

**2011–12**

# **Annual Report**

**Department of Community Safety**

## Letter of transmission

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10 September 2012

The Honourable Jack Dempsey MP  
Minister for Police and Community Safety  
Level 24, 50 Ann Street  
Brisbane Qld 4000

Dear Minister

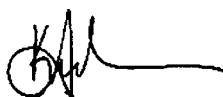
I am pleased to present the *Annual Report 2011-2012* and financial statements for the Department of Community Safety.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found in Appendix 5 of this report.

Yours sincerely



Kelvin Anderson  
**Director-General**  
**Department of Community Safety**

## Communication objective

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Welcome to the *Department of Community Safety Annual Report 2011-12*.

This annual report discloses to our stakeholders, the department's performance, achievements, challenges and financial position for the 2011-12 financial year. The report is structured around the department's *2011-2015 Strategic Plan* which outlines our objectives, challenges, performance indicators, key focus areas and associated strategies.

Results against our performance measures as identified in the State Budget 2011-12 Service Delivery Statement can be found from page 16. These measures demonstrate the department's efficiency and effectiveness in delivering value for money services to the Queensland community.

This report can be obtained in paper form by calling 13 QGOV (13 7468) or online at [www.communitysafety.qld.gov.au](http://www.communitysafety.qld.gov.au)

## Feedback

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Feedback is important for improving the value of future reports. We welcome your comments about this annual report which can be made through our website [www.communitysafety.qld.gov.au](http://www.communitysafety.qld.gov.au)

### Feedback and general queries can also be made to:

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Organisational Performance and Evaluation Branch  
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Telephone: 07 3635 3307

Fax: 07 3109 5064

Email: [OPE\\_Reporting@dcsc.qld.gov.au](mailto:OPE_Reporting@dcsc.qld.gov.au)

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## Vision

Safe and secure communities.

## Purpose

Our people help make Queensland safer.

## 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.

These values are integrated into all aspects of the department's operations.

The Department of Community Safety (DCS) was established in March 2009, under Administrative Arrangements Order (No.1) 2009, through the amalgamation of the former Department of Emergency Services and Queensland Corrective Services. DCS is committed to building safer and secure communities through disaster response, community resilience and the delivery of professional correctional services.

The department's service areas are delivered through four operational divisions as follows:

Division	Service Area
Queensland Corrective Services (QCS)	Custodial Probation and Parole
Queensland Ambulance Service (QAS)	Ambulance Services
Emergency Management Queensland (EMQ)	Emergency Management Services
Queensland Fire and Rescue Service (QFRS)	Fire and Rescue Services

The Corporate Support Division (CSD) and Strategic Policy Division (SPD) support the operational divisions through professional business services and strategic leadership.

The department administers the *Corrective Services Act 2006*, *Parole Orders (Transfer) Act 1990*, *Ambulance Service Act 1991*, *Disaster Management Act 2003*, and the *Fire and Rescue Service Act 1990*.

# Contents Page

<b>Overview</b>	<b>3</b>
Director-General's message	3
About the department	4
Key performance measures: a snapshot	10
Our financial performance	12
<b>Key performance measures: five year results</b>	<b>16</b>
<b>Services</b>	<b>29</b>
Managing demand	29
Enhancing our services	30
Capital infrastructure	31
Supporting service delivery	32
<b>Community</b>	<b>33</b>
Awareness and resilience	33
Partnering with the community	35
Rehabilitation and reparation	37
<b>Systems</b>	<b>39</b>
Executive Leadership Team	39
Committees, boards and other groups	41
External scrutiny	44
Governance arrangements	45
<b>People</b>	<b>48</b>
Staff profile	48
Volunteer profile	49
Workforce management	50
<b>Financial Statements</b>	<b>53</b>
<b>Appendices</b>	<b>104</b>
Index	104
Glossary	107
Abbreviations	109
Contacts and locations	110
Compliance	111

To access this annual report and additional content please visit [www.communitysafety.qld.gov.au](http://www.communitysafety.qld.gov.au)

Additional online content includes:

Information systems and recordkeeping, consultancies, overseas travel, waste management, Recycling Policy for Buildings and Civil Infrastructure, carbon emissions, women on boards, *Carers (Recognition) Act 2008*, Aboriginal and Torres Strait Islander matters, Queensland Multicultural Policy, complaints management, right to information, and information privacy.



The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact the Translating and Interpreting Service on telephone 131 450 for the cost of a local call and they will arrange an interpreter to effectively communicate the report to you.



**GOLD 2012**

# Overview

## Director-General's message

Following the election of the government led by Premier Campbell Newman MP in March 2012, the department focused its efforts on implementing the government's vision and commitments, including revitalising front-line service delivery.

In supporting its Minister, the Department of Community Safety has been focused on reducing departmental costs and ensuring that front-line services are delivered efficiently and economically. I am pleased to note that staff have enthusiastically engaged with these new tasks.

This has been a busy year for the department. We continued our work on implementing the recommendations of the Queensland Floods Commission of Inquiry, responded to widespread flooding in South West Queensland and boosted front-line service delivery with the opening of the Brisbane Fire and Ambulance Communication Centre and the new Emergency Management Queensland Helicopter Rescue hangar.

Community safety was also further enhanced with the opening of the Southern Queensland Correctional Centre and GPS monitoring of dangerous sex offenders.

This annual report outlines the progress the department has made in addressing the government's objectives for the community. It also recognises the ongoing work across the department throughout the past year.

This annual report covers the full 2011-12 financial year reporting for the Department of Community Safety.

Kelvin Anderson  
**Director-General**  
**Department of Community Safety**

## Accountability

*'We are accountable and open in our operations'*

The Queensland Government has pledged to restore accountability in government and is committed to publicly report on progress toward achieving its objectives for the community. To facilitate this, in addition to our annual reporting responsibilities, DCS has in place internal reporting arrangements, and reports externally to the Commonwealth and State Governments, other government departments and various independent bodies.

This annual report demonstrates our commitment to accountability by providing our stakeholders with a comprehensive assessment of our performance throughout the year. We also proactively release performance information on our publication scheme webpage, accessible at [www.communitysafety.qld.gov.au](http://www.communitysafety.qld.gov.au)

To enable benchmarking against other Australian States and Territories, we provide performance information to the Productivity Commission for inclusion in the Report on Government Services (RoGS). The publication reports annually on the equity, efficiency and effectiveness of government services. RoGS can be accessed through the Productivity Commission's website.

An overview of reports and reviews undertaken by external parties during 2011-12, and information on how to access publications such as Auditor-General reports released by the Queensland Audit Office, is provided in our external scrutiny section from page 44.

## About the department

The Department of Community Safety (DCS) is a front-line service delivery organisation dedicated to help make Queensland safer and more secure. This is achieved through the provision of professional correctional, community safety and emergency management services, building community resilience and responding to disasters in the face of extreme weather events. The department employs over 10,800 full time equivalent staff.

The Queensland Government is committed to achieving future prosperity through the delivery of the following objectives for the Queensland community:

- Grow a four pillar economy (focusing 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.

The department contributes to the Queensland Government objective to revitalise front-line services for families through the following objectives and service areas:

### ***Queensland Corrective Services***

#### **Objective**

To improve community safety and confidence in our work, enforce the orders of the court, and break the cycle of reoffending.

#### **Service areas**

The *Custodial* (previously titled Custodial Operations) service area provides community safety and crime prevention through the humane containment, supervision and rehabilitation of offenders in correctional centres throughout Queensland. A variety of programs and support services are provided to assist offenders to successfully reintegrate into the community upon their release.

The *Probation and Parole* service area provides supervision and rehabilitation of offenders in the community. Probation and Parole ensures offenders are appropriately supervised and receive the control and treatment interventions they need to reintegrate successfully into the community and reduce their likelihood of reoffending.

### ***Queensland Ambulance Service***

#### **Objective**

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

#### **Service area**

*Ambulance Services* provide timely and quality ambulance services which meet the needs of the community by providing pre-hospital ambulance response services, emergency and routine pre-hospital patient care and transport services, co-ordination of aero medical services, inter-facility ambulance transport, planning and coordination of multi-casualty incidents and disasters, and casualty room services.

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## ***Emergency Management Queensland***

**Objective**

To improve emergency management services and disaster management arrangements.

**Service area**

*Emergency Management Services* contribute to safer, more resilient and sustainable communities through comprehensive disaster management arrangements, helicopter rescue services and an effective State Emergency Service (SES).

## ***Queensland Fire and Rescue Service***

**Objective**

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

**Service area**

*Fire and Rescue Services* provides services in partnership with the community for a safer Queensland. This service area focuses on providing responsive structural fire services to the community, delivering rescue services across all hazards, supporting landholders to manage the risk and impact of landscape fires, partnering with the community to mitigate risks through education and fire safety, supporting owners in building and infrastructure safety and supporting disaster management and community assistance services.

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How we performed in meeting our objectives, as reported against our performance indicators, is presented in detail from page 16.

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## ***Corporate Divisions***

The Corporate Support Division and the Strategic Policy Division support the service areas through the provision of professional corporate services required to maintain a diverse and complex agency.

**Corporate Support Division**

The Corporate Support Division (CSD) provides the department with strategic and professional corporate support, governance management and advice related to human resources, industrial relations, workplace health and safety, finance, procurement, capital works, assets and facilities management and information and communications technology. CSD also manages the department's shared services provider arrangements for the provision of transactional corporate services.

**Strategic Policy Division**

The Strategic Policy Division provides strategic coordination and advisory services, policy and executive services to the Minister's office, Director-General and senior management.

These services include: corporate governance; strategic policy and planning; organisational performance and evaluation; corporate communications and media services; ethical standards and workplace investigations; and legal services.

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## Volunteers

Volunteers are critical to the successful delivery of our front-line services and are essential in building community capacity and enhancing community resilience. The support of the community and volunteers is also vital for the successful rehabilitation and reintegration of offenders into the community. The department is supported by approximately 41,000 dedicated volunteers across the state and also supports a network of volunteer marine rescue organisations.

### QAS volunteers

A range of ambulance services are provided, in partnership with the community, by trained volunteers. These include Ambulance Attendants who provide support to QAS paramedics; First Responders who attend local accidents to provide life saving advanced first aid level treatment while waiting for an ambulance to arrive; and Volunteer Drivers.

### State Emergency Service

The SES is a vital part of Queensland's emergency management system and provides assistance to Queensland communities in times of disaster or emergency. Local governments make a significant contribution to the ongoing effectiveness of the SES. The State and local governments maintain an important partnership in assisting SES volunteers to provide a valuable volunteer emergency service to their local communities.

SES groups perform search and rescue, help injured persons and protect persons and property from danger in disaster and emergency situations. The SES also provides valuable assistance to other emergency services and helps communities prepare for, respond to and recover from an event or a disaster. Flood and storm response is a significant part of SES activities.

### Rural Fire Service

Rural Fire Service (RFS) brigades provide fire management for rural and semi-rural communities across 93 percent of the state. Volunteers undertake tasks to mitigate and respond to fires in their local area. They are also involved in community education activities as well as hazard reduction to reduce the risk from fire to people and property. Volunteer Community Educators are non-operational volunteers dedicated to providing bushfire, fire safety and natural disaster community safety education. They assist people in their local communities with fire safety and natural disaster preparedness.

### Emergency Services Cadets

The Emergency Services Cadet Program is a youth development program involving SES, QFRS and QAS training. The program provides an introduction to emergency services training for those aspiring toward either a professional career or a voluntary role in the emergency services.

### Community Advisory Committees and Secure Custody Coordination Committees

These committees represent the activities and interests of the local community in which a QCS correctional centre or work camp is located, together with the Probation and Parole offices in the area (if applicable). Committees consist of representatives from a variety of sections of the community such as: community groups; church or welfare organisations; and other relevant persons of standing in the local community.

### Volunteer Marine Rescue

Volunteer Marine Rescue organisations contribute to the safety of people who use the marine environment for recreation, sport, tourism and industry pursuits. In general terms, the marine environment can be classified as either white water (surf) or blue water (beyond the surf zone).

White water organisations include Surf Life Saving Queensland (SLSQ), which provides active volunteer lifesaver patrols on most Queensland beaches; and the Royal Life Saving Society Queensland (RLSSQ) which provides water safety educational programs, particularly in schools. Blue water organisations include the Volunteer Marine Rescue Association Queensland (VMRAQ) and the Australian Volunteer Coast Guard Association (AVCGA), which both operate in offshore and estuarine blue water.

### Scientific Branch Volunteer (Scientific Advisor) network

The Scientific Branch Volunteer network includes chemists or chemical engineers who provide prompt, at-the-scene responses to emergency incidents involving chemical hazards to support QFRS. These specialists come from private industry, local authorities and tertiary institutions across Queensland. During the year, these volunteers attended a range of incidents including chemical reactions and spillages, and fires causing hazardous materials release.

### Emergency Service Units

Emergency Service Units provide communities with some or all of the functions traditionally associated with rural fire brigades, SES Groups and QAS First Responder groups. The key rationale for the integration of these functions is that some rural and remote communities do not have the infrastructure or human or physical resources to sustain multiple volunteer emergency response agencies.



## Partners

### **Rural Fire Brigades Association of Queensland Inc.**

The Rural Fire Brigades Association of Queensland Inc. (RFBAQ) is a representative body for rural fire brigades, providing information and advice to volunteers and working collaboratively with QFRS on matters of policy, training, equipment, finance and vehicle safety.

### **Local Ambulance Committees**

Local Ambulance Committees make an invaluable contribution to QAS through promoting community participation and awareness of ambulance services, providing advice and carrying out fundraising activities within their communities.

### **Queensland Local Ambulance Committee Advisory Council**

The Queensland Local Ambulance Committee Advisory Council (QLAC) plays a fundamental role in providing advice to the Commissioner, QAS, on the extent to which the delivery of ambulance services meets community needs. As elected representatives, QLAC members serve as a conduit for QAS to identify the needs and expectations of the community.

### **SES Volunteer Executive Committee**

The SES Volunteer Executive Committee is a stakeholder in the improvement of the operations and administration of the SES. Regionally elected committee members represent SES volunteers at a regional level and consult and engage with senior management in the department on matters of importance to the SES, especially volunteer service delivery and volunteer management.

### **Emergency Services Cadet Steering Committee**

The Emergency Services Cadet Steering Committee provides strategic guidance to the Emergency Services Cadet Program. The committee comprises representatives from the department, SLSQ, VMRAQ and AVCGA.

Further information on our volunteers, including how to get involved can be found on page 49.

## Locations

The department delivers services from over 1,000 locations throughout the state including:

296	ambulance service response locations
48	probation and parole offices
10	high security correctional centres
7	low security facilities
19	EMQ offices
3	EMQ Helicopter Rescue air bases
242	urban fire and rescue stations
420	rural fire stations
14	communication centres (in 11 locations)
1	special operations centre

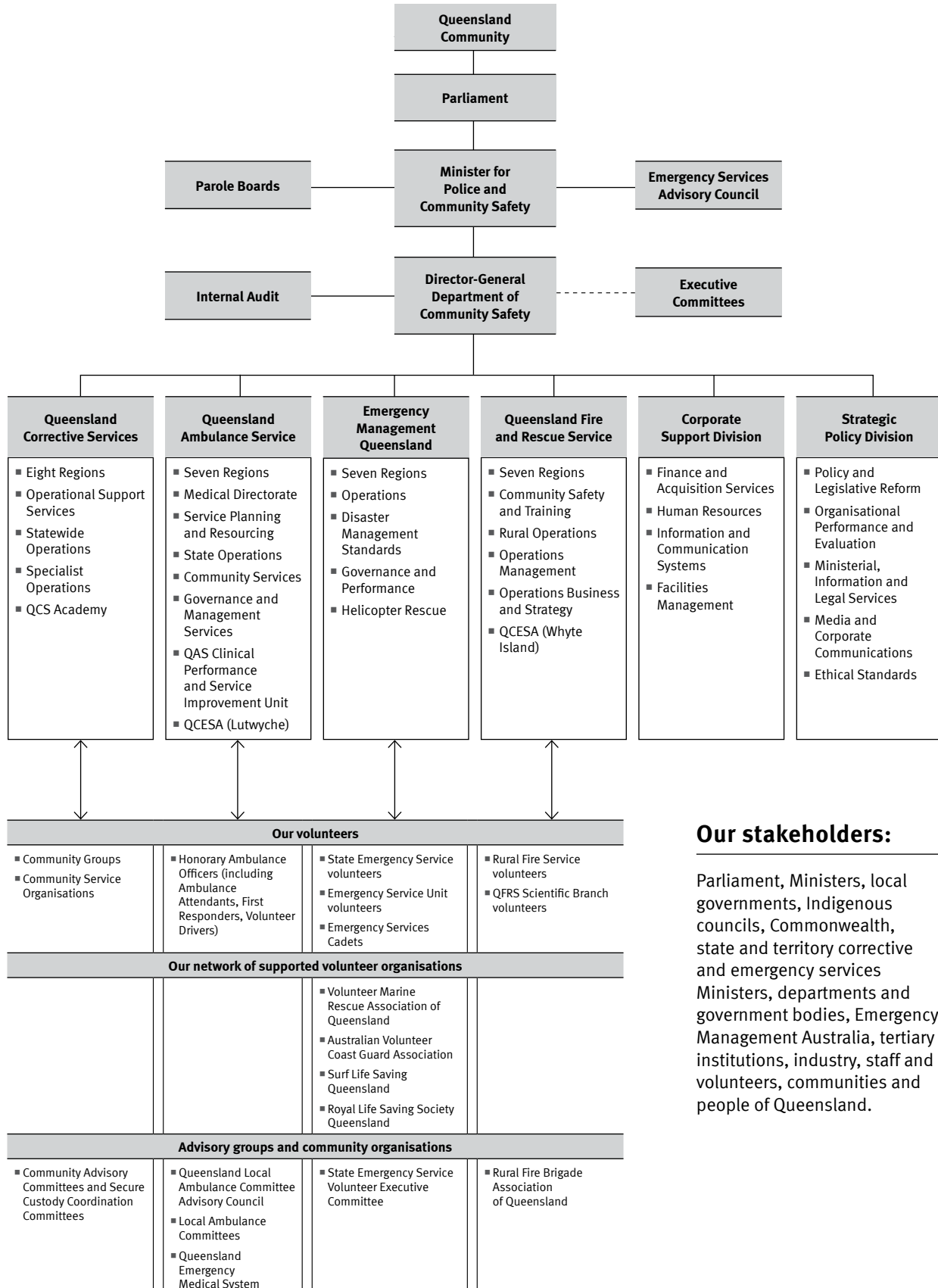
In addition, front-line staff and volunteers are trained throughout the state in various education and training facilities including the QCS Academy and the Queensland Combined Emergency Services Academy.

The Emergency Services Complex, Kedron Park, in Brisbane's northern suburbs and the State Law Building in Brisbane's CBD, house the emergency services and corrective services central management including the Corporate Support and Strategic Policy Divisions. The Emergency Services Complex, Kedron Park also houses the State Disaster Coordination Centre and the Ambulance and Fire Communications Centre.

## Vehicles

There are approximately 2,600 operational vehicles stationed throughout Queensland including: protective response vehicles, prisoner escort vehicles, urban fire appliances, rural fire appliances, ambulance vehicles (including general purpose ambulances, patient transport vehicles, operational support vehicles and special operations vehicles). We also maintain five emergency management helicopters.

## Department of Community Safety organisational structure



### Our stakeholders:

Parliament, Ministers, local governments, Indigenous councils, Commonwealth, state and territory corrective and emergency services Ministers, departments and government bodies, Emergency Management Australia, tertiary institutions, industry, staff and volunteers, communities and people of Queensland.

## Strategic direction

Each year, the department develops a strategic plan which is the key document for setting the department's future direction in supporting the vision of safe and secure communities. The plan takes into account our operating environment, and is forward looking over a four year period. While the department performs well in meeting its service responsibilities, it faced a number of factors which impacted on service delivery during 2011-12:

- growth in population with an increasing demand for services
- operating in Australia's most decentralised state with a large number of remote and island communities
- the current fiscal environment
- technological advances.

These factors influenced the development of the DCS *2012-2016 Strategic Plan* which acknowledges the following critical issues over the next four years:

- 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.

To address these issues and achieve our strategic objectives, the DCS *2012-2016 Strategic Plan* focuses on building disaster resilience and delivering innovation in work practices to reduce the cost of government services and regulation. Our strategies 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
- 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 promote social responsibility
- 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
- 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 (000) call taking and dispatch, early warning systems, evacuation planning, communications, incident management, damage assessment and offender management.

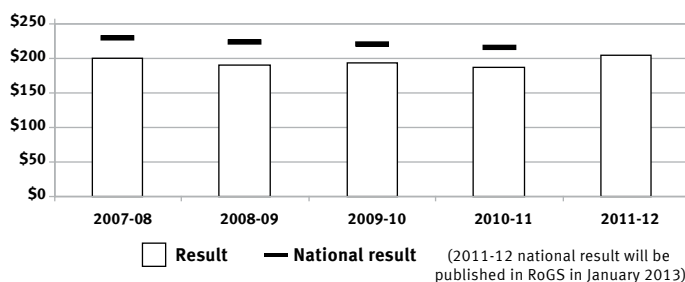
The Queensland Government's objectives are the platform for the way the department will conduct business and are reflected in the DCS *2012-2016 Strategic Plan*. In addition, there are particular commitments that the department is responsible for, including:

- implementing recommendations from the Queensland Floods Commission of Inquiry relevant to the department
- the provision of \$1.25 million to the Cairns Regional Council toward the establishment of a new SES headquarters based in Cairns
- enhancing disaster management training by expanding available educational options to improve the State's preparedness to respond to natural disasters with the provision of \$11 million over four years
- GPS tracking of dangerous sex offenders.

## Key performance measures: a snapshot

Presented below is a snapshot of some of our key performance measures which provide an indication of how well we are achieving our objectives and delivering efficient and effective services. Further detail about our key performance measures is provided from page 16. Targets/estimates have been provided where available.

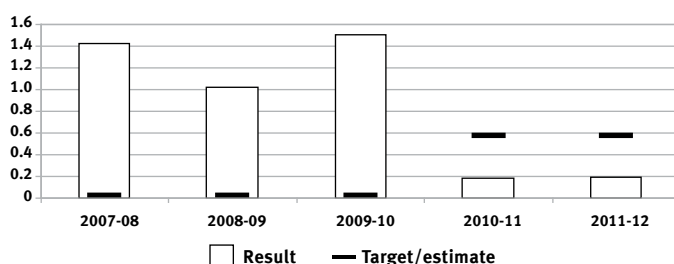
### Cost of containment per prisoner per day



### Efficient corrective services

QCS continues to deliver efficient corrective services, consistently achieving a lower cost per prisoner per day when compared with the national result.

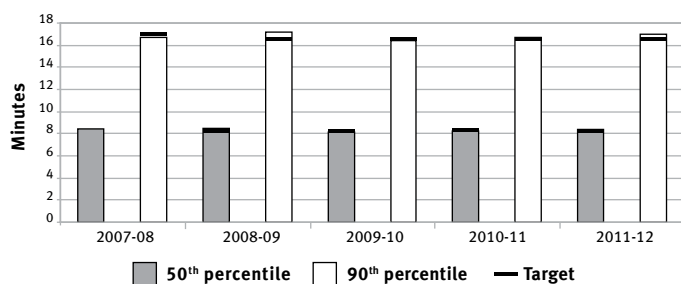
### Escape rate in low security facilities (per 100 prisoners)



### Maintaining community safety

The risk of escape from low security facilities is managed through a thorough assessment of prisoners to determine suitability prior to transfer to these facilities. Escape rates have decreased significantly with one escape from low security facilities in both 2010-11 and 2011-12. There have been no escapes from high security facilities since 1998.

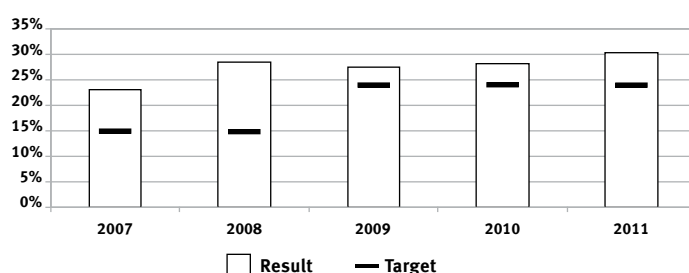
### Response times to code 1 incidents: 50<sup>th</sup> and 90<sup>th</sup> percentile



### Ambulance response

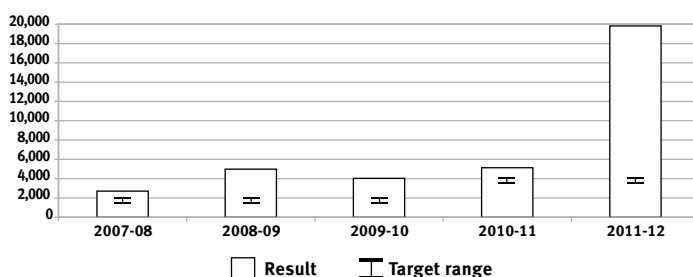
The QAS continues to provide timely ambulance response services to the Queensland community whilst experiencing an increasing demand for ambulance services due to an ageing population and a rising incidence of chronic illness requiring access to emergency health services. The 50<sup>th</sup> and 90<sup>th</sup> percentile response times have remained steady over the past five years despite increasing demand.

### Cardiac Arrest Survived Event Rate

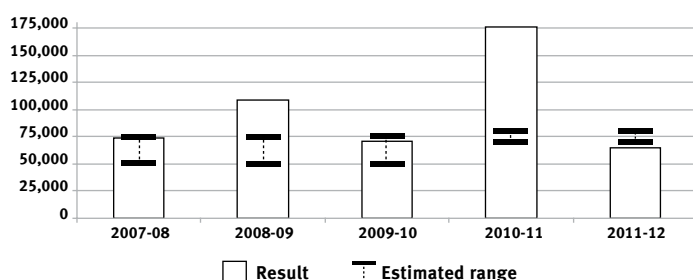


### Improving the likelihood of surviving a cardiac arrest

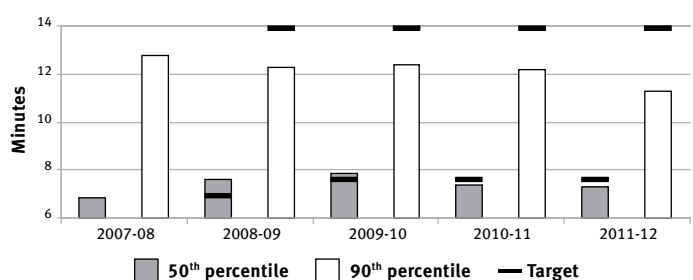
The Cardiac Arrest Survived Event Rate is an indicator of the clinical effectiveness and quality of ambulance services provided throughout Queensland. The QAS continues to innovate and improve service delivery, as demonstrated by the increasing survival rate trend.

**Number of people receiving disaster management training****Building community resilience**

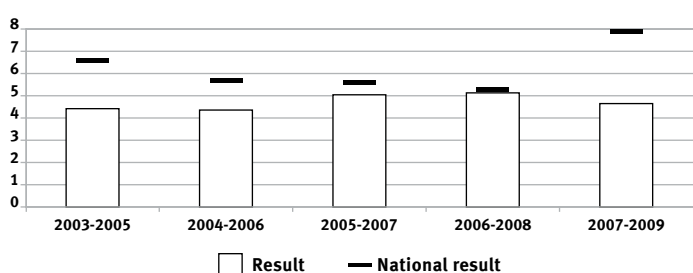
Disaster management training supports the effectiveness of the Queensland Disaster Management Arrangements and improves participants' competency in prevention, preparedness, response and recovery. The greater emphasis placed on training as a result of the Queensland Floods Commission of Inquiry and the implementation of the Queensland Disaster Management Training Framework is reflected in the 2011-12 actual.

**Number of SES volunteer hours of operation****SES volunteer hours of operation**

The number of hours of operation performed by SES volunteers, such as search and rescue and responses to flood and storm emergencies, is demand driven. The 2010-11 result was impacted by the significant disaster events experienced in Queensland during that period.

**Response times to structure fires: 50<sup>th</sup> and 90<sup>th</sup> percentile****Fire response to structure fires**

The QFRS continues to deliver timely fire and rescue services to the Queensland community. Both the 50<sup>th</sup> and 90<sup>th</sup> percentile response times have improved over recent years.

**Three year average fire death rate (per million people)****Fire death rate**

QFRS is committed to enhancing public safety and minimising the adverse effects of fire events on the community. Three year average fire death rates in Queensland from 2003-2005 to 2007-2009 have all been below the national results.

## Our financial performance

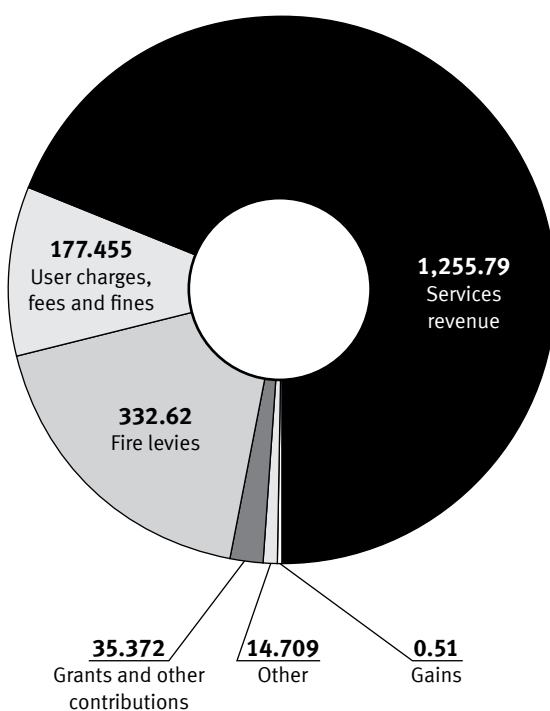
Through continued prudent financial management the department has been able to achieve a surplus of \$7.087 million for the 2011-12 financial year. This surplus was achieved in an environment which saw the agency make a significant contribution towards achieving Government targets to reduce waste and improve efficiency.

Departmental planning processes ensure that the department's budget continues to meet the present and future needs of the Queensland community. Most importantly, careful planning ensures our funds are spent effectively. The current surplus will provide funding for future capital expenditure to deliver the best possible service for Queenslanders.

