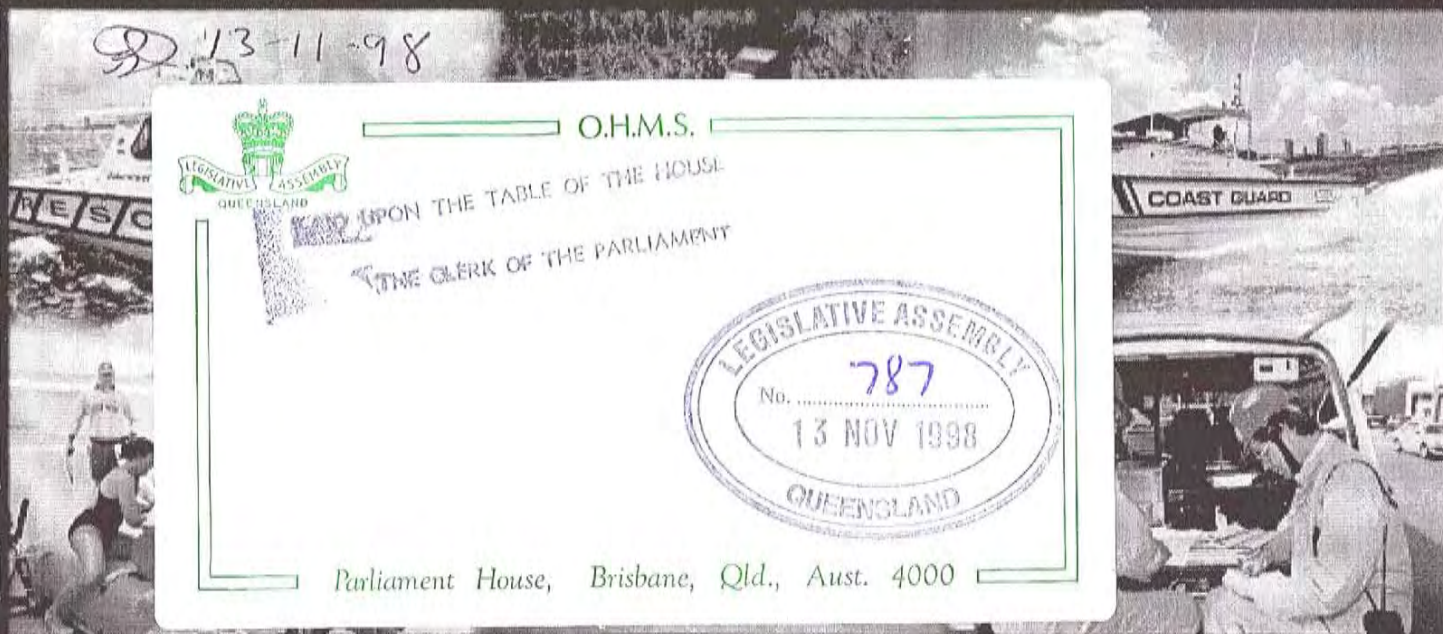


# Department of Emergency Services and Office of Sport and Recreation



## ANNUAL REPORT 1997/98

Incorporating:

Emergency Services Division  
Office of Sport and Recreation  
Strategy, Planning and Regional Services  
Support Services Business Unit  
Internal Operational Audit



# Our Mission

**DEPARTMENT OF EMERGENCY SERVICES:** To serve and support the Queensland community in preventing, planning for, responding to and recovering from emergencies and disasters.

**OFFICE OF SPORT AND RECREATION:** To provide quality sport and recreation programs and services through adopting and implementing the principles of leadership, planning, working with people and measuring performance.

Our customer demographics and country of origin are: Australian (85.1%), UK/Ireland (5.5%), New Zealand/Pacific (3.6%), Europe (1.5%), Asia (1%) and other (3.3%).

# Our Vision

To be recognised nationally and internationally as the leading provider of emergency and sports services contributing to the safety, health and well-being of the community of Queensland.

# Our Values

**Community Commitment:** Our services are directed at preserving life, well-being, property, and the environment in partnership with the community.

We recognise and respect the contribution of colleagues within the Department, while acknowledging the unique history and traditions of the individual organisations.

**Staff and Volunteers:** We respect the courage, compassion and professionalism of staff and volunteers and will ensure that our organisation provides a satisfying and rewarding environment for them.

**Our Families:** We recognise the contributions made by families by actively encouraging staff to strike a balance between work commitments and personal life.

We recognise the impact on the family of trauma and injury to staff and put in place appropriate support strategies.

**Government:** We manage our resources responsibly and ensure that the policies and practices of the Department of Emergency Services and Office of Sport and Recreation reflect Government directions.

**Local Governments, Industry and Commerce:** We consult widely and work cooperatively with key customers and stakeholders including local governments, industry and commerce and community agencies, as partners in service delivery.

---

*Copies of this Annual Report are available for readers on request after November 1998 from:*

Strategic Management and Policy Unit  
Department of Emergency Services  
Emergency Services Complex  
Cnr Kedron Park Road and Park Road  
Kedron Qld 4031

Telephone: (07) 3247 8793  
Facsimile: (07) 3247 8798

## Table of Contents

Highlights of 1997/98	2
Our history	3
Overview of corporate performance	4
Letter of transmission	6
Director-General's report	7
Corporate governance	8
Our commitment to our people	10
The year ahead	13
Organisational structure	14
The year in review	15
Emergency Services Division .....	15
Office of Sport and Recreation .....	25
Strategy, Planning and Regional Services .....	31
Support Services Business Unit .....	37
Internal Operational Audit .....	43
Other information	48
Energy management .....	48
Departmental risk management .....	48
Whistleblowers' Protection Act .....	48
Statutory responsibilities - legislation .....	48
Statutory bodies, authorities and instrumentalities within the Minister's portfolio .....	48
Boards and committee memberships .....	49
Interdepartmental and intergovernmental committees and inquiries approved by Cabinet .....	
Lead agency .....	50
Intergovernment liaison .....	51
Publications .....	51
Freedom of Information .....	53
Consultancies .....	54
Overseas travel details .....	55
Financial Statements	57

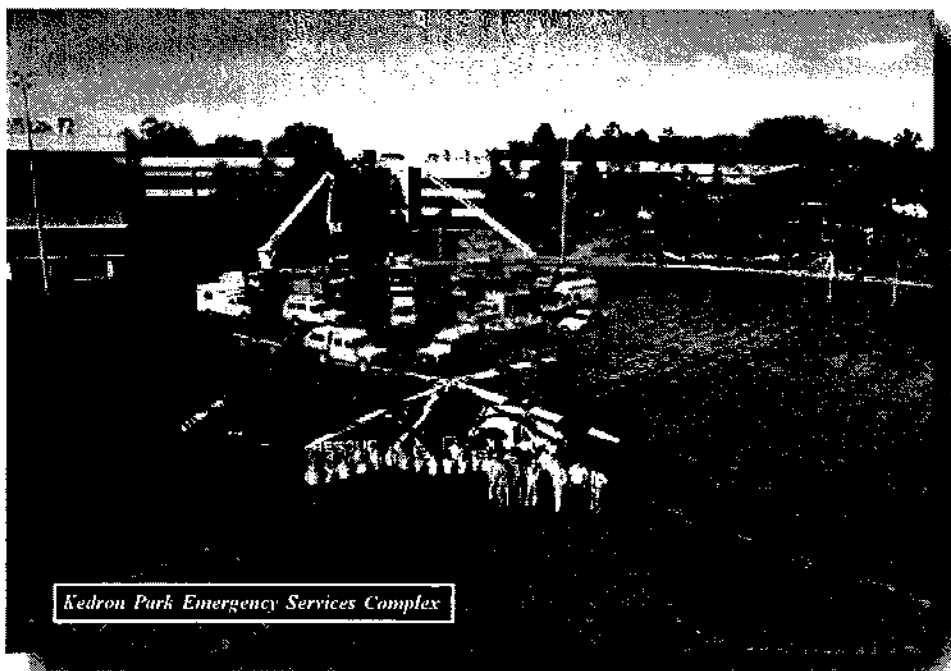
## Communication Objective

The purpose of this Annual Report is to communicate to the Minister, Parliament, clients, staff and the community the extent to which this department has met its stated goals for the 1997/98 financial year. This information will enable the Minister to assess the financial and non-financial performance, that is, the efficiency, effectiveness, and economy of the department.

The Report's format links performance to the goals and performance targets published in the department's 1997-2000 Corporate Plan, completing the 1997/98 Strategic Management Cycle. Information presented in this Report is organised in-line with the department's organisational structure.

# Highlights of 1997/98

- ◆ Establishment of the first fully integrated emergency services complex at Kedron Park bringing together over 500 emergency services personnel from a range of locations across Brisbane. The relocation of the emergency services personnel to the Kedron Park facility will ensure that the community continues to be the beneficiary of improved multi-service cooperation and coordination.
- ◆ Officers from Townsville Air Unit received a series of national and international bravery awards for their part in the rescue of two Canadians from a sinking vessel in the midst of Cyclone Justin.
- ◆ Sunshine Coast Helicopter Rescue Service (Energex Community Rescue) extended its service to Bundaberg on a trial basis for three years.
- ◆ SES Cadet Scheme invited to be a service provider for the Education Queensland Youth Action Program.
- ◆ Protocol establishing roles and responsibilities regarding Disaster Management and the SES was signed with the Local Government Association of Queensland (LGAQ).
- ◆ Service agreement with Surf Life Saving Queensland was signed.
- ◆ Provided assistance to both the ambulance and fire services with the identification of agreed comparative performance indicators at a national level for inclusion in the Council of Australian Governments (COAG) Steering Committee's Report on Government Services.
- ◆ Development of a business unit service delivery model for the Department's Support Services Division better attuned to the current and forward needs of internal departmental customers.
- ◆ Full accrual financial statements prepared for the Department and Queensland Fire and Rescue Authority for the first time.
- ◆ Introduction of a comprehensive Executive Leadership Development Program, in partnership with Deakin University.
- ◆ North Queensland Academy of Sport established in Townsville to develop and deliver at the local level, services and programs for elite and potentially elite athletes.
- ◆ "Ease into 2000" program established to provide elite athletes with the support to develop their sporting and work careers.
- ◆ Eighty-four international sports teams from thirteen countries engaged to train in Queensland prior to the Olympic Games.



# Our history

The Department of Emergency Services has a proud and well established history.

Its service to the community is underpinned by the dedication and commitment of many staff and volunteers.

Coordinated emergency services management in Queensland began in 1989 with the establishment of the Bureau of Emergency Services as a component of the Police and Emergency Services portfolio. Fire, Ambulance, Counter Disaster Services, Aviation Services and the Chemical Hazards and Emergency Management (CHEM) Unit were established under the administration of the Bureau of Emergency Services. A common Corporate Services Division was created in 1991.

The then Queensland Emergency Services was established as a Department in October 1993, replacing the previous Bureau of Emergency Services. In order to achieve economy of scale across common corporate services, the new Department also comprised the various emergency services plus the Office of Rural Communities and a new specialised support services program called Statewide Services.

The Office of Rural Communities was later transferred to the then Department of Housing, Local Government and Planning in December 1994, now the Department of Communication, Information, Local Government and Planning.

The Office of Sport and Recreation was transferred to operate as a new division of this Department and the Queensland Emergency Services Department was renamed the Department of Emergency Services on 26 February 1996.

Following a review of the Queensland Fire Service, the Fire Service was established as a Statutory Authority and renamed the Queensland Fire and Rescue Authority on 24 February 1997 with the proclamation of the *Fire Service Amendment Act 1996* (which amended the title of the *Fire Service Act 1990* to the *Fire and Rescue Authority Act 1990*).

An evaluation of the Queensland Ambulance Service was followed by legislation (proclaimed on 13 July 1997) establishing it as a Statutory Authority.

On 29 June 1998 the Office of Sport and Recreation was transferred to the Department of Tourism, Sport and Racing.

In summary, the Department of Emergency Services now comprises the Emergency Services Division (including the Chemical Hazards and Emergency Management Unit, Disaster Management, Operations Support, Disaster Policy and Research, and Aviation Services), the Strategy, Planning and Regional Services Division and the Support Services Business Unit.

The Department of Emergency Services has experienced dramatic change in a comparatively short time. Whilst preserving the traditions and history of the services, the Department is committed to providing high quality services which support and contribute to improvements in the safety, health and well-being of the community.

# Overview of corporate performance

Corporate priorities	Customer-focused service delivery	A focus on prevention and preparedness	A commitment to our people
<b>Emergency Services Division</b>	<ul style="list-style-type: none"> <li>Signed service agreements with Surf and Volunteer Marine Rescue Associations.</li> <li>Monitored, through key stakeholder involvement, emergency helicopter service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Maintained aircrew currency at all times.</li> <li>Trained SES Cadets in disaster preparedness.</li> <li>Drafted DES legislation to establish safer storage of dangerous goods and operation of major hazard facilities.</li> <li>Provided maintenance/engineering support at DES Air Units to meet Civil Aviation Safety Authority airworthiness standards and the requirement for a 24-hour response.</li> <li>Maintained Response Advice for Chemical Emergencies (RACE) 24-hour service.</li> </ul>	<ul style="list-style-type: none"> <li>Conducted Training Needs Analysis, ensuring continued commitment to staff skills development.</li> <li>Commenced implementation of Personal Achievement Plans.</li> </ul>
<b>Office of Sport and Recreation</b>	<ul style="list-style-type: none"> <li>Established client teams and a service delivery process to be implemented within regional offices throughout the State to enhance service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Developed and distributed a risk management manual to State sporting organisations.</li> <li>Profiled 120 sporting organisations, 130 Local Governments, 500 regional sporting organisations and industry peak bodies, as the first stage towards establishing service requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Undertook second staff survey. The results will be benchmarked against the first staff survey and improvement strategies will be developed.</li> <li>Commenced a Senior Development Program for managers.</li> <li>Continued to implement the initiatives identified in the Enterprise Partnership Agreement.</li> </ul>
<b>Strategy, Planning and Regional Services</b>	<ul style="list-style-type: none"> <li>Developed customer service standards for Executive Services and the Legal Services Unit.</li> <li>Continued to maintain and monitor service delivery against the existing client service standards in the Policy Unit.</li> </ul>	<ul style="list-style-type: none"> <li>Completed <i>Fire at Risk Groups</i> project incorporating interstate responses.</li> <li>Provided ongoing assistance with development of Comparative Performance Information for the Australasian Fire Services and the Convention of Ambulance Authorities</li> <li>Provided assistance with identification of agreed comparative performance indicators for Council of Australian Governments (COAG) emergency services working group.</li> </ul>	<ul style="list-style-type: none"> <li>Conducted a second cultural audit study.</li> <li>Progressed the implementation of the Enterprise Partnership Agreement.</li> <li>Maintained individual work plans incorporating training and development plans in the Policy Unit.</li> </ul>
<b>Support Services Business Unit</b>	<ul style="list-style-type: none"> <li>Established customer focused co-located teams and dedicated account managers.</li> <li>Provided specialist support for the restructuring of Statutory Authorities and Divisions of the department including recruitment and selection strategies, contract management, Voluntary Early Retirement (VER) and redeployment strategies.</li> <li>Aligned service delivery to customer goals, program outputs and community based outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Continued to lead the department-wide Year 2000 project for technology and non-technology equipment, with significant progress in risk assessment and action plans.</li> </ul>	<ul style="list-style-type: none"> <li>Achieved certification of the Enterprise Partnership Agreements for public service divisions.</li> <li>Simplified performance management program introduced for all staff, together with a 360 degree leadership feedback system for senior managers.</li> <li>Introduced a comprehensive Executive Leadership Development Program, in partnership with Deakin University.</li> </ul>

### Enhanced equity of access to service and employment opportunity

- ♦ Appointed additional Disaster Management Unit Training Officers in Mackay, Mount Isa and Roma

- ♦ Contributed to the national Recreation and Sport Industry Statistical Group to ensure that the industry has a sound statistical framework to support its development.
- ♦ Contributed to a national project established to assist in the development of female sports administrators with the long-term aim of increasing the low representation of women in senior decision-making positions in sport.

- ♦ Progressed the development of a department/statutory authority-wide disability action plan.
- ♦ Coordinated a successful International Womens Day program.

- ♦ Provided support to programs on Equal Employment Opportunity (EEO) strategies through development of corporate training materials on equal employment opportunity and harassment prevention.

### Introduction of quality management

- ♦ Prepared Business Plan for 1998/99.
- ♦ Participated in Executive Leadership Program.

- ♦ The results of a customer survey were used to develop the Office of Sport and Recreation's Strategic Plan 1997-2002 - Towards an Active State.

- ♦ Coordinated the portfolio's response to the *Managing for Outcomes* reform identifying agreed portfolio outcome statements, supporting outcome statements, key services (outputs) and associated performance measures and targets.

- ♦ Provided high quality management information to the QFRA and QAS Boards to align services to the programs' community-based outcomes.
- ♦ Established financial reporting systems for QFRA and QAS as Statutory Authorities.
- ♦ Completed stage one of the public service staff migration to the Department's Integrated Human Resource Information System (IHRIS).

### Strategic targeting of resources to meet community needs

- ♦ Conducted review of blue water area service needs throughout Queensland.
- ♦ Commenced development of Statewide Development Plan for Volunteer Marine Rescue Services in Queensland.

