

Department of Emergency Services Corporate Plan 2007–11



Our vision

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

Our purpose

We save lives, protect property and improve community safety and resilience.

Our commitment

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



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Abbreviations used in this plan

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

Right: QFRS utilises an impressive array of special firefighting appliances.



Message from the Minister

The Department of Emergency Services plays a vital role in delivering on the Queensland Government's commitment to make our communities stronger, safer and more sustainable.

To serve the community well, the department needs a solid strategy with identified goals. The Corporate Plan 2007–11 sets out how the five divisions—Queensland Fire and Rescue Service, Queensland Ambulance Service, Emergency Management Queensland, Business Support Services and Strategic Policy and Executive Services—will continue to work cooperatively to provide world-class services.

In addition, the department will continue to work alongside key partners around Australia and overseas to develop responses to complex and significant events such as multi-casualty incidents, tsunamis, pandemics and terrorist incidents.

The crucial component for an effective response is highly trained staff. I am immensely impressed by the dedication and professionalism of our full-time, auxiliary and volunteer staff. I have utmost confidence in their ability to serve the community.

I am proud to head the team that makes such a difference for all Queenslanders.



Hon Neil Roberts MP
Minister for Emergency Services



Message from the Director-General

Events in recent years in Queensland, Australia and overseas have reinforced the importance of the Department of Emergency Services continuing to work with key partner agencies to implement strategies that reduce community vulnerability to a range of threats and strengthen community resilience.

These events have also reinforced the need for the department to ensure that it has a rapid, scalable, multi-service response capability for a wider range of more complex and significant disaster and emergency events.

While the department's multi-service structure assists Queensland's 'all-hazards' preparedness and fosters better coordination, cooperation and communication across the services, such a capability will continue to be developed through a commitment to our people—our staff and volunteer workforce. This will be demonstrated through a strong ongoing focus on the effective implementation of the ZEROharm workplace health and safety strategy, training and development, multi-service field and desktop exercises, and fostering emerging leaders.

We will also continue to harness technologies and equipment to maximise our responsiveness and effectiveness, forge new alliances and strengthen existing relationships with key partner agencies, and importantly, maintain our focus on operational service excellence.

The Corporate Plan 2007–11 reinforces the department as a learning organisation committed to continuous improvement across all our services. Importantly, the plan articulates the strategies necessary for the Department of Emergency Services to effectively contribute to safer and more resilient communities in Queensland.



Fiona McKersie ESM
Director-General
Department of Emergency Services



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Our core responsibilities

The department is responsible for ensuring the delivery of essential emergency services statewide, and for the administration of an effective disaster and emergency management system. This includes:

- ensuring availability of essential emergency services—ambulance, fire, aeromedical and search and rescue
- planning, coordinating and facilitating preparation for, and response to, emergencies and disasters
- reducing vulnerability to hazards associated with emergencies and disasters
- building community capacity and resilience to prepare for, respond to, and recover from emergencies and disasters.

Our key outcomes

Key outcomes the department is working to deliver for the community include:

- a reduction in the social and economic impact of emergencies and disasters
- a reduction in related fatalities, injuries and property losses
- a reduction in the vulnerability of infrastructure and communities to natural and man-made disasters and hazards
- enhanced health outcomes associated with emergencies occasioned by sudden illness, injury or catastrophic events.

Reporting on our progress

The Annual Report 2007–08 will report the progress we have made toward achieving these outcomes. In addition, we are committed to reporting our performance through a number of key reports required by either Australian or Queensland Government arrangements. These include:

- Report on Government Services
- Ministerial Portfolio Statements.

What we value

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



Community Service

All of our people are united through a strong commitment to the communities we serve and community safety.



Learning

As a learning organisation we value sharing of information and constructive feedback in order to continually improve our services.



Leadership

We value and foster leadership based on our common vision and high standards of ethical behaviour.