Financial overview	2012	2011
Revenue	\$1.816 billion	\$1.703 billion
Expenses	\$1.809 billion	\$1.684 billion
Operating surplus	\$7.087 million	\$19.270 million
Capital acquisitions	\$231 million	\$299 million
Total assets	\$3.717 billion	\$ 3.592 billion
Equity	\$3.552 billion	\$3.453 billion

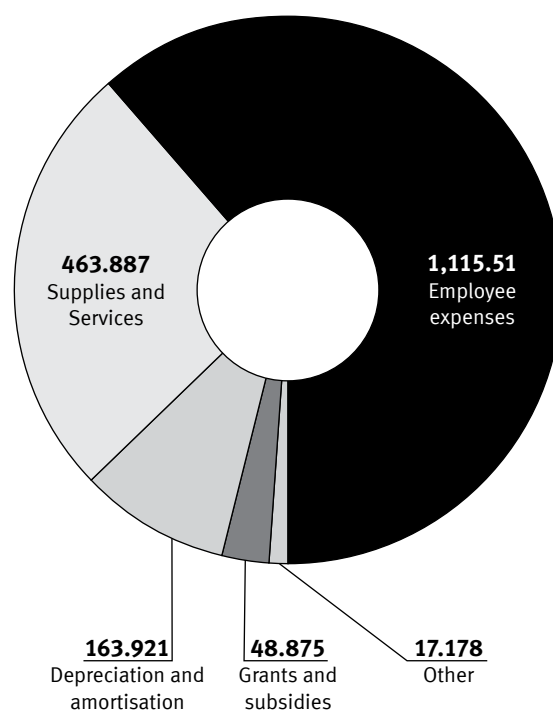
## Where the funding comes from

### 2012 Income (\$1,816 million)



## How the funding is spent

### 2012 Expenditure (\$1,809 million)



## Summary Statement of Comprehensive Income

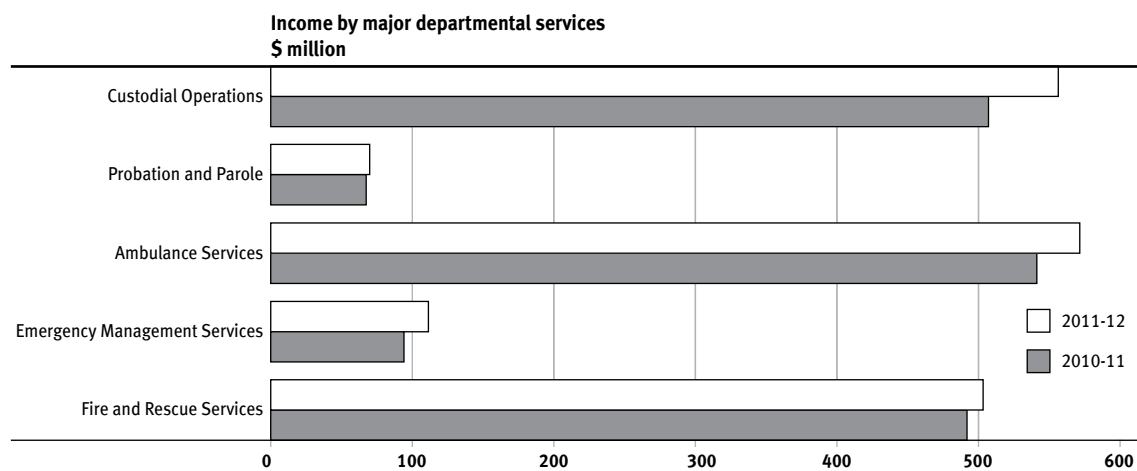
	2012 \$M	2011 \$M	
<b>Revenues</b>			
Services revenue	1,255.792	1,147.943	The increase is mainly due to funding for wages increases, new prison infrastructure, increased funding for ambulance services and the Queensland Floods Commission of Inquiry recommendations.
User charges fees and fines	177.455	168.047	
Fire levies	332.620	313.642	
Grants and other contributions	35.372	53.896	The reduction reflects the more extensive natural disasters experienced in 2011.
Other	14.709	18.464	
Gains	.510	1.405	
<b>Total Revenue</b>	<b>1,816.458</b>	<b>1,703.397</b>	
<b>Expenses</b>			
Employee expenses	1,115.510	1,040.830	Increased expenditure in line with increases in services revenue.
Supplies and services	463.887	431.920	
Depreciation and amortisation	163.921	156.348	Reflects the depreciation impact of new infrastructure.
Grants and subsidies	48.875	33.053	
Other	17.178	21.976	The increase is mainly due to payments made under natural disaster relief, recovery and resilience arrangements.
<b>Total Expenses</b>	<b>1,809.371</b>	<b>1,684.127</b>	
<b>Operating Result</b>	<b>7.087</b>	<b>19.270</b>	

## Summary Statement of Financial Position

	2012 \$M	2011 \$M	
<b>Assets</b>			
Cash	75.579	35.880	Reflects an increase in trade creditors and unearned appropriation revenue.
Receivables	97.183	99.558	
Inventories	11.010	9.482	
Intangibles	33.039	34.150	Reflects increase in building constructions and other acquisitions.
Property Plant and Equipment	3,481.409	3,391.217	
Other	18.631	21.862	
<b>Total Assets</b>	<b>3,716.851</b>	<b>3,592.149</b>	
<b>Liabilities</b>			
Payables	102.815	91.904	Reflects unearned appropriation revenue.
Accrued Employee Benefits	43.983	43.305	
Other	18.450	3.735	
<b>Total Liabilities</b>	<b>165.248</b>	<b>138.944</b>	
<b>Net Assets</b>	<b>3,551.603</b>	<b>3,453.206</b>	
<b>Total Equity</b>	<b>3,551,603</b>	<b>3,453.206</b>	

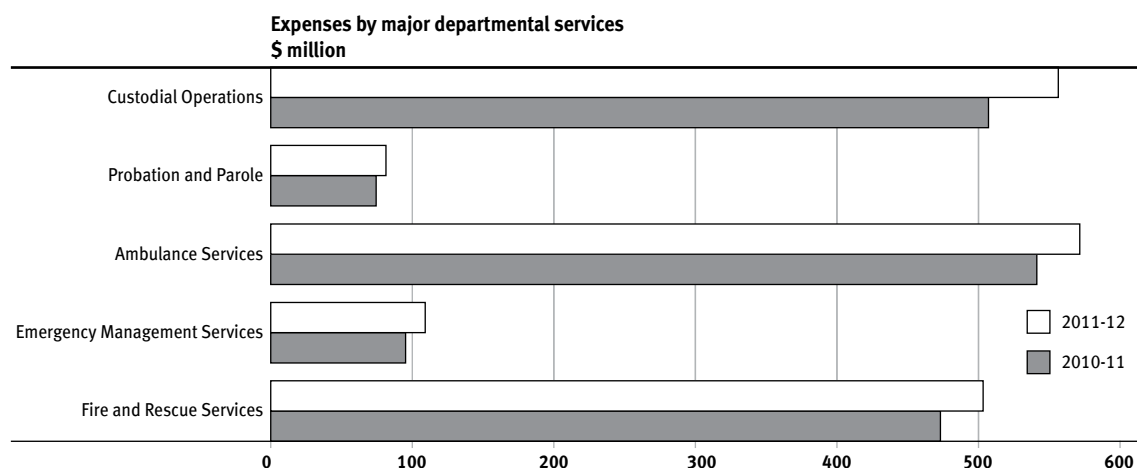
## Total income by major departmental services

Summary by major departmental services	2012 Income \$'000	2011 Income \$'000
Custodial Operations	555,580	508,274
Probation and Parole	81,243	68,264
Ambulance Services	572,416	543,671
Emergency Management Services	104,607	94,840
Fire and Rescue Services	504,831	490,559



## Total expenses by major departmental services

Summary by major departmental services	2012 \$'000	2011 \$'000
Custodial Operations	556,278	507,414
Probation and Parole	78,634	71,627
Ambulance Services	567,262	541,670
Emergency Management	106,448	93,093
Fire and Rescue Services	502,968	472,534





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## Chief Finance Officer (CFO) Statement

Under Section 77(1)(b) of the *Financial Accountability Act 2009*, the accountable officer must delegate to the chief finance officer the following minimum responsibilities for the department:

- financial resource management including the establishment, maintenance and review of financial internal controls
- budget management
- preparation of financial information including annual financial statements to facilitate the discharge of the department's statutory reporting obligations
- provision of advice on the effectiveness of accounting and financial management information systems and financial controls in meeting the department's requirements
- provision of advice concerning the financial implications of, and financial risks to, the department's current and projected services
- development of strategic options for the department's future financial management and capability.

Appropriate delegation has been made by the Director-General.

The *Financial Accountability Act 2009* also requires each department's Chief Finance Officer to provide an annual Statement of Assurance to their accountable officer (Chief Executive).

This statement includes assurances of the efficiency, effectiveness and economy of the department's financial operations and governance. The Department of Community Safety's 2011-12 Statement of Assurance satisfied all requirements of section 57 of the *Financial Performance and Management Standard 2009*, and has been provided to the Director-General. It indicated no deficiencies or breakdowns in internal controls which would impact adversely on the department's financial governance or financial statements for the year.

## Key performance measures: five year results

The following tables disclose the department's performance over a five year period for a number of key performance measures. These performance measures are identified in a number of sources which may include our *2011-2015 Strategic Plan*, the *2011-12 Service Delivery Statement* (SDS), and/or the *Report on Government Services* (RoGS). Results for a

number of other key measures are also disclosed.

The results provide an indication of the demand for services and the equity, efficiency and effectiveness of our front-line service delivery. Where appropriate, we have aligned our strategic plan and SDS measures with those contained within RoGS.

### Custodial

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

Performance measure	Notes	Strategic Plan	SDS	RoGS	Other key measure	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Target/ Estimate	2011-12 Actual	2012-13 Target/ Estimate
Death rate (unnatural cause only):	1			✓		0.02	0.07	0.07	0.05	0	0.04	0
■ Indigenous	2	✓	✓	✓		0	0	0	0	0	0.06	0
■ Non-Indigenous	3	✓	✓	✓		0.02	0.10	0.10	0.08	0	0.03	0
Escape rate:	4											
■ High security facilities	5	✓	✓	✓		0	0	0	0	0	0	0
■ Low security facilities	6,7	✓	✓	✓		1.42	1.02	1.50	0.19	<0.57	0.20	<0.63
Assault rate:	8											
■ Serious assault (prisoner on officer)	9	✓	✓	✓		0.02	0.02	0.07	0.09	<0.02	0.12	<0.02
■ Assault (prisoner on officer)	10	✓	✓	✓		0.22	0.23	0.43	0.72	<0.24	0.60	<0.24
■ Serious assault (prisoner on prisoner)	9	✓	✓	✓		0.51	0.83	1.12	1.32	<0.69	1.01	<0.69
■ Assault (prisoner on prisoner)	10	✓	✓	✓		3.68	3.73	3.18	3.25	<3.87	3.77	<3.40
Program completions:	11											
■ Sex offender programs	12	✓	✓			285	361	389	375	320	373	320
■ Transition support	13	✓	✓			2,292	2,634	3,161	3,673	2,000	3,835	3,300
■ Other programs	14	✓	✓			867	1,238	1,463	1,294	1,000	1,171	1,000
Prisoner employment (%):	15,16											
■ Commercial industries	17	✓	✓	✓		26.9%	26.9%	34.1%	32.4%	>30%	31.4%	>30%
■ Service industries	18	✓	✓	✓		40.8%	40.7%	41.7%	43.2%	>40%	44.1%	>40%
Prisoners employed (number of):	15,19											
■ Commercial industries	17				✓	1,101	1,160	1,399	1,317	-	1,301	-
■ Service industries	18				✓	1,670	1,756	1,710	1,758	-	1,828	-
Prisoners in education	20	✓	✓	✓		29.0%	27.1%	27.4%	27.8%	>28%	26.5%	>28%
Annual hours curriculum:	20											
■ Vocational Education and Training					✓	219,924	259,840	287,082	289,712	-	293,599	-
■ Literacy/numeracy	21				✓	262,790	196,835	220,910	209,220	-	318,895	-

## Custodial (continued)

Performance measure	Notes	Strategic Plan	SDS	RoGS	Other key measure	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Target/ Estimate	2011-12 Actual	2012-13 Target/ Estimate
Percentage of successful completions in Vocational Education and Training	20				✓	85%	85%	82%	82%	-	87%	-
Financial value of work performed in the community by prisoners from low security facilities	6,22		✓			\$2.4 million	\$2.5 million	\$4.5 million	\$3.73 million	>\$3.5 million	\$3.2 million	>\$3.2 million
Prisoners released who returned to corrective services with a new correctional sanction within two years:	23											
■ Returns to prison		✓		✓		33.6%	37.9%	33.5%	35.2%	-	37.7%	-
■ Returns to corrective services		✓		✓		42.0%	43.3%	38.9%	41.1%	-	43.1%	-
Proportion of prisoners who are Indigenous:	24	✓	✓	✓		26.4%	26.7%	29.2%	30.0%	<30%	29.5%	<30%
■ Male prisoners						27%	27%	29%	30%	-	29%	-
■ Female prisoners						26%	28%	30%	36%	-	35%	-
Cost of containment per prisoner per day	25		✓	✓		\$200.32	\$191.07	\$192.45	\$187.86	\$210	\$205	\$199
Facility utilisation:	26			✓		95.9%	87.4%	84.2%	82.8%	-	84.9%	85-95%
■ High security facilities	5		✓	✓		102.5%	92.2%	86.7%	87.8%	85-95%	90.2%	85-95%
■ Low security facilities	6,27		✓	✓		64.3%	60.4%	69.4%	53.5%	85-95%	53.3%	85-95%
Number of male prisoners:	28			✓								
■ High security facilities	5					4,533	4,674	4,597	4,663	-	4,756	-
■ Low security facilities	6					551	519	603	457	-	446	-
Number of female prisoners:	28			✓								
■ High security facilities	5					326	368	365	359	-	383	-
■ Low security facilities	6					80	68	65	58	-	64	-
Average daily prisoner population	28			✓		5,491	5,629	5,631	5,537	-	5,650	-
Short sentence profile:	29											
■ Proportion of prisoners with sentence <= 1 yr (non-violent, non-sexual offenders)					✓	37%	32%	29%	30%	-	28%	-
■ Proportion of prisoners with sentence <= 1 yr (all sentences prisoners)					✓	23%	20%	19%	19%	-	19%	-
Completion of immediate risk needs assessment on day of admission	30				✓	99%	98%	99%	99%	-	99%	-
Completion of offender management plan reviews	31				✓	90%	93%	91%	90%	-	82%	-

Financial figures are reported as nominal dollars unless otherwise indicated in the footnotes.

- indicates not available/applicable

**Notes:**

1. This measure reports deaths by unnatural cause per 100 prisoners.
2. Death rate (unnatural cause only) for Indigenous prisoners is a specific measure of Indigenous prisoner deaths per 100 Indigenous prisoners.
3. Death rate (unnatural cause only) for non-Indigenous prisoners is a specific measure of non-Indigenous prisoner deaths per 100 non-Indigenous prisoners.
4. This measure reports escapes per 100 prisoners. There have been no escapes from high security facilities since 1998. Despite fluctuations in the escape rate from low security facilities, the overall trend is one of decline with one escape from low security facilities in 2010-11 and one in 2011-12, compared to ten in 2009-10.
5. High security facilities are defined as custodial facilities where the regime for managing prisoners requires them to be confined by a secure perimeter physical barrier, regardless of the individual classifications of the prisoners held within these facilities.
6. Low security facilities are defined as custodial facilities where the regime for managing prisoners does not require them to be confined by a secure perimeter, irrespective of whether a physical barrier exists and regardless of the individual classifications of the prisoners held within these facilities.
7. The majority of low security facilities do not have high levels of perimeter security. The risk of escape is managed through a thorough assessment of prisoners to determine suitability prior to transfer to these facilities.
8. This measure reports assaults per 100 prisoners. QCS officers are required to report any assault in a prison. These matters are then referred to the Queensland Police Service Corrective Services Investigation Unit (CSIU). The CSIU may initiate criminal charges or refer to QCS for breaches of discipline. QCS has preventative actions/safety measures in place to mitigate the number of assaults in prisons including initiating individual management plans, a proactive intelligence gathering system to identify potential problem situations, security systems such as CCTV camera surveillance, and the provision of modern facilities to improve staff capacity to safely supervise and manage prisoners or in cases of exceptional violence, maximum security orders. Prisoners with the highest risk of violence towards staff or other prisoners are managed in Maximum Security Units. The 2012-13 Target/estimate for Assault (prisoner on prisoner) is calculated based on a three year average.
9. Serious assaults refer to acts of physical violence resulting in injuries requiring medical treatment involving overnight hospitalisation in a medical facility or ongoing medical treatment, as well as all sexual assaults.
10. Assaults refer to acts of physical violence resulting in a physical injury that may or may not require short-term medical intervention but do not involve hospitalisation or ongoing medical treatment.
11. This measure reports the number of program completions. Integrated correctional rehabilitation services are provided to offenders to help reduce the risk of re-offending and to protect the community. Service demand was higher than expected in 2011-12 resulting in the increased level of program completions. The 2012-13 Target/estimates are based on the programs funded for delivery during the year.
12. Sex offender programs include preparatory, medium, high and maintenance programs for sexual offenders such as *Crossroads*, *New Directions* and *Staying on Track*.
13. Transition Support includes delivery of the *Transitions Program* and the *Transitional Support Service* which involve reintegration support and assistance to prisoners according to their level of reintegration need, assessed re-offending risk and their length of sentence. Funding under the *National Partnership Agreement (NPA) on Homelessness* has resulted in increased service delivery since 2009-10. NPA funding for this program will cease on 30 June 2013 and service delivery is expected to return to normal levels.
14. Other programs include violence, substance abuse and general offending programs such as *Making Choices* and *Turning Point*.
15. Participation in prison industries provides prisoners with the opportunity to acquire vocational skills and contributes to their ability to gain and retain employment upon release.
16. The percentage of prisoners employed is defined as the number of prisoners employed as a percentage of those eligible to work (i.e. excluding those unable to participate in work programs because of full-time education, ill health, age, relatively short period of imprisonment (<12 months), or other reason).
17. Commercial industries are those which employ prisoners operating on a commercial fee for service basis.
18. Service industries are those which employ prisoners to maintain the self-sufficiency of the correctional system and include prisoners employed in charitable work and community projects.
19. Data for 2007-08 and 2009-10 has been revised. This does not impact on the percentage of prisoners employed.
20. The participation of prisoners in education contributes to their ability to gain and retain employment upon release.
21. Literacy/numeracy annual hours of curriculum undertaken by prisoners increased between 2010-11 and 2011-12 as a result of a curriculum change during the period.
22. This measure reports the financial value of work performed for the community by prisoners in low security facilities. The contribution by prisoners enables them to make reparation to the community. An increase in the rate per hour applied to the work undertaken was implemented in 2009-10. The 2009-10 and 2010-11 results were also impacted by a number of factors including an increase in disaster relief and mitigation work.
23. The 2010-11 data for returns to prison and returns to corrective services were both 4.5 percentage points below the national result. Returns to corrective services include a prison sentence or a community corrections order.
24. A key priority of QCS is to reduce the over representation of Indigenous prisoners in corrective services. Opportunity for the diversion of offenders into community based supervision is supported through the operation of Probation and Parole in Indigenous communities in the Gulf and Cape areas providing additional capacity to supervise offenders within these communities.
25. This measure reports the average daily cost of providing corrective services per prisoner. Historical data has been amended to align with RoGS 2012. RoGS figures are adjusted annually by the gross domestic product deflator. The 2010-11 result of \$187.86 was approximately 13 percent below the national result of \$215.85.
26. This measure reports the annual daily average prisoner population as a percentage of the number of single occupancy cells and designated beds in shared occupancy cells provided for in the design capacity of the prisons. RoGS 2012 states "Percentages close to but not exceeding 100 per cent indicate better performance towards achieving efficient resource management".
27. QCS ensures a thorough assessment to determine suitability is completed prior to placement of prisoners in low security facilities and prisoners are only transferred where they present a minimal risk to community safety. A number of low risk offenders who would have been eligible for placement in these facilities are supervised by Probation and Parole on Court ordered parole orders following the introduction of Court ordered parole from August 2006.
28. This measure reports the average number of prisoners held for the year (referred to as the annual average daily state).
29. The short sentence profile measures are used to monitor sentencing patterns. Both measures include sentenced prisoners only (i.e. remand prisoners are excluded from the calculation).
30. This measure is amended to include the wording "assessment" to provide clarification. This measure reports the number of risk needs assessments completed on the day of admission divided by the number of offenders admitted expressed as a percentage. The result has remained steady over the past five years.
31. Offender Management Plans were discontinued and replaced by Offender Rehabilitation Plans on 14 November 2011. The 2011-12 actual represents data for the period 1 July 2011 to 14 November 2011.

## Probation and Parole

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

Performance measure	Notes	Strategic Plan	SDS	RoGS	Other key measure	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Target/ Estimate	2011-12 Actual	2012-13 Target/ Estimate
Percentage of successfully completed orders:	1											
■ All orders	2			✓		63.4%	62.9%	66.1%	62.7%	-	72.6%	>65%
■ Supervision orders	3	✓	✓	✓		68.4%	66.0%	68.0%	68.7%	>67%	71.1%	>68%
- Probation orders						65%	66%	68%	68%	-	71%	-
- Parole orders (excluding court ordered)						71%	63%	69%	74%	-	73%	-
- Court ordered parole orders						70%	68%	69%	71%	-	73%	-
- Intensive correction orders						68%	64%	69%	66%	-	68%	-
- Intensive drug rehabilitation orders	4					30%	21%	25%	21%	-	15%	-
■ Reparation orders	5,6	✓	✓	✓		55.7%	57.3%	63.4%	54.6%	>60%	74.7%	>63%
- Community service orders						57%	60%	63%	59%	-	60%	-
- Fine option orders	6					54%	56%	64%	52%	-	81%	-
Financial value of community service work performed (court ordered)	7,8		✓			\$5.1 million	\$5.0 million	\$7.7 million	\$6.9 million	>\$7.4 million	\$6.2 million	>\$6.2 million
Proportion of offenders who are Indigenous:	9	✓	✓	✓		18.5%	18.7%	20.3%	21.7%	>20%	22.3%	>20%
■ Male offenders						18%	19%	20%	21%	-	21%	-
■ Female offenders						24%	23%	24%	26%	-	27%	-
Offenders discharged from community corrections orders who returned with a new correctional sanction within two years:	10											
■ Returns to community corrections		✓		✓		12.1%	14.1%	15.6%	15.4%	-	17.1%	-
■ Returns to corrective services		✓		✓		20.4%	25.0%	30.7%	30.7%	-	32.2%	-
Cost of supervision per offender per day	11		✓	✓		\$10.56	\$10.12	\$11.26	\$12.01	\$11	\$14	\$14
Hours of community service performed per offender per month					✓	11	12	11	10	-	10	-
Number of community service project sites					✓	649	587	612	612	-	612	-
Community corrections rate	12			✓		419.9	431.7	436.0	440.6	-	-	-

## Probation and Parole (continued)

Performance measure	Notes	Strategic Plan	SDS	RoGS	Other key measure	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Target/ Estimate	2011-12 Actual	2012-13 Target/ Estimate
Number of male offenders on orders (distinct count):	13											
■ Supervision orders:	3,14											
- Probation orders					✓	6,430	6,633	6,656	7,003	-	6,870	-
- Parole orders (excluding court ordered)					✓	835	855	898	972	-	1,233	-
- Court ordered parole orders					✓	1,968	2,624	2,697	2,701	-	2,752	-
- Intensive correction orders					✓	361	294	254	224	-	178	-
- Intensive drug rehabilitation orders					✓	91	90	83	98	-	107	-
■ Reparation orders:	5											
- Community service orders					✓	1,430	1,398	1,678	1,672	-	1,463	-
- Fine option orders					✓	446	347	502	659	-	674	-
Number of female offenders on orders (distinct count):	13											
■ Supervision orders:	3,14											
- Probation orders					✓	1,838	1,875	1,924	2,009	-	1,980	-
- Parole orders (excluding court ordered)					✓	89	96	103	126	-	140	-
- Court ordered parole orders					✓	321	439	436	439	-	443	-
- Intensive correction orders					✓	76	70	62	45	-	37	-
- Intensive drug rehabilitation orders					✓	13	12	17	13	-	11	-
■ Reparation orders:	5											
- Community service orders					✓	396	387	422	375	-	377	-
- Fine option orders					✓	169	122	137	172	-	204	-
Community corrections offender to all staff ratio	15			✓		26.0	23.7	24.7	26.2	-	24.1	-
Completion of offender management plan reviews				✓		94%	93%	97%	98%	-	96%	-
Total community service hours performed	8			✓		369,049	289,846	386,736	345,967	-	310,580	-
Average daily community corrections offender population				✓		13,665	14,467	15,054	15,502	-	15,181	-

Financial figures are reported as nominal dollars unless otherwise indicated in the footnotes.

- indicates not available/applicable

**Notes:**

1. Offenders are provided with access to rehabilitative programs to support them in completing their orders. It is expected that successful completion rates will continue to improve through targeted assessment and intervention for offenders at risk of failing to comply with the conditions of their order.
2. There is a significant increase in the 2011-12 actual compared to previous years. A small component of this increase is attributed to the rectification of a technical systems issue which affected the Fine option order completions data.
3. Supervision orders include a range of orders other than those categorised as restricted movement or reparation and include Probation orders, Parole orders (excluding court ordered); Court ordered parole orders; Intensive correction orders; and Intensive drug rehabilitation orders.
4. Successful completion rates for Intensive drug rehabilitation orders can fluctuate greatly as there are only a small number of offenders subject to these orders.
5. Reparation orders include Community service orders and Fine option orders, which require offenders to undertake unpaid work.
6. There is significant increase in the 2011-12 actual compared to previous years which is attributed to the rectification of a technical systems issue which affected the Fine option order completions data.
7. This measure reports the financial value of court ordered work performed by offenders for the community. The contribution by offenders enables them to make reparation to the community. The increase in the financial value of court ordered community service work from 2008-09 can be attributed to an increase in the rate per hour applied to the work undertaken in line with the State Penalties Enforcement Registry. The 2011-12 actual was impacted by a number of factors including the cessation of key projects such as Centrelink's Community Development Employment Project, severe weather events and the sentencing trends of magistrates. The 2012-13 Target/estimate is based on the 2011-12 actual.
8. The number of community service hours performed is dependent on the number of offenders (and hours) sentenced by the courts.
9. Opportunity for the diversion of offenders into community based supervision is supported through the operation of Probation and Parole in Indigenous communities in the Gulf and Cape areas providing additional capacity to supervise offenders within these communities.
10. Returns to community corrections include a prison sentence or a community corrections order. The increase since 2007-08 in offenders returning with a new correctional sanction within two years can partly be attributed to the reforms undertaken in 2006 introduced by the *Corrective Services Act 2006* to provide for court ordered parole.
11. This measure reports the average daily cost of providing corrective services per offender. The QCS cost per offender per day was \$12.01 in 2010-11, the second lowest of all reporting jurisdictions and below the national result of \$20.33. QCS has consistently recorded a low cost per offender per day when compared with other jurisdictions. This can be attributed to the high offender to all staff ratio in the Probation and Parole Service. Historical data has been amended to align with RoGS 2012. RoGS figures are adjusted annually by the gross domestic product deflator.
12. The community corrections rate represents the number of offenders serving community corrections orders per 100,000 people in the corresponding population. The rate of offenders supervised in 2010-11 was 440.6 per 100,000 people compared to the national result of 322.0. This high level of utilisation is indicative of the confidence the court has in the Probation and Parole Service to manage offenders effectively in the community and enforce the orders of the court. The 2011-12 result will be reported in RoGS 2013 (published January 2013) and the 2012-13 Annual Report.
13. This measure includes Interstate and Commonwealth orders.
14. The trending growth in the total number of community based supervision orders over recent years can be attributed to the success of the Probation and Parole Service with its diversionary goals and stronger links with the courts. This was complemented by the introduction of court ordered parole from August 2006.
15. Offender to all staff ratio is defined as the daily average number of offenders per full time community corrections staff member employed. The offender to all staff ratio for 2010-11 was the highest ratio of offenders to all staff when compared to all other jurisdictions and was also above the national result of 17.4.

## Ambulance Services

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

Performance measure	Notes	Strategic Plan	SDS	RoGS	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Target/ Estimate	2011-12 Actual	2012-13 Target/ Estimate
Time within which code 1 incidents are attended:	1,2, 3,4										
■ 50th percentile response time	5	✓	✓	✓	8.3 minutes	8.4 minutes	8.1 minutes	8.2 minutes	8.2 minutes	8.3 minutes	8.2 minutes
■ 90th percentile response time	6	✓	✓	✓	16.7 minutes	17.2 minutes	16.4 minutes	16.7 minutes	16.5 minutes	17.0 minutes	16.5 minutes
Urgent incidents (Code 1 and 2):	1,2, 4,7			✓							
■ Number of incidents attended per 1,000 population	8,9				120	116	116	123	-	132	-
■ Number of incidents	10				503,909	502,293	516,307	559,461	-	595,644	-
Non-urgent incidents (Code 3 and 4):	1,11			✓							
■ Number of incidents attended per 1,000 population	8,9				52	56	51	52	-	52	-
■ Number of incidents	10				220,133	241,711	228,316	236,240	-	232,762	-
Percentage of triple zero calls answered within 10 seconds	12		✓		-	90.27%	92.16%	91.07%	90%	90.75%	90%
Percentage of non-urgent incidents attended to by the appointment time	1,13		✓		70.99%	70.67%	76.51%	75.98%	>70%	81.51%	>70%
Ambulance service response locations	14		✓	✓	287	287	291	295	295	296	296
Gross cost per incident	1,15		✓		\$542	\$615	\$657	\$681	\$680	\$679	\$664
Gross cost per head of population	8,16		✓		\$96.74	\$105.91	\$109.96	\$119.51	\$122	\$125	\$125
Ambulance operatives as a percentage of all personnel	17		✓	✓	81.0%	82.8%	82.9%	82.9%	>82.6%	84.3%	>84%
<b>Performance measure by calendar year</b>					<b>2007 Actual</b>	<b>2008 Actual</b>	<b>2009 Actual</b>	<b>2010 Actual</b>	<b>2011 Target/ Estimate</b>	<b>2011 Actual</b>	<b>2012 Target/ Estimate</b>
Cardiac Arrest Survived Event Rate	18	✓			23.3%	28.6%	27.5%	28.4%	>24%	30.2%	>24%
Level of patient satisfaction (survey) with ambulance response services	19	✓		✓	97%	99%	98%	98%	>95%	98%	>95%

Financial figures are reported as nominal dollars.  
- indicates not available/applicable



**Notes:**

1. An incident is an event that results in one or more responses by the ambulance service.
2. A code 1 incident is potentially life threatening necessitating the use of ambulance warning devices (lights and/or siren) en route.
3. Queensland's response times for 2010-11 were the fastest of the comparable jurisdictions (New South Wales and Western Australia).
4. There is an increasing demand for service due to an ageing population and increasing incidence of chronic illness requiring access to emergency health services.
5. This measure reports the time within which 50 percent of the first responding ambulance resources arrive at the scene of an emergency in code 1 situations.
6. This measure reports the time within which 90 percent of the first responding ambulance resources arrive at the scene of an emergency in code 1 situations.
7. A code 2 incident requires an undelayed response, and does not necessitate the use of ambulance warning devices (lights and sirens).
8. Population figure of 4,704,287 used to calculate the 2011-12 Target/estimate was sourced from the Queensland Office of Economic and Statistical Research *Projected Population, medium series, 2011 edition* (as at June 2011). Population figure of 4,513,009 used to calculate the 2011-12 Actual is sourced from the *Australian Bureau of Statistics 3101.0 Australian Demographic Statistics* December 2011 report and is in line with that used in RoGS. Population figure of 4,634,469 used to calculate the 2012-13 Target/estimate is sourced from Queensland Treasury and Trade.
9. The number of urgent incidents attended per 1,000 population has increased by approximately seven percent since 2010-11. The number of non-urgent incidents attended per 1,000 population has remained steady over the past five years which can be attributed to QAS demand management strategies.
10. The number of urgent incidents has increased by approximately 6.5 percent since 2010-11; and the number of non-urgent incidents has decreased by approximately 1.5 percent. The decrease in non-urgent incidents can be attributed to QAS demand management strategies.
11. Non-urgent incidents (code 3 and 4) require response by an ambulance or patient transport service and do not necessitate the use of ambulance warning devices (lights and sirens).
12. Results have been consistently above the target of 90 percent since the measure was introduced in 2008-09.
13. This measure reports the proportion of medically authorised road transports (code 3) (excluding Queensland Health and aero medical transports) which arrive on time for a designated appointment.
14. Response locations are primary ambulance response locations where paid, volunteer, or a mix of paid and volunteer ambulance operatives are responding in an ambulance vehicle and providing pre-hospital care. Ambulance service response locations and first responder locations are counted separately in RoGS. The 2012-13 Target/estimate allows for fluctuation in first responder locations.
15. This measure reports ambulance service expenditure divided by the number of incidents.
16. This measure reports ambulance service expenditure divided by the population of Queensland.
17. This measure is amended from "Operational staff as a percentage of total personnel" to further align with RoGS. The calculation methodology has not changed. According to RoGS definitions, ambulance operatives include paramedics (student/base level ambulance officers and qualified ambulance officers), patient transport officers, communications centre staff and clinical other. For 2008-09, 2009-10 and 2010-11, QAS exceeded the national result for this measure.
18. Measure is similar to that published in RoGS with different case inclusion criteria used to calculate the result. The annual report criterion is based upon the original 1991 Utstein reporting template for out of hospital cardiac arrest. The Utstein template is recognised by most ambulance services worldwide as a key performance indicator of service effectiveness enabling service benchmarking and trends analysis. The 2012 result will be published in the 2012-13 Annual Report.
19. The 2012 result will be reported in RoGS 2013 (published January 2013) and the 2012-13 Annual Report.

## Emergency Management Services

**Objective:** To improve emergency management services and disaster management arrangements

Performance measure	Notes	Strategic Plan	SDS	RoGS	Other key measure	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Target/Estimate	2011-12 Actual	2012-13 Target/Estimate
Percentage of local disaster management arrangements assessed for effectiveness	1	✓				-	-	-	-	-	100%	-
Number of people receiving disaster management training	2	✓	✓			2,696	5,012	4,025	5,142	3,500-4,000	19,787	3,500-4,000
Number of SES volunteer hours of operation	3,4	✓	✓			74,227	109,381	70,898	175,334	70,000-80,000	64,877	70,000-80,000
Number of SES volunteers	5		✓	✓		6,430	6,300	6,800	7,000	7,000	5,400	7,000
Percentage of the Queensland community that are aware of SES 132 500 number	6,7		✓			-	-	36.7%	44%	45%	42.2%	45%
Number of calls made to the SES 132 500 number	4,6				✓	-	53,120	20,790	131,453	-	27,834	-
Percentage of EMQ Helicopter Rescue base availability	8		✓			-	-	-	84%	85%	89.7%	85%
Number of EMQ Helicopter Rescue hours of operation:	9											
■ Aeromedical					✓	1,776	1,777	2,384	2,182	2,000-2,500	2,133	-
■ Counter disaster	4				✓	62	61	42	116	10-50	20	-
■ Search and rescue					✓	227	273	238	251	250-350	246	-
■ Other	10				✓	748	762	680	674	800-1,000	723	-

- indicates not available/applicable

### Notes:

1. New measure in 2011-12. This measure reports the percentage of Local Disaster Management Plans assessed against a standard assessment and review tool. This measure is being replaced in 2012-13 with 'Percentage of Local Governments with a current disaster plan'.
2. Disaster management training supports the effectiveness of the Queensland Disaster Management Arrangements and improves participants' knowledge, skills and competency in prevention, preparedness, response and recovery. The Queensland Floods Commission of Inquiry recommendations placed greater emphasis on disaster management training as reflected in the 2011-12 actual. Further, the Queensland Disaster Management Training Framework was approved in June 2011 which sets out defined training pathways for stakeholders. Prior to 2010-11 this measure was titled 'Number of people receiving disaster management training incorporating disaster mitigation concepts'. The 2012-13 Target/estimate is based on an expected return to normal business.
3. This measure reports the number of hours of operation performed by SES volunteers, such as search and rescue and responses to flood and storm emergencies.
4. This measure is demand driven. The high result for 2010-11 is attributed to the Queensland flooding and cyclone events.
5. This measure represents active members only. An active member is defined as someone who regularly attends training and is available to attend an activation. This measure relates directly to the capability of the SES to deliver its functions under the *Disaster Management Act 2003*. In June 2012, EMQ transitioned to a new data system for management of SES volunteers. As a result of data cleansing there was a reduction in volunteer numbers.
6. The SES 132 500 contact number was introduced in Queensland in July 2007.
7. This measure provides an indicator of the level of awareness within the community of the number to call for SES assistance during storm and flood emergencies. Data for 2010-11 and 2011-12 are the result of an annual online survey. The 2009-10 actual is the result of an Office of Economic and Statistical Research Queensland Household Survey.
8. This measure reports the extent to which EMQ Helicopter Rescue bases are available for tasking as a proportion of the number of hours in the month. Base availability varies, subject to scheduled and unscheduled maintenance and other factors including training, aircrew availability and fatigue management. EMQ has three air bases located at Archerfield in Brisbane, Cairns and Townsville.
9. Prior to 2009-10, these measures reported time in flight (aircraft hours). From 2009-10, the measures report total time consumed from engine on to engine off (engine hours). The measures relate directly to the provision of emergency helicopter services to save lives and enhance community safety and are demand driven.
10. 'Other' includes training, charter, familiarisation/safety presentation, law enforcement, maintenance/ferry, police, public relations, and support to other government agencies.