- ♦ Provided \$29.6m to sport and recreation organisations through financial assistance programs to assist in the planning and development of sport and recreation activities and facilities.
- ♦ The Queensland Sporting Facilities Plan - A Needs Analysis, distributed to key clients aimed at guiding the equitable distribution of OSR facility funding. Stage two, which has commenced, will focus on regional sporting facility needs.

- ♦ Coordinated non-financial quarterly position assessments.
- ♦ Prepared corporate management cycle in consultation with Finance and Asset Services and Queensland Treasury.
- ♦ Continued membership of Inter-departmental Output Specifications expert panel.

- ♦ The QFRA and QAS Boards approved SSBU as their provider of choice for three years (1998-2001).
- ♦ Successfully implemented the remote network access to corporate systems for all QFRA area and sector offices, mechanical workshops and Rural Fire District Offices.
- ♦ Activity Based Costing exercises identified an accurate assessment of the consumption by customers of support services.

# Letter of transmission



DEPARTMENT OF  
**Emergency**  
SERVICES



The Honourable Merri Rose, MLA  
Minister for Emergency Services  
GPO Box 1425  
BRISBANE QLD 4001

Level 3  
Emergency Services Complex  
Cnr Park Rd & Kedron Park Road  
Kedron Qld 4031

GPO Box 1425  
Brisbane Qld 4001

Tel (07) 3247 8821  
Fax (07) 3247 8535

Dear Minister,

It is my pleasure to submit to you for presentation to Parliament the 1997/98 Annual Report of the Department of Emergency Services and Office of Sport.

The change of Government which occurred on Friday, 26 June 1998, led to a change in the administrative arrangements of the Department.

For practical purposes this report is on the basis of the previous administrative arrangements for this Department applying for the whole of the 1997/98 financial year. It reflects the structure, operations and performance of the Department as it existed for virtually all of that period. The changed administrative arrangements will be reflected in the relevant 1998/99 departmental annual report.

I commend the report to you.

Yours sincerely,

MICHAEL KINNANE  
Acting Director-General

# Director-General's report

The operational arm of the Department of Emergency Services is one of the leading service providers in the world. We continue to strive to provide Queenslanders with first class emergency and disaster management services to ensure the safety, health and well-being of the community.

Our vision, mission and our values reflect our commitment to the preservation of life, property and the environment.

Some measures of our success include the extent to which our services and products contribute to and support the achievement of:

- ♦ a reduction in the number of preventable fire deaths;
- ♦ a reduction in the average cost of property loss for each 100,000 head of population;
- ♦ an increase in the survival rate of out-of-hospital cardiac arrests;
- ♦ an increase in the level of community understanding and adoption of safety behaviours;
- ♦ an increase in the percentage of population with first-aid skills; and
- ♦ an increase in the level of stakeholder satisfaction with the quality of our services.

An effective working relationship with the Ambulance and Fire and Rescue Statutory Authorities resulted in the signing of a Memorandum of Partnership between those Authorities and the Support Services Business Unit of the Department for the period 1998-2001. The signing of such Memoranda together with a Service Level Agreement is a unique arrangement

within the Queensland Government Sector. These arrangements demonstrate alignment of the SSBU services and direction with the strategic needs of the Authorities. This will translate into better and more efficient services, the beneficiaries of which will be the people of Queensland.



*Michael Kinnane  
Acting Director-General*

The integrated emergency services complex at Kedron Park was officially opened on 27 April 1998 by the Honourable Michael Veivers, the then Minister for Emergency Services and Minister for Sport. Almost 500 staff have now been relocated to Kedron Park, bringing to a close stage one of this important initiative. This fully integrated Emergency Services facility will ensure that the community continues to benefit from multi-service coordination and cooperation.

All Emergency Services will continue to work cooperatively to achieve improved services for the community and to strengthen our links to the community.

Our commitment will be to continue to deliver and support the delivery of effective and efficient front-line emergency and disaster management services to communities throughout Queensland.

I am proud of the continuing dedication and commitment of all our staff and volunteers who continually deliver high quality services. That commitment and dedication is vital towards creating safer communities throughout Queensland.

A stylized signature of Michael Kinnane, consisting of a series of connected loops and a long horizontal stroke.

**MICHAEL KINNANE**  
Acting Director-General

# Corporate governance

The Executive Management Group, which is comprised of heads of each of the divisions of the Department and the Statutory Authorities, together with the Audit Committee assists the Director-General in his role as the Chief Executive and the Accountable Officer. The Audit Committee enables the Director-General to fulfil his responsibility by reviewing, and reporting on, specified aspects of the department in relation to financial integrity and audit effectiveness. The Audit Committee met on four occasions this financial year. The Executive Management Group, in conjunction with the Director-General, provides the strategic direction for the Department by setting the overall corporate priorities and monitoring performance. Meetings of the Executive Management Group and Director-General are held fortnightly. In addition, various committees assist the Executive Management Group and Director-General to manage their responsibilities. During 1997/98, these committees included the Information Steering Committee, the Workplace Reform Executive Committee, the Computer Aided Dispatch Project Board and Steering Committee and the Joint Training and Development Coordination Committee. Position assessment reports are prepared on a quarterly basis to provide the Director-General and other members of the Executive Management Group with financial and non-financial performance information.

## Minister



**Michael Veivers, Minister for Emergency Services and Minister for Sport:** Minister for Emergency Services and Minister for Sport since 1996, Mr Veivers has been a Member of the Queensland Parliament since 1987 as the Member for Southport. He has held ministerial or shadow responsibility for Emergency Services, Sport, Tourism, Racing and Youth, and has also been a member of the Parliamentary Estimates Committee and Parliamentary Building and Catering Advisory Committee as well as many Government Bills committees. He was instrumental in establishing the State's elite Queensland Academy of Sport. Prior to his political career, Mr Veivers was a professional rugby league player representing Qld, NSW and Australia. He was also a football commentator for radio and TV. He has been a dairy farmer, caterer and retail fruit market owner. Mr Veivers was born in 1939 and was educated at Nudgee College.

## Director-General



**John Hocken, Director-General, Department of Emergency Services:** John Hocken has an extensive background in public sector reform, having held a number of senior posts in Government including Assistant Chief Management Advisory Officer of the Public Service Board; the Assistant Director for the Operational Audit Service, Treasury Department; and the Director of Corporate Services Division, Department of Harbours and Marine. From 1994 to March 1996, he was the Deputy Director of the Queensland Performing Arts Trust from where he moved to the position of Director-General of the Department of Emergency Services and the Office of Sport and Recreation. He has also been a Managing Director of an international marketing support group for companies wishing to operate in Australia and South East Asia. He is also Chair of the Queensland Fire and Rescue Authority Board and the Queensland Ambulance Service Board.



## Emergency Services Division:

**Jack Noye, Executive Director:** Jack has a strong background in the management of government service delivery agencies and in the development, coordination and implementation of government policy. Previously Director of the Aviation Services Unit, he was responsible for providing and coordinating emergency aviation services across the State.

The Emergency Services Division is responsible for Queensland's disaster management arrangements and the provision of responsive and effective emergency aviation and chemical hazard advisory services. The division also coordinates Government support to volunteer marine rescue organisations, Local Government Volunteer State Emergency Service (SES) units and SES cadet units.

## Office of Sport and Recreation:

**Roger Plastow, Executive Director:** Roger is an experienced journalist with a strong background in public relations. Previously Managing Editor of a major regional newspaper, he has been a media advisor to two State Government Ministers and Public Relations Manager of the former Department of Harbours and Marine. A specialist in communications issues management, he also handled the demanding position of Director of Public Affairs with the Queensland Corrective Services Commission.

The Office of Sport and Recreation develops programs and facilities which provide access to sport and recreation for all Queenslanders and promotes excellence in sport. The services provided include: sports development, recreation development, planning and facilities development, and business development. Combined, these services develop and support Queensland's growing \$2.6 billion sport and recreation industry.

## Strategy, Planning and Regional Services:

**Peter Lockhart, Acting Executive Director:** Peter has an extensive background in public sector management and reform in senior and executive management positions. He has been the manager of a management consultancy function, Director Corporate Services, Department of Attorney-General, and Director of the Major Business Division in Consumer Affairs. His extensive experience includes organisational change management and industrial relations, policy development and evaluation, public sector financial management reform, strategic planning, operational auditing and program evaluation, and regulatory management. He holds a Bachelor of Commerce Degree from the University of Queensland, and is a Fellow of the Australian Society of Accountants.

The Strategy, Planning and Regional Services Division is responsible for supporting the development of an effective corporate management framework, encouraging and assisting the development of policies and strategies advising on commercial development strategies, and implementing a client-focused regional service delivery strategy which is competitive and efficient. The division is also responsible for the provision of timely and quality executive support to senior management and the Minister's Office.

## Support Services Business Unit:

**Michael Kinnane, Executive Director:** Michael has held a variety of program management responsibilities covering various aspects of emergency management across the Department over the past seven years. These range from leading the transition of Support Services to a business unit model of service delivery, to responsibility for a whole-of-government package of improved aeromedical and aviation rescue services for the benefit of regional and rural Queensland. Prior to rejoining the Queensland Public Service in 1990, Michael held a range of positions involved with industrial relations and training in the Commonwealth Public Service and has travelled extensively overseas. He has previously been employed by a number of international organisations including the International Labour Organisation (ILO).

The role of the division is to provide high quality support to enhance the core business of the department - the provision of emergency, disaster management and sporting services to the community. Its team of people provide professional services and expert advice in the areas of finance, human resources, information management, legal advice to all operational areas and facilities and asset management.

# Our commitment to our people

## Enterprise Partnership Agreements

The Departmental Enterprise Partnership Agreement (EPA) was carried by a 90 per cent 'yes' vote. Management and employees worked together to ensure the majority of the performance initiatives for the Department's EPA were met. The achievement of these performance initiatives resulted in Cabinet endorsing the four per cent wage increase for all employees of the Department from 1 July 1998. The implementation of the EPA will continue to focus on the needs of customers and employees and aligning these factors with the goals of the business.

An Enterprise Partnership Agreement for operational employees of the Queensland Rescue Air Unit was developed during the year. The Agreement was designed to meet the specific needs of this unit.

## Leadership and development

A comprehensive leadership development strategy was implemented during the year. The strategy involves a range of components including coaching, action learning projects, retreats, the *Leadership Feedback System* and tailored development workshops focusing on key subjects such as corporate governance, finance, and personal leadership skills. The workshops are developed and delivered through a strategic partnership with Deakin Australia, a provider of high quality tertiary level development programs. These workshops include both theoretical and practical aspects of the subjects covered and include guest speakers from industry. Seventy-five senior officers of the Department are eligible to attend these workshops, which are scheduled on a regular basis.

## Workplace Health and Safety

A major focus during the year has been the examination of the application of Workplace Health and Safety legislation as it applies to emergency workplaces. Risk management strategies at emergency workplaces received particular attention. Increased matching of risk management approaches to the practical operational requirements of Divisions and Programs contributed to the Public Service and State Emergency Service programs of the Department

experiencing a decline in workers' compensation usage when compared to the previous financial year. The move of the majority of Brisbane-based support staff to the new facility at Kedron Park resulted in a slight increase in minor injury reports and hazard reports. An appropriate workplace health and safety consultative structure for the new facility is being developed.

## Implementation of the Public Sector Ethics Act

- ♦ Code of Conduct brochures were distributed to all permanent officers of the Department in September 1997. Wall posters highlighting the five ethics principles were distributed to each work area.
- ♦ A Statement of Ethics has been incorporated into Log Books provided to all State Emergency Service volunteers and cadets.
- ♦ HR Services developed an Ethics Awareness Training Kit for use by managers throughout the Department.
- ♦ New staff receive a Code of Conduct brochure as part of their Induction Kit.
- ♦ Ethics Awareness sessions were incorporated into the Department's regularly scheduled Induction Seminars for new staff.

## Developing a performance culture

A new, simplified performance appraisal and support process was introduced for staff. This involved the use of personal achievement plans, developed by individual employees and their immediate supervisors. These plans identify how each individual will contribute to the work priorities and goals of their work unit and their Division. A key part of the plans is the identification of specific training and development activities for the employee. The *Leadership Feedback System* was introduced during the year. The system involves relevant staff assessing the effectiveness of each manager's leadership behaviours through confidential questionnaires. Findings are provided to managers to enhance their understanding of strengths and areas for improvement.

## Code of Conduct

The Department's new Code of Conduct was distributed to all staff during the year. The Code has been developed as a simple brochure describing the five ethical principles which are: respect for persons; respect for the law and system of government; integrity; diligence; and economy and efficiency. New staff entering the Department for the first time receive the Code of Conduct as part of their induction kit. The Code covers all paid employees as well as volunteers attached to the Department. In addition to its broader role of communicating appropriate ethical behaviour to all employees, the Code was also used by senior managers and other employees in the management of grievance and disciplinary matters.

Figure 1 below illustrates the number of males and females across salary bands as at 30 June 1998.

Staff identifying as members of the four EEO target groups are illustrated in the table below:

Female	Non English speaking background	Aboriginal and Torres Strait Islander	People with a disability background
569 59%	66 11.5%*	10 2%*	43 8%*

\*These figures have been adjusted to account for surveyed employees only and do not include approximately 40 per cent of staff, for which survey results are not available.

## Equal Employment Opportunity

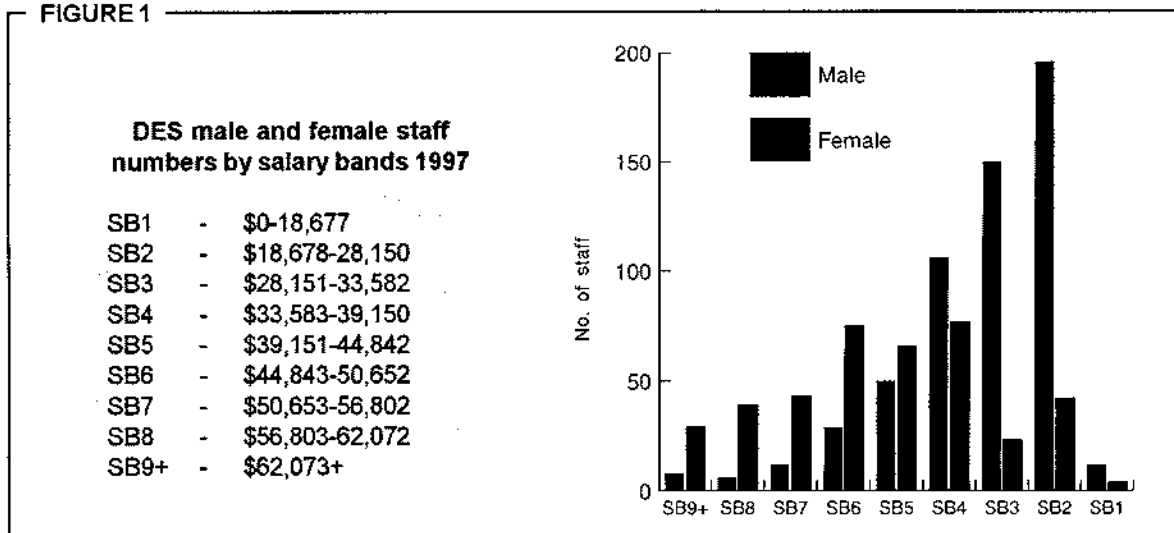
The Department's Equal Employment Opportunity (EEO) Management Program is based on the 1995-98 Management Plan. The Plan focuses on strategies for promotion; merit appointments; prevention of sexual and other forms of harassment; elimination of unlawful discrimination; and balancing work and family responsibilities.

Of the 967 public service staff that were employed by the Department at 30 June 1998, 569 were female and 398 were male.

## Equal Employment Opportunity initiatives

- ◆ EEO awareness and sexual harassment prevention sessions were incorporated into induction seminars for new staff.
- ◆ Information sessions on human resource issues including EEO, anti-discrimination and sexual harassment prevention were conducted for emergency service volunteer units and staff working in the Office of Sport and Recreation camps.

FIGURE 1



- ◆ Department-specific brochures on harassment prevention and EEO were developed and distributed throughout the organisation.
- ◆ A draft Disability Action Plan was developed which incorporated equal employment opportunity principles and strategies.
- ◆ Conduct a comprehensive EEO census involving all staff of the Department, to gain a more accurate understanding of target group membership.
- ◆ Implementation of equal employment opportunity components of the Disability Action Plan.

### Women in the Department of Emergency Services

- ◆ All women in senior management positions (14 in total) are eligible to participate in the Department's comprehensive Executive Leadership Development Program. As at 30 June 1998, ten of these female managers had attended workshops within the program.
- ◆ The Department is trialling a Telecommuting initiative in two work areas, with the possibility of extension to wider areas in the organisation. Telecommuting allows a staff member to work from home using departmental information technology and other equipment. This flexible work practice is especially beneficial to women with family responsibilities.
- ◆ 212 female employees have attended a wide variety of courses within the Department's Information Technology Training Program.

### EEO priorities for 1998/99

- ◆ Development of a new EEO Strategy for the Department to replace the 1995-98 EEO Management Plan.
- ◆ Development of specific strategies relating to the Government-wide EEO targets for women in management and Aboriginal and Torres Strait Islander representation in the departmental workforce.