Teamwork

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



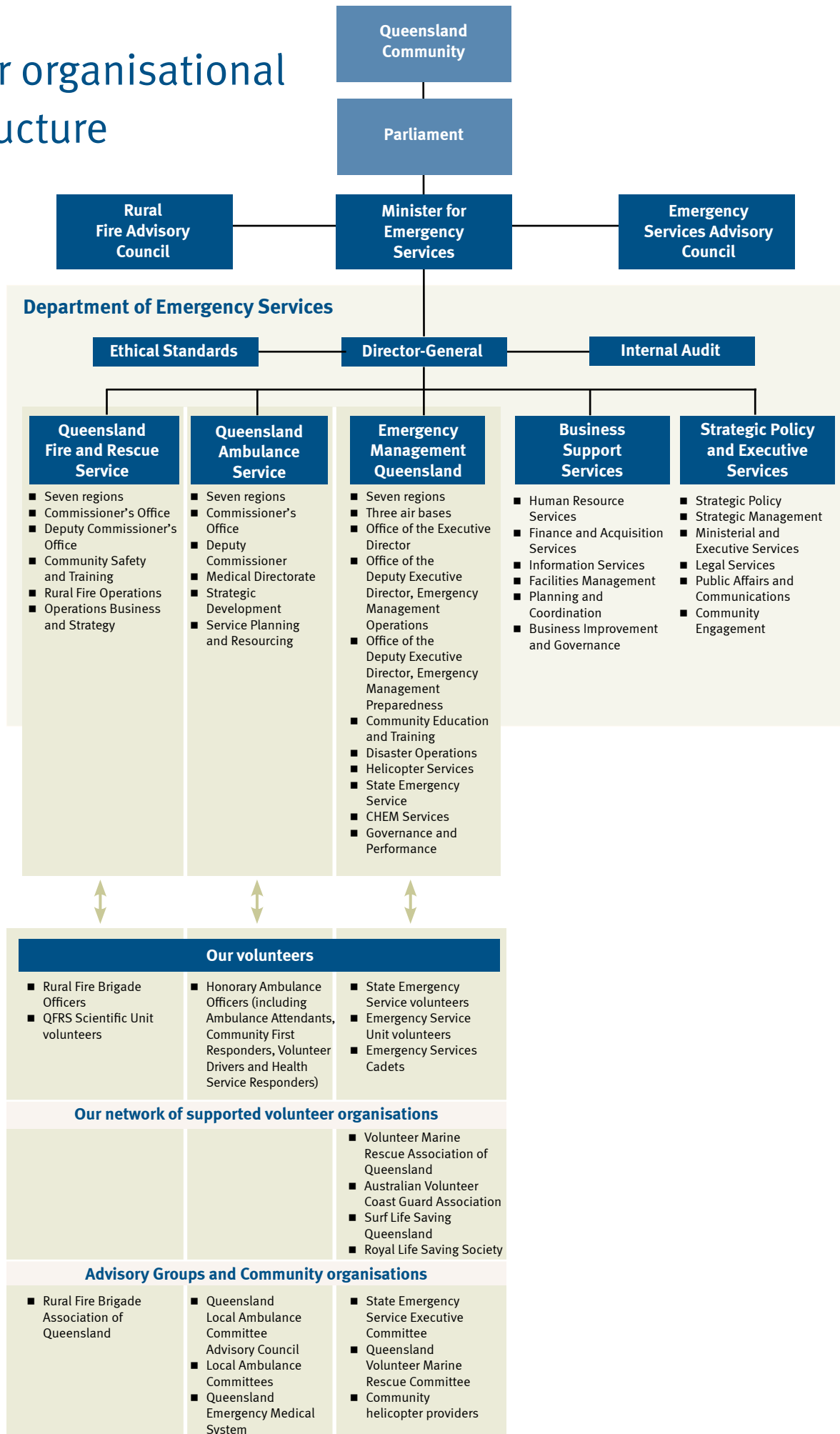
Integrity

We support open and honest communication and act with integrity.

