community safety

Our services and community programs focus on community safety and protecting our children and youth. These include fire and ambulance services; the implementation of appropriate legislative requirements, enhancing the community's capacity to respond to an emergency or disaster through the development of disaster management plans; and provision of financial, training and equipment support to volunteer organisations such as the State Emergency Service, Volunteer Marine Rescue, Rural Fire Brigades and Emergency Service Units as well as community-based helicopter rescue services.

We continue to demonstrate our commitment to child protection, for example, we a Child Protection Information Kit is available to staff and a specific child protection training resource has been developed specifically for paramedics. We contribute to the Government's Child Safety Director's Network.

We work with other agencies and the community through initiatives such as the Community Safety Project to provide improved approaches to community safety. The Emergency Services

Cadet Program contributes to this priority through providing positive developmental experiences for young people by building their personal strengths and creating opportunities for emergency services related training that enhance their community safety skill development.

Through prevention and mitigation strategies such as the development of disaster management plans, we aim to reduce the risk to Queensland communities from fire, flood, storm surge, cyclone and other emergency and disaster situations. We work closely with local government to undertake hazard investigation and mitigation projects to reduce the potential effects of emergencies and disasters.

Improving health care and strengthening services to the community

Access to superior emergency services enables individuals, families and communities to enjoy a high quality of life. The provision of appropriate ambulance pre-hospital patient care and other health-related services promotes the health and well-being of Queenslanders.

Our mitigation activities and response/recovery services reduce the risk of, and adverse effects of, emergencies and disasters on communities including people, property, community and commercial assets and the environment.

We demonstrate our commitment to Aboriginal people and Torres Strait Islanders by working collaboratively with Indigenous communities to build community safety capacity.

We continue to develop innovative, efficient and effective models to deliver community safety programs and improve service delivery response times to Queensland's communities.

Realising the Smart State through education, skills and innovation

We place a strong emphasis on the skills and abilities of our staff and volunteers. We carry out research in areas such as pre-hospital care and disaster mitigation. We will continue to improve the education and training of paramedics, firefighters and disaster and emergency management personnel, particularly through the development of the new Queensland Combined Emergency Services Academy (QCESA).

Integral to the Department's delivery of community safety programs and response services is our commitment to using communications and information technology advances to reduce response times.

Managing urban growth and building Queensland's regions

Encouraging disaster mitigation planning with local government and assisting in recovery efforts help sustain economic development in regional Queensland by preventing and minimising, where possible, the adverse economic and social impacts of disasters.

Our significant capital works spending contributes to job growth within the State, particularly in regional Queensland. The 10 Year Capital Investment Strategic Plan recognises that Queensland will continue to experience rapid population growth, particularly in the South East. The plan supports key Government policy initiatives such as the South East Queensland Regional Plan 2005-2026 by identifying better ways to direct resources to key priorities and support greater innovation and efficiency.

Protecting the environment for a sustainable future

We assist in the management and protection of the environment by providing coordinated and integrated prevention, mitigation, response and recovery emergency services. These services include advocating the importance of disaster mitigation planning in local government planning schemes, encouraging the responsible use of fire as a land management tool, through using hazard reduction burning, and providing advisory and response services on the effective management of hazardous materials. These activities help to mitigate the potential effects of hazards such as floods, bushfire, chemical substances and landslide on the environment.

Growing a diverse economy and creating jobs

The development of the economy is a complex and multi-dimensional objective. We contribute to the economy by reducing the adverse social and economic effects of emergencies and disasters. We achieve this through increasing awareness of emergency management and influencing policy development, advocating prevention and mitigation strategies and providing service delivery that contributes to the safeguarding of people, property and infrastructure.

Delivering responsive government

To enable the Department to provide more effective community safety programs and keep the community better informed of prevention and mitigation strategies, we involve the community via information sharing (awareness activities and programs) and consultation (community meetings, forums, workshops, surveys and questionnaires).

We also work in partnership with other agencies and community groups to provide international aid and services to nations in the region.

Consolidating our future

We have made many important reforms to our organisation over recent years, but there is more to do. We will continue to build on our strengths and look for further opportunities to improve our services to the community.

We will continue to lead and support whole-of-Government preparation for counter-terrorism and chemical, biological, radiological, incendiary and explosives (CBRIE) events through initiatives such as the multi-service Special Operations Centre at Cannon Hill in Brisbane.

We will continue to develop unified and coordinated strategic, business and infrastructure planning to meet future service growth and patterns in light of Queensland's rapidly growing and ageing population.

