



Queensland
Government

Strategic Plan

Department of **Community Safety**

2012–2016

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Message from the Director-General

This strategic plan for 2012-16 outlines the Department of Community Safety's priorities that provide for a safe and secure Queensland.

Importantly, our work is directed by the Government's actions towards bringing the budget back to surplus and restoring the State's AAA credit rating, growing the economy, lowering the cost of living and revitalising services to the community and businesses.

This department, with the support of tens of thousands of dedicated volunteers, provides essential front-line services. Our strategy is focused on delivering high quality front-line services, but there is always room to do better.

The challenging fiscal environment and the expectations of the people of Queensland require us to consider every working day how we can contribute to the Government's objectives, while providing the core services that so many people rely upon. I say to each member of my staff, regardless of what role you play in the organisation, ask yourself these questions:

- › How did I add value for the people of Queensland today?
- › Did I put my customer first?
- › Is there a better way to do my job?
- › How can I cut red tape and unnecessary bureaucracy?

This strategic plan articulates the high level strategy and way forward for the next four years. It is the basis for divisional business planning and fiscal responsibility and I look forward to working with the Minister, my staff, volunteers and departmental stakeholders in making this plan a reality.

Kelvin Anderson
Director-General

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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

Our services and the Government's objectives

The Department of Community Safety (DCS) is the provider of four essential services for the health and safety of residents and visitors to Queensland. DCS is a front-line service delivery organisation providing:

- › Ambulance services
- › Correctional services
- › Emergency management and coordination services
- › Fire and rescue services.

The State Government's objectives for Queensland are:

- › Grow a four pillar economy (based on agriculture, tourism, resources and construction)
- › Lower the cost of living for families by cutting waste
- › Deliver better infrastructure and better planning
- › Revitalise front line services for families
- › Restore accountability in Government.

Our services support the government objectives in many ways, the following are some examples:

The department's role in building disaster resilience and timely response to adverse events means that tourism, agriculture, resources and the construction industry can recover more quickly from the impacts of disaster events such as Tropical Cyclone Larry, Tropical Cyclone Yasi and large scale flooding events.

In this planning period, the department will contribute to revitalising front-line services for individuals, families and businesses by delivering a new State Emergency Service Headquarters for Cairns and establishing an Academy of Disaster Management, which will enhance disaster management training.

For better infrastructure and planning, the department with its partners are investing in Emergency Vehicle Priority (EVP) technology which provides green traffic light priority to emergency vehicles along their route. The result of this investment will support revitalising front line services, as EVP will improve incident response times and road safety.

Critical Issues

While the department performs well in meeting its service responsibilities, it faces a number of key risks over this planning period. These include:

- › Increasing demand for services (as the population grows, ages, becomes more diverse, with higher expectations)
- › Logistical issues with servicing remote communities including Indigenous communities
- › Maintaining community confidence in services in a challenging fiscal environment
- › Operating an effective communication system for front-line services
- › Retaining and developing for the future, a motivated, paid and volunteer workforce.

Key focus areas and strategies

Services

Due to the fiscal challenges facing many governments including the Queensland Government, now more than ever, there is a need to deliver innovation in work practices and business processes, and to reduce the cost of government services and regulation.

Our strategies over this planning period are to:

- › Prioritise resources towards high value, high demand services
- › Reduce restrictive business practices, regulation and “red tape”
- › Partner with the private sector to deliver services.

People

The ability of many organisations to deliver efficient and effective services is adversely impacted by a skill shortage, an ageing workforce and the growing need for a more agile workforce to deliver innovation in work practices. The department also faces challenges to service delivery because of these factors, particularly due to a significant reliance on competent and motivated volunteers.

Our strategies over this planning period are to:

- › Recruit and retain a diverse, effective and agile workforce
- › Provide best practice capability, competence and safety practices that support our staff and volunteers while maintaining a strong focus on health and well-being.

Disaster resilience

Resilience is the capacity to withstand and recover, including economic recovery, from crisis events including natural disasters, fire, flood, accident, criminal activity and illness. A community working together to understand and manage the risks that it faces strengthens resilience. Building and maintaining resilience is the shared responsibility of all sectors of society, including all levels of government, business, the non-government sector and individuals.

Our strategies over this planning period are to:

- › Promote community education and awareness about best practice responses to hazards and risk
- › Support information sharing and partnerships between volunteer groups to increase response capability to crisis events
- › Build and sustain productive relationships with local authorities and community organisations
- › Manage preparedness and responses
- › Provide offender reparation opportunities to the community which promotes social responsibility.

Systems

The delivery of efficient and effective services requires investment in good governance, operational systems, technology and capital infrastructure.

Our strategies over this planning period are to:

- › Streamline governance arrangements, policy and legislation
- › Strengthen planning, risk and performance management
- › Ensure effective maintenance of capital infrastructure and critical technology
- › Improve operational systems including triple-zero call taking and dispatch, early warning systems, evacuation planning, communications, incident management, damage assessment and offender management.

Goals and Performance

Goal 1

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

Performance indicators

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

Goal 3

To improve emergency management services and disaster management arrangements

Performance indicators

- 3.1 Percentage of Local Governments with a current disaster plan
- 3.2 Number of people receiving disaster management training
- 3.3 SES volunteer hours of operation

Goal 2

To hold offenders accountable and reduce their future risk to the community

Performance indicators

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

Goal 4

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

Performance indicators

- 4.1 Fire death and injury rates
- 4.2 Response times to structure fires
- 4.3 Percentage of building and other structure fires confined to room/object of origin
- 4.4 Percentage of households with operational smoke alarms installed
- 4.5 Percentage of trained Level II Swiftwater Floodwater technicians against approved model

Our partnerships with the Australian Government

The department is committed to a number of National Partnership Agreements under the Intergovernmental Agreement for Federal Financial Relations including:

- › National Partnership Agreement on Natural Disaster Resilience, with funding committed to Queensland up to and including 2015-16
- › National Partnership Agreement for Natural Disaster Reconstruction and Recovery.

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