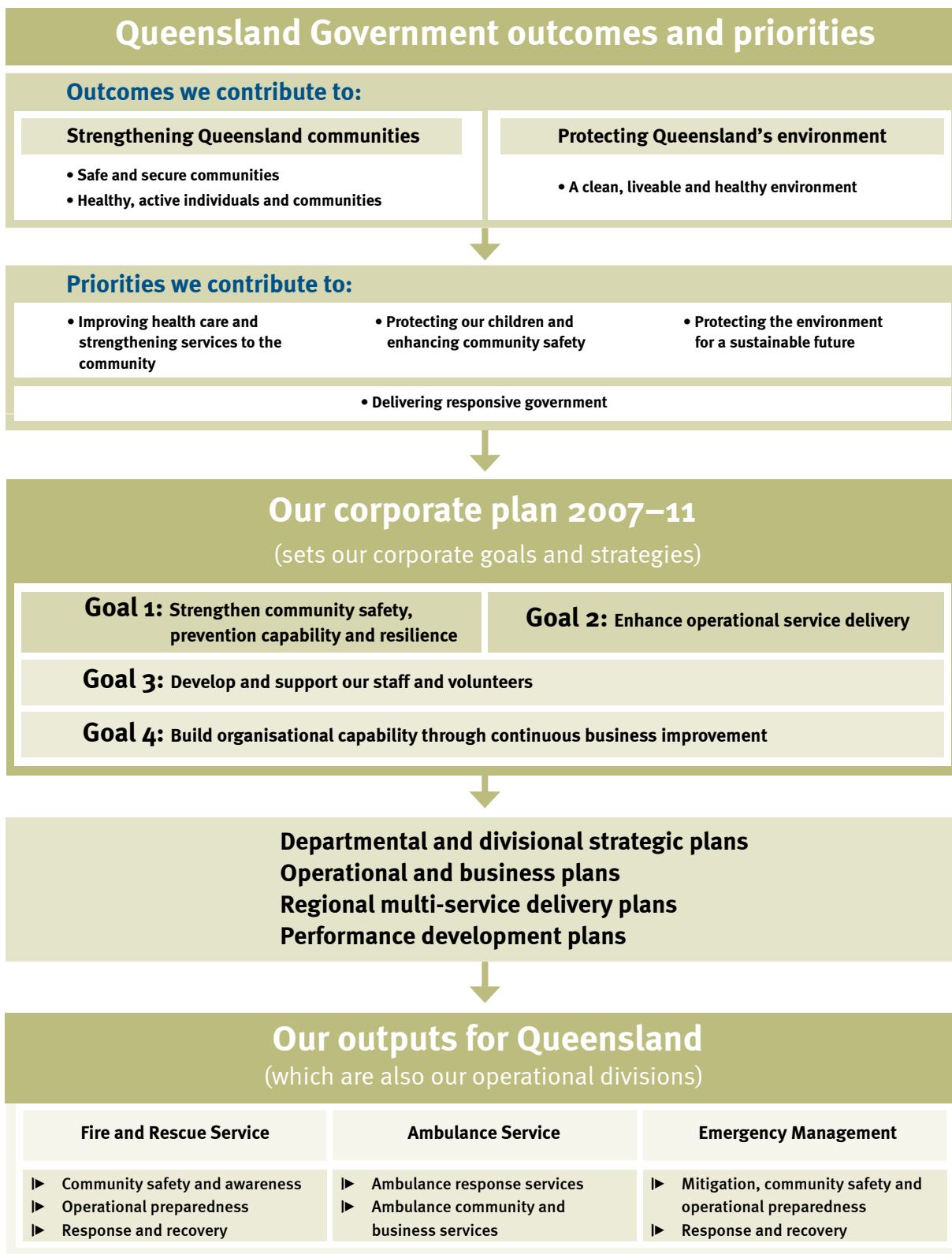
Diversity

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

Our organisational structure



How we focus our service delivery



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

Our four goals

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

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

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



EMQ effectively led and coordinated the immediate Queensland Government response to Tropical Cyclone Larry in March 2006. Personnel from across the department and other key agencies assisted in the response effort.

Strategic direction

The effective delivery of statewide emergency and disaster management services is provided through a paid and volunteer workforce.

As an integrated emergency management organisation, the department is uniquely positioned to deliver best practice emergency and disaster management services, and contribute to outcomes which deliver substantial social, economic and environmental benefits.