## Fire and Rescue Services

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

Performance measure	Notes	Strategic Plan	SDS	RoGS	Other key measure	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Target/ Estimate	2011-12 Actual	2012-13 Target/ Estimate
Response times to structure fires including call processing time:	1,2											
■ 50th percentile	3	✓	✓	✓		6.8 minutes	7.6 minutes	7.9 minutes	7.4 minutes	7.6 minutes	7.3 minutes	<7.6 minutes
■ 90th percentile	4	✓	✓	✓		12.8 minutes	12.3 minutes	12.4 minutes	12.2 minutes	<14 minutes	11.3 minutes	<14 minutes
Percentage of structure fires confined to the object/room of origin	1,5,6	✓	✓			64.5%	67.2%	71.2%	72.8%	>70%	71.1%	-
Percentage of building and other structure fires confined to room/object of origin	1,5,7			✓		-	-	-	87.6%	>70%	84.5%	80%
Percentage of households with operational smoke alarms installed	8	✓	✓	✓		87.6%	90.1%	89.2%	86.6%	95%	87%	95%
Percentage of households with non-mandatory fire safety measures	9,10		✓			-	41.9%	40.9%	41.2%	43%	40.7%	43%
Number of accidental residential structure fires per 100,000 households	11,12		✓	✓		67.3	61.9	60.1	49.3	<65	47.7	<60
Number of road crash rescue incidents	13		✓	✓		8,192	8,436	6,995	7,501	<8,000	7,675	<8,000
Number of road crash rescue extrications	13,14		✓	✓		2,183	2,382	1,982	2,260	<2,500	2,405	<2,500
Number of landscape fires	15		✓	✓		8,093	7,358	10,298	5,072	<13,000	9,367	<10,000
Percentage of building premises inspected and deemed complete and compliant	9,16		✓			-	41.7%	67.1%	63.2%	>50%	89.3%	>80%
Percentage of building approvals processed within agreed timeframes	17		✓			-	-	-	-	>70%	63.9%	>70%
Cost per incident	9,18		✓			-	\$5,689	\$6,405	\$6,907	\$7,103	\$7,170	\$7,213
Median dollar loss per structure fire	1,19,20,21		✓	✓		\$2,000	\$2,000	\$2,000	\$2,000	\$2,500	\$2,000	\$2,500
Property loss from structure fire per person	1,19,20,22,23		✓	✓		\$36	\$30	\$30	\$25	<\$35	\$30	<\$35
Fire service organisations' expenditure per person	23,24		✓	✓		\$99.87	\$100.42	\$108.36	\$107.46	\$110	\$115	\$113
Firefighters as a percentage of all personnel	25		✓	✓		78.0%	76.4%	75.8%	75.7%	>75%	77%	>80%
Number of hours spent on safety promotion and public education per 100,000 population	23,26,27		✓			-	-	-	1,728	>2,000	1,967	>2,000

## Fire and Rescue Services (continued)

Performance measure	Notes	Strategic Plan	SDS	RoGS	Other key measure	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Target/ Estimate	2011-12 Actual	2012-13 Target/ Estimate
Number of hours spent conducting fire safety activities within urban levy areas per 100,000 population	23, 26, 28		✓			-	-	-	1,098	>1,000	1,268	>1,000
Number of system initiated false alarms	29			✓		20,916	21,264	20,418	22,725	-	20,548	-
Number of hazardous materials incidents	30			✓		415	430	319	347	-	300	-
Total number of incidents	31			✓		70,145	70,030	68,819	68,489	-	70,069	-
Fire incidents attended by fire service organisations (number per 100,000 people)	23, 32			✓		396	365	412	303	-	427	-
Number of Rural Fire Service volunteers	33			✓		35,000	34,000	34,000	34,000	-	34,000	-
Percentage of trained Level II Swiftwater Floodwater technicians against approved model	34				✓	-	-	-	-	-	107.5%	100%

## Fire death and injury rates: three year averages

Fire death rate	Notes	Strategic Plan	SDS	RoGS	2003 to 2005	2004 to 2006	2005 to 2007	2006 to 2008	2007 to 2009
Three year average per million people	35, 36	✓		✓	4.4	4.3	5.0	5.0	4.6

Rate of hospital admissions due to fire injury	Notes	Strategic Plan	SDS	RoGS	2003-04 to 2005-06	2004-05 to 2006-07	2005-06 to 2007-08	2006-07 to 2008-09	2007-08 to 2009-10
Three year average per 100,000 people	36	✓		✓	16.5	16.5	16.5	18.0	18.5

Financial figures are reported as nominal dollars unless otherwise indicated in the footnotes.

- indicates not available/applicable

**Notes:**

1. Structure fires are fires in housing and other buildings.
2. This measure has been amended to add "including call processing time" to ensure clear comparison with RoGS 2012. The calculation methodology has not changed.
3. This measure reports the time within which 50 percent of the first responding fire appliances arrive at the scene of a structure fire.
4. This measure reports the time within which 90 percent of the first responding fire appliances arrive at the scene of a structure fire. The 2012-13 Target/estimate is based on 14 minutes being the key parameter in the establishment of urban fire levy boundaries.
5. Confinement of building and other structure fires is reflective of the response strategies of QFRS to extinguish structure fires before they cause extensive building damage and/or the community's overall mitigation and preparedness strategies such as constructing buildings that are fire resistant, installing and maintaining operational smoke alarms, and other fire safety practices.
6. A change in calculation methodology for this measure was implemented in 2008-09 to align with RoGS. This measure was replaced in RoGS 2012 with 'Percentage of building fires confined to room of origin' and 'Percentage of building and other structure fires confined to room/object of origin', and has consequently been discontinued in 2012-13.
7. A building fire is a fire that has caused some damage to a building structure (such as a house). This measure includes fires in non-combustible objects. This measure replaced 'Percentage of structure fires confined to the object/room of origin' in RoGS 2012. In the 2010-11 Annual Report the measure was called 'Percentage of building and small fires confined to object, part room and room of origin'. It has been further amended in 2011-12 to align with RoGS however there has been no change to the calculation methodology. In 2010-11, Queensland recorded the highest percentage of building and other structure fires confined to the room/object of origin when compared to all other jurisdictions.
8. This measure provides an indication of the percentage of households with an operational smoke alarm installed. Data for 2010-11 and 2011-12 are the result of an annual online survey. Prior to 2010-11, results were sourced from an Office of Economic and Statistical Research Queensland Household Survey. Legislation requiring the compulsory installation of smoke alarms in all Queensland homes was introduced in July 2008.
9. New measure in 2008-09.
10. This measure is amended to include the wording "non-mandatory" to provide clarification. The measure provides an indication of the percentage of households with non-mandatory fire safety measures such as fire extinguishers, fire blankets and fire escape plans. Data for 2010-11 (revised) and 2011-12 are the result of an annual online survey. Prior to 2010-11, results were sourced from an Office of Economic and Statistical Research Queensland Household Survey.
11. This measure is amended from "structural fires" to "structure fires" to align with RoGS. Accidental residential structure fires are defined as those fires in a residential structure that are not deliberately lit and can be reduced and prevented with effective educational programs. The 2012-13 Target/estimate is set using long term trends and projections.
12. The number of Queensland households for 2011-12 (1,740,810) and for 2012-13 (1,783,419) is derived from the *Australian Bureau of Statistics Household and Family Projections, Australia, 2006 to 2031 (Cat. No. 3236.0)* Report (Series II) by averaging household data from the start and end of a financial year to derive the financial year midpoint estimate. This methodology is in line with that used in RoGS. Queensland has recorded the second lowest result across all jurisdictions from 2007-08 to 2010-11.
13. This measure is amended to include "crash" to align with RoGS. A road crash rescue is defined as an accident or incident involving mobile property and the presumption that there are injuries or that assistance is required. Data for 2009-10 and 2010-11 has been revised.
14. Extractions are defined as an assisted release and removal of trapped people from mobile property. This measure is a subset of all road crash rescue incidents.
15. The number of landscape fires, including bushfires and grass fires, is heavily influenced by weather and a wide variance can be expected during drought and non-drought years. The low number of landscape fires in 2010-11 can be attributed to the Queensland flooding and cyclone events.
16. This measure reports the percentage of Maintenance Inspection Reports conducted and deemed complete and compliant with building fire safety regulations and fire safety procedures in high-risk environments. A change in calculation methodology was implemented in 2009-10 to more accurately measure performance in building fire safety activities. This measure is calculated based on the number of premises due for inspection in a particular year.
17. New measure in 2011-12. Previously reported the number of building approvals processed. Schedule 15 of the *Sustainable Planning Regulation 2009* states that building approvals are to be completed within 15 business days. The Community Safety Operations System introduced in 2010-11 will improve QFRS capability in monitoring building approvals in the future.
18. The cost per incident is determined by dividing total operating expenses by total QFRS incidents attended.
19. Historical data aligns with RoGS published for that respective year. RoGS figures are adjusted annually by the gross domestic product deflator each year and are republished.
20. A systems issue continued in 2011-12, impacting on data. This issue has now been rectified and data is expected to be available from 2012-13.
21. The 2010-11 and 2011-12 actuals are based on the values over the previous five years.
22. The 2010-11 and 2011-12 actuals are understated (refer note 20).
23. Population figure of 4,704,287 used to calculate the 2011-12 Target/estimate was sourced from the Queensland Office of Economic and Statistical Research *Projected Population, medium series, 2011 edition* (as at June 2011). Population figure of 4,513,009 used to calculate the 2011-12 Actual is sourced from the *Australian Bureau of Statistics 3101.0 Australian Demographic Statistics* December 2011 report and is in line with that used in RoGS. Population figure of 4,634,469 used to calculate the 2012-13 Target/estimate is sourced from Queensland Treasury and Trade.
24. This measure reports QFRS expenditure divided by the population of Queensland. The measure was amended in the 2011-12 SDS to report 'Fire service organisations' expenditure per person', to align with RoGS. Previously reported 'per 1,000 people'. Historical data aligns with RoGS 2012. RoGS figures are adjusted annually by the gross domestic product deflator.
25. This measure is amended from "Operational staff as a percentage of total personnel" to further align with RoGS. The calculation methodology has not changed. According to RoGS definitions, firefighters include staff who deliver or manage a firefighting service and who are formally trained and qualified to undertake firefighting duties.
26. New measure in 2010-11. This measure is based on the percentage of population covered by the Urban Levy Boundary which is deemed to be 87.6%.
27. This measure reports the time spent by QFRS personnel conducting fire safety promotion and community education activities designed to lead to safer communities - for example, *Roads, Attitudes and Action Planning (RAAP), Fire Ed*, and *Safehome*. Data for 2010-11 has been revised.
28. This measure reports the time spent by QFRS personnel conducting fire safety activities designed to lead to safer communities, including Maintenance Inspection Reports and other types of building inspections.
29. This measure reports the number of system initiated false alarms responded to by urban and volunteer QFRS personnel including calls made directly to the fire service (i.e. Triple Zero (000) calls). QFRS is continuing to work with building owners with high alarm frequencies to reduce system initiated false alarms.
30. Hazardous materials incidents include chemical spills, harmful gas leaks, radiological contamination, explosions, and spills of petroleum and petroleum products.
31. Total number of incidents includes fires and other emergencies and incidents. The total number of incidents has remained steady over the last five years.
32. A fire incident is defined as a fire reported to the QFRS that requires a response. Over the period 2007-08 to 2010-11, Queensland maintained a significantly lower number of incidents per 100,000 people than the national result, reflecting a commitment to community awareness campaigns and fire safety activities.
33. Rural Fire Service volunteers undertake tasks to mitigate and respond to fires in their local area including community education activities and hazard reduction.
34. New measure introduced in 2011-12 in response to the Queensland Floods Commission of Inquiry Interim Report recommendations. This measure reports the percentage of trained Level II Swiftwater Floodwater technicians across the State against the 2012 Approved Numbers Model of 253.
35. Historical data has been amended to align with RoGS 2012.
36. Fire deaths and injury data are volatile over time due to the small number of incidents. To overcome data volatility, three year average fire death and fire injury rates are reported. Data for fire deaths for 2008 to 2010 and fire injuries for 2008-09 to 2010-11 will be available in RoGS 2013. The Queensland three year average fire death rate has been the second lowest in the nation between 2004 to 2006 and 2007 to 2009.

**Our 2011-2015 Strategic Plan has four key focus areas: Services, Community, Systems and People. Our achievements for 2011-12 against these key focus areas are presented in the following pages.**

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## **Services**

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- Managing demand
- Enhancing our services
- Capital infrastructure
- Supporting service delivery

## **Community**

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- Awareness and resilience
- Partnering with the community
- Rehabilitation and reparation

## **Systems**

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- Executive Leadership Team
- Committees, boards and other groups
- External scrutiny
- Governance arrangements

## **People**

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- Staff profile
  - Volunteer profile
  - Workforce management
-

## Services

### Managing demand

The department aims to provide emergency response and corrective services in partnership with the community for a safer Queensland. The department continues to ensure its resources are directed to value for money front-line service delivery. As part of this focus, 52 additional ambulance officers were recruited in 2011-12 to meet increasing demand for services.

The service provided by the State Disaster Coordination Centre (SDCC) has been enhanced with additional staff to perform the watch desk function which includes coordinating information for disaster events. Additionally, seven regional disaster planning staff were appointed to support the critical work of preparing for, and recovering from, disaster events.

In 2011-12, new and replacement resources were provided to further enhance front-line services including urban fire appliances, rural fire appliances and ambulance vehicles.

#### Reorganisation of state prisons

The department continues to invest in correctional centre infrastructure to meet the demand for community safety services. This approach has resulted in a reorganisation of some of the state's correctional centres which will deliver:

- better utilisation of existing and new prison capacity, whilst retaining a reserve capacity to meet future demand growth
- an increase in the number of cells in Queensland's prison system with suicide reduction measures in place due to removal of hanging points (currently 87 percent of cells)
- an increase in the number of low security places for women.

Significant achievements for 2011-12 include:

- Southern Queensland Correctional Centre (SQCC) at Gatton received its first prisoners from Borallon Correctional Centre on 3 January 2012. The SQCC is a 300 bed male prison providing the most modern correctional infrastructure in Australia
- Numinbah Correctional Centre transitioned to a female only facility in March 2012, increasing bed capacity for women in low custody
- reconfiguration of Woodford Correctional Centre resulting in increased capacity.

#### Low Risk Offender Management Strategy

The department's use of technology to provide efficient and effective solutions for managing demand is demonstrated with the introduction of a Low Risk Offender Management Strategy (LROMS) using Biometric technology for reporting at Probation and Parole Offices.

This technology has been developed to deliver the following:

- elimination of over servicing of low risk offenders (there is evidence to support that over-servicing can increase the risk of reoffending)
- a supportive compliance tool for staff to flexibly manage offender supervision
- a positive impact on workload and time management for probation and parole officers
- greater focus on supervision of higher risk offenders.

This new process involves low risk offenders visiting district offices and reporting to a kiosk. They provide a fingerprint scan and complete a short list of questions which focus on the offender's place of residence, contact information, employment and reoffending details. Provided there are no issues raised, a receipt is generated with the offender's next reporting date and the visit is completed. Should there be any issues identified by the system, the offender is referred to an officer. Offenders may be referred to an officer for a random face-to-face supervision visit or for substance testing. In addition, reminders are sent via SMS to offenders.

#### Reducing unwanted fire alarms

Unwanted alarms have a negative impact on firefighters and the wider community by increasing safety concerns for fire crews and the public, disruption to the community and industry, and unnecessary costs of attending these incidents.

During 2011-12, QFRS responded to 20,548 system initiated false alarms. This figure includes calls made directly to the fire service (i.e. Triple Zero (000) calls).

The Unwanted Alarms Taskforce was established in November 2006 to provide building professionals with information on how to reduce unwanted alarms in new buildings and to ensure effective management of unwanted alarms in identified 'problem buildings'. Since the formation of the Taskforce, existing buildings have adopted recommendations issued by the Places of Public Assembly and Unwanted Alarms (PPAUA) Unit within QFRS.

During 2011-12, the PPAUA Unit provided 25 buildings with recommendations to reduce their unwanted alarms with an overall reduction of 83.76 percent.

#### Secondary Triage and Referral system

The Secondary Triage and Referral (STAR) system remains an important component of ambulance demand management strategies to reduce the number of non-emergency ambulance responses. The STAR system provides an alternative response to low acuity Triple Zero (000) calls for those callers

who may not require an ambulance but who may still benefit from medical advice, referral or alternative assistance. In 2011-12, the STAR system prevented, on average, 51 ambulance transports per week in the Brisbane and South Eastern regions. In addition the STAR system enhances the safety of callers who may be placed in a queue for an ambulance response, through contacting and checking on the callers' welfare to ensure they are safe to continue waiting pending the arrival of an ambulance. From 1 January 2012 to 30 June 2012, there was an average of 164 'welfare checks' undertaken each week under this program.

#### **Ambulance Arrivals Board**

Ambulance Arrivals Board (AAB) infrastructure was completed in 2011-12, which supports the display of ambulance arrivals information at Queensland Health emergency departments (EDs) and QAS Communication Centres. The AAB is a real-time-feed of data from the Emergency Services Computer Aided Dispatch system to enable EDs to view the current status of ambulance vehicles that are en route to, or have already arrived at EDs. AAB assists in sharing information between QAS and EDs to support patient flow strategies.

#### **Emergency Department Closed Circuit Television into QAS Communications Centres**

In 2010-11, Closed Circuit Television (CCTV) infrastructure was developed to receive and support the display of CCTV images from Queensland Health with the aim of improving overall safety and patient flow. During 2011-12, the CCTV Project was implemented, resulting in the ability of all QAS communications centres to view live video images of ambulances at the ambulance bays of selected Queensland Health EDs.

### **Enhancing our services**

#### **Queensland Disaster Management Training Framework**

The delivery of effective training is a key component in building the capability of Queensland disaster management stakeholders. The *Disaster Management Act 2003* provides the legislative requirement for those involved in disaster management to be appropriately trained.

EMQ coordinates the delivery of disaster management training through the Queensland Disaster Management Training Framework (Training Framework). The Training Framework includes nine core training courses and eleven inductions relevant to key disaster management stakeholders, to support the effective performance of their role. Key stakeholders include local government, the Queensland Police Service, other government agencies, non-government organisations and federal counterparts.

During 2011-12, EMQ completed the development of all curriculum in support of the Training Framework and courses and inductions have been progressively delivered across the state.

The government has committed to enhancing disaster management training by expanding available educational options to improve the state's preparedness to respond to natural disasters with the provision of \$11 million over four years (commencing 2012-13).

#### **Extreme weather exercises**

The State Disaster Coordination Centre conducted two exercises 'Enduro' and 'Enduro2' in August and November 2011, utilising staff across government and the State Disaster Coordination Group. Both these exercises were based on the state's ability to respond to potential cyclone events.

In November/December 2011, a disaster management exercise, Exercise Nugents was undertaken, providing state and local government agencies in South East Queensland with an opportunity to develop their skills in preparation for weather events that may eventuate during the summer storm season. The exercise was based on a hypothetical flooding and extreme weather event occurring across South East Queensland.

Exercise 'United Front', a disaster management discussion exercise designed around the January/February 2012 seasonal forecast issued by the Bureau of Meteorology (BoM) was held in December 2011. The Queensland/New South Wales cross-border exercise, held in the Goondiwindi area, was designed to enhance cross-border understanding of disaster management arrangements, interoperability, communications, exchange of ideas and information between key stakeholders.

Another exercise involved specially-trained paramedics from Cairns and Townsville being deployed to the Tully and Mission Beach areas to take part in a simulated post-cyclone exercise. The exercise encompassed all facets of pre-deployment requirements including the initial notification, deployment to a pre-determined location and assembling and movement of staff and specialist equipment. Upon reaching the incident location, paramedics and Emergency Medical Dispatchers set up and operated a Tactical Medical Centre which worked as a mobile hospital facility. The exercise also allowed the QAS to examine the deployment capacity of the Townsville and Cairns response teams, as well as the interoperability between the regions.



### **QAS Clinical Practice Manual**

The revised Clinical Practice Manual (CPM) is the source document for QAS clinical governance and provides the opportunity to consolidate clinical changes in the scope of practice of all QAS paramedics.

During 2011-12, QAS began implementation of the CPM across the state as part of a two year implementation strategy scheduled for completion in early 2014. This includes a two day face-to-face workshop for all paramedics, followed by a three month consolidation phase and a one day guided competency validation process. This process results in officers being awarded clinical authority to practise at their designated paramedic clinical level.

### **QAS Clinical Performance and Service Improvement Unit**

The QAS Clinical Performance and Service Improvement Unit (CPSIU) works closely with the offices of the Commissioner and the Medical Director, senior executives and on-road staff to provide high quality research to inform the organisation's clinical, operational and service related activities. CPSIU has a wide network of research partners and successfully attracts external grant funding through independent and joint research activities. Projects during 2011-12 included:

- development of enhanced clinical performance indicators
- analysis, audit and reporting on survival from out-of-hospital cardiac arrest
- evaluation of the Statewide Reperfusion Strategy
- report on 'Occupational exposure to methoxyflurane: Risk analysis and mitigation strategies'
- development of a prospective data collection system for low speed vehicle runovers (Queensland Injury Prevention Council funded collaborative project).

The unit publishes the outcomes from research through internal reporting processes, peer reviewed journal articles, publications and conference presentations.

### **QAS Vulnerable Clients Program**

The QAS Vulnerable Clients Program continued during 2011-12 as an initiative under the *National Partnership Agreement on Homelessness*. The program enabled paramedics to provide referral options to vulnerable clients, so that they could access the range of services provided by government agencies and community organisations. The program also provided paramedics and communications centre staff with training and resources to enhance their knowledge of vulnerable client groups in the community.

### **PRISM**

During 2011-12, QCS continued to deliver the Probation and Parole business model: People, Resourcing, Innovation, Supervision and Management (PRISM) which addresses issues such as workforce planning and flexibility, offender case management, offender risk management and resource allocation.

Key achievements during 2011-12 included:

- establishment of the Clinical Support Unit to provide specialist support for Probation and Parole Officers managing sex offenders
- statewide training to Probation and Parole staff in specialised assessment of sexual offenders
- commencement of an online training pilot in partnership with the Justice Institute of British Columbia to deliver an e-learning version of training in specialised assessments
- statewide training for Probation and Parole management staff in workforce planning
- implementation of a workforce management attraction and retention strategy.

## **Capital infrastructure**

The department ensures the delivery of functional and cost effective capital infrastructure by working collaboratively with internal and external service providers.

Significant capital achievements for 2011-12 included:

- practical completion of one new and six replacement ambulance stations, one station refurbishment and one station redevelopment
- practical completion of the first stage of the Southern Queensland Correctional Precinct, including opening a new 300 bed privately operated prison for male offenders
- continued progress of the expansion of Lotus Glen Correctional Centre Stage 2 redevelopment works with expected completion by December 2012
- practical completion of three replacement auxiliary fire stations and one station redevelopment.

A major achievement for 2011-12 has been the successful transitioning of the Ambulance and Fire Communications Centre (AFcom) at Spring Hill to the new Ambulance and Fire Communications Centre at Kedron.

The new Communications Centre has significantly enhanced the state's ability to manage large scale disasters through the:

- implementation of the Integrated Emergency Voice Network which delivers an enhanced Triple Zero (000) telephony solution to DCS
- improved flow of vital operational information through more efficient use of technological and human resources.

The new State Disaster Coordination Centre (SDCC) provides whole-of-government coordination of resources and manages all requests for assistance during large scale incidents and disasters. The SDCC also provides:

- links to the media via a dedicated media centre to assist in keeping the public informed of vital information during emergencies
- enhanced capacity for local, state and federal governments, the Australian Defence Force and other agencies, and non-government organisations to liaise and support large scale disasters statewide.

The new SDCC was activated for the first time in 2012, in response to the record floods affecting many Central West towns including Roma, Mitchell, Charleville and St George.

## Supporting service delivery

### GPS tracking of Dangerous Sex Offenders

QCS has introduced GPS technology to monitor and track the movement of offenders on continuing supervision orders under the *Dangerous Prisoners (Sexual Offenders) Act 2003* (DPSOA). Implementation of the technology involved trialling GPS devices in a range of areas and under a number of conditions, including exclusion zones such as schools. The signal strength of devices was also tested in built-up areas such as the city, tunnels and inside buildings, as well as in regional locations.

Active monitoring of offenders using GPS technology began at contingency accommodation in Wacol and Townsville. Rollout across the state is now complete with GPS technology being used for all DPSOA offenders subject to electronic monitoring. During 2011-12, the average number of DPSOA offenders on continuing supervision orders across the state on any given day was 81. During 2012-13, in line with the Queensland Government's *Six month action plan July-December 2012*, the department will develop a framework for improved GPS tracking of dangerous sex offenders. The framework will be informed by a number of actions including a review of electronic monitoring and response guidelines/procedures; and the development and implementation of standard processes for the community notification scheme.

### Mapping technology to improve situational awareness and planning

The Total Operational Mapping (TOM) system brings together information from various sources, including the Bureau of Meteorology and the Department of Transport and Main Roads, to create an interactive map of events as they occur. TOM visually represents near-real time emergency data on a map, translating complex incidents into an easy-to-digest universal language, enabling staff to quickly and clearly interpret large volumes of information. In 2011-12, the department launched TOM version 2, which

included new layers of information relating to river heights, road incidents and closures, and SES Request for Assistance data.

The Queensland Floods reinforced the need for enhanced geospatial information for Local and District Disaster Management groups, agencies and the public. Recent developments include:

- Situational Awareness Map: available to local governments and disaster management agencies via a Disaster Management Portal. Data feeds are also available to local councils with in-house Geographic Information System (GIS) capabilities, regardless of their GIS technology
- Community Intelligence Map (CIM): provides information pertaining to disaster management to the public. The map includes layers of data such as river and storm tide gauges, and local information such as schools and SES groups. CIM can be accessed at [www.qld.gov.au/emergency](http://www.qld.gov.au/emergency)

By providing critical incident information on unfolding flood and cyclone situations, these web-based technologies assist emergency services staff, volunteers and the community to effectively plan for, and respond to, disaster events.

### Volunteer Information Management System

In 2011-12, the Volunteer Information Management System became operational to provide more accurate and detailed data on SES volunteers. The system tracks information about volunteers across the state.

### Emergency Alert

Under the *National Partnership Agreement on the Development of a Telephone-Based National Emergency Warning System*, the Commonwealth Government provided funding for the national implementation of Emergency Alert (EA). The EA System which became operational in December 2009, enables communities to be alerted to disaster events by voice message to landline telephones and text message to mobile phones. During 2011-12, there were 24 EA 'campaigns' in Queensland. A 'campaign' relates to each message sent to a defined area and allows people in communities to prepare and have an action plan in place depending on the type of disaster event.

### Mobile Data Terminals

Mobile Data Terminals (MDT) used in emergency vehicles provide First Responders with up to the minute information in relation to the incident they are attending. These terminals not only provide more timely dispatch and management of incidents, they also provide the opportunity to incorporate other technologies including mapping, navigation and reversing cameras. The MDT Replacement Project for South East Queensland is currently in the build stage and is projected to be delivered by mid 2013.

# Community

## Awareness and resilience

### All Hazards Information Management Program

The All Hazards Information Management Program (AHIMP) is targeted at improving the exchange of information amongst emergency services agencies, government agencies and the community. The program also addresses key findings and recommendations by the Queensland Floods Commission of Inquiry. The objective is to ensure the right information reaches the right place at the right time. The program commenced in 2010-11 and comprises of a number of initiatives to enhance future disaster planning, response, recovery and community resilience. These include:

#### Exchange of information

AHIMP involves the development of the Emergency Information Exchange Network (E-IXN) to enable emergency service agencies, local government, utilities and non-government organisations to share information and exchange data. The E-IXN will enable rapid, secure and high quality information exchange amongst front-line responders, recovery agencies and the public. AHIMP will also deliver the deployment of a Mass Communication Capability for the State Disaster Coordination Centre which is a new system to streamline notifications to key staff and a multi-channel system to keep the public aware of critical disaster information.

#### Integration of Request for Assistance Online and 132 500 SES contact number

The Request for Assistance (RFA) Online software enables the SES to manage, monitor and report on its tasks and activities undertaken on a daily basis, as well as during large scale disasters. In 2011-12, the RFA Online database was successfully integrated into the Smart Service Queensland call centre, host of the 132 500 number, enabling requests from the public to be directly entered into the database. Multiple calls relating to the same emergency can be identified, eliminating duplication which results in more efficient and effective use of front-line volunteers.

#### Social Media

Following the successful use of social media to broadcast emergency warnings, safety messages and media conferences during the Queensland Floods and Tropical Cyclone Yasi in summer 2010-11, the department established a social media presence to better engage with Queenslanders before, during and after natural disasters. The department manages Facebook pages for QFRS, SES, QAS and QCS; Twitter accounts for QFRS, SES and QAS; and a range of other video and photo

sharing channels. This capability allows DCS to provide updates on departmental operations and keep the community informed during major incidents and disasters using real-time intelligence. Since the establishment of the DCS social media presence, the DCS online audience has grown to approximately 50,000 followers across the channels. The Facebook and Twitter links for the department can be found on the inside cover of this report.

### Get Ready Queensland campaign

The *Get Ready Queensland* campaign was developed to help Queenslanders better understand and prepare for potential weather-related hazards in their communities. The campaign included the following:

#### Get Ready Queensland Guide

A *Get Ready Queensland Guide* was developed by EMQ in consultation with a wide range of stakeholders including the Bureau of Meteorology, state and local government agencies. The guide includes information about emergency warnings, key disaster agency contacts and detailed information about disaster events including cyclones, floods, severe storms and tsunamis. It also provides advice on preparing household emergency plans, emergency kits and evacuation kits. It was distributed to letterboxes across the state, as well as being made available online and through local councils. A copy of the guide can be accessed at [www.disaster.qld.gov.au/getready/plan.asp](http://www.disaster.qld.gov.au/getready/plan.asp)

#### If it's flooded, forget it

The department launched a public swift water rescue education campaign for the 2011-12 storm and cyclone season titled *If it's flooded, forget it* which highlighted the dangers of driving, walking, riding or swimming in flooded creeks or drains. It also highlighted the dangerous nature of swift water rescues and the risks they present to emergency services personnel. The *If it's flooded, forget it* campaign included advertising, as well as media and social media campaigns and regional community engagement initiatives, including the development of a schools program targeted at primary school students.

#### Can you survive for three days?

The '*Can you survive for three days?*' campaign incorporated television and newspaper advertising, as well as media and social media strategies, aimed at encouraging greater household preparedness for disaster situations. The campaign, delivered in collaboration with NRMA Insurance, included a marketing project in the Brisbane CBD. The initiative, which utilised social media channels to engage its audience,

encouraged greater household resilience and self-sufficiency by asking Queenslanders to think about how they would cope if electricity, water and roads were cut off for several days following a natural disaster. Key messages promoted the need for all households to have an emergency kit, including a battery powered radio and torch, spare batteries, first aid kit and enough water and non-perishable food to last for at least three days.

A radio campaign ran across Indigenous community broadcast stations via the National Indigenous Radio Service from December 2011 to March 2012. The campaign was based on *Tune Into Warnings* and *Know your Neighbour* messaging.

In addition, EMQ developed and promoted a community education resources product catalogue to all Queensland local councils. A range of EMQ products within the catalogue were made available for co-branding with councils for use in local community education programs. A total of 10 councils partnered with EMQ in this program.

### **Natural Disaster Resilience Program**

The Natural Disaster Resilience Program (NDRP) is a disaster mitigation and community resilience grants program, established under the *National Partnership Agreement on Natural Disaster Resilience*. Applicants are invited to submit project proposals that promote the NDRP vision: to reduce Queensland communities' vulnerability to natural hazards by supporting local governments and other stakeholders to build community resilience. The program is jointly funded between the Commonwealth and Queensland Governments, each providing more than \$22 million over four years (2009-10 to 2012-13). In 2011-12, 56 projects were approved through the third round of the NDRP, including:

- development of natural hazard risk assessments for 19 councils
- development of a flood risk management study to provide an appropriate and effective flood mitigation scheme in the Lockyer Creek catchment
- construction of fire trails within the Rockhampton region
- implementation of automatic rainfall and river height monitoring stations throughout the Banana Shire.

For further information on the Natural Disaster Resilience Program please visit [www.communitysafety.qld.gov.au/ndrp](http://www.communitysafety.qld.gov.au/ndrp)

### **Pre-season workshops**

In 2011-12, EMQ conducted 13 pre-season workshops in partnership with the Queensland Tropical Cyclone Coordination Committee, the Bureau of Meteorology and other state government agencies. Workshops across Queensland included:

presentations from local and state agencies relating to local and regional disaster management; and a practical activity focusing on evacuation. The pre-season workshops are designed to enhance community preparedness for the cyclone, storm and flood seasons.

### **Bushfire education**

As part of the PREPARE.ACT.SURVIVE. campaign, the QFRS continued to deliver the Bushfire Ed program in 2011-12 to school students living in at-risk areas, encouraging them to become aware of the bushfire threat and what they and their families can do to reduce and respond to bushfire danger.

### **National Strategy for Disaster Resilience**

The *National Strategy for Disaster Resilience* (NSDR), approved by the Council of Australian Governments in February 2011, provides a resilience-based approach to disaster management. The strategy recognises that a national, coordinated and cooperative effort is needed to enhance Australia's capacity to withstand and recover from emergencies and disasters. The NSDR provides high-level guidance on disaster resilience to: federal, state, territory and local governments; business and community leaders; and the not-for-profit sector.

To support the NSDR and promote a more disaster resilient Queensland community, DCS has developed an *Action Plan for Disaster Resilience* (APDR).

In 2011-12, significant achievements under the APDR included:

- development of a cost benefit methodology for 'betterment' provisions under the Natural Disaster Relief and Recovery Arrangements - the methodology assists in building a business case for restoring damaged assets to a higher standard
- publication of the Queensland State Wide Natural Hazard Risk Assessment - Queensland is one of the first jurisdictions to publish this type of assessment
- hosting of the National Flood Forum, a national discussion on how to improve Australia's resilience to flooding as well as to consider new technologies and the lessons learned from the Queensland Floods
- launch of the *Emergency Services and Safety* website [www.qld.gov.au/emergency](http://www.qld.gov.au/emergency)

### **Photoelectric smoke alarms**

The promotion of smoke alarms, particularly the photoelectric type, is an integral part of fire safety activities and aims to boost the percentage of households with an operational smoke alarm. Eighty-seven percent of households surveyed in 2011-12 had an operational smoke alarm installed. To increase the public's awareness of photoelectric smoke alarms, an advertising and mail-out campaign occurred in October 2011.



### Bushfire advice

During 2011-12, a 'Current Bushfire Incidents' feature was made available on the Rural Fire Service website. The easy-to-navigate page enables the public to see where bushfires are burning across the state, the resources deployed and details on how to act when a fire threatens their community. Incident information is updated every 30 minutes, with Emergency Warning or Watch and Act messages updated every 10 minutes. Information is transferred directly from the Queensland Emergency Services Computer Aided Dispatch database.