### Kedron Park relocation

- ◆ The Emergency Services Complex was officially opened on 27 April 1998 by the former Minister for Emergency Services and Minister for Sport.
- ◆ All staff for the phase 1 occupation have been relocated to the Complex at Kedron Park.
- ◆ Phase 2, encompassing QFRA Technical Services, Logistics, Brendale Fleet Management and the QAS Radio and Electronics Branch, based at the Police Workshops at Alderley, will commence in late September 1998 and be completed by early March 1999.
- ◆ The location and grounds of this unique complex have enabled the provision of first-class facilities for use by staff.

### Staff statistics

FIGURE 2 - Absenteeism

Rate	Male	Female
Total hours	6,988.8	12,990.78
Annual rate in days per person	2.75	3.77
% of workforce absent on a daily basis	0.51%	0.948%

Total hours of paid leave (includes paid sick and special leave) for the Department is 19,979 hours at a cost of \$443,772.00.

FIGURE 3 - Staff Turnover

Separations	Male	Female
Permanents	38	40
Temporaries	60	158
<b>Total:</b>	<b>98</b>	<b>198</b>

# The year ahead

We have presented a summary of our progress towards achieving the goals set out in the 1997-2000 Corporate Plan in the 'Year in review' section of this report. Our focus for the next 12 months will continue to be on improving the delivery of responsive services to the community. Our priorities for the next year and our actions are outlined below:

## Our priorities for 1998/99 are:

## Our actions:

### customer-focused service delivery

● We will continue the development of customer service standards and monitoring and reporting on the extent to which we have achieved our customer service standards for the benefit of Queenslanders.

● We will continue to monitor stakeholder satisfaction with the delivery of our services.

### enhanced education and training

● We will continue to support our personnel through training and development activities linked to goals of the organisation.

### a focus on prevention and preparedness

● We will continue to strive for the implementation of effective preventative strategies at a national, state and local level.

● We will continue to deliver public awareness and education programs.

### a commitment to our people

● We will continue to implement the leadership feedback system for senior managers.

### a volunteer base for the future

● We will continue to support the operations of volunteers through the provision of effective training and equipment and through the development of the SES Cadet Scheme.

### enhanced equity of access to service and employment

● We will develop and implement a new Equal Employment Opportunity strategy for the Department, including a comprehensive census of all staff.

### quality leadership and business management

● We will roll out stage 2 of the Executive Leadership Program providing development workshops to a wider group of managerial staff across the organisation.

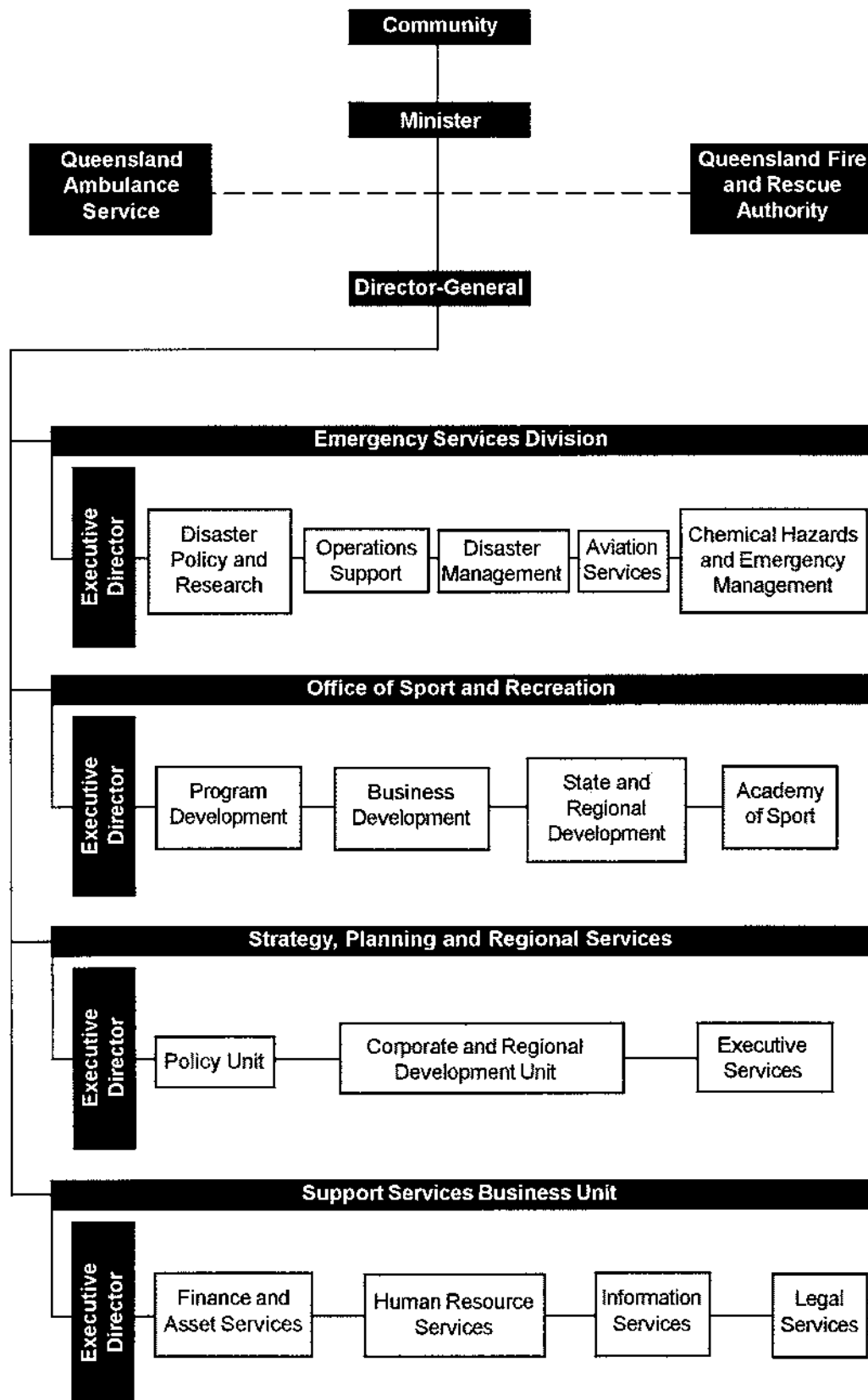
### strategic targeting of resources to meet community needs

● We will progress the implementation of the 'Managing for Outcomes' reform, including the implementation of accrual output budgeting.

● We will ensure that our strategic information systems enable us to monitor effectively our financial, human and physical resources.

● We will complete the development and commence implementation of the Physical Asset Strategic Plan.

# Organisational structure





## EMERGENCY SERVICES DIVISION

### Program description

Emergency Services Division is responsible for Queensland's disaster management arrangements and the provision of responsive and effective emergency helicopter and chemical hazard advisory services. The Division also coordinates Government support to Volunteer Marine Rescue (VMR) organisations, Local Government Volunteer State Emergency Service (SES) units and SES Cadet units.

### Goals

- ◆ Ensure effective whole-of-government disaster mitigation, response and recovery programs.
- ◆ Ensure Local Government Volunteer SES Units are capable of fulfilling their responsibilities to their communities.
- ◆ Ensure appropriate Volunteer Marine Rescue service levels.
- ◆ Enhance public protection from hazardous materials.
- ◆ Improve emergency helicopter aeromedical and air rescue services.
- ◆ Achieve skilled and motivated staff.
- ◆ Realise appropriate commercial opportunities.

# Emergency Services Division

## Our customers and other stakeholders

- ♦ The community
- ♦ Minister
- ♦ Director-General
- ♦ State Government Departments and Agencies
- ♦ Local Governments
- ♦ Volunteer groups
- ♦ Commonwealth agencies
- ♦ Non-Government organisations
- ♦ Industry clients and sponsors.

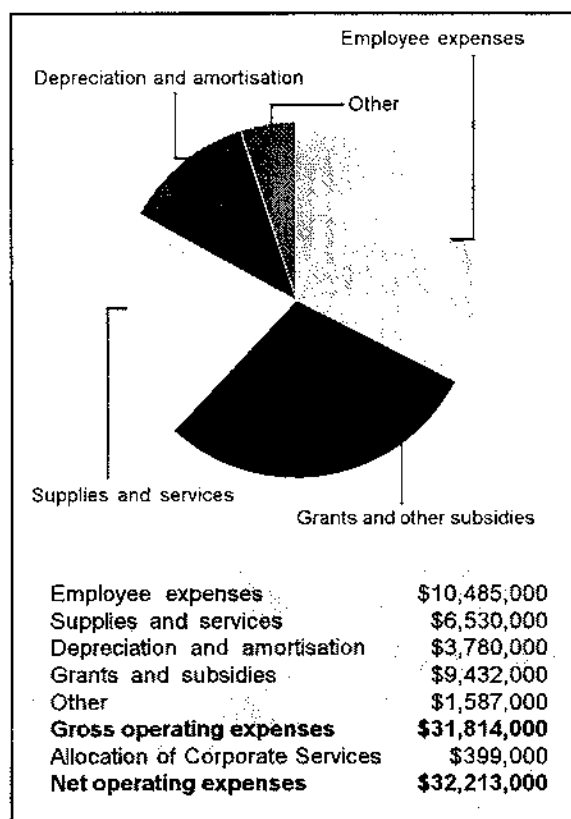
## Key services

- ♦ Whole-of-government disaster policy development, planning and operational coordination
- ♦ Disaster management training, advice and information
- ♦ Support to Local Government Volunteer SES Groups and the SES Cadet Scheme
- ♦ Support to Volunteer Marine Rescue (VMR) organisations
- ♦ Lead Agency for management of hazardous substances
- ♦ Response advice for chemical emergencies
- ♦ Chemical hazard identification and risk assessment
- ♦ Emergency helicopter services
- ♦ Support to contract and community helicopter providers
- ♦ Public awareness on disaster and chemical hazard issues.

## Highlights

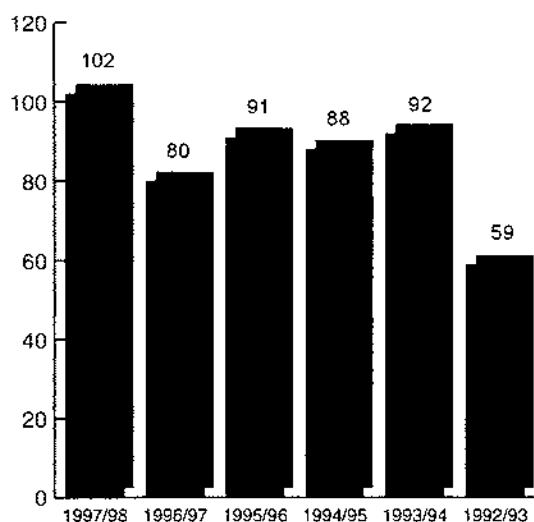
- ♦ Protocol establishing roles and responsibilities regarding disaster management and the SES signed with Local Government Association of Queensland (LGAQ).
- ♦ Cabinet approval for the preparation of new legislation that will provide a whole-of-government integrated approach to the storage of hazardous materials and the control of major hazard facilities.
- ♦ Officers from the Queensland Rescue Air Unit in Townsville received a series of awards for the rescue of two Canadians from a sinking vessel during Cyclone Justin.

## Operating expenses 1997/98



- ♦ Replacement Bell 412 helicopter introduced into service in Townsville.
- ♦ The Sunshine Coast Helicopter Rescue Service (Energex Community Rescue) extended its existing service to Bundaberg on a trial basis for a period of 3 years.
- ♦ Improved response times at the Queensland Rescue Air Unit in Cairns were achieved through provision of sleeping quarters for air crews.
- ♦ Three publications relating to chemical hazards were developed and published to provide guidance for key clients and stakeholders.
- ♦ Conduct of flood risk management study project in Murweh Shire.
- ♦ Number of SES Cadet Groups increased to 28.
- ♦ SES Cadet Scheme invited to be a service provider for the Education Queensland Youth Action Program. Two high schools (Mackay North and Charleville) selected the SES Cadet Scheme as their preferred provider of service.

**Response advice for chemical emergencies (RACE) call-outs since the implementation of the service in March 1992**



- ◆ Over \$980,000 paid in subsidies to Local Governments for SES vehicles, buildings and equipment.
- ◆ Review of the Natural Disaster Relief Arrangements (NDRA) in Queensland in conjunction with the Local Government Association of Queensland.
- ◆ Service Agreement signed with Surf Life Saving Queensland.
- ◆ Service Agreement signed with Volunteer Marine Rescue Association Queensland and the Australian Volunteer Coast Guard.

## Review of operations

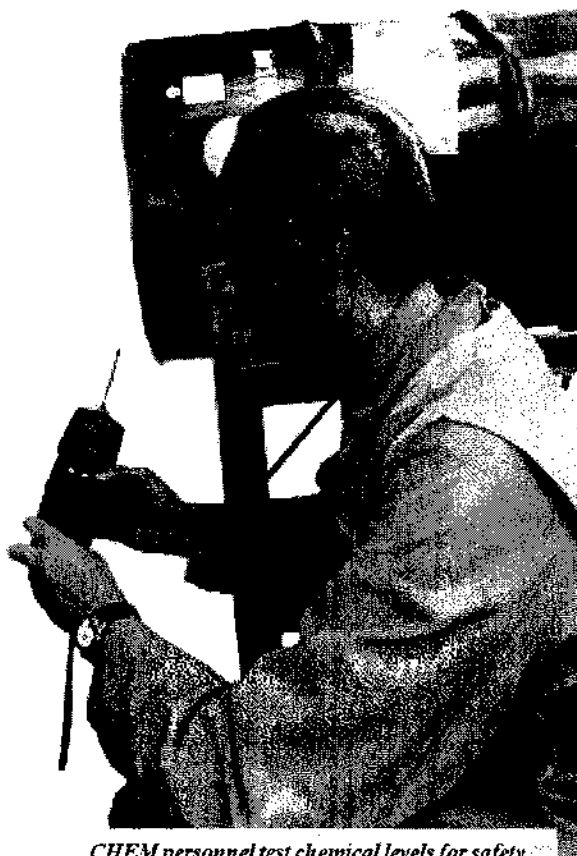
**KEY GOAL:** Ensure effective whole-of-government disaster mitigation, response and recovery programs.

- ◆ Reviewed the Natural Disaster Relief Arrangements (NDRA) in Queensland in conjunction with the Local Government Association of Queensland.
- ◆ Conducted a flood risk management study in Murweh Shire.
- ◆ Coordinated disaster response relating to Tropical Cyclones Sid, Katrina and May and subsequent flooding in North Queensland and the Gulf involved some 1,100 staff hours.

- ◆ Sponsored post-disaster event research (Townsville and Gulf floods).
- ◆ Reviewed State Plan for Nuclear Powered Warship Visits reviewed in consultation with other Government agencies.
- ◆ Conducted operational exercises involving over 500 staff hours during October/November 1997.
- ◆ Contributed significantly to national forums developing national disaster mitigation policies and strategies.
- ◆ Helicopters and Aviation Liaison Officers went to Townsville and Normanton to support counter disaster operations.

**KEY GOAL:** Ensure Local Government Volunteer SES Units are capable of fulfilling their responsibilities to their communities.

- ◆ Conducted total of 7,542 training activities involving SES Volunteers for a total of 295,174 hours.
- ◆ Enhanced radio communications at Mount Isa, Roma and Toowoomba, with additional radio equipment being provided to SES Volunteers.