Recent experiences locally, nationally and internationally have provided evidence of the benefits of vulnerability reduction. Adopting a proactive, multi-service approach to emergency response and disaster management has also proven essential.

These experiences reinforce the need to be prepared to respond to a range of hazards, whether natural or man-made, and potential events of significant magnitude and complexity.

We will continue to have an ‘all hazards’ focus on preparedness—to ensure we provide an effective and appropriate response under all circumstances, including natural disasters, terrorist incidents and pandemic influenza. The unexpected tsunami threat to Queensland experienced in April 2007 highlights the importance of this approach, as well as the need for continued collaboration with our service delivery

partners, and the importance of strategies that support community resilience and reduce vulnerability to a range of threats.

Challenges and opportunities

The Organisation for Economic and Cooperative Development report: *Emerging Risks in the 21st Century* notes that the work of emergency services organisations will become more complex, challenging and require greater sophistication in addressing the risks brought about by climate change, international terrorism and the increasing demand for emergency services.

While the challenges will be significant, our focus is not just on ensuring the continued effectiveness of our service delivery. Our focus is also on doing things better—identifying, creating and implementing opportunities to improve our service delivery.

Key challenges and opportunities for the next four years will undoubtedly include the following:

Increased demand for services

Increased demand is most apparent in the area of ambulance services, where the ageing and growing population and the increasing prevalence of chronic illness has increased demand in the order of 125% over the past 10 years. This growth in demand is expected to continue, particularly with respect to acute cases.

Increases in demand for service are also being experienced by the department's regulatory and mitigation functions. The rapid growth in land development across the state has impacted on the volume of building fire safety applications to be reviewed and has put pressure on the buffer zone between residential and industrial areas. The department's commitment to reducing risks to the safety and wellbeing of communities prior to incidents is becoming a more significant proportion of our workload.

Implementing the department's significant capital program is another challenge in the current economy, where the demand for construction services and skills is very high. For this reason, we will continue to focus on managing resources and timeframes for all of our capital works.

Responding to this increased demand provides us with the opportunity to re-evaluate how we do business—to ensure our resources are used effectively to contribute to a safer Queensland. As part of this, the department is focussing increasingly on developing innovative prevention, mitigation and community capacity building strategies to enhance community safety.

Protecting our people

The safety of our staff and volunteers is of paramount importance. In 2007 the department introduced ZEROharm—a policy which affirms our commitment to, and value of, our most significant asset—our people.

Implementation of the ZEROharm policy will enhance our capacity to deliver services and respond to our challenging environment. Furthermore, it will help ensure our sustainability.

The motto that 'all injuries are preventable' does not imply a risk-averse culture, but one that sees preparation and the identification of appropriate response to hazards as a critical part of our 24 hour operations. A key element of this will be supporting staff and volunteers to cope with future service delivery challenges by ensuring that we continue to

provide quality facilities, equipment, and excellence in education and training. It is the wellness and availability of our people that will provide us with the greatest ability to overcome our challenges and reap the benefit of the opportunities that the future provides.

Increased complexity in the service delivery environment

Lessons learnt from recent major global disasters have reinforced the criticality of arrangements that enable a swift, flexible and scalable response to disasters, as well as robust and interoperable communications systems to underpin major incident coordination.

The department must continue to ensure it is able to respond quickly to a wider range of complex events, (such as cyclones, tsunamis, pandemic influenza and terrorist incidents) while sustaining effective core emergency service delivery. This response capability will be achieved through an ongoing focus on training, multi-service exercises and a commitment to translating lessons learnt into actions to continue to improve our services to the Queensland community—a commitment to service excellence.

Community expectations

The Queensland public expects its emergency services to be adequately prepared and able to respond to any event. Independent research demonstrates that community trust for ambulance and fire service officers is greatest of all professions. Despite our day-to-day workload and the uncertainty and complexity of emerging threats and incidents that we are expected to respond to, we will honour this trust. Our core values reflect this, and include community service, safety and integrity. This is our commitment to the community and we will ensure our response is not only appropriate to the public we serve but also fair to our staff who are committed to excellence in service delivery.