This feature complements the *National Framework for Scaled Advice and Warnings* issued through media outlets and Emergency Alert messages sent to telephones.

### Land use planning

Land use planning contributes to natural hazard risk reduction and consequently improves community safety and resilience. The key focus is on risk reduction at the interface between communities and the natural hazard, and integrating risk reduction into the land use planning process.

DCS provides advice to the Department of State Development, Infrastructure and Planning and Department of Environment and Heritage Protection on the interpretation and reflection of State Planning Policy (SPP) 1/03: *Mitigating the adverse impacts of flood, bushfire and landslide* in local government planning schemes and Environmental Impact Statements (EIS). In 2011-12, DCS reviewed and provided advice on 235 local planning instruments and EIS projects.

The SPP 1/03 is currently under review to incorporate the relevant recommendations from the Queensland Floods Commission of Inquiry and a new SPP is proposed for consultation in early 2013.

## Partnering with the community

### Seniors

The department recognises the significant contribution that seniors make to all communities. The department contributed to the *Positively Ageless Queensland Seniors Strategy 2010-2020* through a number of initiatives.

The QAS Vulnerable Clients Program provided assistance to vulnerable clients, including seniors being abused, or those at risk of abuse.

EMQ developed a range of catalogues detailing specifically designed community education preparedness resources for people with special needs (including culturally and linguistically diverse resources, resources for seniors, and people with a disability and their carers). The catalogues were promoted and distributed in December 2011 to

relevant stakeholders including non-government organisations.

The following QFRS initiatives aimed to improve fire and general safety for seniors during 2011-12:

- delivery of the *Seniors Fire Ed* program and distribution of the *Senior and Safer – Practical tips for a safer home* booklet
- provision of a Smoke Alarm Subsidy for deaf and hearing impaired people towards purchasing specialised smoke alarms, to reduce property damage, injury and loss of life
- promotion of essential fire and general home safety advice through the *Safehome* program.

### Working with Deaf Services Queensland

The State and Commonwealth Governments have partnered with Deaf Services Queensland to undertake two projects aimed at enhancing the Queensland deaf community's resilience to natural disasters. Approximately \$90,000 was made available for Deaf Services Queensland to develop a statewide disaster preparedness plan and education package, co-ordinating both metropolitan and regional disaster plans and then communicating that information to the deaf community. A further \$50,000 was allocated to develop an emergency service strategic response plan for sharing information with the deaf community in the event of a natural disaster. These projects were funded under the Natural Disaster Resilience Program.

### Offers of assistance

Following an event, the broader community generously offers assistance to affected people and communities in the form of financial donations, volunteers, goods and services. These offers of assistance provide significant support to the people and local communities affected by a disaster event.

The department led a whole-of-government committee to develop the Queensland Policy for *Offers of Assistance: donations, volunteers and goods in disasters*. The policy and accompanying frameworks were endorsed by the State Disaster Management Group in December 2011. The policy outlines the role of government and the principles and standards for offers of assistance activities to assist people, communities, non-government organisations and the business sector to rebuild communities affected by a disaster event. The policy reinforces the *National guidelines for managing donated goods*. During weather events in January and February 2012, the policy was available to articulate agency roles and responsibilities particularly in the management of donated goods.

### State Disaster Management Group

Established under the *Disaster Management Act 2003*, the State Disaster Management Group (SDMG) is the key disaster management policy and decision making body in Queensland and reports to the

Minister for Police and Community Safety regarding disaster management in the state. The role of the SDMG is to ensure effective disaster management is developed and implemented for the state, and to develop the strategic policy framework and the State Disaster Management Plan. The group also coordinates state and Commonwealth assistance for disaster management and ensures that effective arrangements between levels of government on matters relating to disaster management are established and maintained. This includes the identification of resources within and outside the state that may be required for disaster operations.

The SDMG meets on a quarterly basis with membership comprising the Chief Executive Officers of each of the 20 Queensland Government departments, the Assistant Director-General, EMQ and the Chief Executive Officer of the Local Government Association of Queensland. Membership also includes representatives from the Australian Defence Force, Bureau of Meteorology, Surf Lifesaving Australia and the Australian Red Cross. The Director-General of the Department of the Premier and Cabinet is the Chair and our Director-General is the Deputy Chair. The SDMG is supported by an executive officer from the Queensland Police Service (QPS), appointed by the Commissioner, QPS. This QPS position undertakes a significant role by providing executive support to the SDMG.

The QPS may further support the SDMG through coordinating disaster operations which includes:

- reporting regularly to the SDMG about disaster response operations
- ensuring, as far as reasonably practicable, that any strategic decisions of the SDMG about disaster response operations are implemented
- providing strategic advice on disaster response operations to district disaster coordinators.

#### **Working with the Australian Red Cross**

The department's work in building resilient and sustainable communities has included forming a partnership with the Australian Red Cross to support the specific needs of people with a disability, their families and carers to help them prepare for emergencies.

EMQ in partnership with Australian Red Cross produces, distributes and promotes the Queensland version of the emergency *REDiPlan: Household preparedness for people with a disability, their families and carers*. This resource is also available online in a variety of formats suitable for people with a disability, including Auslan (Australian Sign Language), easy English and an audio version.

#### **Grants and subsidies**

Volunteer groups receive funding from a number of grants and subsidy schemes to assist in the purchase of required resources for their volunteer roles and response capacity. Successful outcomes during 2011-12 included:

- a grant for the purchase of an Advanced Life Support Manikin and Control Unit to the Buderim Local Ambulance Committee at a cost of \$14,951, provided by the Office of Liquor and Gaming Regulation
- funding of \$2.4 million in grants and subsidies, provided by QFRS to rural fire brigades for equipment and fire station improvements
- Rural Operations assisting rural fire brigades in seeking grant funding via the Gambling Community Benefit Fund and Jupiter's Casino Benefit Fund for specific projects or contributing toward the cost of an appliance
- funding of \$1.06 million in grants and subsidies, provided by EMQ to local governments to support the operations of the SES
- EMQ assisting SES Groups in seeking grant funding via the Gambling Community Benefit Fund and Jupiter's Casino Benefit Fund for specific projects.

#### **Corporate partners**

The department's corporate partnership strategy enables the corporate sector to support our front-line services and volunteers in Queensland communities. During 2011-12, our front-line services and communities across Queensland significantly benefited from sponsorship agreements as follows:

- Rio Tinto entered into a new 10 year agreement to provide financial support to the EMQ Helicopter Rescue Service.
- NRMA Insurance provided substantial financial support as a major sponsor of the SES which supports SES events, provides new equipment and promotes community preparedness for the storm season.
- NRMA Insurance contributed significant funds and in-kind support to promote and provide additional resources to the QFRS *Safehome* initiative which is a free home fire safety service.
- Santos donated 65 slip-on firefighting units to rural fire brigades in the Roma area in time for the fire season.
- Energex renewed its sponsorship agreement with the Rural Fire Service which provides financial support for equipment and resources to rural fire brigades in the Brisbane, South East and North Coast regions.
- Duracell provided ongoing financial and in-kind promotional support for the QFRS "Don't be an April fool" campaign, which encourages the community to replace smoke alarm batteries before the winter fire season.

- Central Queensland Bendigo Bank branches raised enough money to purchase a training trailer for rural fire brigades in Central Queensland. Trailers such as this one are fully self-contained and provide audio visual presentations in real time fire behaviour exercises in the field, allowing Rural Operations to deliver theoretical and practical training in fire behaviour to volunteer firefighters and the community.
- QSuper entered into a new three year sponsorship for the department's Australia Day Achievement Awards.
- Queensland Police Credit Union continued support for the Minister's Awards for Excellence in the fourth year of this agreement.

## Rehabilitation and reparation

### Rehabilitation through reparation

Reparation is a central rehabilitation strategy for QCS and is a way for offenders to make some repayment to the community for crimes committed. By making reparation, offenders demonstrate they are capable of making positive contributions to the community.

Prisoners in low security facilities are provided with the opportunity to give back to the community by participating in community service work. In 2011-12, the financial value of work performed in the community by prisoners from low security facilities totalled \$3.2 million.

In addition, Probation and Parole officers supervised 2,637 offenders subject to reparation orders throughout the year. Community service work (court ordered) valued at \$6.2 million was undertaken by offenders throughout the reporting period.

### Graffiti programs

Graffiti Busters is a partnership between Safer Toowoomba Partnership Inc., Toowoomba Regional Council, Queensland Government agencies, community groups and private citizens, working together to rid the city and the region of illegal graffiti.

Safer Toowoomba Partnership received a grant from the Gambling Community Benefit Fund enabling the purchase of a trailer and other equipment, which has been utilised to remove illegal graffiti. Darling Downs Correctional Centre offenders were instrumental in making the equipment operational.

Cairns Probation and Parole has a partnership with the Cairns Regional Council to remove graffiti in the local area. The project was established in December 2009 and involves the council providing regular updates to Probation and Parole about where graffiti needs to be removed. In this partnership, the council provides the equipment and Probation and Parole provides the community service workers. The partnership was formed to combat the negative effect of graffiti on the Cairns community.

In another partnership with the Cairns Regional Council and the Department of Communities, Child Safety and Disability Services (Youth Justice), Cairns Probation and Parole has put in place a strategy to enable juvenile offenders and community service workers to give back to the community by removing graffiti from hot spots around Cairns. These offenders use a graffiti clean-up trailer manufactured by offenders in the engineering and powder-coating workshops at Wolston Correctional Centre. The program is expanding due to the positive impact its services are having on the local community.

### Anti-arson community education strategies

Arson is a significant crime that has a major impact on both the department and the community. It endangers the lives of those in the path of fire and the firefighters sent to combat it. It can destroy the environment, deprive communities of major buildings like schools, as well as take away the livelihood of businesses and their employees.

The QFRS undertakes a range of preventative measures which includes the Rural Fire Service monitoring risks and providing assistance in conducting hazard reduction burns in susceptible areas.

The Fight Fire Fascination program continued its focus on young people who displayed an unhealthy interest in fire, with 189 people participating in the program during 2011-12.

### Reintegration support

Under the *National Partnership Agreement on Homelessness*, funding of \$6 million is provided over four years (2009-10 to 2012-13), to enhance and expand reintegration service delivery to offenders exiting correctional centres.

In 2011, QCS finalised a review of its service delivery model which included an update to the transitions program and an increased focus on female and Indigenous clients. QCS also reviewed eligibility criteria for access to support and the transitional support service assessment. As a result, an improved reintegration support model was implemented across the state during January 2012.

Programs and services operating under this initiative provide support to offenders to set realistic goals, identify appropriate support networks and put in place practical plans for resettlement after release from custody to reduce the likelihood of reoffending. Offenders receive assistance across a range of areas, including employment, health, addictions, relationships, education, parole requirements, financial issues and sourcing suitable accommodation.

During 2011-12, 3,835 prisoners accessed transitional support pre-release exceeding the target of 3,300; and 1,380 prisoners have received assistance post-release, exceeding the target of 1,250.

**Bridging the Gap**

QCS continued to deliver *Bridging the Gap*, a three year pilot project which commenced in 2009-10, under the *National Partnership Agreement on Homelessness*. The initiative provided throughcare support services for offenders with impaired cognitive functioning, both while in prison and during their transition back into the community.

During 2011-12, 79 prisoners with impaired cognitive functioning received pre-release individual case management; and 34 received specialist post-release support.

**Vocational education and training**

Education and vocational programs provide offenders in custody with valuable skills and training to improve their literacy and educational levels, and to support their employment opportunities. QCS delivers vocational education and training (VET) programs to prisoners, including those with a disability.

During 2011-12, the number of enrolments in VET was 15,110 with a completion rate of 87 percent.

The number of enrolments in literacy/numeracy programs was 6,005.

A total of 37,898 teaching hours of VET and 15,364 teaching hours of literacy/numeracy were delivered by the contracted service providers.

**Post release employment assistance program: Advance2Work**

Advance2Work is an employment assistance program that operates on a case management model, offering continuity of offender support from custody to the community. It supports offenders to become work-ready and to gain and maintain employment after their release.

During 2011-12, 2,114 prisoners were supported by the program with 633 placed into employment of which 515 maintained ongoing employment beyond 13 weeks.

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# Systems

## Executive Leadership Team

The Executive Leadership Team (ELT) is the key leadership group for the department, providing leadership and direction on strategic and operational issues and supporting the Director-General as the accountable officer of DCS, to achieve improved outcomes for the community and ensure value for money in the services the department delivers.

**Kelvin Anderson** PSM, BA, Executive Fellow, ANZSOG  
**Director-General, Department of Community Safety**

As Director-General, Kelvin is responsible for leading the department to ensure safe and secure communities. He sets the direction for the department to ensure front-line services to the community are appropriate, efficient and effective.

After serving as Commissioner of Corrections Victoria from 2002, Kelvin took up the role of Director-General of QCS in December 2008, becoming Commissioner following the establishment of DCS in March 2009. Kelvin was appointed Director-General of DCS on 1 October 2011.

Kelvin was awarded the Public Service Medal in the Queen's Birthday Honours list in 2008 for Outstanding Contribution to Correctional Services.

**Marlene Morison** BA, GradDip App Soc Psych,  
M Psych(Forensic), Executive Fellow ANZSOG

**Commissioner, Queensland Corrective Services**

As Commissioner, Marlene provides strategic leadership in the secure and humane containment of prisoners; the management of offenders under community based supervision; and delivery of programs and services to assist with the rehabilitation of offenders.

Marlene has worked in various areas of correctional services for more than 25 years in operational and leadership roles. Marlene joined QCS in November 2009 as the Deputy Commissioner (Custodial) where she played an important role in the strategic and operational functions of Queensland prisons. This included leading a strengthened focus on the security and safety functions, a culturally-led approach to Aboriginal and Torres Strait Islander prisoners in our northern facilities, and an increase in the financial effectiveness of our prisons.

Marlene was appointed Commissioner, QCS in January 2012.

**Russell Bowles** ASM, MBA, Assoc Dip App Sc(Amb)

**Commissioner, Queensland Ambulance Service**

As Commissioner, Russell provides leadership for the QAS in providing emergency and non-urgent ambulance response services for the Queensland community. QAS also supports community safety by providing services such as first aid education and baby capsule hire, research and injury/illness prevention education.

Russell joined QAS in January 1981 as a cadet ambulance officer and he was appointed Commissioner in June 2011. His career progression has encompassed a diversity of front-line operational roles at a range of locations around Queensland including Paramedic, Station Officer, Communications Centre Supervisor, Area Manager, Assistant Commissioner and Deputy Commissioner. His achievements include being the QAS Negotiation Team Leader for both the 2005 and 2008 Enterprise Partnership Agreement Bargaining and Arbitration, implementing the Communication Centre Performance Reviews, Business Continuity Planning and oversight of the rollout of the new Clinical Practice Manual to all QAS paramedics. Russell was awarded the Ambulance Service Medal in the 2005 Australia Day Honours List.

**Bruce Grady**

**Assistant Director-General, Emergency Management Queensland**

As Assistant Director-General, Bruce provides strategic leadership and direction to EMQ. The services provided by EMQ aim to improve community safety and protect the environment through comprehensive disaster management arrangements, helicopter rescue services and an effective SES.

Bruce has undertaken a range of senior and executive management positions within the Queensland Government since 1994. Bruce joined EMQ in March 2006 and held the roles of Deputy Executive Director, Deputy Chief Officer and Chief Officer with a focus on policy development, planning and operational response. Bruce was appointed Assistant Director-General, EMQ in 2010.

**Lee Johnson** AFSM, Assoc Dip AppSc (Fire Tech), FAIM, MIFireE

**Commissioner, Queensland Fire and Rescue Service**

As Commissioner, Lee is responsible for leading and managing the efficient functioning of fire and rescue services in Queensland through the provision of responsive structural fire services, rescue services across all hazards and the delivery of Community

Safety Operations to ensure there are appropriate fire safety standards for all types of premises and events. The Commissioner also plays a key role in managing the delivery of statewide initiatives including: community fire safety awareness and education; fire scene investigation; commercial training; and in leading volunteer rural fire brigades across regional Queensland.

Lee's fire service career began in 1975 as a firefighter with the Townsville Fire Brigade Board. Lee has also held firefighting, officer and management positions in the fire services on the Gold Coast, Rockhampton and in Brisbane. In 1997, he was promoted to Assistant Commissioner followed by appointment to Commissioner in January 2002.

He is president and board member of the Australasian Fire and Emergency Service Authorities Council (AFAC) and represents Queensland as a Director on the board of the National Aerial Firefighting Centre. Lee has been awarded the Australian Fire Service Medal (AFSM) the highest individual honour awarded to Australian firefighters.

**Gary Mahon** EMPA, JP (Qual)

**Assistant Director-General, Strategic Policy Division**

As Assistant Director-General, Gary provides executive leadership to the department in policy and planning; organisational performance and evaluation; legal advice and legislative reform; ethical standards and corporate communications and media services. Gary leads the Strategic Policy Division in providing strategic management support to the office of the Director-General and the Minister's office. Gary was appointed to the department in July 2006.

Gary's career in the public sector spans over 40 years which began in the Army where a highlight was participating in the Australian National Antarctic Research Expedition (1976-77). Gary has initiated and driven many major policy reform initiatives in the transport and community safety portfolios at state and national levels including reform of the Disaster Management Act and Australian Road Transport.

Gary is committed to strategic policy that strengthens community safety and provides a vital contribution to support the front-line services of the department.

**Gary Taylor** MBA, B Bus (Acc), Grad Dip Government Accounting, Grad Dip EDP, MAICD

**Assistant Director-General, Corporate Support Division**

As Assistant Director-General, Gary is responsible for providing the department with services and professional advice related to workforce, finance, procurement, asset and facilities management, industrial relations, organisational health, and information systems and networks.

Gary was appointed in June 2008 and has over 24 years experience working in the Queensland Government. Gary has held a range of senior financial and management positions across the public (most particularly in Corrective Services and Emergency Services) and private sectors in both Queensland and Victoria. Gary plays a strong governance role and provides a wealth of management expertise to the department in delivering corporate and business support services to our operational divisions.

**Fiona Burbidge** CPA, BComm, Grad Dip Fin Plan, GCPA  
**Acting Chief Finance Officer,**  
**Corporate Support Division**

As the Acting Chief Finance Officer for DCS, Fiona provides financial and procurement management expertise and a broad governance role to the department.

Fiona joined the former Department of Emergency Services in November 2001 and has held a range of financial and management positions within the public sector for over 20 years. Her roles within both local and state government have involved the implementation of financial and business reforms and improvements, financial and non-financial performance management and broader governance responsibilities. Fiona has been acting in the role of Chief Finance Officer since February 2012 and is committed to supporting the operational and business performance of the department's front-line services.

The Director-General would like to thank and acknowledge the efforts made by the following former ELT members for their contribution in setting the strategic direction, priorities and performance objectives of the department:

**Jim McGowan** AM, B Econ, Dip Ed, C Dec

Jim served as Director-General Department of Emergency Services from January 2007 and was appointed Director-General Department of Community Safety in March 2009 following machinery of government changes. In September 2011, Jim retired from the public service.

**Arthur O'Brien** FIPA, CPA, M Bus (Professional Accounting), B Bus (Management)

Arthur was appointed as Chief Finance Officer in October 2008. Arthur resigned from the department in February 2012 after accepting a Chief Finance Officer position in another Queensland Government agency.

## Committees, boards and other groups

The Director-General is the accountable officer for the department and is responsible for the efficient, effective and financially responsible performance of the department. As the accountable officer, the Director-General is bound by statutory obligations as outlined in the *Financial Accountability Act 2009*, *Public Service Act 2008* and the *Financial and Performance Management Standard 2009*. The Director-General is supported by a number of executive committees provided through the DCS Governance Framework.

### Executive Leadership Team

**Chair: Director-General**

The Executive Leadership Team (ELT) meets monthly and is the key leadership group for DCS. It provides leadership and direction on both strategic and operational issues to support the Director-General.

The ELT responsibilities include:

- determining the strategic priorities and direction for the department
- ensuring alignment of resources to organisational priorities
- approving the annual budget including the prioritisation of budget submissions
- overseeing financial and non-financial performance and the delivery of the department's programs and initiatives
- establishing and overseeing implementation of the department's governance framework
- establishing and maintaining appropriate systems of internal control and risk management
- periodically measuring and evaluating the organisation's strategic direction and business operations, and following up actions to ensure appropriate progress and continued alignment with objectives.

### Audit Committee

**Chair: Director-General**

The DCS Audit Committee acts as a forum between the Director-General, senior management, Internal Audit and the Queensland Audit Office (QAO). All recommendations for business improvement are actioned through this forum including those relating to performance management and systems performance from reviews conducted by the QAO.

The DCS Audit Committee is established pursuant to section 35 of the *Financial and Performance Management Standard 2009* and operates in accordance with:

- *Audit Committee Guidelines: Improving Accountability and Performance*, The State of Queensland (Queensland Treasury and Trade) June 2012
- *Financial Accountability Act 2009*
- *Public Service Act 2008*

- *Public Sector Ethics Act 1994*
- *Right to Information Act 2009*
- *Public Records Act 2002*.

During 2011-12, the committee observed the terms of its charter having due regard to the Audit Committee Guidelines which were reissued by the former Queensland Treasury in December 2009.

The membership of the committee comprises the:

- Director-General
- Commissioner, QCS
- Commissioner, QAS
- Assistant Director-General, EMQ
- Commissioner, QFRS
- Assistant Director-General, SPD
- Assistant Director-General, CSD
- two external representatives; and

Three observers:

- QAO representative
- Director, Internal Audit
- Chief Finance Officer

The committee has a responsibility to:

- ensure all financial and non-financial internal control and risk management functions are effective and reliable
- ensure the department effectively monitors compliance with legislative, ethical and regulatory requirements
- monitor the effectiveness of the department's performance management and performance information
- provide an independent review of the department's reporting functions
- review the portfolio's annual financial statements prior to final sign-off by the accountable officer
- provide strong and effective oversight of the department's internal audit function
- provide assurance to the ELT that all elements of the risk management system support the effective management of risk across the department.

The committee met four times in 2011-12 where they:

- considered all audit reports and provided direction regarding implementation of report recommendations
- endorsed the Annual Internal Audit plan as the basis for this unit's program of work for 2011-12
- provided direction on a number of issues relating to the governance structure of the department.

### Strategy and Performance Committee

**Chair: Assistant Director-General, SPD**

This committee provides guidance and context for the department's strategic direction and ensures alignment of departmental priorities and performance management practices with whole-of-government and national strategies to enable sustainable business and service delivery models.

The membership of the committee comprises the:

- Assistant Director-General, SPD
- Commissioner, QCS
- Assistant Director-General, EMQ
- Commissioner, QFRS
- Assistant Director-General, CSD
- Assistant Commissioner, Service Planning and Resourcing, QAS
- Chief Finance Officer
- Executive Director, Policy and Legislative Reform Branch
- Executive Director, Information and Communication Services
- Executive Director, Facilities Management Branch
- Director, Organisational Performance and Evaluation Branch
- Director, Internal Audit or nominee as observer
- two Regional Planning and Coordination Team members attending meetings on a rotational basis.

The committee has a responsibility to:

- interpret and implement the strategic direction articulated by the ELT
- ensure strategic initiatives align with whole-of-government and national strategic policy agenda and corporate objectives
- consider alternative business models and potential funding sources for strategic initiatives to ensure sustainability
- ensure the effective management of risk across the department to support informed decision making and performance management
- monitor and drive delivery of whole-of-government and strategic priorities
- oversee effectiveness of departmental governance arrangements
- ensure strategic initiatives comply with the department's strategic direction, whole-of-government and critical departmental frameworks, policies, practices and legislation.

### **Finance Committee**

**Chair: Assistant Director-General, CSD**

The Finance Committee provides expert advice and support to enable the Director-General as accountable officer to discharge responsibilities under the *Financial Accountability Act 2009*.

The committee has a responsibility to:

- monitor the implications of whole-of-government financial policy developments on the department's services
- provide advice to the accountable officer on financial risks to current and projected services
- manage and oversee the financial position, issues and risks faced by the department
- consider and endorse funding requests supported by divisional finance committees, in excess of those already included in approved budget estimates
- manage and oversee major procurement activities, issues and risks faced by the department

- ensure the effectiveness of internal controls related to financial matters
- ensure the department's expenditure remains within the limit of the departmental appropriation.

### **Workplace Health and Safety Governance Committee**

**Chair: Commissioner, QAS**

The Workplace Health and Safety Governance Committee provides strategic advice to the senior executive and other governance committees on workplace health and safety (WHS) matters. Its purpose is to oversee and provide direction and leadership in the management of WHS across the department.

The committee has a responsibility to ensure that DCS meets the obligations and requirements of:

- The *Work Health and Safety Act 2011* and subordinate legislation
- *Safer and Healthier Workplaces Strategy 2007-2012*
- *AS 4801:2001 Occupational health and management systems*.

### **Capital Works Committee**

**Chair: Director-General**

The Capital Works Committee provides strategic oversight of the capital investment program in support of the department's strategic direction.

The committee has a responsibility to:

- provide strategic guidance and direction to the department, to enable the effective delivery of the capital works program and development of the department's Strategic Asset Plan
- provide strategic direction on the department's facilities and other major assets including fleet, but excluding information and communication technology
- facilitate department-wide co-operation and collaboration in the formulation of integrated asset management strategies and solutions to deliver effective outcomes
- work collaboratively strengthening the existing communications, protocols and interaction between operational arms of DCS and statewide asset management and procurement service providers
- enhance and drive departmental strategic asset management planning and performance in line with broader strategic direction of the department
- ensure that asset management planning, delivery and performance processes and practices satisfy the department's accountabilities
- ensure that relevant legislation and whole-of-government policies are complied with during the delivery of the capital works program.

### **Communication and Information Committee**

**Chair: Commissioner, QFRS**

The Communication and Information Committee is a strategic investment governance committee.

The committee has a responsibility to coordinate, monitor and report to the ELT on the delivery and quality of the DCS Information Management and Information and Communications Technology (ICT) program of work.

The committee's major aims are to:

- deliver the best value for money outcome for whole-of-department endorsed information management and ICT policy requirements of government
- deliver outcomes within the whole-of-government benefits realisation and national context.

### **Strategic Capability Committee**

**Chair: Assistant Director-General, EMQ**

The Strategic Capability Committee was established to provide strategic oversight of the department's human resource strategies including implementation and monitoring of human resource priorities of government.

The committee has a responsibility to:

- develop whole-of-department responses and implement whole-of-government and national initiatives and priorities relating to the management of human resources
- support and drive departmental strategic human resource management planning and performance in line with broader strategic direction of the department and divisions
- establish frameworks, policies and practices to support the development of workforce capability initiatives
- identify and mitigate whole-of-department workforce risks
- communicate strategies, initiatives, priorities and information to the departmental workforce and other stakeholders
- promote an organisational culture which prioritises workforce capability and performance.

### **EMQ Helicopter Rescue Management Board**

Emergency Management Queensland (EMQ) Helicopter Rescue provides helicopter services to meet emergency and other specific aviation needs of the community and the government. EMQ Helicopter Rescue provides a 24 hour-a-day response for helicopter aeromedical and air rescue operations through air bases at Brisbane, Townsville and Cairns.

The EMQ Helicopter Rescue Management Board meets quarterly to provide strategic, policy, financial and operational advice to the Director-General as the accountable officer. The management board ensures that appropriate accountability and risk control measures are in place to ensure that Helicopter Rescue:

- delivers on objectives and outcomes required by government
- complies with Civil Aviation Safety Authority requirements including the conditions of its Air Operators Certificate

- minimises the risks associated with helicopter operations
- maintains a consistently high level of service delivery and accountability to the users of the service
- adopts appropriate governance practices to ensure compliance with policies and standards.

### **Parole boards**

The parole boards are independent statutory bodies that make decisions about prisoners' parole applications. They are established pursuant to Sections 216 and 230 of the *Corrective Services Act 2006*, and operate in accordance with the relevant provisions of that Act.

In line with the Queensland Government's *Six month action plan July-December 2012*, new members were appointed to the Queensland and Regional Parole Boards in August 2012. In addition, QCS issued new Queensland Parole Board Guidelines in August 2012, with Regional Parole Board Guidelines currently under development.

Community safety is the primary consideration for the parole boards when considering all matters. The parole boards also monitor progress of prisoners granted parole and make decisions regarding the amendment, suspension or cancellation of parole orders.

There are three parole boards in Queensland:

- the Queensland Parole Board hears matters from offenders who are sentenced to imprisonment equal to or more than eight years. The Queensland Parole Board also considers applications for interstate transfer of offenders on parole into Queensland and applications for parolees to travel overseas
- the Central and North Queensland Regional Parole Board and the Southern Queensland Regional Parole Board hear all other matters (including court ordered parole).

The boards considered a total of 20,928 matters throughout the year, which reflects an ongoing increase in matters considered across all boards. Through the enhancement of work processes, and the ongoing commitment of board members and department staff, the boards continued to deliver timely decision making in accordance with legislative and procedural requirements. In addition, the Central and North Queensland Regional Board is meeting more frequently each month to deliver a more timely service to prisoners in central and north Queensland.

Financial information for the parole boards is reported in our financial statements under 'Note 33: Parole boards' which is available at the end of this report.



## External scrutiny

The department is subject to many forms of external scrutiny. External agencies and processes to ensure the accountability and compliance obligations of the department include: Parliamentary Committees; Queensland Audit Office; Queensland Coroner; Queensland Floods Commission of Inquiry; Queensland Government Ombudsman; Crime and Misconduct Commission; Judicial Review of Administrative Decisions; Queensland Treasury and Trade; Right to Information; and Privacy.

This section provides information about external agencies and processes which examined the operations of the department during 2011-12.

### Parliamentary Committees

The government response to the Public Accounts and Public Works Committee (PAPWC) report, *Management of Rural Fire Services in Queensland*, was tabled on 9 September 2011 and is available at [www.parliament.qld.gov.au](http://www.parliament.qld.gov.au)

Following reforms to the parliamentary committee system in June 2011, all functions of previous committees, including the PAPWC were transferred to newly established portfolio committees.

The Legal Affairs and Community Safety Committee (LACSC) is the established portfolio committee which examines DCS operations. During 2011-12, the LACSC did not table any reports that directly relate to the operations of DCS.

### Queensland Audit Office

The Queensland Audit Office (QAO) supports the role of the Auditor-General of Queensland in providing Parliament with an independent assessment of the financial management and performance activities of public sector entities. The QAO provides an independent audit service and reports to Parliament to enhance public sector accountability.

During 2011-12, the following reports, which directly relate to the operations of DCS, were tabled by the QAO:

#### Financial and Assurance Audits

- Report No. 11 for 2011: *Results of audits as at 31 October 2011* – tabled 17 November 2011.

#### Performance Management Systems Audits

- Report No. 8 for 2011: *Follow up of four audits completed in 2008 and 2009* - tabled 29 September 2011
- Report No. 3 for 2008: *Management of Rural Fire Services in Queensland*
- Report No. 4 for 2012: *Managing employee unplanned absences* – tabled 19 June 2012.

These reports provide an opportunity for the

department to identify opportunities to build capacity and to deliver services more effectively and efficiently. The findings and recommendations of these audits have been considered by the department. These reports which include the department's responses are available online at [www.qao.qld.gov.au](http://www.qao.qld.gov.au)

### Queensland Coroner

In accordance with the *Coroners Act 2003* the State Coroner is responsible for all investigations into deaths in custody. During 2011-12, DCS was subject to five coronial recommendations resulting from the findings of three inquests into deaths in custody. The recommendations related to matters including the notification of next-of-kin prior to identifiable information being publically released; and ensuring prisoners are aware of, and have access to the Health Quality and Complaints Commission.

The department completed three of these recommendations in July 2012, and is continuing to progress one with a further one under consideration.

All comments and recommendations made by the State Coroner are given serious consideration by DCS and are implemented wherever practicable.

### Queensland Floods Commission of Inquiry

On 17 January 2011, the Queensland Floods Commission of Inquiry was established to examine the unprecedented flood events that impacted more than 78 percent of the state. The Commission received more than 700 written submissions, conducted three rounds of public hearings in 11 affected areas and held 16 community meetings.

An interim report was delivered on 1 August 2011, covering matters associated with flood preparedness to enable key recommendations to be implemented before the following wet season. A final report was delivered on 16 March 2012. The government agreed to implement all recommendations and its formal response to the final report was tabled in Parliament on 7 June 2012.

DCS provided submissions, documents, statements and witnesses to the Commission. The department assumed lead agency responsibility for 55 recommendations from the interim report and 12 from the final report in areas related to emergency management and land use planning.

The Director-General chairs the Emergency Management Implementation Group with members drawn from the Queensland Police Service, Queensland Health, EMQ, QFRS, Brisbane City Council, and the Local Government Association of Queensland, with assistance from the Queensland Treasury and the Department of the Premier and Cabinet as required. The Group will implement the remaining recommendations related to emergency management.

## Governance arrangements

### Governance Framework

The DCS Governance Framework provides the mechanisms for the department to deliver its services, meet its legislative obligations and provide transparency and accountability for its performance. The framework also details the arrangements that are in place and how they interact, to ensure the department achieves its objectives.

The DCS Governance Framework centres on five key elements:

- Leadership, accountability and culture
- Structures and relationships
- Information, communication and decision support
- Strategic planning, performance monitoring and evaluation
- Comprehensive risk management, compliance and assurance systems.

Following the 2012 Queensland general election, the department began a review of its governance arrangements to ensure they are best placed to ensure service delivery aligns with the government's priorities.

### Managing our risk

The department's risk management focus is to support a sound governance structure and to provide the platform for evidence-based decision making.

During 2011-12, the department reviewed and updated its risk management framework which included the introduction of a range of tools to support a robust risk management approach at all levels of the department. The framework aligns with the national and international standard *AS/NZS ISO 31000* principles which support flexibility in order to meet the needs of such a diverse organisation.

Updating of the risk management framework included the revision of the department's Business Continuity Management Policy and the endorsement of a Business Continuity Program. This will ensure the continuation of critical functions of the department that may arise from the possibility of risk-related disruptive events.

### Internal Audit

The Internal Audit Unit is established to provide independent and objective assurance and consulting activities to all levels of management across the department. The unit reports directly to the Director-General and is independent of management and the Queensland Audit Office. All Internal Audit work is performed in accordance with the strategic and annual plan endorsed by the DCS Audit Committee and approved by the Director-General.