*CHEM personnel test chemical levels for safety.*

## Performance indicators

Indicator	Performance	Comments
Completion of annual review of State and Local Government disaster plans and report	Ongoing	Disaster District and Local Government plans reviewed as part of the ongoing program required under the State Disaster Plan.
Adequate levels of SES training and equipment provided in relation to assigned tasks	Achieved	SES training curriculum developed based on needs analysis. Equipment provided based on assessment of requirements of SES units and communities.
Volunteer Marine Rescue resource agreements in place.	Achieved	Service Agreement between the Department and Volunteer Marine Rescue Association Queensland and Australian Volunteer Coast Guard signed. Service Agreement between the Department and Surf Life Saving Queensland signed.
Level of client satisfaction with CHEM Unit services (80 per cent target)	Achieved overall	Key service achievement: <ul style="list-style-type: none"> <li>- Hazardous Materials Training - 92 per cent</li> <li>- Lead Agency - 78 per cent</li> <li>- Major Hazard Identification and Risk Assessment (MHIRA) - 84 per cent</li> <li>- Response Advice for Chemical Emergencies (RACE) - 86 per cent.</li> </ul>
Improve aeromedical and air rescue services	Achieved	Replacement Bell 412 helicopter introduced into service in Townsville. Energex Community Rescue extended its service to Bundaberg for a three year trial period. New base facilities built for Queensland Rescue Air Unit in Cairns. High quality training provided to volunteer crew of Torres Strait Rescue.
Effective staff development and performance	In progress	Training Needs Analysis conducted throughout the Division to enhance development of appropriate staff skills. Implementation of Personal Achievement Plans under way.
<ul style="list-style-type: none"> <li>◆ Increased SES Cadet Scheme by 272 cadets and 8 Groups with a total of 28 Cadet Groups now in place involving 750 cadets.</li> <li>◆ Developed and delivered SES Cadet training modules to all SES Cadet Groups.</li> <li>◆ Significant improvement in providing SES Volunteer clothing and equipment.</li> </ul>		<p>KEY GOAL: Ensure appropriate Volunteer Marine Rescue service levels.</p> <ul style="list-style-type: none"> <li>◆ Signed Service Agreements between the Department and Volunteer Marine Rescue Association Queensland and Australian Volunteer Coast Guard.</li> <li>◆ Signed Service Agreement between the Department and Surf Life Saving Queensland.</li> <li>◆ Developed Strategic Plan for the Queensland Volunteer Marine Rescue Committee.</li> </ul>

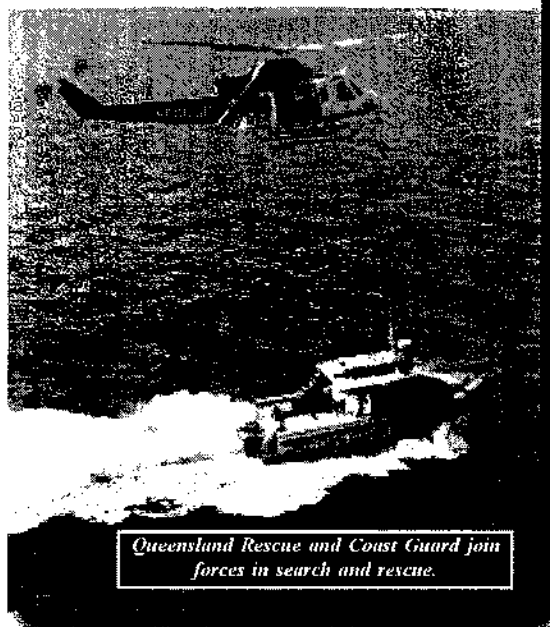
## Ministerial taskings of DES helicopters

1996/97			1997/98		
Minister	Tasks	Hours	Minister	Tasks	Hours
R Borbidge	10	14	R Borbidge	10	10.7
R Connor	1	1.4	B Davidson	3	4.5
B Davidson	1	1.3			
M Horan	2	4.1			
B Littleproud	1	2.3			
J Sheldon	1	1.7			
M Veivers	1	0.9			
<b>TOTAL</b>	<b>17</b>	<b>25.7</b>	<b>TOTAL</b>	<b>13</b>	<b>15.2</b>

- ♦ Government subsidies totalling \$4.26 million were paid to Volunteer Marine Rescue Associations during 1997/98, in accordance with Service Agreements.
- ♦ Progressed re-accreditation of Volunteer Marine Rescue units ensuring maintenance of standards and compliance with Accreditation Guidelines.
- ♦ Queensland Volunteer Marine Rescue Committee (QVMRC) met on six occasions during the year.
- ♦ The CHEM Unit provided advice at the development proposal stage to improve the siting and safety of chemical storage and processing plants including:
  - 18 environmental impact studies/impact assessment statements
  - 38 terms of reference for environmental impact studies
  - four matters relating to town planning.

**KEY GOAL:** Enhance public protection from hazardous materials.

- ♦ Developed publications to provide guidance for key clients and stakeholders:
  - *Emergency Planning: Guidelines for Hazardous Industry*
  - *Safe Storage of Unwanted Chemicals* (also available on the Internet)
  - *Hazardous Materials Legislation in Queensland: A Guide for Local Government and Industry* (also available on the Internet).
- ♦ Provided hazardous materials training to 422 personnel (mainly Police and emergency services). Training included personal safety for emergency responders; combustion chemistry; and the use of oxygen in helicopters.
- ♦ RACE service responded to 102 requests for assistance at chemical emergencies. This represents the highest number of call-outs per year to date.



Queensland Rescue and Coast Guard join forces in search and rescue.

## Activity indicators

### Helicopters

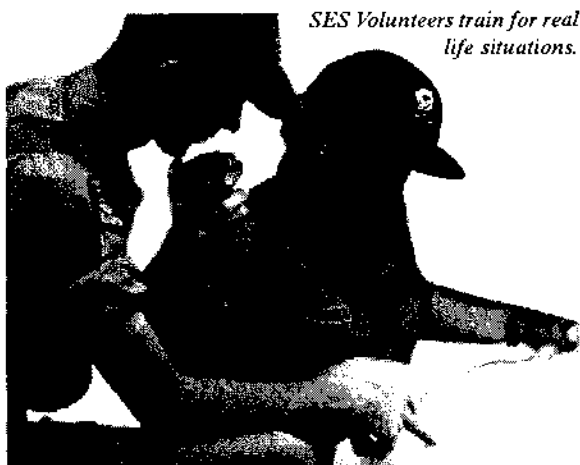
Type of Task	1994/95		1995/96		1996/97		1997/98	
	Tasks	Hours	Tasks	Hours	Tasks	Hours	Tasks	Hours
Aeromedical	420	718.0	549	683.57	564	737.45	603	787.95
Counter Disaster	33	65.7	40	79.90	41	85.95	49	100.80
Search and Rescue	122	226.0	161	361.50	175	452.34	162	339.68

**KEY GOAL:** Improve emergency helicopter aeromedical and air rescue services.

- ◆ Emergency helicopter services for regional and remote Queensland provided by Queensland Rescue Air Units located in Brisbane, Townsville and Cairns, community helicopter providers located at the Gold and Sunshine Coasts, Bundaberg, Rockhampton and Mackay and a contract helicopter service in the Torres Strait.
- ◆ Queensland Rescue helicopters met the target response time of 20 minutes for primary tasks on 90 per cent of responses and met the target response time of 30 minutes for other operational tasks on 80 per cent of responses.
- ◆ Replacement Bell 412 helicopter introduced into service in Townsville on 3 November 1997.
- ◆ The Sunshine Coast Helicopter Rescue Service (Energex Community Rescue) extended its existing service by positioning a Jetranger helicopter at Bundaberg on 1 March 1998 for a trial period of three years.
- ◆ Conferences to facilitate an exchange of information were held for the four community helicopter providers in September 1997 and May 1998.
- ◆ Completed refurbishment of the Queensland Rescue Air Unit hangar at Cairns in June 1998 which has resulted in improved response times.
- ◆ Queensland Rescue Air Unit staff in Townsville received awards through the Australian Honours System, as well as from the Helicopter Association International, the *Rotor & Wing* publication and the Royal Humane Society of Australia for the rescue of two Canadians from a sinking vessel during Cyclone Justin.
- ◆ Government financial support of \$2.48 million was provided to community helicopter providers and \$0.453 million to the contract helicopter provider in the Torres Strait.
- ◆ Continued development of the Queensland aeromedical and air rescue tasking guidelines with Queensland Police Service, Queensland Health, Royal Flying Doctor Service and community helicopter providers to improve coordination of emergency aviation services.

**KEY GOAL:** Achieve skilled and motivated staff.

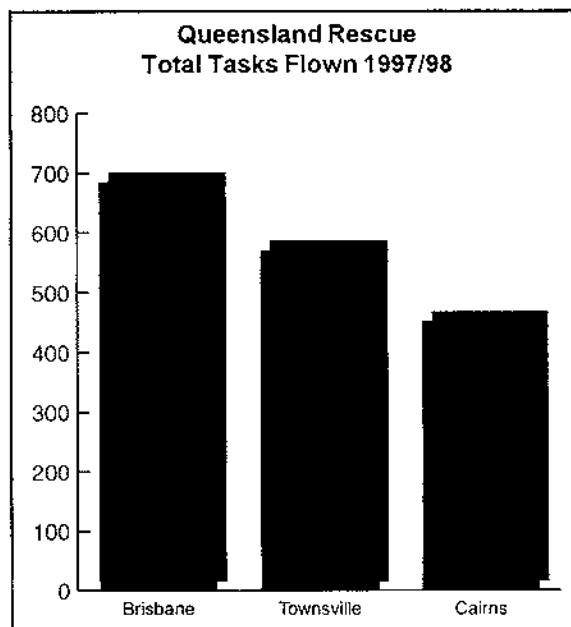
- ◆ Conducted Training Needs Analysis throughout the Division to enhance development of appropriate staff skills.
- ◆ Queensland Rescue operational staff undertook pilot training, aircrew training and helicopter maintenance training.
- ◆ Six pilots from Queensland Rescue undertook flight safety simulator training in the United States.
- ◆ Two engineers from Queensland Rescue attended technical training in the United States.
- ◆ Senior staff participated in the Department's Executive Leadership Program which was launched in 1998.



- ◆ Included results of the Staff Attitude Survey conducted in 1996/97 in the DES Enterprise Partnership Agreement and implemented an action plan to ensure an improved result in the second Attitude Survey.
- ◆ Finalised terms and conditions of employment for Aviation Services Unit operational staff.
- ◆ Staff from all units undertook diverse training including management, leadership and computer skills.

**KEY GOAL:** Realise appropriate commercial opportunities.

- ◆ Formed a Partnership with Monash University resulting in the development of a computer software package (Auschem) for modelling the consequences of chemical emergencies.



## Response time targets met for emergency helicopter tasks

Aircraft	Target response time (95/96)	Average response time (95/96)	Target response time (96/97)	Average response time (96/97)	Target response time (97/98)	Average response time (97/98)
Bell 412 helicopter (Brisbane)	All operational tasks 30 minutes	21 minutes	All operational tasks 30 minutes	18 minutes	Primary tasks 20 minutes - Other operational tasks 30 minutes	13 minutes 22 minutes
Bell 412 helicopter (Townsville)	All operational tasks 30 minutes	22 minutes	All operational tasks 30 minutes	22 minutes	Primary tasks 20 minutes - Other operational tasks 30 minutes	19 minutes 23 minutes
Bell 412 helicopter (Cairns)	All operational tasks 30 minutes	20 minutes	All operational tasks 30 minutes	17 minutes	Primary tasks 20 minutes - Other operational tasks 30 minutes	16 minutes 21 minutes
Squirrel helicopter (Brisbane)	All operational tasks 30 minutes	17 minutes	All operational tasks 30 minutes	20 minutes	Primary tasks 20 minutes - Other operational tasks 30 minutes	12 minutes 9 minutes

## Emergency Services Division cont...

Activity Indicator	1993/94	1994/95	1995/96	1996/97	1997/98
No. of SES volunteers achieving instructional accreditation	725	732	729	1,544	1,390
No. of training activities conducted by SES Volunteer Area Training Support Units	200	201	222	297	356
No. of training volunteer/hours conducted at local level	286,942	192,936	255,323	266,944	295,174
No. of volunteer hours of operations	29,519	74,684	59,657	54,406	40,820

- ◆ Conducted a study for Pacific Waste Management entitled *Identification of Fire and Explosion Hazards: Pacific Waste Management - Nudgee and Chandler Recycling and Transfer Stations*.
- ◆ Commenced negotiations with the University of Southern Queensland (USQ) to jointly develop and market disaster and emergency management courses through USQ's distance learning program.
- ◆ Developed the *Emergency Planning: Guidelines for the Development of Emergency Plans for Hazardous Industry*, which were commissioned

by the Australia and New Zealand Hazardous Industry Planning Taskforce for use in Australia and New Zealand.

## Outlook

- ◆ Develop new legislation to adopt national standards relating to the management of major hazard facilities and the storage of dangerous goods.

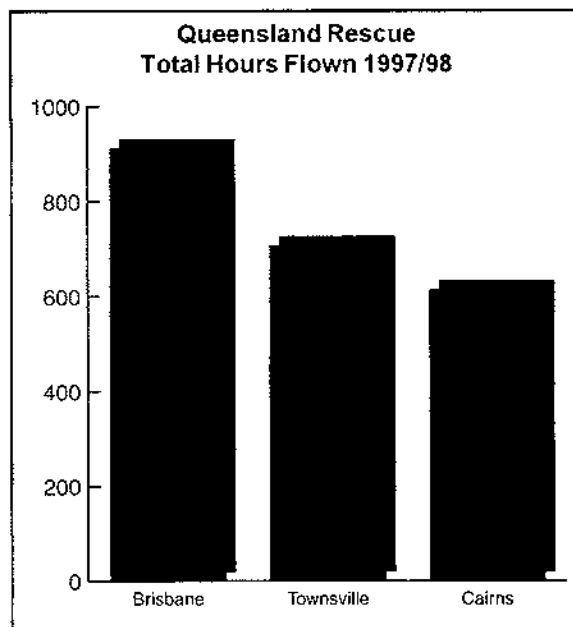




- ◆ Publish and distribute the Queensland aeromedical and air rescue network helicopter tasking guidelines.
- ◆ Complete the Queensland rotary wing and fixed wing aeromedical guidelines.
- ◆ Place Aviation Services' operational unit, Queensland Rescue, on a Business Unit basis.
- ◆ Document training courses for Queensland Rescue Air Crew Officers and Rescue Crew Officers in preparation for accreditation.

District	Total Members Accredited				
Year	1993/94	1994/95	1995/96	1996/97	1997/98
Caïms	128	78	134	319	164
Townsville	37	36	58	138	98
Mount Isa	10	35	27	94	42
Mackay	53	51	49	74	107
Rockhampton	89	61	96	150	91
Longreach	22	0	7	22	7
Bundaberg	100	66	53	115	155
Gympie	26	62	69	58	125
Brisbane	113	84	78	144	229
Beenleigh	60	123	83	132	157
Toowoomba	50	72	21	148	88
Warwick	24	28	33	57	38
Roma	13	36	21	36	77
Cape York				57	12
TOTAL	725	732	729	1,544	1,390

- ◆ Develop an asset replacement policy and schedule for aircraft and major equipment at Queensland Rescue Air Units.
- ◆ Commence disaster studies in several high risk communities.
- ◆ Implement the results of the Murweh Shire Flood Risk Management Study.
- ◆ Prepare a development plan for Volunteer Marine Rescue (VMR) services in Queensland.
- ◆ Continue improvement in the training program for SES Cadets with increased involvement of Fire, Ambulance and VMR services.
- ◆ Implement revised Performance Achievement Plans for all staff.
- ◆ Develop an SES Strategic Plan in consultation with key stakeholders.



A high-contrast, black and white photograph of a person climbing a rope on a rock face. The person is seen from the side, wearing a helmet and a light-colored jacket. The rock face is textured and craggy. The lighting is dramatic, with strong highlights and deep shadows.

## OFFICE OF SPORT AND RECREATION

### Program description

The Office of Sport and Recreation develops programs and facilities which promote participation in and access to sport and recreation and excellence in sport for all Queenslanders and supports Queensland's growing sport and recreation industry.

### Goals

- ◆ Achieve a high level of community awareness of the benefits of participation in sport and recreation activities.
- ◆ Ensure that the Office of Sport and Recreation is structured and positioned to take advantage of a competitive and changing environment.
- ◆ Optimise and develop revenue potential for the Office of Sport and Recreation and industry stakeholders.
- ◆ Further develop a professional and competent work force.
- ◆ Promote and support the development of the sport and recreation industry.

# Office of Sport and Recreation

## Our customers and other stakeholders

- ♦ Associated Federal, State and Local Government agencies and indigenous councils
- ♦ Peak industry bodies
- ♦ State and regional sporting organisations
- ♦ Industry stakeholders
- ♦ Special interest groups
- ♦ Identified elite Queensland athletes
- ♦ Sponsors
- ♦ International governments and sporting organisations.

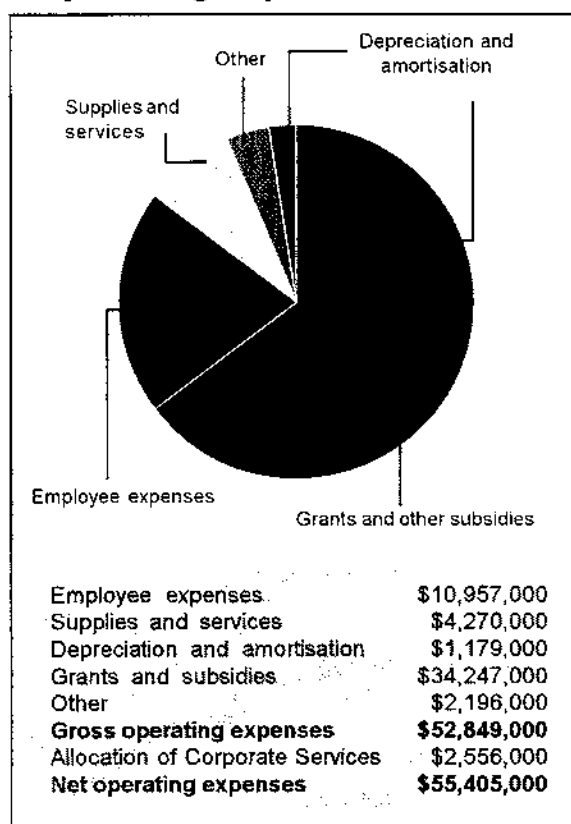
## Key services

- ♦ Sport participation and development
- ♦ Recreation participation, development and planning
- ♦ Financial assistance programs
- ♦ Organisational development
- ♦ Industry development and training
- ♦ Planning and facilities development
- ♦ Information coordination
- ♦ Business development
- ♦ Sports programs
- ♦ Performance Enhancement Centres
- ♦ Athlete Career and Education
- ♦ Information and Resource Centre
- ♦ Talent identification and development.

## Highlights

- ♦ Secured 84 international sport teams from 13 countries to train in Queensland prior to the Sydney Olympic Games representing 16 per cent of the pre-Games training market.
- ♦ Distributed a total of \$29.6 million to assist Queensland's sport and recreation organisations.
- ♦ Completed Stage 1 of the *Queensland Sporting Facilities Plan - a Needs Analysis* aimed at guiding the equitable distribution of the Office of Sport and Recreation facility funding.