Community resilience

The impact of climate change is predicted to cause more frequent and intense disaster events. More areas of Queensland may also be at increased risk of bushfire, storm surge inundation and cyclones. A challenge for the department is to accelerate the preparedness and prevention efforts of communities to reduce risk and vulnerability in the absence of a specific and imminent threat.

The 2006 Cyclone Summit in Cairns highlighted a variety of opportunities to increase social resilience in Queensland communities and therefore to improve the community's adaptive capacity to disasters. With growing populations in many areas of the state, new residents need to be provided with the information and the social networks necessary to build resilience.

A strategic partnership with the Climate Change Centre of Excellence in Queensland will enhance the state's preparedness with respect to risks arising from climate change.

Integrated Communications and State Emergency Operations Centre

The establishment of a state-of-the-art integrated communications and state emergency operations centre at Kedron Park will greatly increase our department's capacity to respond to large scale disasters and emergencies.

The department will optimise its use of new and developing technologies to deliver enhanced capability to support incident response, situational intelligence for major incident coordination and operational preparedness, and assist with replacement of existing communications infrastructure.

An ageing workforce and shortages of specialist staff

Like many organisations, our workforce is ageing. Competition for skilled labour is also increasing as the economy strengthens. The department must develop innovative strategies to retain appropriately qualified staff and volunteers, especially in rural and remote areas—in addition to attracting new employees.

Technology

Technological advances provide the department with opportunities for more efficient and effective service delivery. However, we must be able to sustain our response capability in circumstances of technological failure (such as the communication difficulties experienced during the response to Tropical Cyclone Larry and the tilt train derailment).

Skills shortages in critical information technology roles—in support of life-critical radio, telephony, data and information technology systems—will necessitate more innovative recruitment strategies. The implementation of the Emergency Services Computer Aided Dispatch system will provide the department, and particularly QAS and QFRS, with the capability to strategically manage emergency service resources across the state. It provides us with a greater level of assurance in the event of a business interruption to any of our communications centres, as well as a platform to enhance service delivery in the future.

Preparedness for chemical, biological or radiological incidents must include an effective decontamination capability.



'Get down low and go, go, go!' As part of their extensive community safety programs, QFRS provides fire safety training to almost all Queensland school children.

Key goals and strategies

Goal 1:

Strengthen community safety, prevention capability and resilience.

The impact of emergencies and disasters can devastate a community.

This goal acknowledges that prevention and mitigation can reduce this impact by saving lives and reducing damage to property, community infrastructure and assets, as well as the environment.

In achieving this goal, the department continues to work with all levels of government, community stakeholders and interest groups to strengthen and improve community safety, and build-in the capacity to prepare for, respond to and recover from all types of emergency and disaster events.



Goal 1:

Strengthen community safety, prevention capability and resilience.