We will continue to shape community safety policy and practice at the national, State and local levels through joint planning, research and promotion. We will continue to shape disaster management reform in accordance with the principles and recommendations of the Council of Australian Governments (COAG) review 'Natural Disasters in Australia: Reforming Mitigation, Relief and Recovery Arrangements' and the COAG National Inquiry on Bushfire Mitigation and Management.

We will play our part in the Smart State strategy by further developing a highly capable, professional, ethical and adaptable workforce. We will improve operational training (including joint emergency services and multi-agency training) and education and development to cover all aspects of emergency and disaster management, including leadership development. The Queensland Combined Emergency Services Academy (QCESA) will play a key role in this.

We will continue to engage community and agency stakeholders in policy development and community safety programs and improve the use and value of information and knowledge across the Department through improved information and knowledge sharing practices.

Our performance management systems will be further improved to ensure that our services continue to match community demand. We will also respond to the South East Queensland Regional Plan 2005-2026, to project future service demand and service needs.

We will continue to align strategic asset management, Information and Communication Technology (ICT) and other internal service delivery approaches with whole-of-Government reviews and practices. We will continue to develop integrated information collection and management systems, including computer-aided dispatch systems, which will improve multi-service response abilities.



Our continuing commitment to the Australian Business Excellence Framework

The Department actively uses the Australian Business Excellence Framework. Driving continuous improvement via this framework assists us to provide the best possible services to the community, stakeholders and our staff, thereby maximising our capacity to deliver world-class emergency services.

In 2005, we conducted the first whole-of-Department Guided Self-Assessment. Findings and information from the self-assessments and external evaluations provide important input to our corporate and divisional strategic planning processes.

The 2005 Guided Self-Assessment undertaken across the Department, which included all levels of staff, highlighted a number of opportunities for improvement. Such opportunities, including efficiency and effectiveness improvements to data and performance information and continuing leadership development for staff, will contribute to future projects at all levels of the Department.

The Department will develop improved communication strategies, planning and innovation processes in response to the Guided Self-Assessment.

A full list of opportunities for improvement identified in the whole-of-Department Guided Self-Assessment is included as an appendix, on pages 26 and 27.



Enhance community safety and prevention capability

The Department will continue its strong focus on illness and accident prevention, community preparedness and education and disaster mitigation to reduce the level of risk and impact of emergencies and disasters on communities. A key strategy is building the capacity of communities to respond appropriately at times of emergency or disaster. The Department will work collaboratively with Government and community stakeholders to ensure safe and secure communities.

Goal	Strategies
<p>Enhance community capacity, capability and awareness to achieve safer communities</p>	<ol style="list-style-type: none"> 1.1 Improve collaboration with all levels of government and relevant stakeholders to assist communities to reduce the incidence and impact of emergencies and disasters. 1.2 Lead in the introduction of reforms in disaster management, mitigation, relief, and recovery arrangements. 1.3 Develop the capability of the Queensland Disaster Management System. 1.4 Exploit community engagement principles to improve the effectiveness of community safety programs and models. 1.5 Develop and improve initiatives to build emergency capability and capacity of groups in the community that are most at risk, such as rural, remote and Indigenous communities. 1.6 Improve the community profile of safety programs and participation by community members. 1.7 Strengthen and ensure compliance with legislation. 1.8 Continue research and analysis of community safety issues. 1.9 Improve policy and operational procedures in relation to emerging emergency management concerns, such as the areas where urban development meets rural land and bushland, the recommendations from the Building Fire Safety Taskforce and the Council of Australian Governments' National Inquiry on Bushfire Mitigation and Management.

Key performance indicators

- Number / percentage of local governments and community councils that have completed or are undertaking risk assessment studies.
- Targets met or exceeded in completed building inspections for compliance with building fire safety standards.
- Percentage of homes with operational smoke alarms installed.
- Number of community education first aid certificates issued per year by Queensland Ambulance Service.
- Number of Year 1 students participating in fire education and the number of Year 12 students receiving Road Awareness and Accident Prevention (RAAP) program instruction.
- Level of community disaster preparedness.
- Number of stakeholders completing hazardous materials safety management training.

Enhance operational service delivery

Excellence in service delivery is the cornerstone of the Department's vision and purpose. The delivery of rapid, reliable and professional services will continue to be a priority. To this end, the Department will further improve operational response times through adaptable models of service delivery, workforce modelling and better performance data. We will continue to improve our staff's skill levels through multi-service and multi-agency training and exercises focusing, for example, on counter-terrorism and chemical, biological, radiological, incendiary and explosives (CBRIE) events preparedness.