## Operating expenses 1997/98



- ♦ Placed 28 young people into 12-month work/training opportunities within the recreation industry and four recreation officers were employed under the Local Indigenous Recreation Officer Program as part of the Government's Youth Development Initiative.



Queensland Academy of Sport Board members congratulate Suzie O'Neil on her achievements.

- ◆ Established North Queensland Academy of Sport in Townsville.
- ◆ Established the Peter Lacey Award for Sporting Excellence.
- ◆ Launched the 'EASE into 2000' program aimed at providing elite athletes with support to develop both their sporting and work careers.
- ◆ Worked with other organisations to expand the availability of the "Just Walk It" program to give Queenslanders more access to quality community walking programs.
- ◆ Developed and published:
  - information about Office of Sport and Recreation's products and services on the Office of Sport and Recreation Internet site;
  - three editions of *The Scoresheet* which outlines Office of Sport and Recreation initiatives and the outcomes of those initiatives;
  - one edition of *SWEAT*, a new Office of Sport and Recreation publication which aims to assist in positioning the Office of Sport and Recreation as a leader in the sport and recreation industry in Australia; and
  - the Office of Sport and Recreation 1998 Marketing Plan which links with and supports the Office's Strategic Plan and Enterprise Partnership Agreement.

## Review of operations

**KEY GOAL:** Achieve a high level of community awareness of the benefits of participation in sport and recreation activities.

- ◆ Coordinated cross-Government and industry working parties to establish strategies for the implementation of the Active Australia program.

## Performance indicators

Indicator	Performance	Comments
Key stakeholders report satisfaction with the quality of services.	In progress	Customer feedback used in developing the OSR Strategic Plan 1997-2002. Regular feedback obtained from clients as part of the service delivery process.
A pilot service delivery model is implemented with key industry stakeholders in Central Region.	Achieved	The service delivery model is being implemented across the State.
A capability study of the OSR and the sport and recreation industry to export products and services is completed.	In progress	Developed an export directory to promote Queensland's sport and recreation products, services and expertise to overseas delegations and at trade shows.
Increased level of staff satisfaction with professional development opportunities.	Achieved	The 1998 Staff Survey results identified an increase in staff satisfaction with professional development opportunities.
Develop a State Sporting Facilities Plan to guide the equitable distribution of OSR facility funding.	Stage 1 - achieved Stage 2 - in progress	The <i>Queensland Sporting Facilities Plan - A Needs Analysis</i> has been distributed to key clients. Stage 2 will focus on regional sporting facility needs.
Baseline data obtained on the economic worth of the sport and recreation industry to assist the development of the industry.	In progress	Contributed to the national Recreation and Sport Industry Statistical Group to ensure that in future the industry has a sound statistical framework to support its development.

*Queensland's world-class sports facilities were promoted to overseas Olympic committees and teams as ideal pre-Olympic and Paralympic training venues.*



- ◆ Established the North Queensland Academy of Sport to provide services and programs for elite, and potentially elite, athletes.

**KEY GOAL:** Ensure that the Office of Sport and Recreation is structured and positioned to take advantage of a competitive and changing environment.

- ◆ Established the Business Development and Special Projects Directorate to provide marketing, international sport, and business development services.
- ◆ Developed and launched the Office of Sport and Recreation's first strategic plan, *Towards an Active State - Strategic Plan 1997-2002*.
- ◆ Established client teams to enhance service delivery to clients.
- ◆ Continued development of Queensland Academy of Sport programs to enable identified Queensland coaches and athletes to be internationally competitive.

**KEY GOAL:** Optimise and develop revenue potential for the Office of Sport and Recreation and industry stakeholders.

- ◆ Developed and implemented a marketing strategy and commenced extensive capital works programs for the 12 Outdoor Recreation Centres.
- ◆ Secured 84 international sport teams from 13 countries to train in Queensland prior to the Sydney Olympic Games representing 16 of the pre-Games training market.
- ◆ Established an International Sport Unit to support the marketing of Queensland as a pre-Olympic training destination.

**KEY GOAL:** Further develop a professional and competent work force.

- ◆ Conducted a workplace assessor training course for industry representatives.
- ◆ Finalised a pilot program for undertaking a competency-based training needs analysis.
- ◆ Undertook the second Office of Sport and Recreation Annual Staff Survey and commenced a Senior Development Program for Office of Sport and Recreation managers.

**KEY GOAL:** Promote and support the development of the sport and recreation industry.

- ♦ As part of the Government's Youth Development Initiatives: 28 young people were placed into 12-month work/training opportunities within the recreation industry; and four recreation officers were employed under the Local Indigenous Recreation Officer Program.
- ♦ Contributed to a national project established to increase the low representation of women in senior decision-making positions in sport.
- ♦ Published and distributed a risk management manual to State sporting organisations.
- ♦ Profiled 120 State sporting organisations and industry peak bodies, 130 Local Government authorities and 500 regional sporting organisations as the first stage towards establishing service needs.
- ♦ Distributed a total of \$29.603 million to Queensland sport and recreation organisations.
- ♦ Consulted with stakeholders on the Queensland Government's Drugs in Sport Policy.
- ♦ Launched the *Queensland Sporting Facilities Plan - A Needs Analysis* and commenced Stage 2, development of regional facility plans.
- ♦ Conducted the 1997 South East Queensland Rockclimbing and Abseiling Risk Management and Litigation Conference.
- ♦ Ongoing commitment to the Lead Agency role for recreation with the Brisbane River Management Plan.



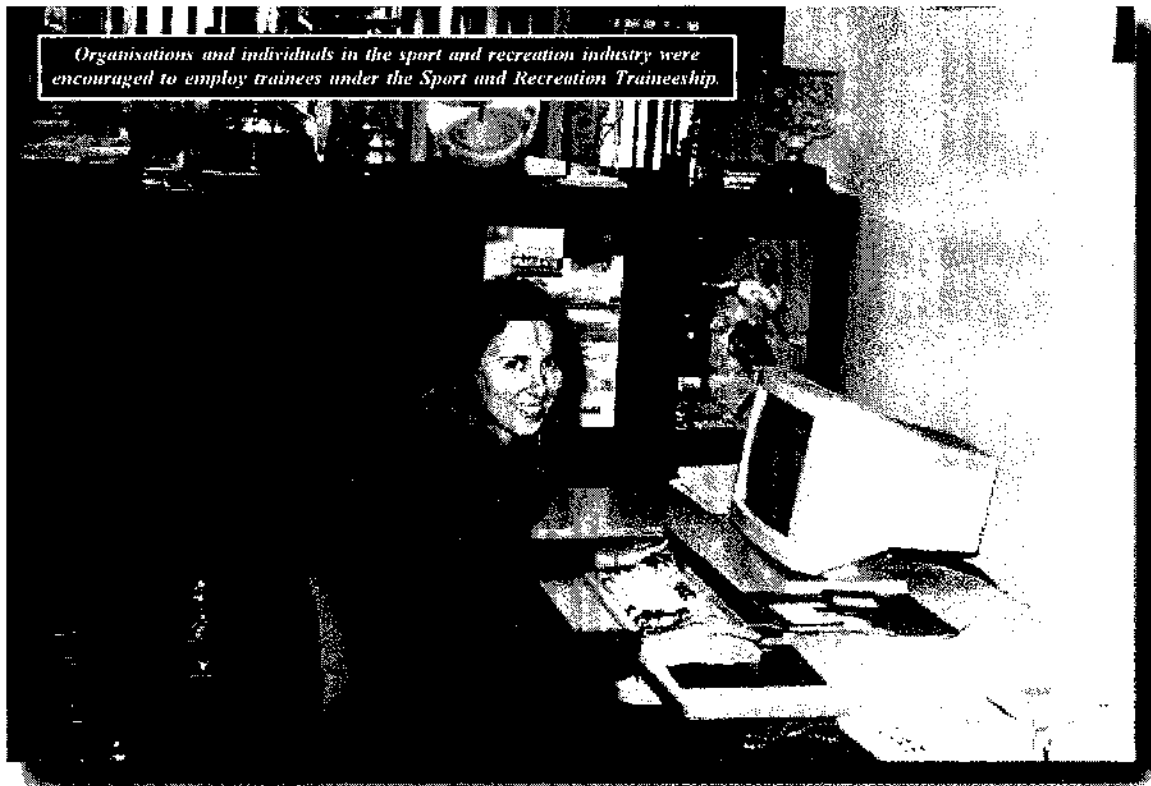
*Respiratory testing under way at the Queensland Academy of Sport*



*Sport and recreation organisations received a total of \$29.6 million to develop programs and facilities.*

## Outlook

- ♦ Continue to assist a range of client groups through sport and recreation financial assistance programs.
- ♦ Provide consultancy advice, education and support to State and regional sporting organisations, industry peak bodies and Local Government authorities.
- ♦ Support the employment of additional recreation officers in indigenous communities through the Local Indigenous Recreation Officer Program.
- ♦ Implement strategies to support the development of sport and recreation opportunities for a range of target groups including women, people with a disability, people from non-English speaking backgrounds, older adults, indigenous communities, and rural and remote communities.
- ♦ Implement State Drugs in Sport legislation to complement proposed amendments to Commonwealth legislation.



- ◆ Complete Stage 2 of the *Queensland Sporting Facilities Plan* which will focus on regional sporting facility needs across Queensland.
- ◆ Work with Local Governments to assist in recreation planning through the Local Government Recreation Planning Program and assist in development of recreation services.
- ◆ Continue to promote Queensland's potential as a pre-Olympic training venue to national Olympic and Paralympic committees.
- ◆ Identify opportunities to maximise the contribution of the sport and recreation industry to the State's economic development.
- ◆ Continue to implement the Enterprise Partnership Agreement initiatives to enhance service delivery and work efficiencies.
- ◆ Focus on enhancing elite athletes' competitiveness through the Queensland Academy of Sport.



## STRATEGY, PLANNING AND REGIONAL SERVICES

### Program description

The Strategy, Planning and Regional Services Division is responsible for supporting the development of an effective corporate management framework, while encouraging and assisting the development of policies and strategies that focus on emergency and disaster prevention and preparedness.

The Division also advises on commercial development strategies, and is responsible for implementing a client-focused regional service delivery strategy which is competitive and efficient and for providing executive support to senior management and the Minister's Office.

The Strategy, Planning and Regional Services Division comprises the:

- ◆ Policy Unit
- ◆ Executive Services Unit
- ◆ Corporate and Regional Development Unit.

### Goals

- ◆ To deliver quality client-focused legal, executive, policy, planning and regional services in a timely, cost-effective manner.
- ◆ To develop, monitor and review a corporate management framework.
- ◆ To provide a stable and caring environment that ensures that staff receive professional and personal development.
- ◆ To develop, monitor and review a strategic framework for commercial development.

# Strategy, Planning and Regional Services

## Our customers and other stakeholders

- ♦ Community
- ♦ Governor
- ♦ Minister and Executive Government
- ♦ Director-General
- ♦ Queensland Ambulance Service
- ♦ Queensland Fire and Rescue Authority
- ♦ Departmental divisions
- ♦ Volunteer emergency service workers
- ♦ Local Governments.

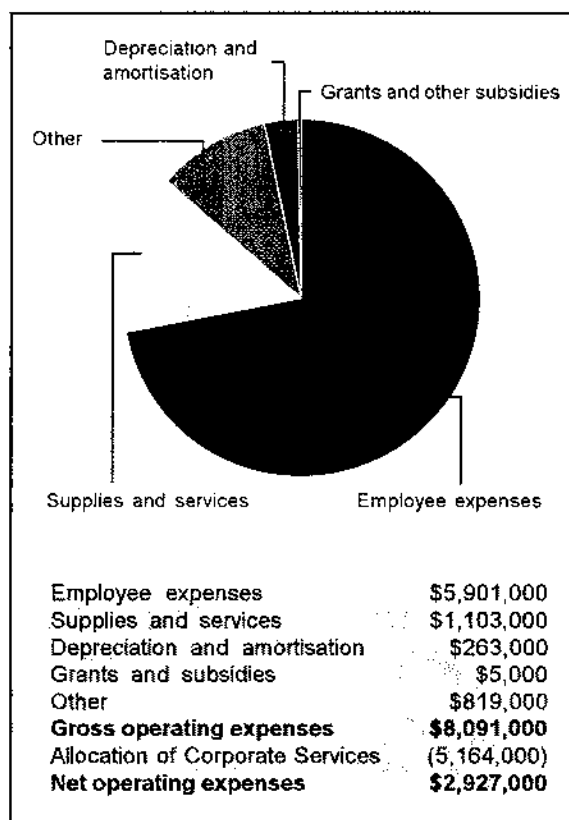
## Key services

- ♦ Coordinated performance reporting
- ♦ Coordination of Executive Government matters
- ♦ Corporate and strategic planning assistance
- ♦ Freedom of Information (FOI) management
- ♦ Management of regional QAS customer services
- ♦ Ministerial correspondence
- ♦ Ministerial support
- ♦ Program evaluation
- ♦ Project management
- ♦ Regional application of policy
- ♦ Regional provision of finance, human resource management, information management executive and administrative support linked to operational needs
- ♦ Research, policy analysis and development
- ♦ Commercial development.

## Highlights

- ♦ Finalised the draft discussion paper titled "Fire Fatalities: Who's at Risk?" incorporating interstate responses to the report. The "Fire Fatalities: Who's at Risk?" project findings were presented at the Australasian Fire Authorities Council Conference held in New Zealand (October 1997).
- ♦ Progressed development of the Departmental Disability Action Plan. Two workshops were convened involving an external reference group of 15 disability agencies.
- ♦ Provided ongoing assistance with the development of Comparative Performance Information for the Australasian Fire Services including the organisation of workshops in

## Operating expenses 1997/98



Sydney on 17-18 July and 7 November respectively and the identification of agreed comparative performance indicators.

- ♦ Provided assistance to both ambulance and fire services with the identification of agreed comparative performance indicators at a national level for the Council of Australian Governments (COAG) emergency services working group for inclusion in the *Report on Government Services 1998*. Queensland has played a coordinating role nationally.
- ♦ Designed and organised the Queensland Ambulance Service (QAS) Strategic Directions Conference and the Portfolio-wide Corporate Planning Conference and assisted with the preparation of both the QAS Strategic Plan and the Queensland Volunteer Marine Rescue Committee Strategic Plan.
- ♦ Managed the staff communication process on the move to the Emergency Services Complex, Kedron Park. Prepared regular newsletters, organised the official opening and managed a media awareness campaign.

- ♦ Arranged for the proclamation of the *Fire and Rescue Authority Amendment Act 1997*.
- ♦ Coordinated the preparation of amendments to the *Fire and Rescue Authority Regulations 1990*.
- ♦ Developed client service standards in the Executive Services Unit in consultation with key clients and established a mechanism for ongoing monitoring was established.
- ♦ Finalised the Department of Emergency Services' Style Guide.

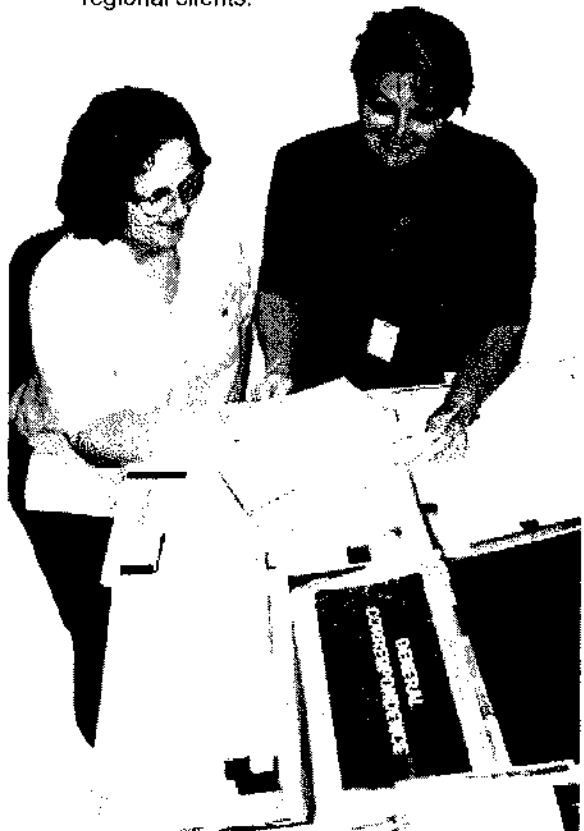
## Review of operations

**KEY GOAL:** To deliver quality client-focused, executive, policy, planning and regional services in a timely, cost-effective manner.

- ♦ Commenced development of a departmental Action Plan under the *Disability Discrimination Act 1992* to identify and remove barriers to emergency services facilities and services for people with disabilities.
- ♦ Managed the QFRA Statewide Community Service Research Report (Roy Morgan Research centre) which identified the community's fire safety awareness perceptions and behaviours.
- ♦ Contributed to the development of Output Specification Guidelines published by Queensland Treasury.
- ♦ Represented on the Treasury convened Output Specification Expert Panel.
- ♦ Developed and implemented the Regional Support Services Business Improvement Plan which aligned key initiatives with client needs, strategic plans and the Divisional Enterprise Partnership Agreement.
- ♦ Conducted the client service survey which reported high levels of satisfaction with regional support service delivery.
- ♦ Prepared the Queensland Fire and Rescue Authority's 1996/97 Annual Report (the first Annual Report of the Authority) which received an Award of Merit from the Institute of Internal Auditors as part of the Queensland Public Sector Annual Report Awards.
- ♦ Conducted media awareness training for 212 QAS/QFRA operational staff throughout the State. This program enables operational staff to deal effectively with media interviews and enquiries to enhance the professional image of the organisation.