| Strategies | Division/s responsible |
|--|---|
| <ul style="list-style-type: none"> Enhance Queensland's preparedness and planning for natural disaster events (particularly cyclones and tsunamis) in collaboration with other agencies. Strengthen community safety by minimising risks associated with major hazard facilities and large dangerous goods storage through direct regulation and by working collaboratively with other jurisdictions to improve legislation and relevant national standards. Increase community participation in safety education and awareness initiatives. Work with groups most at risk (such as Indigenous and other remote communities) to build their capability and resilience in the face of emergencies and disasters. Work with all levels of the Queensland Disaster Management System to ensure appropriate disaster plans and policies are developed and in place. Implement amendments to the <i>Fire and Rescue Service Act 1990</i> to improve building fire safety. Incorporate emergency and disaster mitigation strategies into land planning as part of administering <i>State Planning Policy 1/03: Mitigating the Adverse Impacts of Flood, Bushfire and Landslide</i>. Plan and prepare for all-hazards through multi-service initiatives, as well as participation in cross-agency exercises and resilience forums. Strengthen service planning through collaborative regional planning and coordination. Work collaboratively with key stakeholder agencies at Commonwealth, state and local level to identify most vulnerable communities based on risk of storm surge and tsunami. Focus on reducing community vulnerability to storm surge and tsunami threats through accelerated data collection, analysis, modelling and enhanced disaster planning. | <ul style="list-style-type: none"> EMQ, SPES, BSS EMQ, SPES EMQ, QFRS, QAS, SPES All divisions EMQ, SPES, BSS QFRS SPES, EMQ EMQ, QAS, QFRS, SPES SPES, QFRS, EMQ, QAS EMQ, SPES All divisions |
| Key indicators | Division/s responsible |
| <ul style="list-style-type: none"> Number of people receiving disaster management training incorporating disaster mitigation concepts. Number of fire safety inspections of premises (other than private dwellings) deemed complete and compliant. Percentage of Year 12 students receiving Road Awareness and Accident Prevention (RAAP) program. Number of stakeholders completing hazardous materials safety management training. Percentage of disaster management groups with current disaster management plans. Number of Emergency Services Cadet groups supported. Percentage of students in targeted primary schools participating in the Watch Out! program to increase awareness of fire safety, first aid, cardiopulmonary resuscitation and disaster preparedness. | <ul style="list-style-type: none"> EMQ QFRS QFRS QFRS, EMQ EMQ EMQ SPES, EMQ, QFRS, QAS |



In 2005, EMQ upgraded its helicopter fleet by replacing its Brisbane-based, single engine, Squirrel helicopter with this twin engine, Instrument Flight Rules capable, EC-135. The new aircraft provides greater capability for night operations, operations in adverse weather conditions and extended flights over water. The EC-135 is also re-deployed to back up the department's fleet of three Bell 412 helicopters when they are down for maintenance.

Key goals and strategies

Goal 2: Enhance operational service delivery.

Our primary focus remains the delivery of fast, scalable and flexible responses to emergencies and disasters.

This goal is about maintaining and enhancing our operational response capability across the diverse communities of Queensland. Our mandate is to deliver fast, effective and appropriate operational services to all Queenslanders—whenever needed and wherever they live.

Goal 2: Enhance operational service delivery.

| Strategies | Division/s responsible |
|---|--|
| <ul style="list-style-type: none"> Pursue operational service delivery excellence. Continue to implement strategies to manage the demand for essential emergency services. Continue to implement a comprehensive desktop and field exercise program to strengthen our preparedness and scalable emergency response capability. Implement a new generation of operational information and communication technology systems to enhance and extend capacity and capability. Implement improvements to computer-aided dispatch (CAD) systems throughout Queensland. Progress the development and delivery of a robust, integrated communications strategy for Queensland. Collaborate nationally to achieve a single national incident management system. Continue to implement lessons learnt from incidents, major emergencies and disasters to strengthen our arrangements. Continue to deliver strategic command and control courses. Build a new state-of-the-art Integrated Communications and State Emergency Operations Centre to enable more effective management of incidents as well as large scale emergencies and disasters in Queensland. Enhance the department's helicopter rescue infrastructure to improve capacity, safety and equipment standards and implement dual pilot strategy. Continue to adapt service delivery models to address the needs of diverse communities and stakeholders throughout Queensland. Develop a rapid damage assessment methodology to enhance disaster responsiveness and ensure response and recovery efforts are targeted to those most in need. Implement the department's major capital works program—to improve and enhance emergency services infrastructure throughout Queensland. | <ul style="list-style-type: none"> All divisions All divisions QFRS, QAS, EMQ, BSS BSS, QAS, QFRS, EMQ BSS, QAS, QFRS All divisions SPES, BSS, QFRS, EMQ All divisions QFRS, EMQ, QAS, BSS BSS, QAS, QFRS, EMQ EMQ, BSS, SPES QFRS, EMQ, QAS, SPES EMQ, SPES All divisions |
| Key indicators | Division/s responsible |
| <ul style="list-style-type: none"> Levels of stakeholder satisfaction with the quality and responsiveness of QFRS, QAS and EMQ operational services. Percentage of life-threatening (Code 1) cases receiving ambulance attendance in less than 10 minutes. Survival rate for out-of-hospital cardiac arrest. State Disaster Coordination Centre and State Operations Centre operational within one hour of activation notice. Incidents attended by urban firefighter crews within 14 minutes. | <ul style="list-style-type: none"> EMQ, QAS, QFRS QAS QAS EMQ, QFRS QFRS |

The QAS is dedicated to achieving excellence in pre-hospital care for Queensland's growing population.