Goal	Strategies
<p>Service delivery continues to meet the needs of our stakeholders</p>	<ul style="list-style-type: none"> 2.1 Improve frontline operational service delivery including critical infrastructure and counter-terrorism initiatives, command and control issues, response times and improving patient care. 2.2 Work collaboratively with other agencies across the State to plan, provide and maintain optimum service, communications and infrastructure support. 2.3 Improve services to specific communities and target groups using adaptable, risk-based models of service delivery. 2.4 Ensure the efficiency and effectiveness of operational planning by applying adaptable models of service delivery that will meet demographic trends, and community and stakeholder needs. 2.5 Strengthen service planning, development and provision through collaborative regional planning and coordination. 2.6 Improve service delivery to Indigenous communities in accordance with the DES Indigenous Strategic Plan. 2.7 Improve community safety in rural and remote communities by establishing Emergency Services Units and Community First Responder groups in partnership with communities. 2.8 Ensure departmental support services enable effective operational service delivery. 2.9 Improve infrastructure and technologies that support operational service delivery.

Key performance indicators

- Level of stakeholder satisfaction with the quality and responsiveness of services.
- Targets met for life-threatening (Code 1) cases receiving ambulance attendance in less than 10 minutes.
- Percentage of responses to emergencies and disasters within agreed timeframes.
- Target met for incidents attended by urban firefighter crews within 14 minutes.
- Survival rate for out of hospital cardiac arrest.
- Percentage of rural fire brigades resourced in accordance with the standard set for their brigade classification.

Develop and support our people

To ensure ongoing excellence in service delivery, the Department will continue to develop goals and strategies that recognise, support, train and safeguard its staff and volunteers. The Department values and promotes diversity, and will use targeted recruitment and retention strategies to ensure that the workforce is culturally representative of the community it serves. The Department supports collaborative workplace relationships in pursuit of consistent and equitable employment conditions for staff.

Goal	Strategies
<p>Staff and volunteers are appropriately trained, equipped and supported</p>	<ul style="list-style-type: none"> 3.1 Provide suitable equipment, equitable access to development opportunities and safe working conditions for staff and volunteers across Queensland. 3.2 Undertake programs that develop and sustain a highly capable, professional, ethical and adaptable workforce that is representative of the community. 3.3 Improve existing programs for volunteers to strengthen volunteer operations. 3.4 Enhance emergency management training, education, learning and development, including joint multi-agency special operations. 3.5 Improve leadership capability at all levels of the Department. 3.6 Ensure effective recruitment and continuous employment strategies are developed through research-based workforce planning. 3.7 Conduct joint emergency services training at State and regional level. 3.8 Improve community safety capacity by expanding the Emergency Services Cadet program in communities throughout Queensland. 3.9 Support work and life balance, well-being and healthy lifestyle principles through actions whilst maintaining excellence in operational service delivery. 3.10 Advance a positive industrial relations environment through partnership with relevant stakeholders. 3.11 Encourage staff contribution to corporate strategy through improved performance planning, staff feedback mechanisms and harvesting of innovation and ideas.
<p>Our workforce is representative of our community</p>	<ul style="list-style-type: none"> 3.12 Develop workforce capability to meet our current and future organisational requirements and reflect diversity and equity requirements. 3.13 Ensure innovative and effective recruitment strategies that encourage participation from Queensland's diverse cultural groups. 3.14 Continue implementing the Department of Emergency Services Strategic Workforce Management Plan, Indigenous Strategic Plan and the Diversity and Equity Plan.

Key performance indicators

- Implementation of the performance development system throughout the Department.
- Level of volunteer satisfaction.
- Increased level of employee satisfaction with access to and quality of training and development programs.
- Decrease in number of Workplace Health and Safety incidents.
- Community perception of the professionalism of employees within the Department.
- Targets met or exceeded for employment of target group members.
- Number of Emergency Services Cadet Groups/Community First responder Groups supported.



Contribute to national, State and local policy agenda

The Department is an active participant in shaping national, State and local policy, for example in relation to our role in State and regional emergency and disaster management, including counter-terrorism. We will continue to build valued partnerships with other agencies, stakeholders and communities to improve community safety.

Goal	Strategies
Transparent links are established to whole-of-Government agenda and priorities	<ul style="list-style-type: none">4.1 Improve safety outcomes for the community by strengthening relationships with community stakeholders and agencies, professional and academic institutions and all levels of government.4.2 Improve multi-service response and recovery through ongoing and effective information sharing with key government agencies.4.3 Strengthen community safety policy and practice through alliances and partnerships at the national, State and local levels.4.4 Contribute to whole-of-government initiatives that strengthen Queensland's disaster management arrangements.4.5 Raise government and community awareness of emergency management policy and service approaches through enhancing our policy and research skills, communication and participation methods.4.6 Actively support and shape emergency management policy through national forums, peak bodies and working groups.4.7 Continue to shape emergency and disaster management reform in accordance with the principles and recommendations of the Council of Australian Governments (COAG) reviews, including the Natural Disasters in Australia: Reforming Mitigation, Relief and Recovery Arrangements report; the Council of Australian Governments National Inquiry on Bushfire Mitigation and Management and the Council of Australian Governments review of hazardous materials.4.8 Develop policy research and advice, and legislative and regulatory frameworks, which enhance service delivery and community safety.