**GOAL 2:** To develop, monitor and review a corporate management framework.

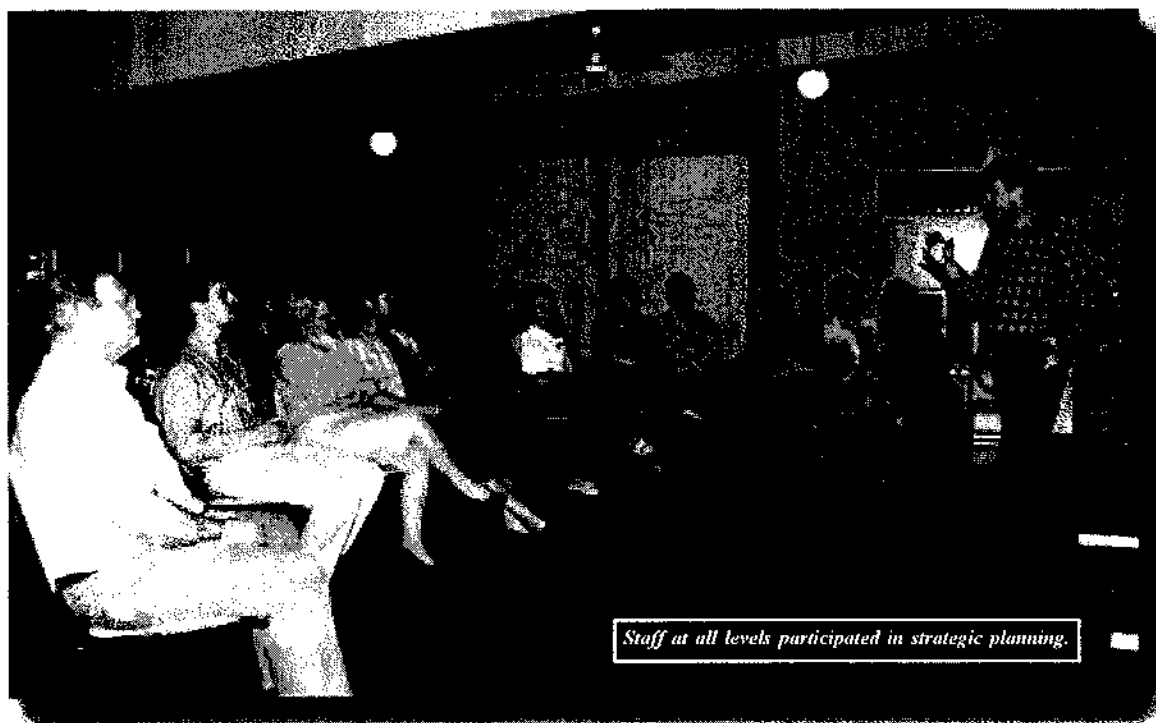
- ♦ Presented research papers on the implementation of Managing for Outcomes - A Department of Emergency Services Case Study at three State conferences, Queensland University and two National Conferences.
- ♦ Developed a Corporate Management Cycle document to assist the Divisions and Statutory Authorities with forward planning for Strategic and Financial Management purposes.
- ♦ Jointly led the implementation of the 'Managing for Outcomes' reform throughout the department and Statutory Authorities in conjunction with Finance and Asset Services.
- ♦ Reviewed regional office structures and rationalised workloads and implemented changes in order to enhance service delivery to regional clients.



## Performance indicators

Indicator	Performance	Comments
Increased level of customer satisfaction with outputs	Achieved	Customer survey conducted with regional clients. Improved performance over past 12 months reported. The Policy Unit registered 95 per cent client satisfaction with services provided.
Corporate management framework in place and followed by divisions and statutory authorities	On hold	Corporate management framework will be further developed to include Managing for Outcomes initiatives.
Increased job satisfaction related to performance planning and review	Achieved	Cultural Audit conducted with 83% of questions indicating an improvement from 1997.

- ♦ Achieved 90 per cent staff support for the Enterprise Partnership Agreement for the Division with substantial progress being made with the implementation of Enterprise Partnership Agreement initiatives to "improve our business" and "look after our customers".
- ♦ The Legal Services Unit was transferred to operate within the Support Services Business Unit. The FOI function was retained in Executive Services.



*Staff at all levels participated in strategic planning.*



*Small group discussion at Strategic Planning Conference.*

- ♦ *The Department of Emergency Services and Office of Sport and Recreation 1996/97 Annual Report* was project managed and received the following awards from the Institute of Internal Auditors - Australia (Queensland Branch) as part of the Queensland Public Sector Annual Report Awards:
    - A special mention was obtained in the category of Best Disclosure of Internal Audit.
    - an Award of Merit was received for the presentation of the document.
    - received a 'Special Mention' in the category of Best Statement of Communication Objectives.
  - ♦ The Queensland Volunteer Marine Rescue Strategic Plan was developed.
  - ♦ The Queensland Ambulance Service's Strategic Planning Conference was organised by the Policy Unit.
- GOAL 3: To provide a stable and caring work environment that ensures that staff receive professional and personal development.
- ♦ A workplace cultural audit was conducted, as a requirement of the Enterprise Partnership Agreement and indicated an improvement in a significant number of areas.
  - ♦ The Enterprise Partnership Agreement for the Division was finalised with 90 per cent support from staff.
  - ♦ Individual workplans for Policy Unit staff were developed to incorporate training and development plans.
  - ♦ CPR training was undertaken by all Policy Unit staff.
  - ♦ Launch of Personal Achievement Plans for regional staff which incorporated training plans.
  - ♦ Staff morale increased through regular joint activities including attendance at weekly staff meetings.

- ♦ Executive Services continued the staff multi-skilling program.

GOAL 4: To develop, monitor and review a strategic framework for commercial development.

This function was transferred to the Queensland Fire and Rescue Authority early in this financial year.

## Outlook

The major focus of the program in 1998/99 will be to provide improved services to the operational divisions and other stakeholders. Other initiatives include:

- ♦ Develop a corporate management framework to include *Managing for Outcomes* reforms.
- ♦ Continue implementation of the *Managing for Outcomes* reform and the development of appropriate auditable performance systems to align with this reform.
- ♦ Continue development of formal Customer Service Standards and mechanisms for complaints management in consultation with our customers, and review regularly and incorporate into operational plans and report on in the quarterly position assessment reports.
- ♦ Conduct a training needs analysis to determine the skills and knowledge required for the multi-skilling of employees and the up-skilling required to cater for employee absences.
- ♦ Finalise Disability Action Plan in consultation with all major stakeholders.
- ♦ Restructure the Divisions to reflect a greater strategic focus. Legal Services Unit will be transferred from Support Services Business Unit (SSBU) and the Regional Services functions will be transferred to SSBU.
- ♦ Rename the Division the Strategic and Executive Services Division containing the Units of Executive Services, Legal and Legislative Services, Strategic Management and Policy, and Corporate Initiatives and Communications.



## SUPPORT SERVICES BUSINESS UNIT

### Program description

The Support Services Business Unit (SSBU) is the provider of choice for the Queensland Ambulance Service, the Queensland Fire and Rescue Authority, the Emergency Services Division and other support areas of the Department for the delivery of professional, consulting and administrative support services.

The SSBU is currently in transition from a traditional model of corporate services delivery to a business and customer service focused organisation. We are continually improving the provision of our services. Our aim is to add value and assist our customers in achieving their operational and community goals.

Our team of people provide professional support and expert advice in the areas of:

- ◆ Finance and Asset Services
- ◆ Human Resource Services
- ◆ Information Services
- ◆ Legal Services.

### Goals

- ◆ Support the reshaping of the departmental structure and its services in line with Government policy.
- ◆ Develop and provide business services which add value and achieve customer priorities.
- ◆ Develop an effective business unit model of service delivery.
- ◆ Create an environment which encourages active participation and contribution by all staff.

# Support Services Business Unit

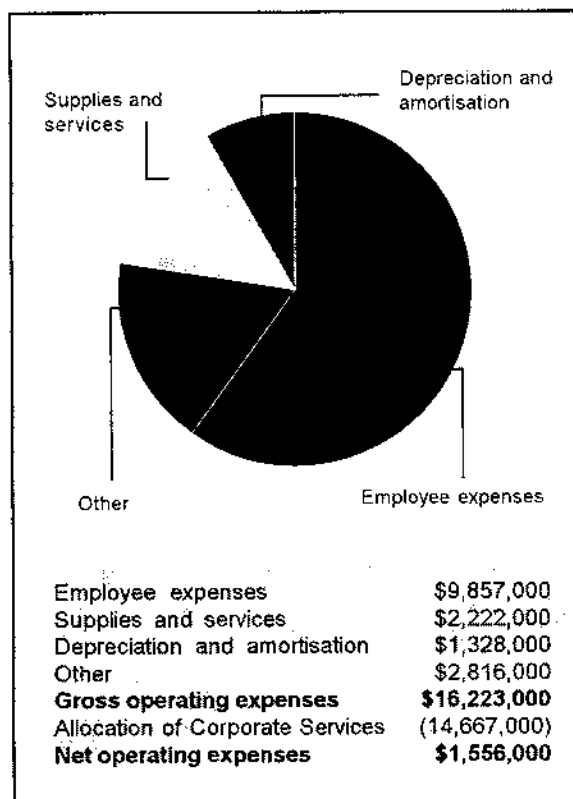
## Our customers and other stakeholders

- ◆ Queensland Fire and Rescue Authority
- ◆ Queensland Ambulance Service
- ◆ Emergency Services Division
- ◆ Office of Sport and Recreation
- ◆ Strategy Planning and Regional Services Division
- ◆ The Director-General and the Minister.

## Key services

- ◆ Strategic level advice and support in such areas as organisational change, leadership and performance management, output-based accrual reporting and budgeting, people management, activity-based costing, project management and information technology.
- ◆ Payment of staff, administration of leave entitlements and management of personnel records, recruitment and selection of staff.
- ◆ Payment of accounts, collection of revenue and follow-up of outstanding debts, preparation and monitoring of budgets, advice on financial matters, liaison with Treasury and financial reporting.
- ◆ People management advice, workforce profiling, project management of organisational reviews.
- ◆ Industrial relations advice including assistance with negotiations with unions and staff, conciliation of grievances, industrial relations tribunal advocacy and development of workplace reform programs.
- ◆ Professional advice and project-related services to assist in the management of physical assets valued at over \$540 million.
- ◆ Logistics, property, fleet and equipment services.
- ◆ Development and support of computer systems and Statewide network infrastructure.

## Operating expenses 1997/98



- ◆ Library and record services.
- ◆ Provision of legal advice and support to assist in the management of legal issues.

## Highlights

Specific targets for 1997-98 which were achieved included:

- ◆ The development of a business unit service delivery model better attuned to the current and forward needs of internal customers through:
  - establishment of customer-focused co-located teams and dedicated Account Managers
  - alignment of service delivery to customer goals, program outputs and community based outcomes
  - an accurate assessment of the consumption by customers of support services through Activity Based Costing.

- ♦ The introduction of a comprehensive Executive Leadership Development Program, in partnership with Deakin University.
- ♦ Completion of stage one of the public service staff migration to the Department's Integrated Human Resource Information System (IHRIS).
- ♦ Completion of phase one of the Kedron Park project.
- ♦ Full accrual financial statements prepared for the department and QFRA for the first time.
- ♦ Leading the Department-wide Year 2000 project for technology and non-technology equipment.

## Outlook

The major issues for SSBU in 1998/99 will relate to consolidating SSBU as the provider of choice and ensuring it remains a dynamic, learning organisation committed to continuous improvement and value adding in meeting and anticipating the needs of customers.

Specific initiatives in 1998/99 are to:

- ♦ Develop a fully consulted Business Plan for SSBU.
- ♦ Adopt the Australian Quality Council framework as a methodology for continuous improvement.
- ♦ Further enhance the service delivery model for SSBU (Kedron Park and Regions).

## Review of operations

Goals	Achievements	Customer outcomes
Support the reshaping of the departmental structure and its services in line with Government policy.	<p>The SSBU structure was rationalised through the creation of a single Finance and Asset Services Unit, with consequential savings transferred to regions.</p> <p>Specialist support for the restructuring of Statutory Authorities and Divisions of the Department including recruitment and selection strategies, contract management, Voluntary Early Retirement and redeployment strategies.</p> <p>Completed phase 1 of the Kedron Park accommodation project.</p>	<p>Service delivery attuned to customer needs.</p> <p>Organisational structures aligned with key business goals and priorities.</p> <p>Co-location of all programs of the department.</p>
Develop and provide business services which add value and achieve customer priorities.	<p>High quality management information was provided to the QFRA and QAS Boards to align services to the programs' outputs and community based outcomes.</p> <p>Training and implementation of the conversion of financial systems to SAP R/3 commenced.</p> <p>Full accrual financial statements were prepared for the Department and QFRA for the first time.</p> <p>Total Asset Management System fully implemented and rolled out to regions with assets revalued.</p> <p>New Statewide debtors system enhanced to support departmental debt recovery management.</p>	<p>More informed decision making.</p> <p>Improved financial control of operations.</p> <p>Improved financial control of operations.</p> <p>Reduced asset management and administrative costs.</p> <p>Contributed to QAS debt recovery of over \$5 million.</p>

## Support Services Business Unit cont...

Goals	Achievements	Customer outcomes
	Established financial reporting systems for QFRA and QAS as separate Statutory Authorities.	Greater financial control of operations and management information.
	Developed and implemented the Department's and QFRA's Internet home pages.	Provides an alternate means for the Department and QFRA to further increase community awareness of emergency and fire safety issues.
	Continued to lead and focus the Department-wide Year 2000 project for technology equipment, with significant progress in risk assessment and action plans.	Operational emergency service delivery not adversely affected by Year 2000 bug.
	Customer satisfaction survey conducted.	Identified areas for improvement in service delivery.
	Introduction of Executive Leadership Program.	More informed decision making.
	Successfully implemented the remote network access to corporate systems for all QFRA area and Sector Offices, mechanical workshops and Rural Fire Service District Offices.	Improved communication and information among the regions.
Develop an effective business unit model of service delivery.	Established customer-focused teams and dedicated Account Managers.	Improved delivery model of corporate services aligned to customer goals.
	For the first time, an accurate assessment of the consumption by customers of support services through Activity Based Costing (ABC).	Transparent funding arrangements for services.
	The QFRA and QAS Boards approved SSBU as their support services provider of choice for the three years 1998-2001.	Support services clearly defined.
	The Legal Services Unit joined SSBU and developed a charter for the delivery of legal services including client service standards.	Services delivered according to customer needs.
Create an environment which encourages active participation and contribution by all staff.	Change management initiatives centred on a commitment to participation by staff were implemented ('Silver Service' customer training, improved communication etc.) with 231 people attending in-house sessions and a total of 1,411 training hours.	Support staff have greater alignment with customer goals.
	Certification of the Enterprise Partnership Agreements for QFRA and public service divisions and a high level of support for the QAS Enterprise Partnership Agreements.	Improved communication between staff and management and awareness of customer business directions.
	A simplified performance management program introduced for all staff, together with a 360-degree leadership feedback system for senior managers.	Staff goals clearly defined and aligned to SSBU and customer goals.
	Implementation of performance measurement mechanism including the Staff Attitude Survey and the SSBU Customer Satisfaction Survey.	Areas identified for improvement in service delivery.

#### Outlook cont ....

- ♦ Continually improve customer service level agreements that are aligned to customer outputs.
- ♦ Further align SSBU service delivery model to Activity Based Costing outcomes.
- ♦ Support the achievement of whole-of-government policy initiatives including capital works and job creation schemes.
- ♦ Consolidate and advance service delivery of the Department's strategic business systems (eg. IHRIS, QGFMS, Debtors, etc.) to maximise customer outcomes.
- ♦ Rollout of Executive Leadership Program throughout the divisions including development and implementation of the QFRA and QAS regional leadership program.
- ♦ Review the Human Resource policy framework and continue to support workplace relations for all areas of the department.
- ♦ Develop and trial Accrual Output Budgeting across the agency including Activity Based Costing as a service to assist customers in costing their outputs.
- ♦ Implement SAP R/3 to go live 1 November 1998 (first phase).
- ♦ Complete phase two of the Kedron Park complex (workshops and logistics).
- ♦ Implement strategies and assist customers to achieve Year 2000 compliance.
- ♦ Develop the departmental Information Technology Strategic Plan for all areas of the Department.
- ♦ Investigate the potential opportunities for the application of internet/intranet technologies.