Key goals and strategies

Goal 3: Develop and support our staff and volunteers.

Our people are our greatest asset.

Accordingly, the department is intently focused on developing strategies to improve the safety, welfare and capability of our staff and volunteers.

Goal 3:

Develop and support our staff and volunteers.

| Strategies | Division/s responsible |
|---|---|
| <ul style="list-style-type: none"> • Systematically mitigate against workplace hazards and risks to reduce workplace injuries to as low as reasonably possible (to achieve ZEROharm). • Enhance volunteer training, equipment and communications infrastructure to improve capability and safety. • Implement policy and initiatives to enhance and support the importance of volunteerism to emergency management. • Position the department as an employer of choice and implement specific strategies to attract, develop and retain specialist staff. • Further develop the Queensland Combined Emergency Services Academy as a centre of excellence for emergency management education and training. • Continue to recognise leadership potential and build leadership capability across our department. • Continue to implement innovative recruitment strategies to ensure our workforce is reflective of the community we serve. • Enhance workforce flexibility and adaptiveness to respond to emerging threats and responsibilities through training and development. | <ul style="list-style-type: none"> • All divisions • BSS, QAS, QFRS, EMQ • All divisions • All divisions • BSS, QAS, QFRS • All divisions • All divisions • All divisions |
| Key indicators | Division/s responsible |
| <ul style="list-style-type: none"> • Level of employee and volunteer satisfaction. • Training targets and competency standards met or exceeded for State Emergency Service and Rural Fire Service volunteers. • Percentages of Equal Employment Opportunity target group members employed. • Lost time injury frequency rate—number of lost time injuries per million hours worked. | <ul style="list-style-type: none"> • All divisions • EMQ, QFRS, BSS • All divisions • All divisions |



Promoting excellence in disaster response: an attentive audience at the December 2006 Cyclone Summit in Cairns.

Key goals and strategies

Goal 4: Build organisational capability through continuous business improvement.

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

We have adopted a systematic approach to governance and business improvement using the Australian Business Excellence Framework.

Queensland Fire and Rescue Service



Strategy and Planning Award 2006

Queensland Ambulance Service



Finalist Award 2006



Bronze Award 2005

2005 State Winner
QUEENSLAND TRAINING AWARDS

Emergency Management Queensland



Finalist Award 2003

Department of Emergency Services



Gold Award 2007

Goal 4:

Build organisational capability through continuous business improvement.

| Strategies | Division/s responsible |
|--|---|
| <ul style="list-style-type: none"> • Take a research and risk-based approach to planning and governance at all levels of the department. • Incorporate lessons learnt from major events and disasters into planning, policy development and corporate governance arrangements. • Research and apply information to ensure systems and policies are innovative, efficient and sustainable. • Consolidate business excellence through a structured approach across the department. • Enhance our sustainability by ensuring all aspects of our operations fully consider the interests of Queensland communities, our people, and environmental considerations. • Ensure business readiness for the implementation of the whole-of-government human resource and finance systems, and the realisation of organisational benefits. • Enhance the organisation's resilience and flexibility through a more robust approach to business continuity planning. | <ul style="list-style-type: none"> • All divisions • All divisions • All divisions • All divisions • All divisions • BSS • All divisions |
| Key indicators | Division/s responsible |
| <ul style="list-style-type: none"> • Risk management arrangements in place and featured in key planning processes. • Accepted lessons learnt from major incidents and disasters implemented. • Continuous improvement actions implemented, as identified during organisational self assessments. • Sustainability performance, as assessed against the United Nations Global Reporting Initiative. | <ul style="list-style-type: none"> • All divisions • All divisions • All divisions • All divisions |

QFRS conducts hazard reduction burns as part of mitigating the risk of fire – particularly for communities in the iZone – where bush and urban development meet. Photo by Mark Cross.