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Key performance indicators

- Regional representation on Regional Managers' Coordination Networks.
- Recommendations implemented from the Council of Australian Governments Natural Disasters in Australia: Reforming Mitigation, Relief and Recovery Arrangements report.
- Ongoing Departmental representation and contribution to international, national, State and local forums.

Continuous business improvement

The Department is committed to improving all aspects of our business, including service delivery, community safety and policy development. Key business improvement processes include strategic and operational planning, financial management, information and knowledge management, and performance analysis and reporting. We use research to develop better practices and contribute to the improvement of our services and processes. The Department has adopted a systematic approach to business improvement utilising the Australian Business Excellence Framework.

Goal	Strategies
<p>Leadership and business excellence frameworks are adopted throughout the organisation</p>	<ul style="list-style-type: none"> 5.1 Ensure performance frameworks are consistent with national and international best practice. 5.2 Develop unified and coordinated strategic, business, service and infrastructure planning across the State and regions. 5.3 Improve corporate governance including risk management and knowledge sharing. 5.4 Apply the Australian Business Excellence Framework across the Department to foster the attainment of excellence. 5.5 Strengthen regional planning and coordination capacity and links to whole-of-Government through the Regional Planning and Coordination Teams and the State Planning Group. 5.6 Effectively manage new processes, policies and organisational reform initiatives through active participation and collaboration. 5.7 Develop and implement an effective information technology framework that provides operational and corporate management information, decision support systems, e-commerce capability and improved communications technology. 5.8 Develop commercial opportunities in accordance with the Department's Commercial Development Policy. 5.9 Enhance customer relationship management.

Key performance indicators

- All Divisions, and the Department as a whole, demonstrate improvement through regular organisational self-assessment using the Australian Business Excellence Framework.
- Performance targets agreed to in the Ministerial Portfolio Statement achieved.
- Departmental representation and contribution to international, national, State and local forums.
- The Department's annual financial statements certified without qualification or major adverse comment by Queensland's Auditor-General.
- Resolution of compliance issues identified through audit.

Our Organisation

The Department provides services in all phases of emergency and disaster management (prevention, preparedness, response and recovery). These are provided by our three operational divisions: Queensland Fire and Rescue Service, Queensland Ambulance Service, and Emergency Management Queensland. Strategic business support is provided by Business Support Services. Strategic Policy and Executive Services provides strategic governance, management, research, advocacy and representation services to the Department and Government.

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

Our services are delivered in seven regions across Queensland, including Far North, Central, North Coast, Northern, South West, South East and Brisbane regions.

Our central office is located in the Emergency Services Complex at Kedron in Brisbane's northern suburbs. This site houses all the services' head offices, the State Operations Coordination Centre and the State Disaster Coordination Centre. The new multi-service Special Operations Centre, located at Cannon Hill, Brisbane, enables State-wide special operations response, due to its proximity to the Brisbane airport. Having all the services' head offices in one location greatly improves communication and coordination across the services and enhances partnering and collaboration in strategic planning, service delivery, training, community safety and disaster management issues.

Queensland Ambulance Service

Queensland Ambulance Service provides emergency medical services across Queensland. By continuing to strive for excellence through innovation we aim to improve the health and well-being of individuals and the community. Our services include:

- Providing pre-hospital paramedical response services to patients who suffer sudden illness or injuries;
- Emergency and routine pre-hospital patient care, coordination of aeromedical services and inter-facility ambulance transport;
- Planning and coordination of major events, multi-casualty incidents and disasters;
- Community services such as community education and injury prevention; and
- Pre-hospital care research.

Emergency Management Queensland

Emergency Management Queensland contributes to more resilient and sustainable communities through a range of disaster management and emergency services comprising:

- Mitigation, Community Safety and Sustainability Services including the implementation of mitigation initiatives and programs such as disaster awareness and hazard reduction through community safety and education programs, chemical hazard safety management and the Emergency Services Cadet Program; and
- Response and Recovery Services including the provision of support to State Emergency Service (SES) volunteers and volunteer marine rescue organisations, coordination of Queensland's disaster management arrangements, management of the Queensland Government Helicopter Rescue Service (Queensland Rescue) and support to community and contract helicopter providers.