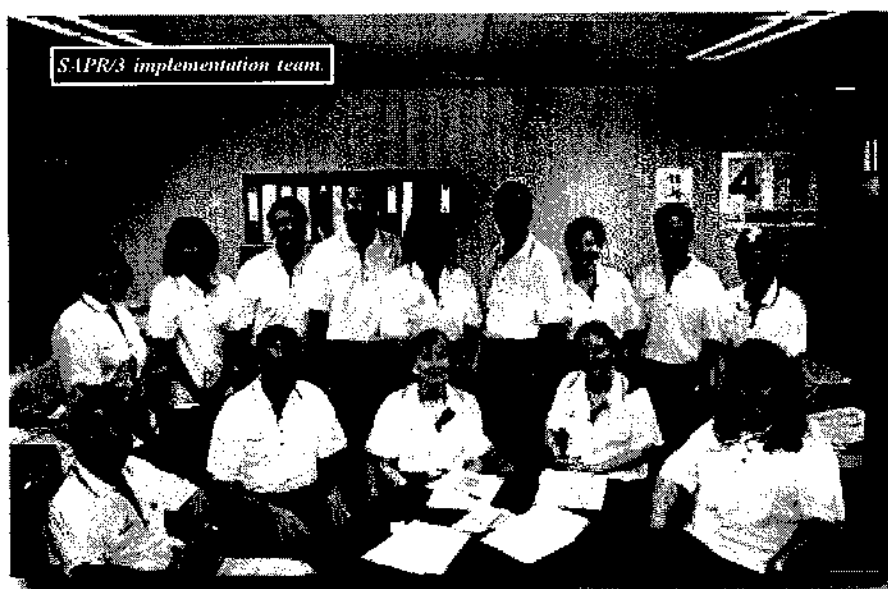
## Activity indicators

Indicator	Performance		Comments
Value of Standard Offer Arrangements in logistics.	1997/98	\$22.0 million	\$60 million 1994/95 (due to CAD project and \$15 million helicopter purchases)
	1996/97	\$55.0 million	
	1995/96	\$35.8 million	
	1994/95	\$60.0 million	
	1993/94	\$8.0 million	
% of accounts paid by EFT	30/06/96	42.18%	
	30/06/97	35.0%	
	30/06/98	11.6%	
	<b>1996/97</b>	<b>1997/98</b>	
QAS positions advertised	253	314	
QFRA positions advertised	95	114	
Public Service positions advertised	170	241	
Total positions advertised	540	669	
	<b>1996/97</b>	<b>1997/98</b>	
QAS pays processed	51,385	52,000	
QFRA pays processed	69,253	65,136	
Public Service pays processed	31,300	25,100	
Total	151,938	142,236	
IT Help Desk enquiries (including purchasing enquiries)	1997/98*	10,500	*Includes purchasing enquiries (4,500 in 1997/98)
	1996/97*	7,500	
	1995/96	8,700	
	1994/95	7,800	
Number of PCs connected to the network	1997/98*	1,186	*Includes purchasing enquiries (4,500 in 1997/98)
	1996/97	725	
	1995/96	600	
	1994/95	400	
	1993/94	100	

## Support Services Business Unit cont...

### Performance indicators

Indicator	Performance	Comments
Increased level of customer satisfaction with the quality of advice and support.	Achieved	Customers signed Memorandum of Partnership (MOP). Survey instrument now in place.
Finalisation of service level agreements which identify the responsibilities of all parties and services to be delivered.	Achieved	MOP signed off to 2001.
Positive annual staff audit as part of the participation in the business unit transition.	Achieved	Sixty-four per cent positive responses achieved - an increase over last year's results.
Provision of timely and relevant strategic management information and analysis to support business operations.	Significant progress	Business systems review completed. Cognos decision support tool in use by all departmental strategic systems.
Completion of Enterprise Bargaining Agreement which promotes consultation is certified.	Achieved	Very high rate of support with over 90% of staff voting to support the Enterprise Partnership Agreement.
Computer network to staff and locations as required by the customer.	Significant progress	Remote access to DES network implemented.
Action Plan endorsed for the introduction of new financial/business systems to replace QGFMS.	Achieved	Implementation commenced.
Provision of timely and relevant accrual accounting information and trends analysis to assist program managers.	In progress	Accrual Accounting systems in place. Trend analysis to be determined.
Business Unit fully established in a contestable environment by 1 July 1998.	Achieved	Activity based costing of SSBU services.





## INTERNAL OPERATIONAL AUDIT UNIT

### Program description

Internal Operational Audit is an independent function established under the *Financial Administration and Audit Act 1977*, headed by a director who reports directly to the Director-General.

Internal Operational Audit operates under a formal Charter as required by the *Financial Management Standard*. As well, relevant professional bodies' standards including the Institute of Internal Auditors, Information Systems Audit and Control Association, Australian Society of Certified Practising Accountants and Institute of Chartered Accountants apply.

In accordance with the *Financial Management Standard* the unit has to prepare a strategic audit plan covering a period of more than one year, a risk based annual audit plan and a plan for each audit performed.

Its role centres on giving advice to the Director-General and the Boards of the QFRA and QAS on whether or not the system of internal controls over the functions of the Department is adequate and effective, and on assisting the Director-General (as accountable officer) discharge his duties under the *Financial Administration and Audit Act 1977*.

### Goals

- ◆ Support the reshaping of the departmental structure and its services in line with Government policy.
- ◆ Develop and provide business services which add value and achieve customer priorities.
- ◆ Develop an effective business unit model of service delivery.
- ◆ Create an environment which encourages active participation and contribution by all staff.

# Internal Operational Audit

## Our customers and other stakeholders

---

- ◆ Director-General (as Accountable Officer)
  - ◆ Boards of the Queensland Fire and Rescue Authority and Queensland Ambulance Service through their audit sub-committees
  - ◆ Department of Emergency Services Audit Committee
  - ◆ Other key clients include the Chief Commissioner QFRA, Commissioner QAS, and the Executive Directors of the Emergency Services Division, Office of Sport and Recreation, Strategy, Planning and Regional Services Division and the Support Services Business Unit.
- ◆ A review of Corporate Card usage in the Department of Emergency Services, the Queensland Fire and Rescue Authority and the Queensland Ambulance Service involved a comprehensive survey of usage and user needs throughout the State, and made comparisons with other departments and other cards. This has provided a basis for decision making and planning to ensure the effective use of the Corporate Card.
  - ◆ An operational audit of the use and management of the Queensland Ambulance Service vehicle fleet was specifically requested by the Commissioner and highlighted various areas for management consideration. This provided important information for future planning of vehicle use to assist in meeting Queensland Ambulance Service operational objectives.

## Key services

---

- ◆ Audit planning and risk assessment
  - ◆ Projects including program evaluations, operational audits and reviews, information systems audits, financial audits and special projects
  - ◆ Advisory services
  - ◆ Education and training services.
- ◆ As a part of Internal Operational Audit's contribution to educating managers in respect of effective corporate governance and minimising the risk of fraud and corruption in the Department and Statutory Authorities, three fraud prevention related courses were successfully conducted. This resulted in sixty officers across the State and in all Divisions and Authorities being trained.

## Highlights

---

- ◆ Substantial progress has been made in the implementation of a Risk Management and Internal Control Program for management in the regional authorities. This is a natural progression from the regional management self-test package developed in the last two years and is intended to empower managers at all levels to understand and meet their corporate governance obligations and foster a Control Risk Self-Assessment approach. This approach is a major shift from traditional internal audit practice, results in more effective use of the unit's resources and is consistent with world best practice.

## Review of operations

---

The creation of the Queensland Fire and Rescue Authority and the Queensland Ambulance Service as Statutory Authorities has had a major impact on the Unit's operations. Service provision is structured to treat each Authority as a separate client in addition to the Director-General of the Department. Impacts include the need to report to three audit committees, prepare three annual audit plans and monitor the preparation of three sets of financial statements.

Due to vacancies and secondments within the unit, extensive and effective use was made of contract staff with specific expertise.

**KEY GOAL:** To facilitate the development of an internal control structure that is responsive to changing needs and management imperatives through training, education, advisory services and effective consultation.

Considerable activity in the unit was devoted to the promotion of a sound internal control environment in the Department of Emergency Services. Activities included:

- ◆ The development of a specific Risk Management and Internal Control course.
- ◆ Development of a specific segment in the Queensland Ambulance Service Associate Diploma Management Program.

- ◆ Close involvement with Deakin Australia in developing the Executive Leadership Program.
- ◆ Presentations on the integrated Risk Management and Internal Control program have been given to senior executives and officers of the Queensland Fire and Rescue Authority and the Queensland Ambulance Service, to Audit Committees, and to several regions focusing on the linkage between risk management, internal controls, and the attainment of planned business objectives.
- ◆ Continuing advice and assistance in respect of major information system implementation. In the case of SAP R/3, this has involved the assessment of data interface risks, the

Performance Indicator	Target (if applicable)	Actual Performance	Comments
Move towards development of self audit and control self-assessment strategies	Strategy and approach accepted by management by 30 June 1998	Achieved	Substantial progress has been made with presentations to the Audit Committees and boards either completed or scheduled. Senior Executives and regional personnel are being exposed to the concepts progressively. The regional management test programs have been temporarily suspended until July/August 1998.
Arrange fraud prevention and investigation training	By end of February 1998	Achieved by September	These courses were run throughout the State and were well received with 60 officers being trained.
Approval of risk based Audit Plan	Approved by 1 July each year	Achieved by September	The <i>Financial Management Standard</i> requires the preparation of two levels of audit plan, that is a Strategic Plan covering a period of more than one year and an annual risk based plan. In addition, individual plans have to be prepared for each project. This year marked the first time that the internal Operational Audit Unit had to prepare plans for three separate entities - the QFRA, the QAS and the Department of Emergency Services. Plans were presented to all three audit committees.
Completion of the Operational and Annual Audit Plan	75 per cent completion or to the satisfaction of the audit committees	Substantially achieved	The unit uses a project management approach with achievement indicators and deadlines negotiated for each project. Performance against these indicators is monitored and renegotiated with clients as necessary. Regular meetings are held with the Director-General and Audit Committees at which progress is also monitored.
Acceptance of recommendations	Substantial acceptance of recommendations	Achieved	Recommendations in respect of a number of projects are still in the process of being negotiated or implemented.

## Internal Operational Audit cont...

overseeing of verification and testing procedures, data input controls, user profiles, and the review of procedures for determining user requirements.

Internal Operational Audit has adopted the world recognised leading edge Committee of Sponsoring Organisations' approach to risk management and internal control which facilitates the assessment of so-called "soft" controls in an organisation, including ethical behaviour and management approach. As well, the Control Objectives for Information and Related Technology framework has been introduced as a basis for auditing information systems and projects. This is another world recognised leading edge framework that will help contribute to more effective advice being provided through these audits such as the audit of the SAP R/3 financial management system.

In recognition of its advisory role, the unit was represented on several steering committees, including:

- ◆ Information Steering Committee.
- ◆ Deakin Executive Leadership Program - Curriculum Committee.
- ◆ Practical Ambulance Leadership Associate Diploma Program - Curriculum Committee.
- ◆ Integrated Human Resource Management System for Public Servants.
- ◆ SAP R/3 implementation.
- ◆ Year 2000 Problem.
- ◆ Total Asset Management System (TAMS).
- ◆ Finance One Debtors System.

**KEY GOAL:** To minimise the risk of exposure to fraud, misuse of assets and inefficient use of resources, through the continual assessment of risk and exposure.

- ◆ Separate annual audit programs were prepared for the Department and the Statutory Authorities using a consultative approach and a formal risk assessment modelling process. All three plans were subsequently accepted.
- ◆ From 1 July 1997, the unit inherited responsibility for effective liaison with the Criminal Justice Commission and maintenance of a confidential filing system.

- ◆ Fraud prevention training and investigation courses were arranged and run throughout the State.

**KEY GOAL:** To assist the Department and the statutory authorities attain their business objectives efficiently and effectively, and the optimal use of resources through reviews, operational audits and value-for-money audits consistent with departmental strategic and operational plans.

Projects were conducted as part of the annual audit plan and at the request of senior managers aimed at ensuring optimal resource use through effective and efficient operations including:

- ◆ Queensland Ambulance Service fleet management, and the availability of management information.
- ◆ Queensland Ambulance Service baby capsule hire scheme.
- ◆ Collection of Queensland Fire and Rescue Authority fire levies.
- ◆ Collection of Queensland Ambulance Service subscriptions from industrial subscribers (by debit from pay packets), and of the implementation of improved information systems.
- ◆ Post-implementation audit of the Computer-aided Despatch system (CAD) at the Ambulance and Fire Communication Centre (AFCOM) to provide assurance to management concerning the viability of the system, and to provide operational information relative to management and staffing of the centre.
- ◆ Review of corporate card use.
- ◆ "Best practice" of the Chief Commissioner's Office, Queensland Fire and Rescue Authority at the request of the Chief Commissioner.

The use of Computer-Assisted Audit Techniques has been extended by the use of specific software for the identification and management of risk. This includes software to supplement the Control Risk Self-Assessment program being implemented across the Department of Emergency Services by Internal Operational Audit, as well as to audit the effectiveness of risk management programs.



## Outlook

- ◆ Continue to promote a control risk self-assessment approach throughout the State by the end of the financial year which will ensure that managers at all levels are empowered to recognise those risks that impact on their achieving business objectives, and to deal with them consistently through cost-effective internal controls. It is expected that Control Risk Self Assessment workshops will commence early in the first half of the new financial year.
- ◆ With the success of these programs, Internal Operational Audit will focus increasingly on adding value through operational and management audits conducted in close consultation with clients in the Divisions and Authorities. This focus towards the Authorities is already in place, with specific audit officers being designated as principal points of contact and liaison. Increased demand for audit services is expected by the Authorities and operational Divisions. This will involve value-for-money or performance audits focusing on effectiveness, efficiency and economy. As such, this program has the potential to result in considerable savings to the Department in operational and administrative costs.

# Other Information

## Energy management

The Department of Emergency Services is participating in the Government Energy Management Program (GEMP) in order to achieve more efficient and cost-effective energy use throughout the Department.

## Departmental risk management

In all work environments, there are risks to be managed and each worker is responsible for the management of risk in his/her area. Risk management strategies at emergency workplaces receive particular attention.

By correlating risk management approaches with the functional operational requirements of Authorities and Divisions, the incidence of workers' compensation usage declined from the level of the previous year.

Some minor injury and hazard reports arose during the transition of staff to the new Kedron Park complex. An appropriate workplace health and safety consultative structure for the new venue is being progressed.

## Whistleblowers' Protection Act

During 1996/97, there were no public interest disclosures for the Department of Emergency Services.

## Statutory responsibilities - legislation

- ♦ *Sporting Bodies' Property Holding Act 1975*
- ♦ *Toowoomba Showgrounds Act 1982*
- ♦ *Willows Sports Complex Act 1993*
- ♦ *State Counter Disaster Organisation Act 1975*
- ♦ *Ambulance Service Act 1991*
- ♦ *Fire and Rescue Authority Act 1990*
- ♦ *Lang Park Trust Act 1994*
- ♦ *Mt Gravatt Showgrounds Act 1988*
- ♦ *Royal National Agricultural and Industrial Association of Queensland Act 1971.*

## Statutory bodies, authorities and instrumentalities within the Minister's portfolio

Title	Total membership	Gender representation	Function
Queensland Fire and Rescue Authority	Chair + 7 members	8 male	The Queensland Fire and Rescue Authority is responsible for the protection of persons, property and the environment from fire and chemical incidents, and the rescue of persons trapped in vehicles or buildings. This role includes a range of key services relating to fire prevention and preparedness, education and advice as well as inspection, investigation and prosecution aimed at enforcing compliance with fire safety and hazard reduction.
Queensland Ambulance Services	Chair + 7 members	6 male 2 female	The Queensland Ambulance Service is responsible for the provision and maintenance of ambulance services and to protect persons from injury or death. This role includes a range of key services such as the provision of transport, participation with other emergency services in counter-disaster planning; coordination of all volunteer first aid groups for major emergencies or disasters; to provide casualty room services, community and workplace education in first aid, cardiopulmonary resuscitation; and to identify and market products and services.

## Boards and committee memberships

### Office of Sport and Recreation

- ♦ Recreation Training Queensland Board - Sport, Fitness, Community Recreation, Outdoor Recreation Standing Committees
- ♦ Queensland representation on reference groups for the Australian Coaching Council
- ♦ Queensland representation on the National Officiating Program Committee
- ♦ Queensland representation on the Australian Sports Commission (Participation Division) committee for volunteer management
- ♦ 'Just Walk It' Steering Committee
- ♦ Queensland University of Technology - Health Faculty Advisory Committee
- ♦ National Elite Sports Council.

### Strategy, Planning and Regional Services

- ♦ Interdepartmental Committee on Output Specifications Committee
- ♦ Regional Transport Reference Group
- ♦ Strategic Planning Network
- ♦ Customer Service Standards Network

- ♦ Interdepartmental Committees on Town Planning Schemes - Brisbane, Ipswich, Maroochy and Wambo Shire
- ♦ Interdepartmental Working Group on Western Gateway Area Strategy, Northern and Inner Western and Southern Corridor
- ♦ Interdepartmental Committee on Air Transport
- ♦ Water and Alcohol Safety Project
- ♦ Reference Group for International Women's Day
- ♦ Statistical Liaison Officers Meeting
- ♦ Working Group - Benchmark Development Sequencing
- ♦ Referral Agency Meetings - Kogan Creek Power Station
- ♦ Wide Bay 2020 Infrastructure Coordination Project.

### Support Services Business Unit

- ♦ DES Network Infrastructure Review Board
- ♦ Information Steering Committee
- ♦ Integrated Human Resource Information System Project Board.

### Internal Operational Audit

- ♦ Departmental Audit Committees, QAS and QFRA.