The role of Internal Audit is defined in the *Internal Audit Charter*, endorsed by the DCS Audit Committee,

which operates in accordance with *Queensland Treasury and Trade Audit Committee Guidelines*, and approved by the Director-General. The Charter has regard to the *Financial and Performance Management Standard 2009* and the auditing standards, promulgated by the Institute of Internal Auditors.

The unit assists management to achieve its objectives by using a systematic, disciplined approach to review and improve the effectiveness of risk management, internal control and governance processes, improving the overall level of compliance and accountability within the department. The unit uses a range of review types including operational (effectiveness), performance (efficiency), compliance, financial management, governance and information technology to identify areas of significant operational and financial risk. Systems are in place to ensure the effective, efficient and economic operation of the department's audit function. This includes quarterly reports to the agency's Audit Committee regarding audit's performance and outputs and regular briefings to the Director-General regarding the unit's operations.

During 2011-12, Internal Audit achieved the following:

- significant progress toward completing the unit's program of work for 2011-12 as per the Annual Internal Audit plan
- undertook several special reviews to assist management in their governance arrangements
- completed the Building Better Workplaces Together program to strengthen relationship with departmental officers and ensure a clear appreciation of the unit's outputs, work plan and deliverables.

### Ethical standards

The Ethical Standards Unit (ESU) has responsibility for the assessment of allegations of suspected serious misconduct or official misconduct by staff and reporting all matters involving suspected official misconduct by staff to the Crime and Misconduct Commission (CMC).

The unit undertakes workplace investigations and determines which allegations are referred back to operational divisions for action.

Training programs are delivered and coordinated by the ESU to prevent misconduct and equip managers to investigate allegations and deal with alleged misconduct at the local level.

The unit manages public interest disclosures made by staff pursuant to the *Public Interest Disclosure Act 2010* and collects reportable data on these disclosures as well as advising managers of their obligations to protect persons that have made a disclosure.

The unit further supports the department through:

- undertaking criminal history screening processes for persons seeking employment or a voluntary role within the department
- providing advice on issues such as conflict of interest, ethical dilemmas, and the role of the CMC.

### **Chief Inspector**

The Office of the Chief Inspector is an independent office in Queensland Corrective Services, which together with Internal Audit and Ethical Standards, forms part of the agency's accountability framework. The Office is headed by the Chief Inspector, a statutory position created under the *Corrective Services Act 2006*. The Chief Inspector contributes to the accountability, transparency and performance of the Queensland corrections system by performing several key functions, namely:

- undertaking independent scrutiny regarding the management of prisons, including the treatment of prisoners and the delivery of prisoner services through the inspection and assessment of correctional centres against established standards
- conducting and/or coordinating investigations into significant incidents that may occur in the correctional system
- undertaking thematic reviews of the operations and services of the correctional system
- coordinating the Official Visitor Scheme so as to enable the independent investigation of prisoner complaints, and the review of key legislative orders affecting prisoners.

In addition, the Chief Inspector chairs and provides secretariat support to the Incident Oversight Committee (IOC). The IOC is responsible for the implementation of recommendations developed in response to major incidents that occur in the correctional system as well implementing recommendations arising from thematic reviews.

### **Code of Conduct**

The department operates under the Code of Conduct for the Queensland Public Service which was released to the Public Sector in 2011 and is available through the department's intranet and internet sites. The Code of Conduct is based on the revised ethical principles of the amended *Public Sector Ethics Act 1994*.

Within DCS, these principles are given further effect through the DCS HR Procedure – *Performance and Development Planning*. This procedure requires supervisors to ensure that employee performance and development plans accurately reflect the behavioural and conduct requirements to effectively perform in the role, as prescribed by the DCS Strategic Plan and Code of Conduct.

The department continually reviews the HR Policy Framework to support the consistent application of the Code's requirements. To provide further support

to the Code of Conduct, the department developed the following HR Governance documents, which have application to all employees:

- Harassment and Bullying Policy Statement
- Sexual Harassment Policy Statement
- Contact with Lobbyists
- Conflicts and Declarations of Interest.

In 2012, an online training program, developed in conjunction with a number of other agencies at a whole-of-government level, was made available to the department. The program is designed to ensure that employees have access to consistent training covering the ethical principles of the Code of Conduct and the government model for ethical decision making.

In addition, a range of information sessions on topical HR issues were delivered to staff throughout the state in 2011-12 relating to:

- workplace behaviour and conduct
- bullying and harassment
- performance management
- complaints management
- constructive dismissal
- disciplinary procedure
- fatigue management
- employee relations aspects of social media.

The Public Service Commission is currently reviewing the Code of Conduct and DCS has been consulted and has provided input into the review.

### **Performance management**

The department has many systems and mechanisms in place for monitoring and evaluating the performance of the organisation against key priorities and objectives. These include executive committees, management structures, the internal audit function, accountability arrangements, data systems and a central performance management and evaluation function.

The department has in place regular internal reporting arrangements and reports externally to the Commonwealth and State Governments, other government departments and various independent bodies.

### **Regulatory Simplification Plan**

The department's Regulatory Simplification Plan identifies opportunities to reduce excessive legislative requirements and streamline administrative and procurement processes as a way of reducing the compliance burden on the business, community and government sectors.

Additionally, the department has implemented initiatives under a 90 day Red Tape Reduction Program in line with the government's objectives. Initiatives include the simplification of administrative processes associated with disaster management resupply, the SES subsidy scheme and the Natural



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Disaster Resilience Program. The department has also commenced a review of the *Building Fire Safety Regulation 2008* with a view to simplifying the fire and evacuation framework and the administrative requirements of occupiers.

**Regional planning framework**

The department has a regional planning framework in place which implements the strategic plan at a regional level. Seven Regional Planning and Coordination teams comprising senior executive management from the operational divisions, meet regularly to provide strategic leadership and coordination of planning and performance in a regional context for the advancement of whole-of-government and whole-of-department initiatives. The following support our regional review processes:

**QAS Regional Performance Reviews**

The Regional Performance Review process includes the QAS Commissioner reviewing regional and area activities with managers and other members of the senior executive, in a formal and positive environment. The QAS conducted 15 reviews in 2011-12.

**QCS Regional Performance Meetings**

QCS Regional Performance Meetings are conducted to manage performance at the regional level and enhance the services' framework for monitoring and reporting performance.

In 2011-12, four Regional Performance Meetings were conducted at regional centres across the state. Action items arising from the meetings are tracked and followed up with quarterly update reports to the QCS Board of Management.

**QFRS Commissioner's Reviews**

QFRS has re-evaluated and enhanced the Commissioner's Performance Review process. Regional Performance Reviews, focusing on 2011-12 performance, have been programmed to occur by end of 2012. Future Commissioner Performance Reviews will be undertaken on an annual basis in regions and head office directorates/branches.

**EMQ performance discussions**

In 2012, EMQ commenced implementation of performance discussions to review performance at regional and branch levels in a formal and positive environment. The first pilot regional performance discussion was conducted in the South East Region on 15 June 2012.

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## People

The dedicated front-line staff and volunteers are essential to the delivery of services that help make Queensland safer. To achieve our vision for safe and secure communities, it is vital that we continue to develop a motivated workforce, capable of delivering the department's community safety services now and into the future. Our front-line personnel are supported by high-quality support services staff.

### Staff profile

The total number of full time equivalent (FTE) staff for the department as at 30 June 2012 was 10,895 which comprised 8,835 front-line, 1,609 support and 451 corporate staff. Between 1 July 2011 and 30 June 2012, our permanent retention rate was 95.52 percent and our permanent separation rate was 5.69 percent.

A Voluntary Separation Program was introduced as part of the Mid-Year Fiscal and Economic Review in January 2011. This program was one of a number of measures designed to deliver additional savings and reprioritise spending. The program was targeted primarily at non-front-line areas, as a service reprioritisation strategy to ensure continued growth in front-line areas.

Our department sought expressions of interest from permanent non-front-line staff that satisfied the following criteria.

- the employee was permanently appointed prior to 1 January 2010 (included tenured Senior Executives and Senior Officers)

- the employee's skills and capabilities were no longer contemporary, or the employee worked in an area where the demand was expected to decrease.

In 2011-12, there was one redundancy and 110 employees accepted offers of voluntary separation packages at a total cost of \$12,243,329.

As at 30 June 2012, the department's equal employment opportunity representation was 2.6 percent for Aboriginal and Torres Strait Islander people, 4.3 percent for people from a non-English speaking background and 6.6 percent for people with a disability.

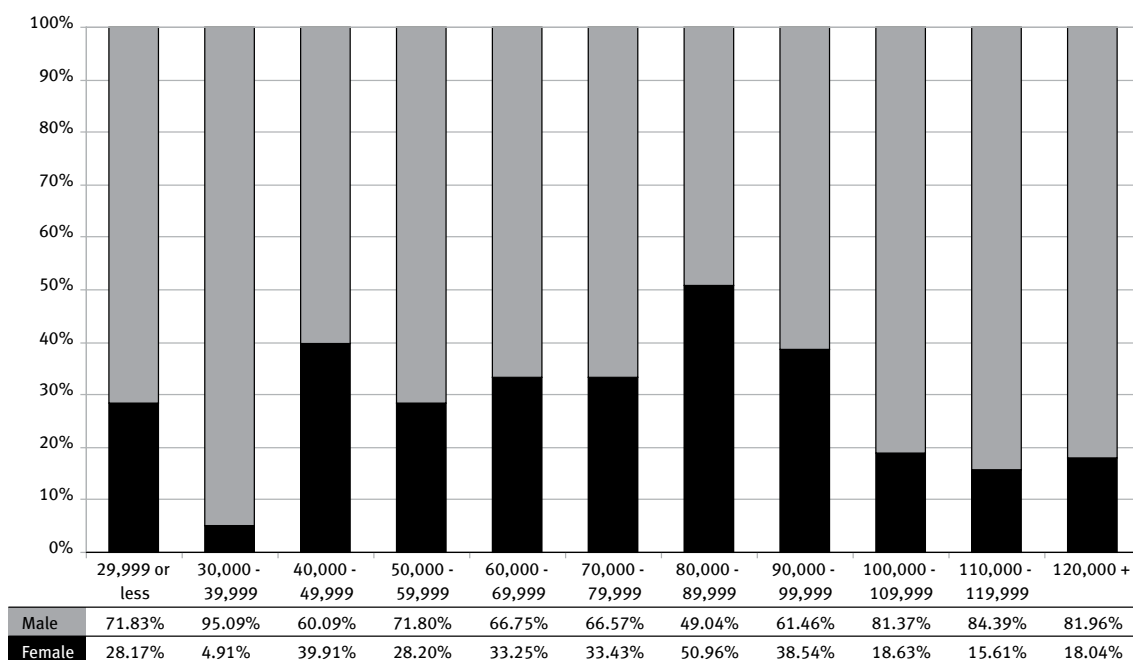
### Initiatives for women

The QFRS has continued to implement a range of targeted strategies and a case management approach to the recruitment of women. This has resulted in 11 additional female firefighters appointed in 2011-12, with a total number of 58 female firefighters as at 30 June 2012.

The women in the department are supported through the Women's Reference Group which acts as a communication avenue for women to raise issues that can be addressed by the Executive Leadership Team and through participation of its workforce in International Women's Day.

As at 30 June 2012, 34.8 percent of all employees were women.

### Annual Earnings (FTE) by Gender



## Volunteer profile

This table represents key volunteer data including how to get involved:

Our volunteers	Number of:	Number of volunteers (approximate)	How to get involved
Honorary Ambulance Officers (including Ambulance Attendants, First Responders and Volunteer Drivers)	27 honorary ambulance stations 30 First Responder locations	350	Phone: <b>13 QGOV (13 7468)</b> or alternatively, visit: <a href="http://www.ambulance.qld.gov.au/volunteer">www.ambulance.qld.gov.au/volunteer</a>
State Emergency Service Emergency Service Units	342 groups 4 units	5,400 <sup>1</sup>	<a href="http://www.ses.qld.gov.au">www.ses.qld.gov.au</a>
Emergency Services Cadets	49 groups	700 cadets 330 adult leaders	<a href="http://www.emergency.qld.gov.au/cadets">www.emergency.qld.gov.au/cadets</a>
Rural Fire Service	1,450 brigades	34,000	<a href="http://www.ruralfire.qld.gov.au">www.ruralfire.qld.gov.au</a>
Scientific Branch Volunteers	1 branch	40	Phone: <b>(07) 3909 4310</b> or alternatively, visit: <a href="http://www.fire.qld.gov.au/about/chem_incidents.asp">www.fire.qld.gov.au/about/chem_incidents.asp</a>
Community Advisory Committees and Secure Custody Coordination Committees <sup>2</sup>	20 committees	90	Email: <a href="mailto:Stakeholder.liaison@dcs.qld.gov.au">Stakeholder.liaison@dcs.qld.gov.au</a>
<b>Approximate sub-total:</b>	<b>1,923</b>	<b>41,000</b>	
<b>Supported volunteer organisations</b>			
Surf Life Saving Queensland	59 clubs 6 branches	32,840	Phone: <b>13 QGOV (13 7468)</b> or alternatively, visit: <a href="http://www.emergency.qld.gov.au/vmr">www.emergency.qld.gov.au/vmr</a>
Royal Life Saving Society Queensland	2 clubs	90	
Volunteer Marine Rescue Association Queensland	24 squadrons	1,400	
Australian Volunteer Coast Guard Association	22 flotillas	1,700	
<b>Approximate sub-total:</b>	<b>113</b>	<b>36,000</b>	
<b>Approximate total:</b>	<b>2,036</b>	<b>77,000</b>	

1. In June 2012, EMQ transitioned to a new data system for management of SES volunteers. As a result of data cleansing there was a reduction in volunteer numbers from 2010-11.
2. A number of other volunteer groups provide support services to the Custodial and the Probation and Parole services, however these do not form part of an organised program.

## Workforce management

The department's strategic workforce planning includes the development of key capability frameworks in line with our strategic plan. These frameworks provide a basis for key HR strategies, including:

- building management capability and performance
- recruitment and retention of a diverse workforce
- driving a workforce performance culture.

The department's Workforce Performance Framework provides managers with the necessary tools to confidently and fairly manage the performance of their employees by ensuring:

- job responsibilities and expected standards of behaviour are communicated to employees
- performance outputs and actions are jointly developed and agreed between managers and employees in accordance with departmental and divisional objectives
- development of employees occurs in line with role responsibilities and departmental and divisional objectives
- employee complaints and workplace investigations are managed in a fair, transparent and robust manner
- feedback of employee behaviour and performance is provided on a regular basis.

During 2011-12, the department released the following HR Governance documents:

- *Workplace Investigations* and an associated guide for investigators
- *Employee Complaints Management* and an associated guide for supervisors.

The department continues to develop strategies for:

- consistent delivery of induction programs at the corporate level to support divisional induction frameworks currently in operation
- effective recognition of outstanding performance within our workforce.

The Positive Workplaces Program (PWP) is designed to enhance managerial and leadership skills, including understanding and addressing bullying, harassment, diminished performance and managing conflict. Delivery of the PWP continued in 2011-12 with six programs delivered across the state to 112 participants.

### Recruitment, selection and retention

#### Staff

During 2011-12, the department reviewed the Recruitment and Selection Framework, with the aim of improving recruitment and selection activities across all levels of the department.

The department supported Indigenous students through traineeships and graduate pathway programs, including:

- the Education toward Employment (E2E) Scholarship Scheme which has seen the department sponsor 20 Indigenous high school students
- employment of two cadets as part of the Indigenous Cadetship Program.

QAS also developed an Indigenous Cadetship Program designed to support Indigenous communities by recruiting cadet paramedics and employing them in their local communities.

Other recruitment activities during 2011-12 included:

- representation at the whole-of-government stand at the 'Reinvent your Career Expo' and the 'National Careers Expo'
- participation in a number of Former Origin Greats Indigenous Employment and Career Expos throughout the state.

#### Volunteers

The department's *Volunteer Management Strategy 2009-2013* (revised 2011) sets out the department's strategic direction for the recruitment, retention and management of its volunteers. As part of this strategy, an SES recruitment campaign was delivered utilising television advertising, targeted news media activities and ABC radio, resulting in approximately 200 additional volunteers. This campaign is in line with recommendations from the Queensland Floods Commission of Inquiry Interim Report.

Building capability is an essential component of the retention and management of volunteers. The department delivered effective and timely training, and explored flexible learning products to ensure unrealistic demands and expectations are not imposed on volunteers. During 2011-12, significant achievements to enhance operational capability included:

- rollout of an online training platform, Volunteers Online, to facilitate training of RFS volunteers
- development of flexible learning packages for the RFS and SES, including production of a series of training DVDs
- three Strategic Working Groups were established comprising representatives from Rural Operations, Rural Fire Brigades Association of Queensland and RFS volunteers and focus on the following: Volunteering and Support; Operations; and Research and Training. The working groups will ensure that volunteers are empowered wherever possible to make the decisions that affect them.
- SES training program updated with new techniques required for working safely at heights
- development of training trailers allowing Rural Operations to deliver theoretical and practical training in fire behaviour to volunteer firefighters as well as the community. These resources are fully self-contained and provide audio visual presentations and real time fire behaviour exercises in the field

- expansion of the Certificate II in Public Safety (Firefighting Operations) program in schools across Queensland.

The department also supports volunteers through appropriate provision of infrastructure and allocation of equipment. Highlights for 2011-12 included:

- delivery of new vehicles and floodboats for SES groups
- delivery of new appliances for the RFS
- retrofitting RFS vehicles with radiant heat reflective curtains and diesel pumpsets
- the completion of the SES Ultra High Frequency and High Frequency radio communications network to provide operational communications.

#### **Training and development**

DCS is committed to developing its workforce capability and provides professional development to staff and volunteers through the School of Ambulance and Paramedic Studies, School of Emergency Management, School of Fire and Rescue Service Training and the QCS Academy.

#### **Employee and volunteer assistance**

PPC Worldwide provide employee assistance services to employees across the department including post-incident support services and counselling.

PPC Worldwide offers face-to-face and telephone counselling and support services. Staff and their immediate families have access to this confidential service 24 hours a day, seven days per week. In addition, PPC Worldwide provides managers with a dedicated service to offer practical advice and support to assist them in their role.

While QAS and QFRS employees can access the services of PPC Worldwide, they also have their own tailored counselling services through Priority One and FireCare.

The EMbrace program provides counselling services for SES volunteers and Emergency Services Cadets. It offers a number of options to assist and support individuals with personal or volunteering related issues.

#### **Workplace Health and Safety**

The department is committed to the safety and well being of our people through the development of the *DCS Workplace Health and Safety Strategy 2012-2017* (the strategy). The five key elements of the strategy are:

- building effective and integrated governance arrangements
- improved WHS systems performance
- effective leadership and workforce capability

- eliminating workplace hazards and risks
- delivering effective injury management and wellness activities.

A consolidated range of initiatives within these key elements have been identified to improve safety in the workplace, reduce injuries and associated workers' compensation costs and enhance governance and accountability. In addition, the department promotes flexible work practices to help our workforce balance work priorities with family and other commitments. To complement existing procedures regarding telecommuting and cultural leave, the department released HR Governance documents relating to purchased leave, parental leave and carer's leave to support flexible work practices in the workplace.

The number of claims for workers' compensation has remained static over the last five years reflecting the department's ongoing commitment to support staff through effective workplace rehabilitation and return to work practices. To monitor WHS and workers' compensation performance, DCS utilises two key indicators:

- the Lost Time Injury Frequency Rate (LTIFR) which is a measure of lost time injuries (one day or greater) per million hours worked
- the Injury Downtime Rate (IDR) which is a measure of the hours lost to injury as a factor of the total hours worked in the department.

The whole-of-department LTIFR for 2011-12 was 30.76 and whole-of-department IDR was 0.83 percent.

#### **Safety of our paramedics**

The QAS is committed to providing a safe and healthy work environment for its staff by teaching them self-defence and de-escalation techniques through the Situational Awareness for Everyday Encounters (SAFE) program. SAFE complements existing training delivered to paramedics by providing insight into situational awareness and environmental risk assessments, defensive awareness, tactical communication and workplace safety.

In addition, a Fatigue Risk Management Policy was implemented within QAS in January 2012. The policy articulates the QAS commitment to proactively measure, mitigate and manage risks associated with fatigue.

**QFRS Wellness Program**

The QFRS Wellness Program provides continued improvement and monitoring of occupational health and physical fitness for all QFRS staff which supports improved ability for firefighters to respond to incidents safely and effectively.

**Employee relations**

The department's Employee Relations Unit (ERU) provides specialised services in industrial and employee relations to local, regional and executive management. During 2011-12, these services assisted in achieving the following:

- introduction of new hours of work arrangements for EMQ staff - the implementation of the new hours of work arrangements was augmented with regular information sessions and a standardised timesheet

- establishment of working parties within QCS to review the existing classification structure for the Custodial workforce and review the current process for transferring at level for the custodial workforce in order to make it more efficient
- new principles of the *QCS Rostering and Workforce Management Systems* policy were finalised with Together Queensland as well as improved consultation regarding the implementation of new procedures and changes to existing procedures.

The ERU also assisted employees whose current certified agreements expire in 2012 with negotiations for replacement agreements, and also defended and settled numerous disputes and unfair dismissal applications in the Queensland Industrial Relations Commission.

# Department of Community Safety Financial Statements for the year ended 30 June 2012

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<b>Contents</b>	<b>Page No.</b>
Statement of Comprehensive Income	54
Statement of Financial Position	55
Statement of Changes in Equity	56
Statement of Cash Flows	57
Statement of Comprehensive Income by Major Departmental Services	58
Statement of Assets and Liabilities by Major Departmental Services	61
Notes to and forming part of the Financial Statements	62
Management Certificate	101

## Department of Community Safety

### Statement of Comprehensive Income

for the year ended 30 June 2012

	Notes	2012 \$'000	2011 \$'000
<b>Income from continuing operations</b>			
Departmental services revenue	3	1,255,792	1,147,943
User charges, fees and fines	4	177,455	168,047
Fire levies	5	332,620	313,642
Grants and other contributions	6	35,372	53,896
Other revenues	7	14,709	18,464
Total revenue		1,815,948	1,701,992
Gains	8	510	1,405
<b>Total income from continuing operations</b>		<b>1,816,458</b>	<b>1,703,397</b>
<b>Expenses from continuing operations</b>			
Employee expenses	9	1,115,510	1,040,830
Supplies and services	10	463,887	431,919
Depreciation and amortisation	11	163,921	156,348
Grants and subsidies	12	48,875	33,053
Impairment losses	13	2,959	3,007
Finance / borrowing costs	14	209	232
Other expenses	15	14,010	18,737
<b>Total expenses from continuing operations</b>		<b>1,809,371</b>	<b>1,684,126</b>
<b>Operating result from continuing operations</b>		<b>7,087</b>	<b>19,270</b>
<b>Other comprehensive income</b>			
Increase (decrease) in asset revaluation surplus	29	26,401	21,596
<b>Total other comprehensive income</b>		<b>26,401</b>	<b>21,596</b>
<b>Total comprehensive income</b>		<b>33,488</b>	<b>40,866</b>

*The accompanying notes form part of these statements.*



**Department of Community Safety**  
**Statement of Financial Position**  
as at 30 June 2012

	Notes	2012 \$'000	2011 \$'000
<b>Current assets</b>			
Cash and cash equivalents	16	75,579	35,880
Receivables	17	97,183	99,558
Inventories	18	11,010	9,482
Biological assets	19	514	83
Other current assets	20	17,764	19,477
		<u>202,050</u>	<u>164,480</u>
Non current assets classified as held for sale	22	-	1,470
<b>Total current assets</b>		<b><u>202,050</u></b>	<b><u>165,950</u></b>
<b>Non current assets</b>			
Biological assets	19	329	808
Other financial assets	21	24	24
Intangible assets	23	33,039	34,150
Property, plant and equipment	24	3,481,409	3,391,217
<b>Total non current assets</b>		<b><u>3,514,801</u></b>	<b><u>3,426,199</u></b>
<b>Total assets</b>		<b><u>3,716,851</u></b>	<b><u>3,592,149</u></b>
<b>Current liabilities</b>			
Payables	25	102,815	91,904
Other financial liabilities	26	335	320
Accrued employee benefits	27	43,983	43,305
Other current liabilities	28	15,437	410
<b>Total current liabilities</b>		<b><u>162,570</u></b>	<b><u>135,939</u></b>
<b>Non current liabilities</b>			
Other financial liabilities	26	2,678	3,005
<b>Total non current liabilities</b>		<b><u>2,678</u></b>	<b><u>3,005</u></b>
<b>Total liabilities</b>		<b><u>165,248</u></b>	<b><u>138,944</u></b>
<b>Net assets</b>		<b><u>3,551,603</u></b>	<b><u>3,453,206</u></b>
<b>Equity</b>			
Contributed equity		3,429,260	3,364,351
Accumulated surplus		46,994	39,907
Asset revaluation surplus	29	75,349	48,948
<b>Total equity</b>		<b><u>3,551,603</u></b>	<b><u>3,453,206</u></b>

*The accompanying notes form part of these statements.*

## Department of Community Safety

### Statement of Changes in Equity

for the year ended 30 June 2012

	Accumulated surplus	Asset revaluation surplus (Note 29)	Contributed equity	TOTAL
	\$'000	\$'000	\$'000	\$'000
<b>Balance as at 1 July 2010</b>	<b>20,637</b>	<b>27,352</b>	<b>3,234,672</b>	<b>3,282,661</b>
Operating result from continuing operations	19,270	-	-	19,270
<i>Total other comprehensive income</i>				
Increase in asset revaluation surplus	-	21,596	-	21,596
<i>Transactions with owners as owners</i>				
Equity withdrawals (Note 3)	-	-	(88,458)	(88,458)
Equity injections (Note 3)	-	-	218,139	218,139
<b>Balance as at 30 June 2011</b>	<b>39,907</b>	<b>48,948</b>	<b>3,364,352</b>	<b>3,453,205</b>
<b>Balance as at 1 July 2011</b>	<b>39,907</b>	<b>48,948</b>	<b>3,364,352</b>	<b>3,453,205</b>
Operating result from continuing operations	7,087	-	-	7,087
<i>Total other comprehensive income</i>				
Increase in asset revaluation surplus	-	26,401	-	26,401
<i>Transactions with owners as owners</i>				
Equity withdrawals (Note 3)	-	-	(91,446)	(91,446)
Equity injections (Note 3)	-	-	155,679	155,679
Assets transferred (to) from other departments	-	-	675	675
<b>Balance as at 30 June 2012</b>	<b>46,994</b>	<b>75,349</b>	<b>3,429,260</b>	<b>3,551,603</b>

The accompanying notes form part of these statements.

## Department of Community Safety

### Statement of Cash Flows

for the year ended 30 June 2012

	Notes	2012 \$'000	2011 \$'000
<b>Cash flows from operating activities</b>			
<i>Inflows:</i>			
Departmental services receipts		1,266,337	1,148,049
User charges, fees and fines		192,943	155,953
Fire levies		333,408	314,124
Grants and other contributions		29,697	49,290
GST collected from customers		17,813	14,579
GST input tax credits from ATO		86,637	76,564
Interest receipts		1,276	1,110
Other		17,427	21,350
<i>Outflows:</i>			
Employee expenses		(1,114,158)	(1,042,093)
Supplies and services		(471,120)	(448,127)
Grants and subsidies		(48,875)	(33,053)
Finance / borrowing costs		-	(1)
GST paid to suppliers		(89,372)	(76,384)
GST remitted to ATO		(19,680)	(11,755)
Other		(10,400)	(11,444)
<b>Net cash provided by (used in) operating activities</b>	<b>30</b>	<b>191,933</b>	<b>158,161</b>
<b>Cash flows from investing activities</b>			
<i>Inflows:</i>			
Sales of property, plant and equipment		4,008	4,001
<i>Outflows:</i>			
Payments for property, plant and equipment		(216,592)	(287,064)
Payments for intangibles		(3,362)	(7,862)
<b>Net cash provided by (used in) investing activities</b>		<b>(215,946)</b>	<b>(290,925)</b>
<b>Cash flows from financing activities</b>			
<i>Inflows:</i>			
Equity injections		155,679	218,139
<i>Outflows:</i>			
Borrowing redemptions		(521)	(1,061)
Equity withdrawals		(91,446)	(88,458)
<b>Net cash provided by (used in) financing activities</b>		<b>63,712</b>	<b>128,620</b>
Net increase in cash and cash equivalents		39,698	(4,143)
Cash and cash equivalents at beginning of reporting period		35,881	40,023
<b>Cash and cash equivalents at 30 June</b>	<b>16</b>	<b>75,579</b>	<b>35,880</b>

The accompanying notes form part of these statements.

**Department of Community Safety**  
**Statement of Comprehensive Income by major departmental services**  
for the year ended 30 June 2012

	Custodial operations	Probation and parole	Ambulance services	Emergency management services	Fire and rescue services	Inter- departmental service eliminations	Total
	2012 \$'000	2012 \$'000	2012 \$'000	2012 \$'000	2012 \$'000	2012 \$'000	2012 \$'000
<b>Income from continuing operations*</b>							
Departmental services revenue	527,423	80,909	447,410	92,834	107,216	-	1,255,792
User charges, fees and fines	11,965	20	107,167	939	57,364	-	177,455
Fire levies	-	-	-	-	332,620	-	332,620
Grants and other contributions	4,056	242	15,564	10,409	5,101	-	35,372
Other revenues	12,095	72	1,840	425	2,496	(2,219)	14,709
<b>Total Revenue</b>	<b>555,539</b>	<b>81,243</b>	<b>571,981</b>	<b>104,607</b>	<b>504,797</b>	<b>(2,219)</b>	<b>1,815,948</b>
Gains	41	-	435	-	34	-	510
<b>Total income from continuing operations</b>	<b>555,580</b>	<b>81,243</b>	<b>572,416</b>	<b>104,607</b>	<b>504,831</b>	<b>(2,219)</b>	<b>1,816,458</b>
<b>Expenses from continuing operations*</b>							
Employee expenses	258,690	59,030	412,663	39,434	345,693	-	1,115,510
Supplies and services	201,931	16,782	106,449	28,705	112,239	(2,219)	463,887
Depreciation and amortisation	83,478	1,739	39,317	4,260	35,127	-	163,921
Grants and subsidies	6,799	376	4,083	31,221	6,396	-	48,875
Impairment losses	578	86	1,712	8	575	-	2,959
Finance / borrowing costs	1	-	-	-	208	-	209
Other expenses	4,800	622	3,038	2,820	2,730	-	14,010
<b>Total expenses from continuing operations</b>	<b>556,278</b>	<b>78,634</b>	<b>567,262</b>	<b>106,448</b>	<b>502,968</b>	<b>(2,219)</b>	<b>1,809,371</b>
<b>Operating result from continuing operations</b>	<b>(698)</b>	<b>2,609</b>	<b>5,154</b>	<b>(1,841)</b>	<b>1,863</b>	<b>-</b>	<b>7,087</b>
<b>Other comprehensive income</b>							
Increase (decrease) in asset revaluation surplus	24,691	-	854	(19)	875	-	26,401
<b>Total other comprehensive income</b>	<b>24,691</b>	<b>-</b>	<b>854</b>	<b>(19)</b>	<b>875</b>	<b>-</b>	<b>26,401</b>
<b>Total comprehensive income</b>	<b>23,993</b>	<b>2,609</b>	<b>6,008</b>	<b>(1,860)</b>	<b>2,738</b>	<b>-</b>	<b>33,488</b>
<b>* Allocation of income and expenses from corporate services to ordinary activities (disclosure only)</b>							
Income	408	57	1,250	259	1,240	-	3,215
Expenses	10,979	1,527	33,611	6,966	33,343	-	86,425

**Department of Community Safety**  
**Statement of Comprehensive Income by major departmental services (continued)**  
for the year ended 30 June 2012

	Custodial operations	Probation and parole	Ambulance services	Emergency management services	Fire and rescue services	Inter- departmental service eliminations	Total
	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000
<b>Income from continuing operations*</b>							
Departmental services revenue	481,004	66,899	422,299	74,204	103,537	-	1,147,943
User charges, fees and fines	10,699	58	100,781	903	55,606	-	168,047
Fire levies	-	-	-	-	313,642	-	313,642
Grants and other contributions	3,639	950	16,369	18,898	14,040	-	53,896
Other revenues	12,902	357	3,628	348	3,440	(2,211)	18,464
Total Revenue	508,244	68,264	543,077	94,353	490,265	(2,211)	1,701,992
Gains	30	-	594	487	294	-	1,405
<b>Total income from continuing operations</b>	<b>508,274</b>	<b>68,264</b>	<b>543,671</b>	<b>94,840</b>	<b>490,559</b>	<b>(2,211)</b>	<b>1,703,397</b>
<b>Expenses from continuing operations*</b>							
Employee expenses	240,462	54,407	390,776	32,538	322,648	-	1,040,830
Supplies and services	179,543	14,345	103,892	24,506	111,846	(2,211)	431,920
Depreciation and amortisation	79,629	1,814	37,645	3,984	33,276	-	156,348
Grants and subsidies	2,038	283	823	28,537	1,372	-	33,053
Impairment losses	194	27	1,605	41	1,140	-	3,007
Finance / borrowing costs	2	-	1	2	227	-	232
Other expenses	5,547	752	6,928	3,485	2,025	-	18,737
<b>Total expenses from continuing operations</b>	<b>507,414</b>	<b>71,627</b>	<b>541,670</b>	<b>93,093</b>	<b>472,534</b>	<b>(2,211)</b>	<b>1,684,127</b>
<b>Operating result from continuing operations</b>	<b>859</b>	<b>(3,362)</b>	<b>2,001</b>	<b>1,747</b>	<b>18,025</b>	<b>-</b>	<b>19,270</b>
<b>Other comprehensive income</b>							
Increase (decrease) in asset revaluation surplus	41,752	-	(12,338)	(4,297)	(3,522)	-	21,596
<b>Total other comprehensive income</b>	<b>41,752</b>	<b>-</b>	<b>(12,338)</b>	<b>(4,297)</b>	<b>(3,522)</b>	<b>-</b>	<b>21,596</b>
<b>Total comprehensive income</b>	<b>42,611</b>	<b>(3,362)</b>	<b>(10,337)</b>	<b>(2,550)</b>	<b>14,503</b>	<b>-</b>	<b>40,866</b>
<b>* Allocation of income and expenses from corporate services to ordinary activities (disclosure only):</b>							
Income	253	35	774	160	768	-	1,991
Expenses	10,325	1,436	31,609	6,551	31,357	-	81,277

The analysis of Queensland corrective services between custodial operations and probation and parole has been changed in 2011-12 to more accurately reflect the business activity in each business unit. The comparative figures for 2010-11 have also been redrafted to reflect the changed analysis.