Queensland Fire and Rescue Service

Queensland Fire and Rescue Services includes a wide range of activities to assist and enhance community safety and security through public awareness and an emphasis on fire and emergency incident prevention and mitigation and emergency response capability including:

- Provision of a range of community safety and awareness programs for industry, business, rural communities and the general public including expert advice and services related to building fire safety, hazard mitigation, community education, fire prevention, and hazardous materials management;
- Activities necessary for firefighters to be prepared and capable of responding to a broad range of emergency situations including education and training of firefighters, provision and maintenance of equipment, communication systems and fire stations; and
- Emergency response to protect persons, property and the environment from fire and chemical incidents and the provision of rescue services including vehicle extrications, confined-space rescue, vertical rescue and urban search and rescue.

Business Support Services

Business Support Services provides operational and support areas across the Department with strategic and tactical services and advice related to human resources, industrial relations, organisational health, finance, procurement, corporate governance, capital works, property management and leasing, Department of Emergency Services and Queensland Ambulance Service fleet and equipment, warehousing and distribution, assets and facilities management, records and information systems and communication technologies and systems development.

In addition, Business Support Services, on behalf of the Department, manages the Shared Services Provider arrangements for the delivery of transactional services in the areas of human resources, finance and corporate records.

Strategic Policy and Executive Services

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



Our partners, customers and stakeholders

The nature of our role means we work with many organisations, groups and individuals in Queensland and nationally. Our partners, stakeholders and customers include:

- The Minister for Emergency Services and Executive Government
- Advisory bodies such as the:
 - › Emergency Services Advisory Council (ESAC)
 - › Rural Fire Advisory Council
 - › Queensland Emergency Medical System Advisory Committee (QEMSAC)
 - › State Emergency Service (SES) Volunteer Executive Committee
 - › Queensland Local Ambulance Committees Advisory Council (QLAC)
 - › Emergency Services Cadet Steering Committee

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- Our full-time, part-time and auxiliary personnel:
 - › State Emergency Service volunteers
 - › Emergency Service Unit volunteers
 - › Rural Fire Brigade volunteers
 - › Emergency Services Cadets
 - › Honorary Ambulance Officers including Ambulance Attendants and Community First Responders
 - › Queensland Fire and Rescue Service Scientific Unit volunteers
- Our supported volunteers, including:
 - › Volunteer Marine Rescue Association of Queensland
 - › Surf Life Saving Queensland
 - › Australian Volunteer Coast Guard Association
 - › Royal Life Saving Society
 - › Local Ambulance Committees
- Community organisations such as:
 - › Community and Contract Helicopter Providers
 - › Royal Flying Doctor Service of Australia (RFDS)
- Public and private health care providers, hospitals and health insurance funds
- Peak organisations such as the:
 - › Local Government Association of Queensland (LGAQ)
 - › Regional Organisations of Councils
 - › Convention of Ambulance Authorities (CAA)
 - › Australasian Fire Authorities Council (AFAC)
 - › Australian Resuscitation Council (ARC)
 - › International Institute of Fire Engineers (IIFE)
 - › Emergency Management of Australia (EMA)
- Unions and employee representatives
- Bushfire Cooperative Research Centre
- University and vocational education providers
- Sponsors, suppliers and the insurance industry
- Other State Government agencies

Key Challenges for the Organisation

We regularly undertake a scan of the environment in which the Department operates. The scan provides information that allows us to identify emerging and future developments that are likely to affect how we will operate in the future. These developments occur locally, nationally and globally.

This scanning process allows the Department to identify and confirm many important factors and issues that will affect how we deliver our services (outputs) and operate as a public sector organisation.

The major factors that shape how we plan our service delivery can be grouped into six categories - political, economic, sociological, technological, environmental and legal. In addition, the Department aligns its activities with the Queensland Government priorities and community outcomes as outlined in the Charter of Social and Fiscal Responsibility and is informed by developments in emergency management in Australia and overseas.

Queensland Government priorities and outcomes

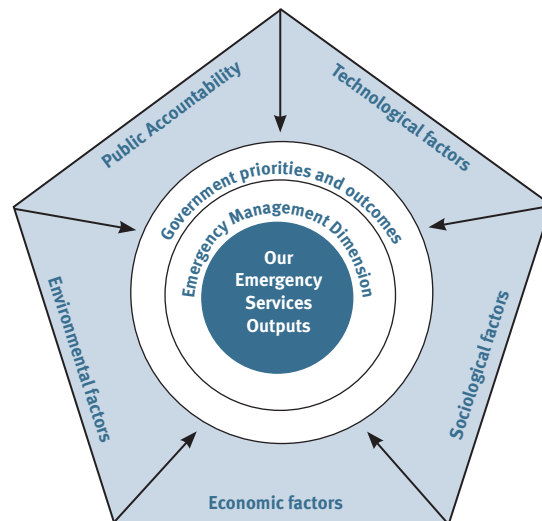
The needs of the Queensland community are the principal drivers of Government policy and activity. The Queensland Government has set itself seven priorities, as a guide for action for departments, against which performance can be measured.

