

Our contribution to whole-of-government objectives

We contribute to the following *Toward Q2: Tomorrow's Queensland* targets:

Smart – Three out of four Queenslanders will hold trade, training or tertiary qualifications

- › supporting prisoners to develop foundation vocational education and training skills

Healthy – Cut by one-third obesity, smoking, heavy drinking and unsafe sun exposure

- › supporting decreased tobacco smoking in correctional facilities

Healthy – Queensland will have the shortest public hospital waiting times in Australia

- › managing demand for services through effective support by Queensland Ambulance Service for Queensland Health patient flow strategies

Fair – Increase by 50 per cent the proportion of Queenslanders involved in their communities as volunteers

- › supporting the recruitment, management and retention of volunteers across all communities in Queensland
 - Volunteer Management Strategy

We are committed to leading by example and supporting the Queensland Government's 2020 vision for a strong, green, smart, healthy and fair Queensland.

Strong – Creating a diverse economy powered by bright ideas

- › working with relevant agencies in relation to land use planning to mitigate the impacts of natural hazards

Green – Protecting our lifestyle and environment

- › promoting green initiatives through reducing carbon emissions, promoting green prison industries, delivering green vocational education and training and increasing green community service projects
- › reducing the department's carbon footprint

Smart – Delivering world-class education and training

- › implementing quality training processes at the Queensland Combined Emergency Services Academy to support operational employees and volunteers

Healthy – Making Queenslanders Australia's healthiest people

- › implementing the *ZEROharm* policy across all services
 - 'all injuries are preventable'
- › progressing the department's Wellness program to encourage a fit and healthy workforce

Our partnerships with the Australian Government

We are committed to a number of national initiatives by:

- › supporting the national emergency warning system *Emergency Alert*
- › coordinating the *Natural Disaster Resilience Program* in Queensland which aims to reduce Queensland communities' vulnerability to natural hazards
- › supporting the *National Strategy for Disaster Resilience* and *Natural Disaster Relief and Recovery Arrangements*
- › supporting initiatives that are linked to the National Partnership Agreement on Homelessness:
 - the Bridging the Gap initiative provides throughcare support services for offenders with impaired cognitive functioning
 - the Transitions Release Preparation Program, the Transitional Support Service and the Offender Reintegration Support Service supports practical plans for re-settlement after release from custody

Strategic Plan

Department of Community Safety

2011–2015

Message from the Director-General

This strategic plan for 2011-2015 outlines the Department of Community Safety's priorities that provide for a safe and secure Queensland. Over the last few years, this department has experienced significant changes and appropriately, an increased emphasis to our front-line service delivery. This strategic plan continues that emphasis on the delivery of services throughout Queensland.

The strategic plan shows that we will work together to make Queensland a safer place and build strong working relationships both within the department and with our external partners and stakeholders, especially our volunteers.

We are fully committed to building safer communities through disaster response and community resilience, in the face of the extreme weather events that Queensland endures. We are also fully committed to community safety through the delivery of professional correctional services.

I look forward to the privilege of continuing to work with the many dedicated staff and volunteers across the State who will make this plan a reality.

Jim McGowan
Director-General

Our challenges

- › **Addressing demand for services** through innovative service delivery and management strategies to ensure safety is maintained for all parts of the community
- › **Improving operational systems** including early warning systems, evacuation planning, communications, incident management, damage assessment, and management of offenders
- › **Ensuring best practice** capability, competence and safety practices that support our staff and volunteers
- › **Managing preparedness and responses**, including the impacts of climate change
- › **Engaging a range of community and business groups** and government agencies to mitigate the consequences of emergencies and build resilience, and to achieve the optimum management of offenders

Strategic Plan

Department of Community Safety

2011–2015

Our Vision

Safe and secure communities

Our Purpose

Our people help make Queensland safer

Our Values

Accountability – We are accountable and open in our operations

Integrity – We act ethically, honestly, and in the best interest of the community

Performance – We commit to high standards of service and performance

Safety – We value a safe and fair work environment

Relationships – We value collaborative relationships with communities and in the workplace

Diversity – We respect each other and value our diversity

Objective 1

To provide timely and quality ambulance services which meet the needs of the community

Performance indicators

- › Time within which code 1 incidents are attended
- › Cardiac arrest survived event rate
- › Level of patient satisfaction with ambulance response services

Objective 2

To improve community safety and confidence in our work, enforce the orders of the court, and break the cycle of re-offending

Performance indicators

- › Prisoners and offenders returning to corrective services
- › Proportion of prisoners and offenders who are Indigenous
- › Deaths from unnatural causes
- › Escape and assault rates
- › Program completions, including those for Indigenous offenders
- › Successful completion of orders, including those for Indigenous offenders
- › Prisoner employment and education

Objective 3

To improve emergency management services and disaster management arrangements

Performance indicators

- › Percentage of local disaster management arrangements assessed for effectiveness
- › Number of people receiving disaster management training
- › SES volunteer hours of operation

Objective 4

To provide fire and rescue services in partnership with the community for a safer Queensland

Performance indicators

- › Fire death and injury rates
- › Response times to structural fires
- › Percentage of structural fires confined to the object/room of origin
- › Percentage of households with operational smoke alarms installed



Key focus areas and strategies

Services

- › Manage demand for front-line community safety services
- › Improve capability to deliver better services
- › Leverage our knowledge, experience and diversity to enhance our services
- › Develop innovative models of service delivery for remote communities, including Indigenous communities

Community

- › Engage with the community to build and maintain community resilience
- › Sustain productive relationships with regional councils and community organisations
- › Support partnerships between volunteer groups to increase capability
- › Promote social responsibility through offender reparation to the community
- › Maintain mechanisms to share information with the public about natural hazards and risks
- › Enhance approaches to community education and awareness

People

- › Recruit and retain a diverse and effective workforce
- › Develop a workforce capability strategy that addresses the next generation workforce
- › Build and sustain the capacity to recruit, retain and manage volunteers
- › Support our staff and volunteers in areas of training, equipment and infrastructure
- › Maintain a strong focus on staff health and well-being

Systems

- › Ensure effective commissioning of capital infrastructure
- › Invest in contemporary communications and information management infrastructure to optimise service delivery
- › Strengthen planning, risk and performance management, governance arrangements, policy and legislative development and compliance