*The accompanying notes form part of these statements.*

**Department of Community Safety**  
**Statement of Assets and Liabilities by major departmental services**  
as at 30 June 2012

	Custodial operations	Probation and parole	Ambulance services	Emergency management services	Fire and rescue services	Total
	2012 \$'000	2012 \$'000	2012 \$'000	2012 \$'000	2012 \$'000	2012 \$'000
<b>Current assets</b>						
Cash and cash equivalents	26,319	6,007	12,451	22,030	8,772	75,579
Receivables	19,339	3,410	32,849	2,976	38,609	97,183
Inventories	4,551	-	3,628	1,890	941	11,010
Biological assets	514	-	-	-	-	514
Other current assets	8,475	239	4,478	1,352	3,220	17,764
	59,198	9,656	53,406	28,248	51,542	202,050
Non current assets classified as held for sale	-	-	-	-	-	-
<b>Total current assets</b>	<b>59,198</b>	<b>9,656</b>	<b>53,406</b>	<b>28,248</b>	<b>51,542</b>	<b>202,050</b>
<b>Non current assets</b>						
Biological assets	329	-	-	-	-	329
Other financial assets	24	-	-	-	-	24
Intangible assets	4,366	698	5,558	1,998	20,418	33,039
Property, plant and equipment	2,293,754	64,150	497,746	67,758	558,002	3,481,409
<b>Total non current assets</b>	<b>2,298,473</b>	<b>64,848</b>	<b>503,304</b>	<b>69,756</b>	<b>578,420</b>	<b>3,514,801</b>
<b>Total assets</b>	<b>2,357,671</b>	<b>74,504</b>	<b>556,710</b>	<b>98,004</b>	<b>629,962</b>	<b>3,716,851</b>
<b>Current liabilities</b>						
Payables	45,557	6,779	26,817	6,474	17,187	102,815
Other financial liabilities	16	-	-	-	319	335
Accrued employee benefits	6,458	2,840	16,941	991	16,753	43,983
Other current liabilities	4,503	-	3,178	4,718	3,038	15,437
<b>Total current liabilities</b>	<b>56,534</b>	<b>9,619</b>	<b>46,937</b>	<b>12,182</b>	<b>37,298</b>	<b>162,570</b>
<b>Non current liabilities</b>						
Other financial liabilities	-	-	-	-	2,678	2,678
<b>Total non current liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,678</b>	<b>2,678</b>
<b>Total liabilities</b>	<b>56,534</b>	<b>9,619</b>	<b>46,937</b>	<b>12,182</b>	<b>39,976</b>	<b>165,248</b>
<b>Net assets</b>	<b>2,301,137</b>	<b>64,885</b>	<b>509,773</b>	<b>85,822</b>	<b>589,986</b>	<b>3,551,603</b>

**Department of Community Safety**  
**Statement of Assets and Liabilities by major departmental services (continued)**  
as at 30 June 2012

	Custodial operations	Probation and parole	Ambulance services	Emergency management services	Fire and rescue services	Total
	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000
<b>Current assets</b>						
Cash and cash equivalents	74,077	(59,844)	(3,059)	21,884	2,822	35,880
Receivables	13,273	2,361	38,519	2,040	43,365	99,558
Inventories	4,514	-	3,157	1,249	562	9,482
Biological assets	83	-	-	-	-	83
Other current assets	8,128	834	5,655	2,017	2,844	19,477
	100,075	(56,649)	44,272	27,189	49,593	164,481
Non current assets classified as held for sale	-	-	300	-	1,170	1,470
<b>Total current assets</b>	<b>100,075</b>	<b>(56,649)</b>	<b>44,572</b>	<b>27,189</b>	<b>50,763</b>	<b>165,951</b>
<b>Non current assets</b>						
Biological assets	808	-	-	-	-	808
Other financial assets	24	-	-	-	-	24
Intangible assets	4,364	709	7,930	721	20,427	34,150
Property, plant and equipment	2,187,621	92,588	483,790	71,516	555,702	3,391,217
<b>Total non current assets</b>	<b>2,192,817</b>	<b>93,297</b>	<b>491,720</b>	<b>72,237</b>	<b>576,129</b>	<b>3,426,199</b>
<b>Total assets</b>	<b>2,292,892</b>	<b>36,648</b>	<b>536,290</b>	<b>99,426</b>	<b>626,891</b>	<b>3,592,150</b>
<b>Current liabilities</b>						
Payables	28,864	3,990	26,277	7,562	25,212	91,904
Other financial liabilities	20	-	-	-	300	320
Accrued employee benefits	6,832	2,625	18,059	1,066	14,723	43,305
Other current liabilities	-	-	221	34	155	410
<b>Total current liabilities</b>	<b>35,716</b>	<b>6,615</b>	<b>44,556</b>	<b>8,662</b>	<b>40,389</b>	<b>135,939</b>
<b>Non current liabilities</b>						
Other financial liabilities	16	-	-	-	2,989	3,005
<b>Total non current liabilities</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,989</b>	<b>3,005</b>
<b>Total liabilities</b>	<b>35,732</b>	<b>6,615</b>	<b>44,556</b>	<b>8,662</b>	<b>43,378</b>	<b>138,944</b>
<b>Net assets</b>	<b>2,257,160</b>	<b>30,033</b>	<b>491,735</b>	<b>90,764</b>	<b>583,513</b>	<b>3,453,207</b>

The analysis of Queensland corrective services between custodial operations and probation and parole has been changed in 2011-12 to more accurately reflect the business activity in each business unit. The comparatives figures for 2010-11 have also been redrafted to reflect the changed analysis.

*The accompanying notes form part of these statements.*

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

---

**Contents**

Note 1:	Objectives and principal activities of the department
Note 2:	Summary of significant accounting policies
Note 3:	Reconciliation of payments from Consolidated Fund to departmental services revenue recognised in Statement of Comprehensive Income
	Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity
Note 4:	User charges, fees and fines
Note 5:	Fire levies
Note 6:	Grants and other contributions
Note 7:	Other revenues
Note 8:	Gains
Note 9:	Employee expenses
Note 10:	Supplies and services
Note 11:	Depreciation and amortisation
Note 12:	Grants and subsidies
Note 13:	Impairment losses
Note 14:	Finance/borrowing costs
Note 15:	Other expenses
Note 16:	Cash and cash equivalents
Note 17:	Receivables
Note 18:	Inventories
Note 19:	Biological assets
Note 20:	Other current assets
Note 21:	Other financial assets
Note 22:	Non current assets classified as held for sale
Note 23:	Intangible assets
Note 24:	Property, plant and equipment
Note 25:	Payables
Note 26:	Other financial liabilities
Note 27:	Accrued employee benefits
Note 28:	Other current liabilities
Note 29:	Asset revaluation surplus by class
Note 30:	Reconciliation of operating surplus to net cash from operating activities
Note 31:	Commitments for expenditure
Note 32:	Contingencies
Note 33:	Parole boards
Note 34:	Events occurring after balance date
Note 35:	Financial instruments
Note 36:	Schedule of administered items
Note 37:	Trust transactions and balances



**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

---

**1. Objectives and principal activities of the department**

The Department of Community Safety includes the Queensland Ambulance Service, the Queensland Fire and Rescue Service, Queensland Corrective Services and Emergency Management Queensland.

The objectives of the department are to support healthy, safe and secure communities through public safety, emergency management and secure and appropriate correctional services.

The department is responsible for saving lives, protecting property, helping preserve the natural environment and delivering humane containment, supervision and interventions for offenders.

Funding for the departmental services delivered by the department has come from parliamentary appropriations and the following revenue sources:

- Advisory and consultancy services;
- Commercial and community training;
- Commercial contract services;
- Commonwealth grants;
- Contributions, including donations and sponsorships;
- Fees for attendance at incidents and events;
- Fire levies;
- Prison industries; and
- Specialised patient transport charges.

**2. Summary of significant accounting policies**

**(a) Basis of accounting**

This financial report is a general purpose financial report and has been prepared on an accrual basis in accordance with the Australian Accounting Standards. In addition the statements comply with the Treasurer's *Minimum Reporting Requirements for Queensland Government Agencies* for reporting periods beginning on or after 1 January 2011, published March 2012 and other prescribed requirements.

The department has prepared these financial statements in compliance with section 42 of the *Financial and Performance Management Standard 2009*.

The department has applied the Australian accounting standards and interpretations that are applicable to not-for-profit entities, as the Department of Community Safety is a not-for-profit department. Unless otherwise stated, the financial statements have been prepared in accordance with the historical cost convention.

**(b) The reporting entity**

In the process of reporting the department as a single economic entity, all material transactions and balances between the divisions of the department, have been eliminated.

The major departmental services undertaken by the department are disclosed in note 2(z).

**(c) Administered transactions and balances**

Where the department administers, but does not control, certain resources on behalf of the Government, it has responsibility and is accountable for administering related transactions and items. It does not have the discretion to deploy the resources for the achievement of the department's objectives.

Administered transactions and balances are disclosed in note 36. These transactions and balances are not significant in comparison to the department's overall financial performance/financial position.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

---

**(d) Trust and agency transactions and balances**

The department undertakes certain trustee transactions on behalf of trust beneficiaries and also performs certain agency transactions.

As the department acts only in a custodial role in respect of these transactions and balances, they are not recognised in the financial statements, but are disclosed in note 37. Applicable audit arrangements are also shown in note 37.

**(e) Departmental services revenue**

Appropriations provided under the Annual Appropriation Act are recognised as revenue when received or receivable.

Where approved, appropriation revenue is recorded as receivable if amounts are not received at the end of the reporting period.

**(f) User charges, fees and fines**

User charges and fees controlled by the department are recognised as revenues when the related services are provided and can be measured reliably with a sufficient degree of certainty. This involves either invoicing for related goods/services and/or the recognition of accrued revenue. User charges and fees are controlled by the department where they can be deployed for the achievement of departmental objectives.

Taxes, fees and fines collected but not controlled by the department are reported as administered revenue. Refer note to 36.

**(g) Grants and other contributions**

Grants, contributions, donations and gifts that are non-reciprocal in nature are recognised as revenue in the year in which the department obtains control over them. Where grants are received that are reciprocal in nature, revenue is accrued over the term of the funding arrangements.

Contributed assets are recognised at their fair value. Contributions of services are recognised only when a fair value can be determined reliably and the services would have been purchased if they had not been donated.

**(h) Cash and cash equivalents**

For the purposes of the Statement of Financial Position and the Statement of Cash Flows, cash assets include all cash and cheques receipted but not banked at 30 June 2012 as well as deposits at call with financial institutions. It also includes investments with short periods to maturity that are readily convertible to cash on hand at the department's option and that are subject to a low risk of change in value.

**(i) Receivables**

Trade debtors are recognised at the amounts due at the time of sale or service delivery. Settlement of these amounts is generally required between 14 to 30 days from the invoice date.

The collectability of receivables is assessed periodically with allowance being made for impairment. Additional information on impairment is contained in notes 13 and 17. All known bad debts were written off as at 30 June 2012. Refer note 35 for a description of loss events.

Other debtors generally arise from transactions outside the usual operating activities of the department and are recognised at their assessed values. Settlement terms depend on the nature of the receivable. No interest is charged (other than for overdue fire levies) and no security is obtained.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

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**(j) Inventories**

Inventories held for sale are valued at the lower of cost and net realisable value. These include harvested agricultural produce held by correctional centre farms, raw materials, work in progress and finished goods of correctional centre industries. Cost of these inventories is assigned on a weighted average basis and includes expenditure incurred in acquiring the inventories and bringing them to their existing condition, except for training costs which are expensed as incurred.

Net realisable value is determined on the basis of the department's normal selling pattern. Expenses associated with marketing, selling and distribution are deducted to determine net realisable value.

Inventories held for internal consumption are valued at cost or weighted average cost and include expenditure incurred in acquiring inventories and bringing them to their existing condition pursuant to AASB 102 *Inventories*.

Inventories held for internal consumption are those inventories which the department consumes in its normal course of business. The cost of inventories held for internal consumption is adjusted, where applicable, for any loss of service potential.

**(k) Biological assets**

Under AASB 141 *Agriculture*, biological assets are defined as 'living animals and plants'. The department's assets falling into this category are livestock of beef and dairy cattle, sheep, goats and horses. Livestock are valued at market value (fair value) less point of sale costs. Market value is the price expected to be received if sold in normal market conditions on the day of valuation.

**(l) Non current assets classified as held for sale**

Non current assets held for sale, consist of those assets which management has determined are available for immediate sale in their present condition, and their sale is highly probable within the next twelve months.

These assets are measured at the lower of the assets' carrying amounts and their fair values less costs to sell. These assets are not depreciated.

**(m) Acquisitions of assets**

Actual cost is used for the initial recording of all acquisitions of assets controlled by the department. Cost is determined as the value given as consideration plus costs incidental to the acquisition, including all other costs incurred in getting the assets ready for use, including architects' fees and engineering design fees. However any training costs are expensed as incurred.

Assets acquired at no cost or for nominal consideration, other than from an involuntary transfer from another Queensland department, are recognised at their fair value at the date of acquisition in accordance with AASB 116 *Property, Plant and Equipment* and Queensland Treasury's *Non-current Asset Policies for the Queensland Public Sector*.

Where assets are received free of charge from another Queensland department (whether as a result of machinery-of-Government or other involuntary transfer), the acquisition cost is recognised at the carrying amount in the books of the transferor immediately prior to the transfer together with any accumulated depreciation.

Assets under construction are recorded as capital work in progress until the date of practical completion, at which time they are transferred to the appropriate asset class.

**(n) Property, plant and equipment**

Items of property, plant and equipment with a cost, or other value, equal to or in excess of the following thresholds are recognised in the financial statements in the year of acquisition except for ambulance stretchers and rural fire mop up units, which are expensed. Items with a lesser value are expensed in the year of acquisition:

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

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Buildings and land improvements	\$10,000
Heritage and cultural	\$5,000
Land	\$1
Major plant and equipment	\$5,000
Plant and equipment	\$5,000

**(o) Revaluations of non current physical assets**

Land, buildings, heritage and cultural assets and major plant and equipment are measured at fair value in accordance with AASB 116 *Property Plant & Equipment* and the Queensland Treasury's *Non-current Asset Policies for the Queensland Public Sector*. These asset classes are revalued by management each year to ensure that they are disclosed at fair value. For these asset classes, the cost of items acquired during the financial year has been judged by management to materially represent their fair value at the end of the reporting period.

Capital works in progress are measured at their acquisition cost or construction cost.

**Fair value basis**

Fair value is determined to be the depreciated replacement cost when there is not an active or liquid market for assets controlled by the department.

Fair value for land is determined by establishing its market value by reference to observable prices in an active market or recent market transactions.

The fair value for non-residential buildings and heritage and cultural assets is determined by calculating the depreciated replacement cost of the asset.

The fair value of residences is determined by their market value or alternatively where there is no active and liquid market fair value is the depreciated replacement cost.

**Revaluation of emergency services land and buildings**

The department's emergency services land and buildings are divided into regions across the State and the valuation of these land and buildings is undertaken on a rolling program. The table below shows the program of revaluation:

Year	Region
2011-12	Brisbane, South East regions, Whyte Island, Cannon Hill joint station, Eagle Farm fire workshop, Wynnum QAS museum, QAS Brendale
2012-13	North Coast and Central regions
2013-14	Northern, Far North and South West regions, Kedron Park complex

Annually, one or more regions are independently assessed for value by the department's valuer, State Valuation Service (SVS), a unit of the Department of Natural Resources and Mines, such that each asset is independently valued over a three year cycle. The 2012 valuations were certified by the Manager Client Valuations, SVS.

The department assessed the data provided by SVS. Assets with significant or unusual movements were referred back to SVS for review, resulting in a number of changes to the original valuation figures. Where necessary, consultation with local management was undertaken to resolve anomalies.

**Revaluation of corrective services land and buildings**

The revaluation program applied to corrective services land and buildings is shown in the table below:

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

Year	Facilities
2011-12	Brisbane Correctional Centre Brisbane Women's Correctional Centre QCS Escort & Security QCS Academy Townsville Correctional Centre Townsville Women's Correctional Centre QCS Custodial State Dog Squad Wacol High Risk Offender Mgt Unit
2012-13	Arthur Gorrie Correctional Centre Borallon Correctional Centre Darling Downs Correctional Centre Lotus Glen Correctional Centre Townsville Correctional Centre (Work Camps only) Wolston Correctional Centre QCS Mt Isa Facility QCS Aurukun Facility QCS Palm Island Facility
2013-14	Capricornia Correctional Centre Helana Jones Correctional Centre Maryborough Correctional Centre Numinbah Correctional Centre Palen Creek Correctional Centre Woodford Correctional Centre QCS Emerald Facility

Given the special nature of its assets, the corrective services data provided by SVS was reviewed by the Department of Housing and Public Works (DHPW). Specifically, DHPW reviewed the major infrastructure components of each facility to ensure they were valid and materially correct. Assets with significant or unusual movements were referred back to SVS and DHPW for review. The 2012 valuations were certified by the Manager, Client Valuations, SVS.

#### **Indexation of land and buildings**

To materially reflect fair value at balance date, land and buildings that were not independently revalued by SVS have been revalued with indices. Departmental land and residential assets have been revalued using indices provided by SVS. These indices were specific to each parcel of land and applied on a one-to-one basis.

The department adopted the Building Price Index (BPI) as the basis for revaluations of non-residential buildings which were not independently revalued. BPI is based on the price of contracts let for standard buildings constructed by DHPW across the State. SVS has confirmed that BPI is the most appropriate measure to reflect price changes in the department's buildings and heritage and cultural assets. Emergency services used the published BPI, while corrective services used an adjusted BPI provided by DHPW. As the published BPI remained unchanged for the 2011-2012 financial year, no revaluation index was applied to emergency services non-residential buildings. The adjusted BPI showed a rise in construction costs of 1.01 percent, which has been applied to corrective services building assets.

#### **Valuation of major plant and equipment**

The methods of determining the value of each category of major plant and equipment differ. The processes are as follows:

Fire appliances are valued on the basis of replacement cost. They are valued internally by fire services fleet management, a group within the department responsible for coordinating the fit out of this specialised equipment. Valuations are based on extensive current and previous years' costing data from the fit out program as the build methods and equipment fitted to the appliances is not duplicated by any other service. This data is incorporated by management using industry experience to deliver the final revaluation.

Helicopters are revalued based on market value. The Bell 412 helicopters were revalued by Hawker Pacific, the Australian agent for Bell Helicopter Textron, using a publication by HeliValue\$ Inc., which is

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

---

'The Official Helicopter Blue Book'. The AW 139 helicopters were revalued by Heliflite Pty Ltd, the Australian agent for Augusta Westland, based on the current market value of AW 139 helicopters of similar flight hours and role equipment.

The 30 June 2012 exchange rate of USD 1.0191 = AUD \$1.00 was used to convert these to Australian dollars. The values were grossed-up to give the revalued amount and accumulated depreciation values.

**Revaluation adjustments**

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent that it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense to the extent that it exceeds the balance, if any, in the asset revaluation surplus relating to that class.

On revaluation, accumulated depreciation is restated proportionately with the change in the gross carrying amount of the asset.

Materiality concepts under AASB 1031 are considered in determining whether any difference between the carrying amount and the fair value of each asset class is material.

**(p) Intangibles**

Intangible assets with a cost or other value equal to or greater than \$100,000 are recognised in the financial statements, items with a lesser value being expensed. Each intangible asset is amortised over its estimated useful life to the agency, less any anticipated residual value. The residual value is zero for all the department's intangible assets. Where intangible assets have an active market, they are measured at fair value; otherwise they are measured at cost. It has been determined that there is no active market for any of the department's intangible assets. As such the assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

*Purchased software*

The purchase cost of this software has been capitalised and is being amortised on a straight-line basis over the period of the expected benefit to the department (refer note 23).

*Internally generated software*

Training costs and expenditure on research activities related to internally generated intangible assets are recognised as an expense in the period in which they are incurred.

Costs associated with the development of computer software have been capitalised and are amortised on a straight-line basis over the period of expected benefit to the department (refer note 23).

**(q) Amortisation and depreciation of intangibles, property, plant and equipment**

Land, being an asset with an unlimited useful life, is not depreciated.

Depreciation on property, plant and equipment is calculated on a straight-line basis in order to write-off the value of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to the department.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate and are depreciated accordingly.

Heritage and cultural assets comprise principally buildings and art work. They are depreciated on a straight-line basis in order to write-off the value of each depreciable asset, less its estimated residual value, progressively over its estimated useful life to the department.

Assets under construction are not depreciated until they have reached their service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant classes of property, plant and equipment.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

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Items comprising the department's technical library are expensed on acquisition.

Amortisation of intangibles is calculated on a straight-line basis in order to write-off the value of each asset, less its estimated residual value, progressively over its estimated useful life to the department.

Any expenditure of a value exceeding the department's asset recognition thresholds, and which increases the originally assessed capacity or service potential of an asset, is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset.

The depreciable amount of improvements to or on a leasehold property is progressively allocated over the estimated useful lives of the improvements or the unexpired period of the lease, whichever is shorter. The unexpired period of leases includes any option period where the exercise of that option is probable.

A review has been conducted on all assets to determine the current economic life to the entity. Any change to an asset's economic life was applied as at 30 June 2012.

For each class of depreciable asset the following depreciation and amortisation rates were used:

<b>Class</b>	<b>Depreciation\ Amortisation rate %</b>
Buildings and Land Improvements	0.90 to 16.67
Heritage and Cultural	1.25 to 10.00
Land	Nil
Major Plant and Equipment	3.70 to 10.00
Plant and Equipment	2.50 to 33.33
Intangibles:	
Software - Purchased	9.10 to 33.33
Software - Internally Generated	10.00 to 25.00
Intellectual Property	10.00 to 20.00

**(r) Impairment of non current assets**

All non-current physical and intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

The asset's recoverable amount is determined as the higher of the asset's fair value less costs to sell and depreciated replacement cost.

An impairment loss is recognised immediately in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount. When the asset is measured at a revalued amount, the impairment loss is offset against the asset revaluation surplus of the relevant class to the extent available.

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income, unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase. Refer also notes 23 and 24.

**(s) Leases**

A distinction is made in the financial statements between finance leases that effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership, and operating leases under which the lessor retains substantially all risks and benefits.

No non current assets held by the department have been acquired by means of a finance lease.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

---

Operating lease payments are representative of the pattern of benefits derived from the leased assets and accordingly, are expensed to the Statement of Comprehensive Income in the periods in which they are incurred.

**(t) Other financial assets**

The department holds shares in Dairy Farmers Milk Co-operative Limited and Dairyfields Milk Suppliers Co-operative Limited. These instruments are not traded on an active market, thus, fair value cannot be reliably measured and they are carried at cost.

Other financial assets are brought to account at the lower of cost and recoverable amount and are disclosed at the fair values indicated in note 21.

**(u) Payables**

Trade creditors are recognised at the amount to be paid for the goods and services received gross of applicable trade and other discounts, inclusive of Goods and Services Tax. Amounts owing are unsecured and are generally settled on 30-day terms.

**(v) Financial instruments**

Specific accounting policies relating to the financial instrument classes are disclosed elsewhere in these notes.

*Recognition*

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the department becomes party to the contractual provisions of the financial instrument.

*Classification*

Financial instruments are classified and measured as follows:

Cash and cash equivalents - held at fair value through profit and loss  
Receivables - held at amortised cost  
Shares - held at cost  
Payables - held at amortised cost  
Borrowings - held at amortised cost  
Derivatives - held at fair value through profit and loss

Borrowings payable are recognised at the face value of the principal outstanding, with interest or borrowing costs being expensed or added to the carrying amount of the borrowing to the extent they are not settled in the period in which they arise. The fair value of these loans is disclosed in note 26.

Derivative transactions are entered into as a means of hedging against foreign exchange exposure and for no other purpose.

The department enters into contracts with overseas suppliers. These contracts are subject to price risk. Price risk is reflected by price variation changes due to foreign currency movements. Only significant contracts between the department and suppliers are hedged to counteract potential adverse foreign currency fluctuations. Exposure to price risk on these transactions at balance date is, therefore mitigated.

Transactions in foreign currencies are converted to local currency at the rate of the exchange ruling at the date of the transaction. Foreign currency monetary items that are outstanding at the reporting date are translated using the spot rate at the end of the period.

The department is permitted to operate a bank overdraft to an approved limit. Under current Government arrangements, no interest is payable by the department on that overdraft.

All other disclosures relating to the measurement basis and financial risk management of financial



**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

---

instruments held by the department are included in note 35.

**(w) Employee benefits**

*Wages, salaries and sick leave*

Salaries and wages due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates. Payroll tax and workers' compensation insurance are a consequence of employing employees, but are not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses. Employer superannuation contributions, annual leave and long service leave levies are regarded as employee benefits. The liabilities for salaries and wages entitlements expected to be paid within 12 months are recognised at their undiscounted values.

Entitlements not expected to be paid within 12 months are classified as non-current liabilities and recognised at their present value, calculated using yields on Fixed Rate Commonwealth Government bonds of similar maturity, after projecting the remuneration rates expected to apply at the time of likely settlement.

Prior history indicates that on average, sick leave taken each reporting period is less than the entitlement accrued. This is expected to continue in future periods. Accordingly, it is unlikely that existing accumulated entitlements will be used by employees and no liability for unused sick leave entitlements is recognised.

As sick leave is non vesting, an expense is recognised for this leave as it is taken.

*Annual leave*

The department is part of the Queensland Government's Annual Leave Central Scheme. Under this scheme a levy is made on the department to cover the cost of employees annual leave (including leave loading and on-costs). The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears.

No provision for annual leave is recognised in the department's financial statements, the liability being held on a whole-of-Government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

*Long service leave*

Under the Queensland Government's long service leave scheme a levy is made on the department to cover this expense. Levies are expensed in the period in which they are paid or payable. Amounts paid to employees for long service leave are claimed from the scheme quarterly in arrears.

No provision for long service leave is recognised in the financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

*Superannuation*

Employer superannuation contributions are paid to QSuper, the superannuation plan for Queensland Government employees, at rates determined by the State Actuary. Contributions are expensed in the period in which they are paid or payable. The department's obligation is limited to its contribution to QSuper.

No liability is recognised for accruing superannuation benefits in these financial statements, the liability being held on a whole-of-Government basis and reported in the financial report prepared pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

---

*Time off in lieu of overtime (TOIL) and accrued time*

Liabilities for TOIL and accrued time are recognised in the Statement of Financial Position as the amount unpaid at reporting date in respect to all employee services and related on-costs such as payroll tax, workcover premiums, long service leave levies and employer superannuation contributions. As short-term employee entitlement liabilities, provisions for TOIL and accrued time are shown as current liabilities and are measured based on remuneration rates expected to be paid when the liabilities are settled. A liability for TOIL or accrued time is only recognised in the Statement of Financial Position where payment for that time vests in the employee. No liability is recorded in circumstances where the employee has no right to payment for the TOIL or accrued time.

*Executive remuneration*

The executive remuneration disclosures in the employee expenses note (note 9) in the financial statements are made in accordance with section 5 of the *Financial Reporting Requirements for Queensland Government Agencies* issued by Queensland Treasury and include:

- the aggregate remuneration of all key executive management personnel who are (or have been) members of the Executive Leadership Team.
- the position title and description of responsibilities for each of those executives, their contract classification, appointment authority and appointment date and/or resignation date.
- key executive management personnel is defined pursuant to AASB 124 *Related Party Disclosures* as those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly.

The remuneration disclosed is all remuneration paid or payable and includes:

Short term employee benefits

- salaries;
- annual leave;
- sick leave;
- allowances paid and provided;
- non monetary benefits (including Fringe Benefits Tax) including motor vehicles and housing;
- any performance pay paid and provided;

Long term employee benefits

- long service leave paid and provided;

Post employment benefits

- employer superannuation contributions;
- termination benefits (where applicable);

**(x) Finance/borrowing costs**

Finance costs are recognised as an expense in the period in which they are incurred.

Finance costs include:

- Interest on short-term and long-term borrowings;
- Ancillary administration charges.

No borrowing costs are capitalised into qualifying assets.

**(y) Allocation of revenues and expenses from ordinary activities to corporate services**

The department discloses revenues and expenses attributable to corporate services in the Statement of Income by major departmental services.

**(z) Major services of the department**

The identity and purpose of the five major services of the department during the period were:

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

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- **Ambulance services – provided by the Queensland Ambulance Service (QAS)**

QAS provided emergency and non urgent patient care; routine pre-hospital patient care and casualty room services, patient transport, community education and awareness programs, community first aid training and a baby capsule hire service.

- **Probation and parole – provided by the Queensland Corrective Services (QCS)**

These departmental services provide supervision and rehabilitation of offenders in the community. Probation and Parole ensures offenders are appropriately supervised and receive the control and treatment interventions they need to reintegrate successfully into the community and reduce their likelihood of re-offending.

- **Emergency management services – provided by Emergency Management Queensland (EMQ)**

EMQ services focus on: the development of policy, process, systems, and advice to support and improve Queensland's disaster management system; the management and support of the State Emergency Service (SES); and the operation of the Emergency Management Queensland Helicopter Rescue Service. EMQ administers State government grants support to Volunteer Marine Rescue (VMR) associations.

- **Custodial operations – provided by the QCS**

These departmental services provide community safety and crime prevention through the humane containment, supervision and rehabilitation of offenders in correctional centres throughout Queensland. A variety of programs and support services are provided to assist offenders to successfully reintegrate into the community upon their release.

- **Fire and rescue services – provided by the Queensland Fire and Rescue Service (QFRS)**

QFRS provided services in six service delivery areas – landscape fire services, structural fire services, all hazards and rescue services, disaster management and community assistance services, community risk mitigation services and buildings and infrastructure fire safety services. It provided expert advice and services for environmental and hazard mitigation, community education, fire prevention, hazardous materials management, fire fighting and rescue services including vehicle extrications, swift water rescue, confined space rescue, vertical rescue and urban search and rescue.

**(aa) Insurance**

The department's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund (QGIF) and other commercial insurance providers, premiums being paid on a risk assessment basis. In addition, the department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

**(ab) Services received free of charge or for nominal value**

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their value can be measured reliably. Where this is the case, an equal amount is recognised as revenue and an expense.

**(ac) Contributed equity**

Non reciprocal transfers of assets and liabilities between wholly owned Queensland State Public Sector entities as a result of machinery-of-Government changes are adjusted to 'Contributed Equity' in accordance with Urgent Issues Group Interpretation 1038 *Contributions by Owners Made to Wholly Owned Public Sector Entities*. Appropriation for equity adjustments is similarly designated.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

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**(ad) Taxation**

The department is a State body as defined under the *Income Tax Assessment Act 1936* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). FBT and GST are the only taxes accounted for by the Department of Community Safety. As such, GST credits receivable from/payable to the Australian Tax Office are recognised and accrued (refer note 17).

**(ae) Issuance of financial statements**

The financial statements are authorised for issue by the Director-General and the Chief Finance Officer at the date of signing the Management Certificate.

**(af) Accounting estimates and judgements**

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions and management judgements that have a potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential significant affect are outlined in the following financial statement notes:

Receivables – note 17  
Valuation of property, plant and equipment – note 24;  
Impairment provisions – notes 23 and 24;  
Contingencies – note 32.

**(ag) Rounding and comparatives**

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where the amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required. Sub-totals and totals may not add due to rounding, but the overall discrepancy is no greater than two thousand.

The reporting period covered by these financial statements is 1 July 2011 to 30 June 2012.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

**(ah) New and revised accounting standards and reporting requirements**

The department did not voluntarily change any of its accounting policies during 2011-12. Australian accounting standard changes applicable for the first time in the 2011-12 reporting period, have had a minimal effect on the department's financial statements.

*AASB 2010-4 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project [AASB 1, AASB 7, AASB 101 & AASB 134 and Interpretation 13]* becomes effective from reporting periods beginning on or after 1 January 2011. The department therefore has made changes to its disclosures about credit risk on financial instruments in note 35(b). That note no longer needs to disclose amounts that best represent the entity's maximum exposure to credit risk where the carrying amount of the instruments reflects this.

## Department of Community Safety

### Notes to and forming part of the financial statements

for the year ended 30 June 2012

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As the department held no collateral or other credit enhancements in respect of its financial instruments, and did not renegotiate the terms of any financial assets, during the reporting periods presented in these financial statements, there were no other changes required to the department's financial instruments note arising from the amendments to AASB 7 *Financial Instruments: Disclosures*.

AASB 1054 *Australian Additional Disclosures* became effective from reporting periods beginning on or after 1 July 2011. Given the department's previous disclosure practices, AASB 1054 had minimal impact on the department. One of the footnotes to note 15 'Other expenses', regarding audit fees, has been slightly amended to identify the department's auditor and clarify the nature of the work performed by the auditor.

AASB 2011-1 *Amendments to Australian Accounting Standards arising from the Trans-Tasman Convergence Project* [AASB 1, AASB 5, AASB 101, AASB 107, AASB 108, AASB 121, AASB 128, AASB 132 & AASB 134 and Interpretations 2, 112 & 113] also became effective from reporting periods beginning on or after 1 July 2011. The only potential implication for the department from this amending standard was the deletion from AASB 101 *Presentation of Financial Statements* of the requirement for disclosure of commitments. However, *Financial Reporting Requirements for Queensland Government Agencies* issued by Queensland Treasury require the continuation of commitments disclosures, so this deletion from AASB 101 has no impact on the department's commitments note (note 31).

The department is not permitted to early adopt a new or amended accounting standard ahead of the specified commencement date unless approval is obtained from the Treasury Department. Consequently, the department has not applied any Australian Accounting Standards and interpretations that have been issued but are not yet effective. The department applies standards and interpretations in accordance with their respective commencement dates.

At the date of authorisation of the financial report, the expected impacts of new or amended Australian accounting standards with future commencement dates are as set out below.