The services we provide to the community of Queensland must align with and assist the achievement of these Government priorities.

Technological factors

Society is experiencing unprecedented technological change. Advances in information technology and telecommunications are transforming the way we live, are educated and do business.

Technological development has the potential to provide social, economic and environmental benefits.



However, it also places additional demands on Departmental resources with training, research and development, asset management and changing workplace and service delivery practices.

Other significant issues for the Department include ensuring integrity of data capture, the standardisation of information reporting mechanisms, criticality of information sharing and integrated geographical information systems and establishing systems for sharing knowledge to better inform our policy development and administrative and planning processes.

Sociological factors

Changes in the age profile of the population and where people live (population demographics) have a considerable effect on Departmental service delivery, recruitment, training and retention of employees and volunteers.

Significant demands will be made on the Department through changes in the demographic profile of Queensland through urbanisation; the ageing of the population; increasing population in coastal areas; a decreasing birth-rate; rural/regional and urban differences; increased migration from interstate and overseas and the rapid growth of the south east corner of the State.

The ageing profile of our workforce and volunteers and the Department's commitment to provide culturally appropriate services to the community poses both significant challenges and opportunities. The Department values diversity and is committed to ensuring its workforce reflects the cultural diversity of the community.

The Department is continually reviewing work practices, with a view to greater flexibility, to facilitate a more balanced home and work environment.

Environmental factors

Governments, businesses and industry continue to respond to community concerns about the increasingly vulnerability of our State to climate change. Climate change is expected to have significant impacts on our service delivery with expected increases in cyclones, heavy rains and storms and, conversely, drier, hotter seasons leading to water shortages and extreme bushfires.

Hurricane Katrina in the United States, as well as the tsunami disaster which struck in 2004, have emphasised the tragic impact natural disasters can have on communities and the natural environment in which they live. The importance of early warning systems, disaster preparedness and a timely, well planned response has been emphasised by these recent events.

Further developing the Departmental Waste Management Policy will ensure that we operate in an environmentally responsible manner.

Economic factors

The Department has now established stable funding sources via the Community Ambulance Cover and the Urban Fire Levy. This allows for better long term planning of service delivery to the community. Greater demand is forecast in urban, rural and remote areas, presenting future challenges for the Department.

Public accountability

The Department is faced with increasing demands for disclosure, accountability and ethical behaviour in a climate of increased litigation and intense media scrutiny.

The emphasis on agencies working together to provide policy and program development and service delivery allows for eliminating duplication of functions between government agencies and increasing the efficiency of the Government. At the same time lines of accountability and responsibility become more complex and need to be clear.

Sharing resources and partnering to deliver key initiatives is crucial to ensure Government at all levels can respond to the Queensland community in a comprehensive way.

Emergency management trends

Communities are living with greater technological and environmental risk, as well as a heightened security environment. Planning, at the whole-of-Government level for response to significant natural or technological disaster events and terrorist or malicious acts is imperative and requires a comprehensive approach across all operational areas to ensure Queensland is prepared and equipped to respond to potential incidents.

Enhanced integration and coordination of operational emergency services is required including integrated information technology systems, shared communications networks and infrastructure, collocated facilities and joint planning and training.

Disaster and emergency management practices are placing an increased emphasis on community education and prevention activities including a focus on proactive community risk reduction using a multi-agency or whole-of-Government approach where the sharing of information and intelligence is increasingly important.

The adoption of a risk management approach provides emergency managers with the means to better identify, manage, reduce the risk of and mitigate potential hazards.

How we support key Government policies

Smart Queensland: Smart State Strategy 2005-2015

We are committed to applying the key themes from the Smart State Strategy in both policy and program development and direct service delivery. Research is being used to effectively inform the evidence base for innovation and flexibility in service delivery. Skills for staff and volunteers are being improved through a number of training and professional development opportunities. Opportunities to export our expertise in disaster management are also being pursued.

South East Queensland Regional Plan 2005-2026 and South East Queensland Infrastructure Plan and Program 2005-2026

We support the commitment by the Queensland Government to suitably plan for the necessary infrastructure that will support growth in South East Queensland. We will work with other agencies and local governments to progress the individual components of the plans as they evolve.