Key locations of the department

General inquiries

**Emergency Services Complex, Cnr Kedron Park and Park Roads,
Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001.**

07 3247 8190

Headquarters

| | | |
|---|--|--------------|
| Office of the Minister for Emergency Services | Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1377, Brisbane, Queensland 4001. | 07 3247 8190 |
| Office of the Director-General | Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001. | 07 3247 8821 |
| Queensland Fire and Rescue Service | Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001. | 07 3247 8100 |
| Queensland Ambulance Service | Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001. | 07 3247 8200 |
| Emergency Management Queensland | Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001. | 07 3247 8511 |
| Business Support Services | Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001. | 07 3247 8604 |
| Strategic Policy and Executive Services | Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 1425, Brisbane, Queensland 4001. | 07 3247 8797 |

Regional Offices

| | | |
|--|---|--------------|
| Brisbane (EMQ) | Emergency Services Complex, Kedron Brook Building, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 2953, Brisbane, Queensland 4001. | 07 3247 8413 |
| Brisbane (QAS) | Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 625, Brisbane, Queensland 4001. | 07 3247 8228 |
| Brisbane (QFRS) | Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 2953, Brisbane Queensland 4001. | 07 3247 8594 |
| Brisbane (BSS) | Emergency Services Complex, Cnr Kedron Park and Park Roads, Kedron, Queensland. GPO Box 2953, Brisbane, Qld, 4001. | 07 3247 8292 |
| Central (EMQ) | 34 East Street, Rockhampton, Queensland. PO Box 1407, Rockhampton, Queensland 4700. | 07 4938 4988 |
| Central (QAS, QFRS and BSS) | 34 East Street, Rockhampton, Queensland. PO Box 1531, Rockhampton, Queensland 4700. | 07 4938 4888 |
| Far Northern (EMQ) | 36 Shields Street, Cairns, Queensland. PO Box 242, Cairns, Queensland 4870. | 07 4039 8255 |
| Far Northern (QAS, QFRS and BSS) | 36 Shields Street, Cairns, Queensland. PO Box 920, Cairns, Queensland 4870. | 07 4039 8244 |
| North Coast (EMQ) | 18 Industrial Avenue, Caloundra, Queensland. PO Box 000, Caloundra DC, Queensland 4551. | 07 5436 4212 |
| North Coast (QAS and BSS) | 2 West Terrace, Caloundra, Queensland. PO Box 249, Caloundra Queensland 4551. | 07 5420 9990 |
| North Coast (QFRS) | 98 Lennox Street, Maryborough, Queensland 4650. | 07 4122 4922 |
| Northern (QAS, QFRS, EMQ and BSS) | 12 Wickham Street, Townsville, Queensland. PO Box 5845, MSO Townsville, Queensland 4810. | 07 4799 7060 |
| South Eastern (EMQ) | 32 Tansey Street, Beenleigh, Queensland. PO Box 301, Beenleigh, Queensland 4207. | 07 3287 8503 |
| South Eastern (QAS, QFRS and BSS) | 32 Tansey Street, Beenleigh, Queensland. PO Box 927, Beenleigh, Queensland 4207. | 07 3287 8500 |
| South Western (QAS, QFRS, EMQ and BSS) | Level 1, 128-132 Margaret Street, Toowoomba, Queensland. PO Box 831, Toowoomba, Queensland 4350. | 07 4616 1552 |

Key web addresses

| | |
|------------------------------------|--|
| Our department | www.emergency.qld.gov.au |
| Queensland Fire and Rescue Service | www.fire.qld.gov.au |
| Queensland Ambulance Service | www.ambulance.qld.gov.au |
| Emergency Management Queensland | www.emergency.qld.gov.au/emq |
| Our publications | www.emergency.qld.gov.au/publications |

Notes

Notes



2007—Year of the Surf Lifesaver

Copies of this Corporate Plan can be obtained from our website or by contacting us.
www.emergency.qld.gov.au/publications
Telephone: 07 3247 8727
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