AASB 2011-9 *Amendments to Australian Accounting Standards – Presentation of Items of Other Comprehensive Income* [AASB 1, 5, 7, 101, 112, 120, 121, 132, 133, 134, 1039 & 1049] applies as from reporting periods beginning on or after 1 July 2012. The only impact for the department will be that, in the Statement of Comprehensive Income, items within the "Other Comprehensive Income" section will need to be presented in different sub-sections, according to whether or not they are subsequently re-classifiable to the operating result. Whether subsequent re-classification is possible depends on the requirements or criteria in the accounting standard/interpretation that relates to the item concerned.

AASB 13 *Fair Value Measurement* applies from reporting periods beginning on or after 1 January 2013. AASB 13 sets out a new definition of "fair value", as well as new principles to be applied when determining the fair value of assets and liabilities. The new requirements will apply to all of the department's assets and liabilities (excluding leases) that are measured and/or disclosed at fair value or another measurement based on fair value. The potential impacts of AASB 13 relate to the fair value measurement methodologies used, and financial statement disclosures made in respect of, such assets and liabilities.

The department is about to commence reviewing its fair value methodologies (including instructions to valuers, data used and assumptions made) for all items of property, plant and equipment measured at fair value to determine whether those methodologies comply with AASB 13. To the extent that the methodologies do not comply, changes will be necessary. While the department is yet to complete this review, no significant changes are anticipated, based on the fair value methodologies presently used. Therefore, at this stage, no consequential material impacts are expected for the department's property, plant and equipment as from 2013-14.

AASB 13 will require an increased amount of information to be disclosed in relation to fair value measurements for both assets and liabilities. To the extent that any fair value measurement for an asset or liability uses data that is not "observable" outside the department, the amount of information to be disclosed will be relatively greater.

AASB 9 *Financial Instruments* (December 2010) and AASB 2010-7 *Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)* [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127] become effective from reporting periods beginning on or after 1 January 2013. The main impacts of

## Department of Community Safety

### Notes to and forming part of the financial statements

for the year ended 30 June 2012

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these standards on the department are that they will change the requirements for the classification, measurement and disclosures associated with financial assets. Under the new requirements, financial assets will be more simply classified according to whether they are measured at amortised cost or fair value. Pursuant to AASB 9, financial assets can only be measured at amortised cost if two conditions are met. One of these conditions is that the asset must be held within a business model whose objective is to hold assets in order to collect contractual cash flows. The other condition is that the contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The department is about to commence reviewing the measurement of its financial assets against the new AASB 9 classification and measurement requirements. However, as the classification of financial assets at the date of initial application of AASB 9 will depend on the facts and circumstances existing at that date, the department's conclusions will not be confirmed until closer to that time. At this stage, and assuming no change in the types of transactions the department enters into, it is not expected that any of the department's financial assets will meet the criteria in AASB 9 to be measured at amortised cost. Therefore, as from the 2013-14 financial statements, all of the department's financial assets are expected to be required to be measured at fair value, and classified accordingly (instead of the measurement classifications presently used in notes 1(v) and 35). The same classification will be used for net gains/losses recognised in the Statement of Comprehensive Income in respect of those financial assets. In the case of the department's current receivables, as they are short-term in nature, the carrying amount is expected to be a reasonable approximation of fair value.

The following new and revised standards apply as from reporting periods beginning on or after 1 January 2013 –

- AASB 10 *Consolidated Financial Statements*;
- AASB 11 *Joint Arrangements*;
- AASB 12 *Disclosure of Interests in Other Entities*;
- AASB 127 (revised) *Separate Financial Statements*;
- AASB 128 (revised) *Investments in Associates and Joint Ventures*; and
- AASB 2011 -7 *Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards [AASB 1, 2, 3, 5, 7, 9, 2009-11, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17]*.

These standards cannot be applied by not-for-profit entities prior to their effective date, as the AASB is presently considering modifying them for application by not-for-profit entities in an Australian context. Any such modifications are likely to clarify how the International Accounting Standards Board's principles should be applied by not-for-profit entities. Hence, the department is not yet in a position to reliably determine the future implications of these new and revised standards for the department's financial statements.

AASB 10 redefines and clarifies the concept of control of another entity, which is the basis for determining which entities should be consolidated into an entity's financial statements. Therefore, subject to any not-for-profit modifications yet to be made to AASB 10, the department will need to re-assess the nature of its relationships with other entities, including entities that aren't currently consolidated.

AASB 11 deals with the concept of joint control, and sets out new principles for determining the type of joint arrangement that exists – which, in turn, dictates the accounting treatment. The new categories of joint arrangements under AASB 11 are more aligned to the actual rights and obligations of the parties to the arrangement. Subject to any not-for-profit modifications yet to be made to AASB 11, the department is not expecting to be impacted by the terms of AASB 11.

AASB 12 contains a wide range of new disclosure requirements in respect of interests in other entities, whether those entities are controlled entities, associates, joint arrangements, or structured entities that aren't consolidated. The volume and nature of disclosures that the department will be required to make as from its 2013-14 financial statements will depend on the department's eventual assessment of the implications of the new and revised standards listed above, particularly AASB 10.

A revised version of AASB 119 *Employee Benefits* applies from reporting periods beginning on or after 1 January 2013. The revised AASB 119 is generally to be applied retrospectively. Given the department's circumstances, the only implications for the department are that the revised standard clarifies the concept of "termination benefits", and the recognition criteria for liabilities for termination benefits will be

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

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different. If termination benefits meet the timeframe criterion for "short-term employee benefits", they will be measured according to the AASB 119 requirements for "short-term employee benefits". Otherwise, termination benefits will need to be measured according to the AASB 119 requirements for "other long-term employee benefits". Under the revised standard, the recognition and measurement of employer obligations for "other long-term employee benefits" will need to be accounted for according to most of the requirements for defined benefit plans.

The revised AASB 119 includes changed criteria for accounting for employee benefits as "short-term employee benefits". However, as the department is a member of the Queensland Government central schemes for annual leave and long service leave, this change in criterion has no impact on the department's financial statements, as the employer liability is held by the central scheme. The revised AASB 119 also includes changed requirements for the measurement of employer liabilities/assets arising from defined benefit plans, and the measurement and presentation of changes in such liabilities/assets. DCS only contributes to the QSuper defined benefit plan, and the corresponding QSuper employer benefit obligation is held by the State. Therefore, those changes to AASB 119 will have no impact on the department.

AASB 1053 *Application of Tiers of Australian Accounting Standards* applies as from reporting periods beginning on or after 1 July 2013. AASB 1053 establishes a differential reporting framework for those entities that prepare general purpose financial statements, consisting of two tiers of reporting requirements – Australian Accounting Standards (commonly referred to as "tier 1"), and Australian Accounting Standards – Reduced Disclosure Requirements (commonly referred to as "tier 2"). Tier 1 requirements comprise the full range of AASB recognition, measurement, presentation and disclosure requirements that are currently applicable to reporting entities in Australia. The only difference between the tier 1 and tier 2 requirements is that tier 2 requires fewer disclosures than tier 1.

Details of which disclosures in standards and interpretations are not required under tier 2 reporting are set out in amending standards AASB 2010-2, AASB 2011-2, AASB 2011-6 and AASB 2011-11 (which also apply from reporting periods beginning on or after 1 July 2013). However, Queensland Treasury and Trade's *Financial Reporting Requirements for Queensland Government Agencies* effectively do not allow application of AASB 2011-6 in respect of controlled entities, associates or interests in jointly controlled entities.

Pursuant to AASB 1053, public sector entities like the Department of Community Safety may adopt tier 2 requirements for their general purpose financial statements. However, AASB 1053 acknowledges the power of a regulator to require application of the tier 1 requirements. In the case of the DCS, Queensland Treasury and Trade is the regulator. Queensland Treasury and Trade has advised that its policy decision is to require adoption of tier 1 reporting by all Queensland Government departments (including the DCS) and statutory bodies that are consolidated into the whole-of-Government financial statements. Queensland Treasury and Trade's policy also prohibits the early adoption of the arrangements outlined in AASB 1053 and its accompanying amending standards. Therefore, the release of AASB 1053 and associated amending standards will have no impact on this department.

## Department of Community Safety

### Notes to and forming part of the financial statements

for the year ended 30 June 2012

	2012 \$'000	2011 \$'000
<b>REVENUE FROM CONTINUING OPERATIONS</b>		
<b>3. Reconciliation of payments from Consolidated Fund to departmental services revenue recognised in Statement of Comprehensive Income</b>		
Budgeted departmental services appropriation	1,243,640	1,153,941
Transfers from/to other departments	-	(3,465)
Lapsed departmental services appropriation	-	(2,427)
Unforeseen expenditure	12,152	-
Total departmental services receipts	1,255,792	1,148,049
Less: opening balance of departmental services revenue receivable	-	(106)
<b>Departmental services revenue recognised in Statement of Comprehensive Income</b>	<b>1,255,792</b>	<b>1,147,943</b>
<b>Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity (refer Statement of Changes in Equity)</b>		
Budgeted equity adjustment appropriation	18,631	126,216
Transfers from/to other headings	-	3,465
Unforeseen expenditure	43,044	-
Equity adjustment receipts	61,675	129,681
Plus: closing balance of equity adjustment receivable	2,558	-
<b>Equity adjustment recognised in contributed equity</b>	<b>64,233</b>	<b>129,681</b>
<b>4. User charges, fees and fines</b>		
Aviation user charges	938	896
Fees for services	8,272	7,699
Public education	3,389	4,272
QAS patient transport fees and charges	93,498	86,715
QFRS operational fees and charges	43,163	39,142
Sale of services	24,069	24,299
Services to the Commonwealth	4,010	4,990
Other receipts for goods and services rendered	116	34
<b>Total</b>	<b>177,455</b>	<b>168,047</b>
<b>5. Fire levies</b>		
Gross fire levy revenue	339,108	319,808
Less: pensioner discount	(6,488)	(6,166)
<b>Net fire levy revenue</b>	<b>332,620</b>	<b>313,642</b>



## Department of Community Safety

### Notes to and forming part of the financial statements

for the year ended 30 June 2012

	2012 \$'000	2011 \$'000
<b>6. Grants and other contributions</b>		
Commonwealth receipts	7,169	9,464
Constituted local ambulance committee contributions	405	407
Donations - assets	2,216	498
Donations - other	794	540
Gambling Community Benefit Fund	639	479
Grants from State Government departments	4,010	3,623
Motor Accident Insurance Commission	16,233	14,006
Queensland Reconstruction Authority	1,013	21,280
Rural fire brigade contributions	659	908
Services received below fair value	438	750
Sponsorships	1,721	435
Other	75	1,506
<b>Total</b>	<b>35,372</b>	<b>53,896</b>
<b>7. Other revenues</b>		
Airport link recovery of costs	-	808
Asset adjustments/write-ons	444	912
Energy grants credit scheme	196	202
Goods and services provided to prisoners	9,548	9,928
Insurance recoveries	942	2,668
Interest	1,276	1,110
Other regulatory fees	84	67
Property rental	1,710	1,479
Other	509	1,290
<b>Total</b>	<b>14,709</b>	<b>18,464</b>
<b>8. Gains</b>		
Gain on sale of property, plant and equipment	510	919
Gain on change in fair value of derivative	-	486
<b>Total</b>	<b>510</b>	<b>1,405</b>

## Department of Community Safety

### Notes to and forming part of the financial statements

for the year ended 30 June 2012

	2012 \$'000	2011 \$'000
<b>EXPENSES FROM CONTINUING OPERATIONS</b>		
<b>9. Employee expenses</b>		
<b>Employee benefits</b>		
Wages and salaries	810,544	765,970
Employer superannuation contributions *	90,800	84,827
Long service leave levy *	19,176	18,211
Annual leave levy *	93,039	88,875
<b>Employee related expenses</b>		
Workers' compensation premium *	24,990	20,820
Payroll tax expense *	46,003	43,125
Fringe benefits tax expense	1,595	1,219
Training expenses	7,523	8,674
Other employee related expenses	21,840	9,109
<b>Total</b>	<b>1,115,510</b>	<b>1,040,830</b>

\* Costs of workers' compensation insurance and payroll tax are a consequence of employing employees, but are not counted in employees' total remuneration package. They are not employee benefits, but rather employee related expenses. Employer superannuation contributions, the annual leave levy and the long service leave levy are regarded as employee benefits.

The number of employees including both full-time employees and part-time employees measured on a full-time equivalent basis is:

	2012	2011
Number of employees:	10,895	10,887

#### a) Key executive management personnel

The following details for key executive management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the agency during 2011-12. Further information on these positions can be found in the body of the Annual Report relating to executive management.

#### b) Remuneration

Remuneration policy for the agency's key executive management personnel is set by the Queensland Public Service Commission as provided for under the Public Service Act 2008. The remuneration and other terms of employment for the key executive management personnel are specified in employment contracts. The contracts provide for benefits including motor vehicles.

Remuneration of key executive management personnel increased by 2.5% in 2011-12 in accordance with government policy.

Remuneration packages for key executive management personnel comprise the following components:

Base - consisting of base salary, allowances and leave entitlements paid and provided for the entire year or for that part of the year from which the employee was appointed to (or acted in) the specified position. Amounts disclosed equal the amount expensed in the Statement of Comprehensive Income.

Non-monetary benefits - consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.

Long term employee benefits include long service leave paid and provided for during the year.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

**Key executive management personnel and remuneration**

Position	Responsibilities	Current Incumbents		Employee Benefits				Termination Benefits	Total Remuneration 2012	Total Remuneration 2011
				Short Term		Long Term				
				Contract classification and appointment authority	Date appointed to position (Date resigned from position)		Base	Non-Monetary Benefits		
Director-General	Responsible for the efficient, effective and economic administration of the agency.	CEO <i>Public Service Act 2008</i>	Appointed 24 January 2008 (retired 30 September 2011)	172			232		\$'000	\$'000
			Appointed 1 October 2011	304		22	16		342	430
Commissioner, QCS	Responsible for the management of QCS, providing advice, leadership and coordination for correctional interventions.	CEO <i>Public Service Act 2008</i>	Appointed 2 February 2009 (appointed Director-General from 1 October 2011)	91		7	4		102	384
		SES 4 <i>Public Service Act 2008</i>	Acted in position 1 to14 October 2011 and 7 November 2011 to 8 January 2012 Appointed 9 January 2012	154		35	4		193	
Commissioner, QAS	Responsible for the strategic direction and efficient and effective operations of the QAS.	SES 4 equivalent Governor in Council <i>Ambulance Service Act 1991</i>	Appointed 15 May 2008 (retired 17 June 2011)							361
			Appointed 3 June 2011	231		18	8		257	61
Commissioner, QFRS	Responsible for the strategic direction and efficient and effective operations of the QFRS.	SES 4 Equivalent Governor in Council <i>Fire and Rescue Service Act 1990</i>	Appointed 31 January 2002	254			2		256	239
Assistant Director-General, EMQ	Responsible for the strategic direction and efficient and effective operations of EMQ.	SES 4 <i>Public Service Act 2008</i>	Appointed 24 November 2005 (contract terminated 17 September 2010)							427
			Appointed 15 November 2010	232		25	6	263	196	
Assistant Director-General, SPD	Responsible for delivery of policy and strategic management agenda of the agency.	SES 3 High <i>Public Service Act 2008</i>	Appointed 24 July 2006	224			7		231	219
Assistant Director-General, CSD	Responsible for strategic leadership and direction of corporate activities of the agency.	SES 3 High <i>Public Service Act 2008</i>	Appointed 27 June 2008	225			5		230	217
Chief Finance Officer	Responsible for strategic leadership and direction of financial and acquisition services.	SES 2 High <i>Public Service Act 2008</i>	Appointed 13 October 2008 (transferred to another department 3 February 2012)	99		29	4		132	205
			Acting in position from 6 February 2012	80			5	85		
Total Remuneration				2,066		136	293		2,495	2,739

## Department of Community Safety

### Notes to and forming part of the financial statements

for the year ended 30 June 2012

	2012 \$'000	2011 \$'000
<b>10. Supplies and services</b>		
Aircraft related costs	10,436	8,641
Communication expenses	22,660	20,769
Computer expenses	10,948	11,214
Consultancies and contractors	22,675	20,227
Cost of goods and services provided to prisoners	8,569	9,045
Farm and industry expenses	6,888	5,765
Fire levy administration fees	5,033	4,966
Maintenance and repairs	46,976	41,228
Management fees	65,183	58,657
Marketing expenses	4,662	1,653
Materials and consumables	12,668	11,890
Motor vehicle expenses	44,256	42,705
Natural disaster relief payments	-	1,042
Offender expenses	30,597	30,030
Operating lease rentals	14,373	14,149
Operational and other equipment purchases	29,607	36,757
Property expenses	50,534	41,849
Public education expenses	299	434
Shared service provider expenses	26,092	25,695
Temporary assistance - staff agency	836	773
Travel and accommodation	16,691	15,819
Other	33,904	28,612
<b>Total</b>	<b>463,887</b>	<b>431,920</b>
<b>11. Depreciation and amortisation</b>		
Depreciation and amortisation were incurred in respect of:		
Buildings and land improvements	100,941	94,117
Heritage and cultural assets	34	39
Major plant and equipment	15,609	15,405
Plant and equipment	41,033	39,271
Software purchased	543	574
Software internally generated	5,761	6,942
<b>Total</b>	<b>163,921</b>	<b>156,348</b>

## Department of Community Safety

### Notes to and forming part of the financial statements

for the year ended 30 June 2012

	2012 \$'000	2011 \$'000
<b>12. Grants and subsidies</b>		
State Government		
Department of Natural Resources and Mines	1,587	450
Queensland Health	-	175
Department of Public Works	15	-
Queensland Treasury and Trade	15,263	-
Department of Transport and Main Roads	-	1,969
Public Service Commission	48	11
Other		
Air sea rescue, coast guard and life saving organisations	7,957	8,013
Local authorities	17,310	15,484
State emergency services	410	3,053
State prisoner aid	1,424	2,176
Volunteer rural fire brigades	516	507
Other organisations	4,345	1,215
<b>Total</b>	<b>48,875</b>	<b>33,053</b>
<b>13. Impairment losses</b>		
Bad debts written off	2,253	3,092
Impairment losses on trade receivables	706	(85)
<b>Total</b>	<b>2,959</b>	<b>3,007</b>
<b>14. Finance/borrowing costs</b>		
Interest	206	229
Borrowing fees and charges	3	3
<b>Total</b>	<b>209</b>	<b>232</b>
<b>15. Other expenses</b>		
Asset write-offs	347	5,845
Bank charges	65	87
Donations/gifts/sponsorships	113	138
External audit fees *	706	772
Foreign exchange loss	223	407
Goods and services provided below fair value	393	477
Insurance premiums - other	96	105
Insurance premiums - QGIF	6,479	6,284
Loss on disposal of intangibles	-	971
Loss on disposal of property, plant and equipment	5,486	3,569
Revaluation decrement	27	-
Losses:		
Public property	3	7
Special payments:		
Ex-gratia payments	72	25
Plaintiff damages	-	48
Compensation payments	-	2
<b>Total</b>	<b>14,010</b>	<b>18,737</b>

\* Total external audit fees relating to the 2011/12 financial year are estimated to be \$706,000 GST excl. (2011: \$772,000). There are no non audit services included in this amount.

## Department of Community Safety

### Notes to and forming part of the financial statements

for the year ended 30 June 2012

	2012 \$'000	2011 \$'000
<b>ASSETS</b>		
<b>16. Cash and cash equivalents</b>		
Cash at bank	75,517	35,801
Imprest accounts	62	79
<b>Total</b>	<b>75,579</b>	<b>35,880</b>
Departmental bank accounts grouped within the whole-of-Government set-off arrangement with the Queensland Treasury Corporation do not earn interest on surplus funds. Interest earned on the aggregate set-off arrangement balance accrues to the Consolidated Fund.		
<b>17. Receivables</b>		
Trade debtors:		
Fire levies	17,678	18,466
User charges	21,293	30,854
Less: Allowance for impairment	(3,467)	(2,780)
	<b>35,504</b>	<b>46,540</b>
GST receivable	13,170	10,435
GST payable	(1,508)	(3,375)
	<b>11,662</b>	<b>7,060</b>
Annual leave reimbursements	25,046	23,646
Equity Withdrawal Receivable	4,708	-
Long service leave reimbursements	3,755	3,713
Motor Accident Insurance Commission	1,471	1,225
Queensland Reconstruction Authority	703	2,813
Accrued revenue	8,866	13,978
Sundry receivable	5,468	583
<b>Total</b>	<b>97,183</b>	<b>99,558</b>
<b>Movement in the allowance for impairment</b>		
Balance at beginning of the period	2,780	2,865
Amount written off during the period	(2,253)	(3,092)
Amounts recovered during the period	115	34
Increase/decrease in allowance recognised in Statement of Comprehensive Income	2,825	2,973
Balance at the end of the period	<b>3,467</b>	<b>2,780</b>
<b>18. Inventories</b>		
<b>Supplies and consumables</b>		
Ambulance spare parts	69	101
Bedding	93	119
Bulk fuel	275	316
Equipment	648	523
Patient care supplies	1,803	1,658
Stationery stocks and stores	186	170
Tarpaulins	112	103
Uniforms/clothing	4,660	3,333
	<b>7,846</b>	<b>6,323</b>
<b>Inventory held for sale</b>		
Agricultural produce	654	622
Canteen	578	583
Finished goods	660	838
Raw materials	658	844
Work in progress	614	272
	<b>3,164</b>	<b>3,159</b>
<b>Total</b>	<b>11,010</b>	<b>9,482</b>

## Department of Community Safety

### Notes to and forming part of the financial statements

for the year ended 30 June 2012

	2012 \$'000	2011 \$'000
<b>19. Biological assets</b>		
<b>Current</b>		
Livestock (refer Note 34)	514	83
<b>Total</b>	<b>514</b>	<b>83</b>
<b>Non current</b>		
Livestock	329	808
<b>Total</b>	<b>329</b>	<b>808</b>
<b>20. Other current assets</b>		
Prepayments - general	15,725	14,025
Prepayments - salaries and wages	1,469	4,654
Prepayments - Workers Compensation	505	-
Advances - travel and other	17	5
Fair value of derivatives	-	750
Other current assets	48	43
<b>Total</b>	<b>17,764</b>	<b>19,477</b>
<b>21. Other financial assets</b>		
Shares - at cost*	24	24
	<b>24</b>	<b>24</b>
<p>* The department through Darling Downs Correctional Centre holds 23,568 shares at face value of \$1 in Dairy Farmers Milk Co-operative Limited. This was established under a share restructure proposal approved by members in May 1993.</p> <p>These instruments are not traded on an active market. If the shares in Dairy Farmers Milk Co-operative Limited lapse (due to ceasing milk production), they are forfeited after 12 months of cessation at the rate of \$1 per share.</p> <p>The department also holds 50 shares at face value of 10c each in Dairyfields Milk Suppliers Co-operative Limited through the Numinbah Correctional Centre.</p>		
<b>22. Non current assets classified as held for sale</b>		
Land	-	1,050
Buildings and land improvements	-	420
<b>Total</b>	<b>-</b>	<b>1,470</b>
<b>23. Intangible assets</b>		
Intellectual property - at cost	576	576
Intellectual property - accumulated amortisation	(576)	(576)
	-	-
Software purchased - at cost	5,965	5,965
Software purchased - accumulated amortisation	(5,272)	(4,729)
	693	1,236
Software internally generated - at cost	60,146	56,829
Software internally generated - accumulated amortisation	(34,630)	(31,220)
	25,516	25,609
Work in progress - at cost	6,830	7,305
<b>Total</b>	<b>33,039</b>	<b>34,150</b>

The department has intangible assets with a gross cost of \$10.26 million and a written down value of zero still being used in the provision of services.

The department has one intangible asset with a gross cost of \$0.32 million which is temporarily idle and one intangible asset with a gross value of \$0.18 million which is inactive.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

**23. Intangible assets (continued)**

**Intangibles reconciliation**

	Software purchased		Software internally generated		Work in progress		Total	
	2012	2011	2012	2011	2012	2011	2012	2011
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	1,236	1,810	25,609	31,398	7,305	1,408	34,150	34,616
Acquisitions	-	-	-	-	3,362	7,862	3,362	7,862
Disposals	-	-	-	(3,441)	-	-	-	(3,441)
Transfers between classes	-	-	5,670	4,592	(3,837)	(1,965)	1,833	2,627
Other movements *	-	-	(2)	2	-	-	(2)	2
Amortisation	(543)	(574)	(5,761)	(6,942)	-	-	(6,304)	(7,516)
<b>Carrying amount at 30 June</b>	<b>693</b>	<b>1,236</b>	<b>25,516</b>	<b>25,609</b>	<b>6,830</b>	<b>7,305</b>	<b>33,039</b>	<b>34,150</b>

\* Other movements include assets written on/off.



## Department of Community Safety

### Notes to and forming part of the financial statements for the year ended 30 June 2012

	2012 \$'000	2011 \$'000
<b>24. Property, plant and equipment</b>		
Land:		
At fair value	432,574	417,388
	<u>432,574</u>	<u>417,388</u>
Buildings and land improvements:		
At fair value	3,620,420	3,162,543
Less: accumulated depreciation	(1,391,600)	(1,292,599)
	<u>2,228,820</u>	<u>1,869,944</u>
Heritage and cultural assets:		
At fair value	5,306	5,994
Less: accumulated depreciation	(4,903)	(5,524)
	<u>403</u>	<u>470</u>
Major plant and equipment:		
At fair value	305,042	287,723
Less: accumulated depreciation	(157,137)	(141,718)
	<u>147,905</u>	<u>146,005</u>
Plant and equipment:		
At cost	438,077	406,333
Less: accumulated depreciation	(235,845)	(218,479)
	<u>202,232</u>	<u>187,854</u>
Work in progress - at cost	469,475	769,556
<b>Total property, plant and equipment</b>	<b><u>3,481,409</u></b>	<b><u>3,391,217</u></b>

Plant and equipment (including motor vehicles) and leasehold improvements are valued at cost (except for major plant and equipment which is recorded at fair value) in accordance with Queensland Treasury's *Non-current Asset Policies for the Queensland Public Sector*.

Work in progress is measured at cost.

The department has plant and equipment with a gross cost of \$81.85 million and a written down value of zero still being used in the provision of services.

The department has plant and equipment with a gross cost of \$101.82 million that has been written down to residual value of \$3.56 million still being used in the provision of services.

The department has 742 assets with a gross cost of \$13.912 million which are temporarily idle, and 94 assets with a gross cost of \$7.511 million which are inactive.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

**24. Property, plant and equipment (continued)**

**Property, plant and equipment reconciliation**

	Land	Buildings and land improvements	Heritage and cultural assets	Major plant and equipment	Plant and equipment	Work in progress	Total
	2012 \$'000	2012 \$'000	2012 \$'000	2012 \$'000	2012 \$'000	2012 \$'000	2012 \$'000
Carrying amount at 1 July	417,388	1,869,944	470	146,005	187,854	769,556	3,391,217
Acquisitions	5,673	2,128	-	(1,175)	6,815	213,953	227,394
Donations received	-	76	-	-	2,140	-	2,216
Disposals	-	(2,092)	-	(1,367)	(3,024)	-	(6,483)
Assets reclassified as held for sale	(849)	(182)	-	-	-	-	(1,031)
Transfers between classes	3,774	444,680	6	14,769	48,963	(514,034)	(1,842)
Revaluation increments/decrements	5,913	15,195	(36)	5,301	-	-	26,373
Other movements *	675	12	(3)	(19)	517	-	1,182
Depreciation	-	(100,941)	(34)	(15,609)	(41,033)	-	(157,617)
<b>Carrying amount at 30 June</b>	<b>432,574</b>	<b>2,228,820</b>	<b>403</b>	<b>147,905</b>	<b>202,232</b>	<b>469,475</b>	<b>3,481,409</b>

\* Other movements include assets written on/off.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

**Property, plant and equipment reconciliation (continued)**

	Land	Buildings and land improvements	Heritage and cultural assets	Major plant and equipment	Plant and equipment	Work in progress	Total
	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000	2011 \$'000
Carrying amount at 1 July	428,812	1,867,169	251	155,952	181,402	602,698	3,236,284
Acquisitions	3,860	2,809	-	-	6,401	278,457	291,527
Donations received	1,430	244	-	-	575	-	2,249
Disposals	(14)	(2,745)	-	(172)	(3,477)	-	(6,408)
Assets reclassified as held for sale	(2,692)	(785)	-	-	-	-	(3,477)
Transfers between classes	1,813	53,584	1,938	9,585	42,052	(111,599)	(2,627)
Revaluation increments/decrements	(16,031)	41,585	-	(3,957)	-	-	21,597
Other movements *	210	2,200	(1,680)	2	172	-	904
Depreciation	-	(94,117)	(39)	(15,405)	(39,271)	-	(148,832)
<b>Carrying amount at 30 June</b>	<b>417,388</b>	<b>1,869,944</b>	<b>470</b>	<b>146,005</b>	<b>187,854</b>	<b>769,556</b>	<b>3,391,217</b>

\* Other movements include assets written on/off.

## Department of Community Safety

Notes to and forming part of the financial statements  
for the year ended 30 June 2012

	2012 \$'000	2011 \$'000
<b>LIABILITIES</b>		
<b>25. Payables</b>		
Trade creditors	97,754	88,326
Tax liabilities	2,785	3,350
Equity injection payable	2,150	-
Sundry payables	126	228
<b>Total</b>	<b>102,815</b>	<b>91,904</b>
<b>26. Other financial liabilities</b> (Refer Note 35)		
<b>Current</b>		
Queensland Treasury Corporation borrowings	335	320
	<b>335</b>	<b>320</b>
<b>Non current</b>		
Queensland Treasury Corporation borrowings	2,678	3,005
	<b>2,678</b>	<b>3,005</b>
<b>27. Accrued employee benefits</b> (Refer Note 2(w))		
Accrued time	4,567	5,332
Annual leave levy payable	28,619	28,468
Long service leave levy payable	4,883	4,983
Wages and related costs outstanding	5,357	3,555
Other employee benefits	557	967
<b>Total</b>	<b>43,983</b>	<b>43,305</b>
<b>28. Other current liabilities</b>		
Unearned appropriation revenue	15,253	-
Unearned revenue	184	410
<b>Total</b>	<b>15,437</b>	<b>410</b>

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

**29. Asset revaluation surplus by class**

	Land		Buildings and land improvements		Heritage and cultural assets		Major plant and equipment		Total	
	2012	2011	2012	2011	2012	2011	2012	2011	2012	2011
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 July	5,578	21,610	41,584	-	9	9	1,777	5,733	48,948	27,352
Revaluation increments/(decrements) *	5,912	(16,032)	15,196	41,584	(9)	-	5,302	(3,956)	26,401	21,596
<b>Carrying amount at 30 June</b>	<b>11,490</b>	<b>5,578</b>	<b>56,780</b>	<b>41,584</b>	<b>-</b>	<b>9</b>	<b>7,079</b>	<b>1,777</b>	<b>75,349</b>	<b>48,948</b>

\* In accordance with AASB 116 *Property, Plant and Equipment* the net revaluation decrease in the value of the heritage and cultural class of assets has been recognised in the Statement of Comprehensive Income to the extent it exceeds the balance in the revaluation surplus account for that class of asset.

## Department of Community Safety

Notes to and forming part of the financial statements  
for the year ended 30 June 2012

	2012 \$'000	2011 \$'000
<b>30. Reconciliation of operating surplus to net cash from operating activities</b>		
Operating surplus	7,087	19,270
Non-cash items:		
Depreciation expense	157,617	148,832
Amortisation expense	6,304	7,516
Loss on sale of property, plant and equipment	5,486	10,385
Gain on sale of property, plant and equipment	(510)	(919)
Non current asset donations	(2,216)	(1,995)
Revaluation decrement	27	-
Assets written on*	(444)	(912)
Assets written off*	347	-
Accrued interest expense on loan*	209	232
	<u>166,821</u>	<u>163,138</u>
Change in assets and liabilities:		
<b>(Increase)/decrease in assets</b>		
Net receivables	6,977	(14,297)
Inventories	(1,528)	(458)
Biological Assets	48	(99)
Other Current Assets	1,713	(6,400)
GST receivable	(4,602)	1,961
	<u>2,608</u>	<u>(19,293)</u>
<b>Increase/(decrease) in liabilities</b>		
Accrued employee benefits	678	(2,573)
Accounts payable	(289)	(2,167)
Unearned revenue	15,027	(213)
	<u>15,417</u>	<u>(4,954)</u>
<b>Net cash from operating activities</b>	<u><b>191,933</b></u>	<u><b>158,161</b></u>

\* In 2010-11 'other' non-cash items were shown as a single amount. These have been reclassified in 2011-12 to provide greater analysis. Comparatives for the prior year have been redrafted to reflect this.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

**31. Commitments for expenditure**

**(a) Non cancellable operating lease commitments**

The operating leases referred to in the table below relate to the leasing of land, buildings and miscellaneous plant and equipment and are inclusive of any GST.

	<b>2012</b>	<b>2011</b>
	<b>\$'000</b>	<b>\$'000</b>
Payable:		
Not later than one year	17,112	17,753
Later than one year and not later than five years	26,032	27,400
Later than five years	14,877	17,266
	<b>58,021</b>	<b>62,419</b>

Operating leases were entered into as a means of acquiring access to office accommodation and storage facilities. Lease payments were generally fixed, but with inflation escalation clauses on which contingent rentals were determined.

No renewal or purchase options exist in relation to operating leases and no operating leases contain restrictions on financing or other leasing activities.