Queensland Government Counter-Terrorism Strategy 2005-07

We are committed to community safety and working closely with the Australian Government and other State/Territory Governments on counter-terrorism issues to ensure the safety of all citizens. The Department is represented on a number of groups that focus on security and counter-terrorism issues including the Queensland Counter Terrorism Committee. The Department has also established a multi-service Special Operations Centre to enhance emergency response capability.

Meeting Challenges, Making Choices

We are working with Indigenous Australians to build safe and secure communities. We have put in place a number of actions to develop flexible, innovative and culturally appropriate service delivery models that meet the needs of Indigenous communities. Guided by these actions, multi-agency plans have been developed and approved in partnership with local communities. The action plans identify the needs of specific communities and outline Departmental actions to address those needs.

Seamless Government: improving outcomes for Queenslanders now and in the future

Government agencies working together is the underpinning principle of the Government's framework document - Realising the Vision: Governance for the Smart State. The days of government departments working in isolation are over. The emphasis is now on coordination across Government, working collaboratively with our partners at all levels of Government and within the community in pursuing a better approach to service provision.

Engaging Queenslanders: Get involved

The Department has developed community engagement consultation and participation processes and procedures in planning, policy development and service delivery.

Diversity at Work

We value the significant contributions that people from different backgrounds are able to provide in emergency services. The Department continues to adopt and refine ways that improve our attractiveness as an employer and our recruitment and retention methods, particularly for people from culturally diverse groups including Indigenous Australians.

Multicultural Queensland – making a world of difference

The Department has incorporated into its services the principles of the State's Multicultural Queensland policy to improve access to services for new and emerging communities. Strategic and operational plans promote and foster adaptable, inclusive communication processes and pursue services that address specific areas of need.

Trade with Queensland

We will continue to develop and refine the Department's commercial development framework to provide further opportunities to partner with business in gaining access to international aid markets (emergency and disaster services training and development).

Managing Organisation Risks

The nature of risk and its management require the Department to continually monitor current issues and trends impacting on the Department's business and then evaluate to what degree any of these issues may pose a risk to current or emerging services.

The outcomes of risk management in the Department are:

- More effective delivery of DES services in support of our outputs and whole-of-Government priorities.
- More effective allocation and use of resources.
- Higher standard of customer service, both internally and to the community.
- Higher standard of accountability, particularly with regard to defensibility of decisions made.
- Greater exercise of creativity and innovation in management practices.
- Improved capacity to manage competing priorities.

Risk management is an integral component of management and decision-making practices. The Department's risk management activities comply with AS/NZS 4360:2004.

The management of risk within the Department involves the identification, analysis and treatment of exposures likely to adversely impact on the operational performance and/or continued effectiveness of the Department. In line with The management of risk within the Department involves the identification, analysis and treatment of exposures likely to adversely impact on the operational performance and/or continued effectiveness of the Department. In line with the Risk Management Policy of the Department, strategic and operational plans have integrated risk management information into the development of goals and actions.



Key corporate risks for the Department that are addressed in strategic and operational plans include:

Risk Category	Risk Description
Technology	Manage critical information technology systems (financial, human resource, operational and infrastructure).
Financial	Ensure adequate long-term funding to meet strategies and maintain services.
Technology and Governance	Manage and secure knowledge/data/information to ensure effective business decisions.
Recruitment	Appropriately recruit, manage, train and place people.
Volunteers	Attract, retain, and ensure volunteers are appropriately supported and trained.
Commercial and Legal	Effective systems and procedures in place to manage litigation and legal matters.
Industrial Relations	Effectively manage Industrial Relations.
Workplace Health and Safety	Ensure the safety and well-being of staff and volunteers.
Operational Service Delivery	Provide expected levels and standards of operational service delivery.
Corporate Governance	Meet standards and expectations of disclosure, accountability and ethical behaviour.
CBR Incidents	Plan for and manage major Chemical, Biological and Radiological (CBR) incidents.
Environment	Effectively manage issues that adversely impact on the environment.
Resource Management	Effectively manage and monitor Departmental resources.
Planning	Lead the development of innovative emergency plans and initiatives.
Community Engagement	Communicate and work effectively with key stakeholders and the broader community.
Leadership	Position the Department as a lead emergency services agency within the Government and community.