**(b) Capital expenditure commitments**

Material commitments for capital expenditure inclusive of any GST, contracted for at reporting date but not recognised in the accounts are payable as follows:

	<b>2012</b>	<b>2011</b>
	<b>\$'000</b>	<b>\$'000</b>
Ambulance stations	1,775	8,489
Ambulances	5,250	8,777
Correctional centres	50,673	188,130
Fire stations	1,445	3,535
Fire appliances	2,583	4,402
Plant and equipment for correctional centres	789	1,016
Software	1,981	427
Helicopters	-	230
Computer hardware	210	240
Other capital	5,900	1,508
Queensland Emergency Operations Centre	-	24
	<b>70,606</b>	<b>216,778</b>

	<b>2012</b>	<b>2011</b>
	<b>\$'000</b>	<b>\$'000</b>
Payable:		
Not later than one year	62,478	127,665
Later than one year and not later than five years	8,128	89,113
Later than five years	-	-
	<b>70,606</b>	<b>216,778</b>

**(c) Major expense commitments**

Material commitments for operating expenditure inclusive of any GST, contracted for at reporting date but not recognised in the accounts are payable as follows:

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

	<b>2012</b>	<b>2011</b>
	<b>\$'000</b>	<b>\$'000</b>
Payable:		
Not later than one year	117,183	103,234
Later than one year and not later than five years	275,275	75,170
Later than five years	22,161	-
	<b>414,619</b>	<b>178,404</b>

**(d) Grants and subsidy commitments**

As at 30 June 2012, approval has been given in accordance with formal agreements to pay the following grants and subsidies inclusive of any GST, provided certain criteria are met:

	<b>2012</b>	<b>2011</b>
	<b>\$'000</b>	<b>\$'000</b>
Royal Life Saving Society of Queensland	1,545	1,930
Surf Life Saving Queensland	23,757	16,376
Grants to local government	23,129	3,554
Natural Disaster Mitigation Program	40,666	26,818
Australian Volunteer Coast Guard Association	4,437	2,422
Volunteer Marine Rescue Assoc. Queensland	5,298	2,673
Other	1,430	2,039
	<b>100,262</b>	<b>55,812</b>

	<b>2012</b>	<b>2011</b>
	<b>\$'000</b>	<b>\$'000</b>
Payable:		
Not later than one year	50,357	25,318
Later than one year and not later than five years	49,283	30,494
Later than five years	622	-
	<b>100,262</b>	<b>55,812</b>

**32. Contingencies**

**(a) Employee award claims in progress**

As at 30 June 2012 there were 3 claims in progress which may reflect in the Department of Community Safety's future liabilities.

**(b) Litigation**

The department has received notification of a number of cases that are not yet subject to court action. These cases may result in subsequent litigation. At reporting date it is not possible to make an estimate of any probable outcome of these actions, or any financial effect.

At 30 June 2012, the following cases were on hand naming the department as defendant:

	<b>2012</b>	<b>2011</b>
Personal injury claims	76	124
Anti-discrimination claims	8	-
Contractual claims	1	1
Other litigation	7	3

The department believes that it would be misleading to estimate the final amounts payable (if any) in respect of these cases. All personal injury claims are covered by the Queensland Government Insurance Fund (QGIF). Each claim has an excess of \$10,000.

**(c) Native title and other claims over departmental land**



**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

As at 30 June 2012, the department had potential risk in relation to 22 native title claims. These claims relate to properties at Bar Burrum; Butchulla #2; Ewamian #2 & #3; Gold Coast; Gugu Badhun #2; Gunggari People #2; Indjalandji Dhidhanu; Jangga People; Juru People & Juru #2; Mamu; Mandingalbay Yindinji-Gunggandji Peoples; Pitta Pitta; Tagalaka People #1 & #2; Western Yalanji.

**(d) Land for new prison precinct**

Correctional centre land has been formally resumed as the site for the South East Queensland prison precinct at Gatton. Compensation has been resolved to one of the two former land holders. Negotiations for compensation with the other former land owner are ongoing.

**(e) Guarantees and undertakings**

The department has no guarantees operable at 30 June 2012.

**(f) Natural disaster relief and recovery arrangements (NDRRA)**

The department currently has a number of claims lodged with the Queensland Reconstruction Authority for reimbursement under the NDRRA regime. Those claims have yet to be finalised and it is therefore not possible to reliably measure any associated revenue at balance date.

**33. Parole boards**

The outlays of the following statutory authorities established under the Corrective Services Act 2006 have been included within the financial statements:

Queensland Parole Board  
Southern Queensland Regional Parole Board  
Central and Northern Queensland Regional Parole Board

Expenditure incurred under the above arrangements for the current period totalled \$3.36 million (\$2.96 million, 2011).

**34. Events occurring after balance date**

On 10 July 2012 Government announced the closure of the dairy at the Capricornia Correctional Centre and on 17 July 2012, announced the closure of the Darling Downs Correctional Centre.

The financial impacts of these decisions cannot be reliably estimated at this stage but may include staff termination expenses and income from the sale of inventories, livestock and property, plant and equipment.

**35. Financial instruments**

**(a) Categorisation of financial instruments**

The department has the following categories of financial assets and financial liabilities:

Category	Note	2012	2011
Financial assets		\$'000	\$'000
Cash and cash equivalents	16	75,579	35,880
Receivables	17	97,183	99,559
Derivatives (*)	20	-	750
Shares	21	24	24
<b>Total financial assets</b>		<b>172,786</b>	<b>136,213</b>
Financial liabilities			
Payables	25	102,815	91,905
Accrued employee benefits	27	43,983	43,305
Other financial liabilities – QTC Borrowings	26	3,013	3,325
<b>Total financial liabilities</b>		<b>149,811</b>	<b>138,535</b>

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

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(\*) The financial asset derivative is the fair value of unrealised gains on a contract for the supply of helicopters. The contract was finalised in the 2011-12 financial year.

**(b) Financial risk management**

The Department of Community Safety's activities expose it to a variety of financial risks - interest rate risk, credit risk, liquidity risk and market risk. Financial risk management is implemented pursuant to Government and departmental policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department. Financial risk is primarily managed by the Corporate Support Division under policies approved by the department. The department provides written principles for overall risk management, as well as policies covering specific areas. The department measures risk exposure using a variety of methods as follows –

<b>Risk Exposure</b>	<b>Measurement method</b>
Credit risk	Ageing analysis
Liquidity risk	Sensitivity analysis
Market risk	Sensitivity analysis

**(c) Credit risk exposure**

Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provisions for impairment.

The following table represents the department's maximum exposure to credit risk based on contractual amounts net of any allowances:

**Maximum Exposure to Credit Risk**

<b>Category</b>	<b>Note</b>	<b>2012 \$'000</b>	<b>2011 \$'000</b>
<b>Total financial assets subject to credit risk</b>			
Cash and cash equivalents	16	75,579	35,880
Receivables	17	97,183	99,558
Shares	21	24	24
<b>Total financial assets subject to credit risk</b>		<b>172,786</b>	<b>135,462</b>

No collateral was held as security and no credit enhancements relate to financial assets held by the department.

The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that the department invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.

No financial assets and financial liabilities have been offset and presented net in the Statement of Financial Position.

The method for calculating any provision for impairment is based on past experience, current and expected changes in economic conditions. The main factors affecting the current calculation for provisions are general economic trading conditions both domestically and globally together with the effects of natural disasters throughout the State. These economic and geographic changes form part of the department's risk analysis assessment in conjunction with historic experience.

The recognised impairment loss is \$2,959,000 (2011: \$3,007,000) for the reporting period.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

No financial assets have had their terms renegotiated so as to prevent them from being past due or impaired, and are stated at the carrying amounts as indicated.

Ageing of past due but not impaired as well as impaired financial assets are disclosed in the following tables:

**2012 Financial Assets Past Due But Not Impaired**

Financial Assets	Not Overdue	Less than 30 Days	31-60 Days	61-90 Days	More than 90 Days	Total Overdue	Total Financial Assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables	78,763	14,668	1,728	742	1,282	18,420	97,183
Shares	24	-	-	-	-	-	24
<b>Total</b>	<b>78,787</b>	<b>14,668</b>	<b>1,728</b>	<b>742</b>	<b>1,282</b>	<b>18,420</b>	<b>97,207</b>

**2012 Impaired Financial Assets**

Financial Assets	Not Overdue	Less than 30 Days	31-60 Days	61-90 Days	More than 90 Days	Total Overdue	Total Financial Assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables (Gross)	-	-	-	-	3,467	3,467	3,467
Allowance for impairment	-	-	-	-	(3,467)	(3,467)	(3,467)
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**2011 Financial Assets Past Due But Not Impaired**

Financial Assets	Not Overdue	Less than 30 Days	31-60 Days	61-90 Days	More than 90 Days	Total Overdue	Total Financial Assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables	71,432	19,815	2,632	1,884	3,796	28,127	99,559
Shares	24	-	-	-	-	-	24
<b>Total</b>	<b>71,456</b>	<b>19,815</b>	<b>2,632</b>	<b>1,884</b>	<b>3,796</b>	<b>28,127</b>	<b>99,583</b>

**2011 Impaired Financial Assets**

Financial Assets	Not Overdue	Less than 30 Days	31-60 Days	61-90 Days	More than 90 Days	Total Overdue	Total Financial Assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables (Gross)	-	-	-	-	2,780	2,780	2,780
Allowance for impairment	-	-	-	-	(2,780)	(2,780)	(2,780)
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**(d) Liquidity risk**

Liquidity risk refers to the situation where the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

The department is exposed to liquidity risk in respect of its payables and borrowings from Queensland Treasury Corporation. The borrowings are based on the Queensland Government's fixed rate loans.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

The department manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the department has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that minimum levels of cash are maintained so as to match the expected duration of the various employee and supplier liabilities.

The following table sets out the liquidity risk of financial liabilities held by the department. It represents the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the repayment of the principal and interest amounts outstanding at balance date.

		2012 Payable in			Total
	Note	< 1 year \$'000	1 - 5 years \$'000	> 5 years \$'000	\$'000
<b>Financial Liabilities</b>					
Payables	25	102,815	-	-	102,815
Accrued employee benefits	27	43,983	-	-	43,983
QTC borrowing	26	516	2,885	-	3,401
<b>Total</b>		<b>147,314</b>	<b>2,885</b>	<b>-</b>	<b>150,199</b>

		2011 Payable in			Total
	Note	< 1 year \$'000	1 - 5 years \$'000	> 5 years \$'000	\$'000
<b>Financial Liabilities</b>					
Payables	25	91,905	-	-	91,905
Accrued employee benefits	27	43,305	-	-	43,305
QTC borrowing	26	521	3,401	-	3,922
<b>Total</b>		<b>135,731</b>	<b>3,401</b>	<b>-</b>	<b>139,132</b>

**(e) Market risk**

The department does not trade in foreign currency and is not materially exposed to commodity price changes.

**(f) Fair value**

The fair value of financial assets and liabilities is determined as follows:

The carrying amount (which includes any provision for impairment) of cash, cash equivalents, receivables, payables approximates their fair value and is not disclosed separately below.

As the equity instruments held by the department are not traded on an active market, a reliable estimate of fair value cannot be obtained and therefore are not separately disclosed.

The carrying amounts of all financial assets and financial liabilities, except the borrowings from the Queensland Treasury Corporation are representative of their fair value. The fair value of borrowings is calculated using discounted cash flow analysis and the effective interest rate and is disclosed below:

	2012		2011	
	Carrying Amount \$'000	Fair Value \$'000	Carrying Amount \$'000	Fair Value \$'000
<b>Financial Liabilities</b>				
Financial liabilities at amortised cost:				
QTC borrowings	3,013	3,191	3,325	3,440
<b>Total</b>	<b>3,013</b>	<b>3,191</b>	<b>3,325</b>	<b>3,440</b>

The fair value represents the value of the debt if the department repaid the debt as at 30 June 2012. As it is the intention of the department to hold the debt for its term, no provision is required to be made in these accounts.

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

**(g) Interest rate sensitivity analysis**

The department is not exposed to interest rate risk through its borrowings from Queensland Treasury Corporation as those loans are at fixed rates.

**Interest-bearing and other financial liabilities**

Loans were provided by Queensland Treasury Corporation. The interest rates and repayment terms on the borrowings are as follows:

	<b>Interest rates</b>	<b>Repayment dates</b>
Fixed rate borrowings	5.34% to 6.59%	15 March 2013 to 15 September 2014
Commonwealth Bank (overdraft)	Nil – 17.94%	On demand

The department has authorisation to operate in overdraft with a specified limit in accordance with the *Financial Accountability Act 2009*. The departmental overdraft limit is \$230,000,000.

Borrowings are all in Australian dollar denominated amounts.

No assets have been pledged as security for any liabilities.

Interest and borrowing costs on funds borrowed from the Queensland Treasury Corporation have been recognised as an expense in the reporting period as follows:

<b>Interest and finance/borrowing costs</b>	<b>2012 \$'000</b>	<b>2011 \$'000</b>
Borrowing fees and charges	3	3
Interest expense	206	229
<b>Total</b>	<b>209</b>	<b>232</b>

**36. Schedule of administered items**

	<b>TOTAL 2012 \$'000</b>	<b>TOTAL 2011 \$'000</b>
<b>Administered revenues</b>		
On-the-spot fines	22	46
<b>Total administered revenues</b>	<b>22</b>	<b>46</b>
<b>Administered expenses</b>		
Transfer payments to Queensland Treasury	22	46
<b>Total administered expenses</b>	<b>22</b>	<b>46</b>
<b>Administered assets</b>		
Cash at bank	-	-
Receivables	28	25
<b>Total administered assets</b>	<b>28</b>	<b>25</b>
<b>Administered liabilities</b>		
Payables – Queensland Treasury	28	25
<b>Total administered liabilities</b>	<b>28</b>	<b>25</b>
<b>Administered equity</b>	<b>-</b>	<b>-</b>
<b>Transfers to government of fines</b>	<b>19</b>	<b>41</b>

**Department of Community Safety**  
**Notes to and forming part of the financial statements**  
for the year ended 30 June 2012

**37. Trust transactions and balances**

The Queensland Ambulance Service, in a trustee capacity, provides administrative support to manage transactions and balances for the Kenneth James McPherson Education and Research Foundation. The Foundation was formed to promote research and education for the improvement of patient treatment in pre-hospital care.

Patrick Hoiberg, Chartered Accountant, is the auditor for the Kenneth James McPherson Education and Research Foundation.

A summary of financial transactions and balances for the Kenneth James McPherson Education and Research Foundation are as follows:

**Kenneth James McPherson Education and Research Foundation**

	<b>2012</b>	<b>2011</b>
<b>Year Ended 30 June</b>	<b>\$'000</b>	<b>\$'000</b>
Income	52	98
Expenses	63	58
<b>Net Surplus</b>	<b>(11)</b>	<b>40</b>
Assets	125	138
Liabilities	48	50
<b>Net assets</b>	<b>77</b>	<b>88</b>

The department administers, but does not control, money held in trust on behalf of offenders in custody. As the department performs only a custodial role in respect of these transactions and balances, they are not recognised in the financial statements but are disclosed in these notes as information for financial statements users.

The Queensland Auditor-General has audited the department's trust transactions for the reporting period.

**Prisoners trust fund**

	<b>2012</b>	<b>2011</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Trust revenue and expenses</b>		
<b>Revenues</b>		
Prisoner remuneration	8,773	8,806
Other receipts	10,665	*10,530
<b>Total</b>	<b>19,438</b>	<b>19,336</b>
<b>Expenses</b>		
Prisoner expense payments	17,768	18,194
Prisoner discharge payments	1,656	1,625
<b>Total</b>	<b>19,424</b>	<b>19,819</b>
<b>Trust assets and liabilities</b>		
<b>Current Assets</b>		
Cash	2,102	1,295
Receivables	348	343
<b>Total trust assets</b>	<b>2,450</b>	<b>1,637</b>
<b>Current Liabilities</b>		
Payables – offenders	1,202	1,137
Payables – other	1,248	500
<b>Total trust liabilities</b>	<b>2,450</b>	<b>1,637</b>

\*Due to a transitional systems error "Other receipts" were incorrectly reported last year at \$4,924. The comparative for 2012 has been correctly restated for the 2011 year at \$10,530.

**Department of Community Safety**  
**Financial statements**  
for the year ended 30 June 2012

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**CERTIFICATE OF THE DEPARTMENT OF COMMUNITY SAFETY**

The general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), relevant sections of the *Finance and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of the Department of Community Safety for the financial year ended 30 June 2012 and of the financial position of the department at the end of that year.



Fiona Burbidge  
CPA, BComm (Accounting),  
Grad Dip Fin Plan, GCPA



Kelvin Anderson  
PSM, BA, Executive Fellow, ANZSOG,  
Fellow IPAA (Victoria)

**Acting Chief Finance Officer**

**Director-General**

24 August 2012

24 August 2012

## INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Department of Community Safety

### Report on the Financial Report

I have audited the accompanying financial report of the Department of Community Safety, which comprises the statement of financial position and statement of assets and liabilities by major departmental services, as at 30 June 2012, the statement of comprehensive income, statement of changes in equity, statement of cash flows and statement of comprehensive income by major departmental services, for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the certificates given by the Director-General and the Acting Chief Finance Officer.

#### *The Accountable Officer's Responsibility for the Financial Report*

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Accountable Officer's responsibility also includes such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.



### *Independence*

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can be removed only by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

### *Opinion*

In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
  - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Department of Community Safety for the financial year 1 July 2011 to 30 June 2012 and of the financial position as at the end of that year.

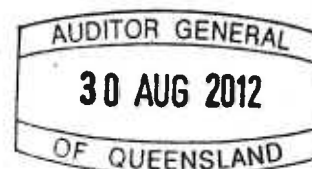
### **Electronic Presentation of the Audited Financial Report**

This auditor's report relates to the financial report of the Department of Community Safety for the year ended 30 June 2012. Where the financial report is included on the Department of Community Safety's website the Accountable Officer is responsible for the integrity of the Department of Community Safety's website and I have not been engaged to report on the integrity of Department of Community Safety's website. The auditor's report refers only to the subject matter described above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements or otherwise included with the financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

These matters also relate to the presentation of the audited financial report in other electronic media including CD Rom.



A M GREAVES FCA FCPA  
Auditor-General of Queensland



Queensland Audit Office  
Brisbane

# Appendices

## Appendix 1 - Index

132 500	24, 33
Abbreviations	109
Accountability	1, 3, 44-46
Action Plan for Disaster Resilience	33
Advance2Work	38
All Hazards Information Management Program	33
Ambulance Arrivals Board	30
Arson	37
Biometric technology	29
Boards and committees	41
Bridging the Gap	38
Bushfire advice	35
Capital infrastructure	31
Chief Finance Officer statement	15
Clinical Practice Manual	31
Closed Circuit Television	30
Code of Conduct	46
Committees and boards	41
Communication objective	Inside cover
Community service work	19, 37
Compliance, annual report	111
Contact details	Inside cover, 110
Contents page	2
Corporate partners	36
Corporate Support Division	1, 5, 8
Crime and Misconduct Commission	44-45
<i>Dangerous Prisoners (Sexual Offenders) Act 2003</i>	32
Director-General's message	3
Education toward Employment Scholarship Scheme	50
Emergency Alert	32
Emergency Management Queensland	1, 5
Emergency Services Cadets	6
Emergency Services Cadet Steering Committee	7
Employee and volunteer assistance	51
Employee relations	52
EMQ Training Framework	11, 30
Equal Employment Opportunity	48
Ethical standards	45
Executive Leadership Team	39
External scrutiny	44
Extreme weather exercises	30
Facebook	Inside cover
Feedback	Inside cover
Fight Fire Fascination program	37
Financial performance	12

Financial statements	53
Fire and Rescue Services	1, 5
Geographic Information System	32
Get Ready Queensland	33
Global Positioning System (GPS) tracking	32
Glossary	107
Governance Framework	45
Graffiti	37
Grants and subsidies	36
If it's flooded, forget it	33
Indigenous Cadetship Program	50
Internal Audit	45
ISSN	Inside cover
Land use planning	35
Legislation, administered	1
Local Ambulance Committees	7
Locations of the department	7, 110
Low Risk Offender Management Strategy	29
Mobile Data Terminals	32
National Partnership Agreements	31, 32, 34, 37, 38
National Strategy for Disaster Resilience	34
Natural Disaster Relief and Recovery Arrangements	34
Natural Disaster Resilience Program	34
Offers of Assistance	35
Organisational Chart	8
Parole boards	43
People, Resourcing, Innovation, Supervision and Management (PRISM)	31
Performance data	16-28
Performance graphs	10-11
Performance management	46
Positive Workplaces Program	50
Pre-season workshops	34
QAS Clinical Performance and Service Improvement Unit	31
Queensland Ambulance Service	1, 4
Queensland Audit Office	44
Queensland Coroner	44
Queensland Corrective Services	1, 4
Queensland Fire and Rescue Service	1, 5
Queensland Floods Commission of Inquiry	44
Queensland Local Ambulance Committee Advisory Council	7
Regional planning framework	47
Regulatory Simplification Plan	46
Rehabilitation and reparation	37
Reorganisation of State prisons	29
Request for Assistance (RFA) Online	33
Risk management	45
Rural Fire Brigades Association of Queensland Inc.	7
Rural Fire Service	6
Scientific Branch Volunteer (Scientific Advisor) network	6

Secondary Triage and Referral	29
Seniors	35
SES Volunteer Executive Committee	7
Social Media	33
Staff profile	48
State Disaster Coordination Centre	7, 29-33
State Disaster Management Group	35
State Emergency Service (SES)	6
Strategic direction	9
Strategic Plan	Inside cover, 9
Strategic Policy Division	1, 5
Total Operational Mapping	32
Translating and interpreting service	2
Twitter	Inside cover
Unwanted alarms	29
Vehicles	7
Vocational Education and Training (VET) programs	38
Voluntary Separation Program	48
Volunteer Information Management System	32
<i>Volunteer Management Strategy 2009-2013</i>	50
Volunteer Marine Rescue	6
Volunteers and partners	6-7
Vulnerable Clients Program	31
Women	48
Workforce management	50
Workplace Health and Safety	51

## Appendix 2 - Glossary

### **Accountable officer**

The chief executive of a department of government under the *Public Service Act 2008*, section 14, is the accountable officer of the department (*Financial Accountability Act 2009*, section 65(1)).

### **Agency objective**

The effects or impacts that an agency seeks to have on its clients, stakeholders and the community. Objectives should deliver the agency business direction and contribute to the whole of government direction, and collectively, agencies' objectives should deliver the whole of government direction.

### **All-hazards approach**

A set of arrangements to address risks from all emergencies including accidents, natural disasters or terrorist incidents.

### **Annual report**

A written report on the operations of the agency during the financial year, as prescribed by the *Financial Accountability Act 2009*, section 63.

### **Auslan (Australian Sign Language)**

Auslan is the language of the deaf community in Australia.

### **Benchmark**

A standard of excellence or achievement against which similar things are measured or judged.

### **Best practice**

A technique, method, process, activity, incentive or reward that is believed to be more effective at delivering a particular outcome than any other.

### **Business Continuity Plan**

A collection of procedures and information that is developed, compiled and maintained in readiness for use in the event of an emergency or disaster.

### **Capital works**

The construction and management of assets to ensure those assets are best suited to support the delivery of services in accordance with strategic initiatives.

### **Complaints management**

The policy, procedures, personnel and technology used by an agency in receiving, recording, responding to and reporting about complaints.

### **Demand management**

An integrated strategy to reduce pressures on the organisation and its staff to deliver services caused by increasing demand for services.

### **Disaster management**

Management of the potential adverse effects of an event, including arrangements for mitigating,

preventing, preparing for, responding to and recovering from a disaster.

### **Evaluation**

The systematic, objective assessment of appropriateness, effectiveness and/or efficiency of a policy, program, or initiative, etc.

### **Flexible learning**

A set of educational philosophies and systems, concerned with providing learners with increased choice, convenience and personalisation to suit the learner. In particular, flexible learning provides learners with choices about where, when and how learning occurs.

### **Governance framework**

A framework established to provide rigour around governance practices and arrangements and introduces an underlying values system to encourage commitment rather than compliance.

### **Government commitments**

A pledge by the government to work towards a particular outcome for its clients, stakeholders and the community.

### **Government's objectives for the community**

The government is required to prepare and table a statement of the government's broad objectives for the community including details of arrangements for regular reporting to the community about the outcomes the government has achieved against these objectives for the community (*Financial and Accountability Act 2009*, section 10). The government's objectives for the community are outlined in *Getting Queensland Back on Track*.

### **Machinery of government changes**

Changes to responsibilities of Ministers set out in Administrative Arrangements and/or changes to departmental functions and responsibilities made by the Premier and set out in Department Arrangement notices.

### **Outcome**

The result that was generated as a result of the delivery of services. Performance indicators measure the extent to which outcomes have achieved the agency's objectives

### **Performance indicator**

Indicates the extent to which the outcomes achieved by an agency are meeting their objectives in its strategic plan.

### **Performance information**

A generic term used to describe information about the performance of a person, an agency or the government within the *Queensland Government Performance Management Framework*.

**Performance management**

The management and evaluation of information on the efficiency and effectiveness of whole-of-government direction, agency business direction and agency service delivery to improve accountability of government, to inform policy development and implementation and to create value for clients, stakeholders and the community.

**Performance measure**

A quantifiable measure to assess how well the department carries out specific functions or processes.

**Program**

A temporary structure created to coordinate, direct and oversee the implementation of a set of related projects and activities in order to deliver value for the agency and/or its stakeholders (including clients). A program produces an end-state and is finite (albeit, often years) in duration. Guidance on Program management is included in the *Queensland Government Project, Program and Portfolio Management Methodologies*.

**Purpose**

A statement that specifies the overall aim of the agency. An agency articulates its purpose in its strategic plan.

**Reparation**

QCS provides appropriate opportunities for offenders to make reparation to the community. This enables offenders to make amends and compensate the community for committing an offence.

**Report on Government Services (RoGS)**

RoGS provides information on the effectiveness and efficiency of government services in Australia. RoGS was established to provide ongoing comparisons of the performance of government services and to report on service provision reforms that governments have implemented or that are under consideration.

**Service Delivery Statement (SDS)**

Published annually as part of the State Budget, the SDS provides budgeted financial and non-financial information for the budget year. The non-financial component of the SDS sets out the service areas each agency will deliver and the standards to which these will be delivered.

**Service**

The products and engagements undertaken by agencies that deliver outputs and result in outcomes for clients, stakeholders and the community. Ideally, services generate benefits for clients, stakeholders and the community and as a result, are valued by them. The efficiency and effectiveness of service delivery is measured using service standards.

**Stakeholder**

Person or organisation that can affect, be affected by, or perceive themselves to be affected by a decision or activity. Stakeholders include business or the community. Note, a decision maker can be a stakeholder. Stakeholders who are direct or potential service recipients are referred to as clients.

**State Budget**

Published annually, the State Budget is an outline of the government's priorities and plans for the coming year, expressed in terms of financial and non-financial performance information. The State Budget papers consist of: the *Treasurer's Budget Speech*; *Budget Strategy and Outlook*; *Capital Statement*; *Budget Measures*; *Service Delivery Statements*; and *Regional Budget Statements*.

**Strategic plan**

A concise document used by an agency to describe its vision, purpose, objectives and performance indicators. The agency business direction must align with the whole of government direction. Each accountable officer and statutory body must develop a strategic plan for the agency to cover a period of at least four years (*Financial and Performance Management Standard 2009*, section 9).

**Strategy**

The way in which the government or an agency intends to pursue its objectives and deliver its services. Strategies included in an agency's strategic plan would generally be longer term 'strategic' strategies that are pursued over a number of years. Strategies included in an agency's operational plan(s) would generally be shorter term 'operational' strategies that are pursued over a year or less timeframe.

**Targets**

Specific, achievable, realistic and time bound measurements for improvements.

**Value for money**

A measure used for comparing alternatives based on the relationship between value and total cost.

**Vision**

Indicates what the agency aspires to be by reflecting on how it wishes to be perceived by its clients, stakeholders and the community. This statement takes into account the current status of the agency and outlines its future direction.

**Vulnerable clients**

A person who is in receipt of, or may be in need of, community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation.

## Appendix 3 - Abbreviations

<b>AAB</b> Ambulance Arrivals Board	<b>PAPWC</b> Public Accounts and Public Works Committee
<b>AFAC</b> Australasian Fire and Emergency Service Authorities Council	<b>PWP</b> Positive Workplaces Program
<b>AHIMP</b> All Hazards Information Management Program	<b>QAO</b> Queensland Audit Office
<b>AVCGA</b> Australian Volunteer Coast Guard Association	<b>QAS</b> Queensland Ambulance Service
<b>CCTV</b> Closed-circuit television	<b>QCS</b> Queensland Corrective Services
<b>CIM</b> Community Intelligence Map	<b>QFCOI</b> Queensland Floods Commission of Inquiry
<b>CMC</b> Crime and Misconduct Commission	<b>QFRS</b> Queensland Fire and Rescue Service
<b>COAG</b> Council of Australian Governments	<b>QLAC</b> Queensland Local Ambulance Committee Advisory Council
<b>CSD</b> Corporate Support Division	<b>RFA</b> Request for Assistance
<b>DCS</b> Department of Community Safety	<b>RFBAQ</b> Rural Fire Brigades Association of Queensland Inc.
<b>DPSOA</b> <i>Dangerous Prisoners (Sexual Offenders) Act 2003</i>	<b>RFS</b> Rural Fire Service
<b>EA</b> Emergency Alert	<b>RLSSQ</b> Royal Life Saving Society Queensland
<b>EDs</b> Emergency Departments (Queensland Health)	<b>RoGS</b> Report on Government Services
<b>EIS</b> Environmental Impact Statement	<b>SAFE</b> Situational Awareness for Everyday Encounters
<b>ELT</b> Executive Leadership Team	<b>SDMG</b> State Disaster Management Group
<b>EMQ</b> Emergency Management Queensland	<b>SES</b> State Emergency Service
<b>FTE</b> Full time equivalent	<b>SLSQ</b> Surf Life Saving Queensland
<b>GIS</b> Geographic Information System	<b>SPD</b> Strategic Policy Division
<b>GPS</b> Global Positioning System	<b>SQCC</b> Southern Queensland Correctional Centre
<b>HR</b> Human Resource	<b>STAR</b> Secondary Triage and Referral
<b>ICT</b> Information and Communications Technology	<b>TOM</b> Total Operational Mapping
<b>IDR</b> Injury Downtime Rate	<b>VET</b> Vocational Education and Training
<b>LACSC</b> Legal Affairs and Community Safety Committee	<b>VMRAQ</b> Volunteer Marine Rescue Association Queensland
<b>LTIFR</b> Lost Time Injury Frequency Rate	<b>WHS</b> Workplace Health and Safety
<b>NDRP</b> Natural Disaster Resilience Program	
<b>NSDR</b> National Strategy for Disaster Resilience	

## Appendix 4 - Contacts and locations

### Minister

Office of the Minister for Police and Community Safety  
 Level 24, State Law Building, 50 Ann Street, Brisbane, QLD  
 PO Box 15195, City East, QLD 4002  
 Phone: 07 3239 0199

### Department of Community Safety

#### Central offices

##### **QAS, QFRS, EMQ**

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

##### **QCS**

State Law Building, 50 Ann Street, Brisbane, QLD.  
 GPO Box 1054, Brisbane, QLD 4001

Phone: 13 QGOV (13 7468)

For further information:

[www.communitysafety.qld.gov.au](http://www.communitysafety.qld.gov.au)  
[www.correctiveservices.qld.gov.au](http://www.correctiveservices.qld.gov.au)  
[www.ambulance.qld.gov.au](http://www.ambulance.qld.gov.au)  
[www.emergency.qld.gov.au/emq/](http://www.emergency.qld.gov.au/emq/)  
[www.disaster.qld.gov.au](http://www.disaster.qld.gov.au)  
[www.fire.qld.gov.au](http://www.fire.qld.gov.au)  
[www.ruralfire.qld.gov.au](http://www.ruralfire.qld.gov.au)

#### Regional offices

The department has a network of offices and a number of correctional centres located throughout Queensland.

You can locate or contact your nearest office or correctional centre by calling 13 QGOV (13 7468)

#### Annual report enquiries

Director

Organisational Performance and Evaluation Branch  
 Strategic Policy Division

Department of Community Safety  
 GPO Box 1425, Brisbane, QLD 4001

Email: [OPE\\_Reporting@dcqs.qld.gov.au](mailto:OPE_Reporting@dcqs.qld.gov.au)

Phone: 07 3635 3307



## Appendix 5 - Compliance

Summary of requirement		Basis for requirement	Annual report reference
Accessibility	Table of contents	ARRs – section 8.1	2
	Glossary and abbreviations		107-109
	Public availability	ARRs – section 8.2	Inside cover
	Interpreter service statement	Queensland Government Language Services Policy ARRs – section 8.3	2
	Copyright notice	Copyright Act 1968 ARRs – section 8.4	Inside cover
	Government Information Licensing Framework (GILF) Licence	Government Information Licensing Framework (GILF) QGEA Policy ARRs – section 8.5	Inside cover
Letter of compliance	A letter of compliance from the accountable officer or statutory body to the relevant Minister(s)	ARRs – section 9	Inside cover
General information	Introductory Information	ARRs – section 10.1	1-9, 44
	Agency role and main functions	ARRs – section 10.2	
	Operating environment	ARRs – section 10.3	
	External scrutiny	ARRs – section 10.4	
	Machinery of government changes	ARRs – section 10.5	
	Review of proposed forward operations	ARRs – section 10.6	
Non-financial performance	Government objectives for the community	ARRs – section 11.1	4
	Other whole-of-government plans / specific initiatives	ARRs – section 11.2	35
	Council of Australian Governments (COAG) initiatives	ARRs – section 11.3	31, 32, 34, 37, 38
	Agency objectives and performance indicators	ARRs – section 11.4	16-27
	Agency service areas, service standards and other measures	ARRs – section 11.5	16-27
Financial performance	Summary of financial performance	ARRs – section 12.1	12-14
	Chief Finance Officer (CFO) statement	ARRs – section 12.2	15
Governance – management and structure	Organisational structure	ARRs – section 13.1	8
	Executive management	ARRs – section 13.2	39
	Related entities	ARRs – section 13.3	na
	Schedule of statutory authorities or instrumentalities	ARRs – section 13.4	na
	Boards and committees	ARRs – section 13.5	41
	Public Sector Ethics Act 1994	Public Sector Ethics Act 1994 (section 23 and Schedule) ARRs – section 13.6	46
Governance – risk management and accountability	Risk management	ARRs – section 14.1	45
	Audit committee	ARRs – section 14.2	41
	Internal Audit	ARRs – section 14.3	45
Governance – human resources	Workforce planning, attraction and retention	ARRs – section 15.1	48, 50-52
	Early retirement, redundancy and retrenchment	Directive No.17/09 Early Retirement, Redundancy and Retrenchment ARRs – section 15.2	48
	Voluntary Separation Program	ARRs – section 15.3	48

Summary of requirement		Basis for requirement	Annual report reference
Financial statements	Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 16.1	101
	Independent Auditors Report	FAA – section 62 FPMS – section 50 ARRs – section 16.2	102
	Remuneration disclosures	Financial Reporting Requirements for Queensland Government Agencies ARRs – section 16.3	80-81
Disclosure of additional information	Additional information to be reported online	ARRs – section 17	2

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