Appendix – Opportunities for Improvement Identified in the DES 2005 Guided Self-Assessment

DES Opportunities for Improvement	Linkage to KRA Strategies
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1 LEADERSHIP

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|--|----------------|
| ➤ Generate a clear vision document, in language that staff understand, to outline the long-term DES strategic direction (eg DES Emergency 2020). | 5-2 |
| ➤ Establish and monitor regular staff feedback mechanisms. | 3.11 |
| ➤ Expand leadership skills and competencies development. | 3.2, 3.5, 3.11 |

2 STRATEGY AND PLANNING

- | | |
|---|----------|
| ➤ Through the State Planning Group, establish and implement DES-wide integrated planning, including: <ul style="list-style-type: none"> › Capacity & capability to implement plans including workforce modelling; › Integration of plans at strategic and local levels; and › Link with development and deployment of whole-of-Government plans. | 5.2, 5.5 |
| ➤ Align all strategic plans with DES direction. | 5.2, 5.5 |

3 KNOWLEDGE AND INFORMATION

- | | |
|---|----------|
| ➤ Establish clear information/knowledge management accountabilities and procedures to simplify retention and retrieval and improve efficiency and quality of information use. | 5.3, 5.7 |
| ➤ Develop whole-of-Department information/knowledge management processes to streamline policy, planning and communications. | 5.3, 5.7 |

4 PEOPLE

- | | |
|---|--------------------------------|
| ➤ Improve workforce modelling to manage workloads, optimise efficiencies in training, re-energise the performance review process and improve the recruitment and selection process. | 3.1, 3.2, 3.6, 3.9, 3.12, 3.13 |
| ➤ Optimise local management through increased delegations and authority at appropriate levels. | 3-5 |
| ➤ Ensure staff performance plans are linked with DES strategic direction. | 3.11, 5.2 |

5 CUSTOMER AND MARKET FOCUS

- | | |
|--|-----|
| ➤ Expand customer relationship management efforts including improved complaints handling procedures. | 5.9 |
| ➤ Verify customers' true perception of value. | 5.9 |

DES Opportunities for Improvement

Linkage to KRA Strategies

6 INNOVATION, QUALITY AND IMPROVEMENT

- Initiate an innovation process to harvest ideas for DES-wide use, including how changes that result from the process are communicated and handled. 3-11
- Consider business improvement process training to help employees optimise productivity and encourage DES-wide organisational learning. 3-2, 3-12, 5-4
- Maximise internal communications 3-5, 3-11, 5-3, 5-6

7 SUCCESS AND SUSTAINABILITY

- Review all performance measures and express them in outcomes terms wherever possible. 5-1
- Maximise publication of performance measures success and sustainability in easily understood language, including what they mean and how they relate. 5-1

Key locations of the Department

Office of the Minister for Emergency Services

Level 3 Blackall Wing (Block B)
Emergency Services Complex
Cnr Park Road and Kedron Park Road Kedron Qld
GPO Box 1377, Brisbane Qld 4001
Ph: 07 3247 8190

Office of the Director-General

Level 3 Blackall Wing (Block B)
Emergency Services Complex
Cnr Park Road and Kedron Park Road Kedron Qld
GPO Box 1425, Brisbane Qld 4001
Ph: 07 3247 8821

Emergency Management Queensland

Level 2 Warriar Wing (Block C)
Emergency Services Complex
Cnr Park Road and Kedron Park Road Kedron Qld
GPO Box 1425, Brisbane Qld 4001
Ph: 07 3247 8511

Queensland Ambulance Service

Level 3 Hoskin Stiles Wing (Block A)
Emergency Services Complex
Cnr Park Road and Kedron Park Road Kedron Qld
GPO Box 1425, Brisbane Qld 4001
Ph: 07 3247 8200

Queensland Fire and Rescue Service

Level 2 Blackall Wing (Block B)
Emergency Services Complex
Cnr Park Road and Kedron Park Road Kedron Qld
GPO Box 1425, Brisbane Qld 4001
Ph: 07 3247 8100

Business Support Services

Level 1 Blackall Wing (Block B)
Emergency Services Complex
Cnr Park Road and Kedron Park Road Kedron Qld
GPO Box 1425, Brisbane Qld 4001
Ph: 07 3247 8604

Strategic Policy and Executive Services

Level 3 Blackall Wing (Block B)
Emergency Services Complex
Cnr Park Road and Kedron Park Road Kedron Qld
GPO Box 1425, Brisbane Qld 4001
Ph: 07 3247 8797

Far Northern Region Office

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

Northern Region Office

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

Central Region Office

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

South Western Region Office

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

QAS North Coast Region Office

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

QFRS North Coast Region Office

98 Lennox Street, Maryborough Qld
Ph: 07 4122 4922

QAS Brisbane Region Office

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

QFRS Brisbane Region Office

Level 2 Kedron Brook Building
Emergency Services Complex
Cnr Park Road and Kedron Park Road Kedron Qld
GPO Box 2953 Brisbane Qld 4001
Ph: 07 3247 8594

South Eastern Region Office

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

EMQ regional offices

Brisbane Region

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

Far North Region

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

Northern Region

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

Central Region

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

North Coast Region

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

South East Region

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

South West Region

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