## Statutory bodies, authorities and instrumentalities within the Minister's portfolio

Title	Legislation	Financial Statements
Queensland Fire and Rescue Authority	Established on 24 February 1997 with the proclamation of the <i>Fire Service Amendment Act 1996</i> (which amended the title of the <i>Fire Service Act 1990</i> to the <i>Queensland Fire and Rescue Authority Act 1990</i> ).	The transactions of the Authority are not accounted for in the Department's financial statements. Those transaction are accounted for in the Authority's Annual Report.
Queensland Ambulance Service	Established on 13 July 1997 with the proclamation of the <i>Ambulance Service Amendment Act 1997</i> .	The transactions of the Authority are not accounted for in the Department's financial statements. Those transactions are accounted for in the Authority's Annual Report.

## Interdepartmental and intergovernmental committees and inquiries approved by Cabinet

### Emergency Services Division

- ◆ Interdepartmental Hazardous Substances Coordinating Committee
- ◆ Government Aviation Committee
- ◆ South-east Queensland Aeromedical Operations Committee
- ◆ Aeromedical Audit Committee.

### Office of Sport and Recreation

- ◆ Queensland Health Working Party on Shade Shelters
- ◆ Department of Public Works and Housing Working Party on Joint Use Developments
- ◆ Department of Natural Resources Land Use Officers Network
- ◆ Department of Local Government and Planning SEQ2001 Framework for Growth
- ◆ Interdepartmental Working Group on Ageing
- ◆ Queensland Junior Sport Council
- ◆ Interdepartmental Committee on Export
- ◆ Standing Committee for the Brisbane River Management Plan (CEO level committee)
- ◆ Lead agent for the Recreation Program within the Brisbane River Management Plan
- ◆ Regional Landscape Strategy for South East Queensland Advisory Committee
- ◆ Community Infrastructure Project (run by local government and planning)
- ◆ Interdepartmental Subgroup - International Year of the Older Persons.

### Strategy, Planning and Regional Services

- ◆ Interdepartmental Working Group on Ageing
- ◆ Interdepartmental Working Group on the International Year of Older People.

### Support Services Business Unit

- ◆ Information Planning Branch Forums
- ◆ Queensland Information Infrastructure Committee

## Lead agency

Since its appointment to the Lead Agency role on 1 August 1994, the Department of Emergency Services, through the Chemical Hazards and Emergency Management Unit, has achieved substantial progress towards its objective of providing a whole-of-government perspective on the management and control of hazardous substances. The Interdepartmental Hazardous Substances Co-ordinating Committee has continued to provide a cooperative forum for the exchange of information and the resolution of hazardous substances issues.

The Lead Agency, in conjunction with the Inter-Departmental Hazardous Substances Co-ordinating Committee and associated working groups, has achieved the following:

- ◆ the preparation of a report, *Management of Unwanted Farm and Household Chemicals*, and progress towards implementation of the report's key recommendations;
- ◆ the development of the information paper, *Storage of Unwanted Farm Chemicals*, to address the needs of farmers and Local Government;
- ◆ the development of the information paper, *Hazardous Materials Legislation in Queensland: A Guide for Local Government and Industry*, to address the need for improved community access to information about legislation; and
- ◆ Government endorsement for DES to develop new legislation to address the storage of hazardous materials and the control of hazard facilities.

### Office of Sport and Recreation

The Office of Sport and Recreation (OSR) has Lead Agency responsibility for recreation in the Brisbane River Management Plan (BRMP). As the lead agency, the OSR coordinates and drives the Recreation Implementation Program of the BRMP.

The aim is to ensure that access to and use of the Brisbane River is managed in a fashion that delivers the best outcome for all stakeholders. Actions to achieve this include:

- ◆ coordination across State and Local Government agencies, boards and authorities that have responsibilities for recreation from the river mouth to its headwaters;

- ♦ developing and integrating recreation plans for all parts of the river and each of the dams;
- ♦ preparing specific recreation activity and facility plans for all major users;
- ♦ increasing the range of recreation opportunities and promoting these to the community; and
- ♦ the Office of Sport and Recreation was appointed lead agency for the recreation component of the *Brisbane River Management Strategy*.

## Intergovernment liaison

### CHEM Unit

- ♦ Australia and New Zealand Hazardous Industry Planning Taskforce;
- ♦ Office of the National Occupational Health and Safety Commission - Expert Working Group for the Storage and Handling of Dangerous Goods; and
- ♦ Standards Australia ME17 - Committee for the Storage and Handling of Flammable and Combustible Liquids.

The CHEM Unit was also involved in the consultative process on emerging international chemical issues with the Department of Foreign Affairs and Trade and Environment Australia.

### Strategy, Planning and Regional Services

- ♦ Australasian Fire Authorities Council - identified agreed performance indicators for fire services.
- ♦ Convention of Ambulance Authorities - identified agreed performance indicators for ambulance services
- ♦ Queensland Representation on the Commonwealth Steering Committee for the Report on Government Service Provision (Emergency Services Working Group).

### Office of Sport and Recreation

- ♦ Standing Committee on Recreation and Sport (SCORS) Special Subcommittee on Women in Sport and Recreation
- ♦ Recreation and Sport Industry Statistics Group to SCORS and Sport and Recreation Ministerial Committee (SRMC)
- ♦ Australian Sports Commission Local Government Project
- ♦ Facilities Australia Committee
- ♦ Office of Women's Affairs on Women's Sport Development
- ♦ TAFE - Training Recreation Industry

- ♦ Office of Ethnic and Multicultural Affairs/Qld Police Service/Brisbane City Council/Education Qld/Qld Health - pilot sport and recreation program in ethnic communities
- ♦ Local Government Association of Queensland - Active Australia, Active Ageing, Local Government recreation development
- ♦ Education Queensland - Implementation of *Junior Sport Action Plan*
- ♦ Queensland Health - in relation to Aboriginal and Torres Strait Islander Health and Active Australia
- ♦ Australian Sports Commission - State and Commonwealth liaison on sport and recreation programs
- ♦ Department of Employment, Education, Training and Youth Affairs (DEETYA) - Local Indigenous Recreation Officer Program
- ♦ Australian Bureau of Statistics - sport and recreation industry statistics, other State and Territory departments
- ♦ Department of Training and Industrial Relations - training issues, eg. cross-cultural awareness
- ♦ South East Queensland Rockclimbing and Abseiling Management Forum
- ♦ South East Queensland Mountain Bike Management Forum
- ♦ Queensland Health - Sport and Recreation Health Outcomes Plan
- ♦ State Cycle Committee - Government and community bodies, Government representatives include Queensland Police Service, Queensland Rail, Department of Environment, Queensland Transport, Department of Main Roads, Department of Local Government and Planning
- ♦ Active Australia Monitoring and Evaluation Research Group
- ♦ Active Australia National Working Party Government and Industry
- ♦ Active Australia State Working Party.

## Publications

### Emergency Services Division

- ♦ *SES News*
- ♦ *ESD News*
- ♦ *Storm Surge Awareness* pamphlet
- ♦ *SES Cadet* brochure
- ♦ Emergency Plans: Guidelines for Major Hazard Facilities Queensland Fire Service and CHEM Unit (1996)
- ♦ Review of Hazardous Substances Management: Local Government and Industry Issues. CHEM Unit (1996)

## Other information cont...

- ◆ Information Paper No. 4: Dangerous Goods Information at Road Transport Incidents. CHEM Unit (1996)
  - ◆ Information Paper No. 5: Diatomaceous Earth Oil Absorbents - Health Risks. CHEM Unit (1996)
  - ◆ Information Paper No. 6: Vehicle Fires and Fluoro Elastomer (Viton). Chem Unit (1996)
  - ◆ State Disaster Plan. (Document)
  - ◆ Incident-Disaster Interface. (Brochure)
  - ◆ Disaster Planning for Local Government. (Brochure)
  - ◆ Disaster Appeals. (Brochure)
  - ◆ Could Your Council Cope? (Brochure)
  - ◆ Introduction to Disaster Management. (Training Package)
  - ◆ Introduction to Disaster Planning. (Training Package)
  - ◆ Guidelines for Functional Planning. (Operational Manual)
  - ◆ Guidelines for Disaster District Planning. (Operational Manual)
  - ◆ Guidelines for Local Government Planning. (Operational Manual)
  - ◆ Policy on the use of DES Aircraft for Disaster Response and Recovery Operations. (Operational Policy)
  - ◆ Policy on Conduct of Disaster Appeals. (Operational Policy)
  - ◆ Policy on Resupply of Isolated Communities. (Operational Policy)
  - ◆ Nuclear Powered Warship Visit Plan. (Operational Plan)
  - ◆ Air Services/State Emergency Service Observer. (Training Package)
  - ◆ Department of Main Roads/State Emergency Service Traffic Controller. (Training Package)
  - ◆ Forest Industry Training and Education Consortium/State Emergency Service Chainsaw. (Training Package)
  - ◆ Queensland Rail/State Emergency Service Rail Incident Response. (Training Package)
  - ◆ Storm Preparedness for Older Adults
  - ◆ "Stormin' Norman". (Storm Safe Brochure)
- Office of Sport and Recreation
- ◆ *Inform* newsletter (2 editions - replaced *Sweat*)
  - ◆ *Sweat* magazine (1 edition)
  - ◆ *Towards an Active State - Strategic Plan 1997-2002*
  - ◆ *Playing it Safe - a guide to risk management for sport and recreation organisations*
  - ◆ *Queensland Sporting Facilities Plan - A needs analysis*
  - ◆ *Up Sport without Drowning in Grog*
  - ◆ *The Scoresheet* (3 editions)
- Strategy, Planning and Regional Services
- ◆ *Fire Fatalities: Who's at Risk? Research Report* (in cooperation with Queensland Fire and Rescue Authority)
- Support Services Business Unit
- ◆ Department of Emergency Services Enterprise Partnership Agreement September 1997 - December 1999
  - ◆ *In The Know* - SSBU Newsletter

# Freedom of Information

## Freedom of Information (FOI) applications:

Applications	Personal		Non-personal		Total	
	1996/97	1997/98	1996/97	1997/98	1996/97	1997/98
New (including transferred in):						
Application for access to documents	119	188	73	142	192	330
Applications to amend documents:	-	-	-	-	-	-
Brought forward	23	3	26	10	49	13
Total to be processed	142	191	99	152	241	443
Completed (decision made):	133	185	75	136	208	321
Transferred out	-	-	-	-	-	-
Withdrawn/lapsed	4	15	14	9	18	24
Unfinished (carried forward)	5	2	11	7	16	9

## What happened to completed applications:

Applications	Personal		Non-personal		Total	
	1996/97	1997/98	1996/97	1997/98	1996/97	1997/98
Full access	108	174	46	99	154	273
Partial access	22	5	25	26	47	31
Access refused	2	6	3	10	5	16
Amendment refused	1	-	-	1	1	1
Total	133	185	74	136	207	321
No. of pages on which a decision was made	5,540	1,034	1,218	10,180	6,758	11,214
Formal consultations required (under section 51 of the FOI Act)	6	2	11	30	17	32

## Applications where access to some or all documents was refused:

Applications	Personal		Non-personal		Total	
	1996/97	1997/98	1996/97	1997/98	1996/97	1997/98
No. documents (section 21)	2	4	2	4	4	8
Document available by other means (section 22)	-	-	-	-	-	-
Unreasonable diversion of resources (section 28(2))	-	-	1	-	1	-
Cabinet (section 36(1))	-	-	1	2	1	2
Management of agency (section 40(c))	1	2	1	4	2	6
Deliberative process (section 41(1))	-	-	-	-	-	-
Administration/enforcement of the law (section 42(1))	-	-	-	-	-	-
Legal professional privilege (section 43(1))	5	1	1	3	6	4
Personal affairs (section 44(1))	20	6	24	26	44	32
Commercial (section 45(1))	-	1	1	1	1	2
Confidentiality (section 46(1))	-	-	-	-	-	-
Refusal to amend (section 53)	1	-	-	1	1	1

## Processing time:

Applications	Personal		Non-personal		Total	
	1996/97	1997/98	1996/97	1997/98	1996/97	1997/98
Up to 45 days	74	168	32	116	106	284
46 - 60 days	11	14	15	9	26	23
61 - 75 days	15	2	8	3	23	5
More than 75 days	33	1	19	7	52	8

## Other information cont...

### Reviews and appeals:

Applications	Personal		Non-personal		Total	
	1996/97	1997/98	1996/97	1997/98	1996/97	1997/98
Internal reviews completed:						
- Decision upheld	2	-	4	1	6	1
- Decision varied	2	-	3	1	5	1
External review notified	1	-	5	-	6	-

Figures are for the whole Emergency Services Portfolio including Queensland Ambulance Service and Queensland Fire and Rescue Authority as the FOI unit processes applications on their behalf.

## Consultancies

Human Resource Management	Division	Project	Expenditure
Francis Consulting	Office of Sport and Recreation	OSR Restructure	\$19,050.00
Mincom Pty Ltd	Support Services Business Unit	ILPS	\$26,857.71
GLW Consulting Services	Support Services Business Unit	Evaluation Report	\$577.75
PB Industrial Relations Consultancy	Support Services Business Unit	Staff Attitude Survey	\$500.00
Cullen Egan Del Ltd	Support Services Business Unit	Position Evaluation	\$3,200.00

Financial Accounting	Division	Project	Expenditure
Harte Shepherd & Coy Business Consultants	Support Services Business Unit	SAP R/3 Implementation	\$2,400.00
Stelfox Associates	Support Services Business Unit	Quarterly Position Assessment FMPM Update	\$4,175.00
Cullen Egan & Dell	Support Services Business Unit		\$608.00
Value Focused Consulting	Support Services Business Unit	ABC Costing Model	\$4,250.00

Management	Division	Project	Expenditure
Prospect Management Pty Ltd	Office of Sport and Recreation	OSR Strategic Plan	\$83,068.00
Livingstones Australia	Strategy, Planning and Regional Services	Review of Internal Operational Audit Unit	\$94.20

Professional/ Technical	Division	Project	Expenditure
Dunhill Madden & Butler	Office of Sport and Recreation	Risk Management Manual	\$45,000.00
Dix Enterprises	Office of Sport and Recreation	Facility Information System Review	\$50,000.00
Livingstones	Office of Sport and Recreation	Queensland Athletics	\$52,408.00
Rick Parrish and Associates	Queensland Academy of Sport	Feasibility study on the conversion of Newmarket State High School into a suitable headquarters for the Queensland Academy of Sport	\$9,800.00
Dr Simon Locke	Queensland Academy of Sport	Ongoing medical consultancy services	\$29,957.50

Information Services	Division	Project	Expenditure
Australasian Spatial Data Exchange Centre	Support Services Business Unit	GPS	\$2,710.00

## Overseas travel details

Name	Place	Purpose	Date
D. Aitken	Christchurch, New Zealand	Sport Scientist - Sport Science support for the Australian Softball Team - South Pacific Softball Classic.	2 to 9 February 1998
A. Baumann	Japan	Travelled with the Director-General to attend a dinner hosted by the Governor of Queensland for the Japanese Olympic Committee with regards to pre-Olympic Games training in Queensland.	24 to 29 March 1998
A. Baumann	China	Held meetings with the Chinese Olympic Committee regarding the benefits of pre-Olympic Games training in Queensland.	29 March to 2 April 1998
A. Baumann	Hong Kong	Held meetings with the Hong Kong Institute of Sport and the Hong Kong Sports Development Board regarding the benefits of pre-Olympic Games training in Queensland.	2 to 4 April 1998
A. Baumann	Fiji	Attended the Oceania National Olympic Committees (ONOC) Annual General Assembly and held scheduled and informal meetings with a number of Olympic committee representatives regarding the benefits of pre-Olympic Games training in Queensland.	30 April to 2 May 1998
A. Baumann	Canada	Addressed and met with the Summer Olympic Sports representatives regarding the benefits of pre-Olympic Games training in Queensland.	2 to 18 May 1998
A. Belbin	Thailand	Assisted in development of a corporate communications plan for the Asian Disaster Preparedness Centre (ADPC).	5 to 12 July 1997
I. Callaghan	Anaheim California, USA	Helicopter Association International Award ceremony (award recipient).	14 to 22 February 1998
I. Callaghan	Washington DC, USA	1998 Rotor and Wing Heroism Award.	26 May to 9 June 1998
A. Cameron	Dallas Texas, USA	Flight Safety Simulator Course.	1 to 10 November 1997
R. Carlisle	Malaysia	Presentation at <i>Chemical Emergencies and their Mitigation</i> conference.	18 to 21 November 1997
P. Collins	Dallas Texas, USA	Flight Safety Simulator Course.	20 Feb. to 1 March 1998
D. Cooper	Belgium, Germany, Holland, Denmark	Assistant Coach Canoeing Squad - European tour of International Regatta with senior members of QAS Squad	22 April to 8 June 1998
R. Cooper	Anaheim California, USA	Helicopter Association International Award ceremony.	14 to 22 February 1998
A. Gillman	Dallas Texas, USA	Bell 412 Helicopter Pilot Course.	17 Oct. to 3 November 1997
J. Hocken	USA	Minister addressed Olympic Congress.	1 to 8 November 1997
J. Hocken	Bangkok, Thailand	SES Cadet Schemes - Spoke with Volunteers Rescue organisations	9 to 13 November 1997
J. Hocken	Japan/China	Met with Olympic Committees	24 to 31 March 1998
J. Hocken	Japan/China	Minister and Director-General met with Olympic Committees	8 to 18 April 1998

## Other information cont...

Name	Place	Purpose	Date
J. Holzworth	Thailand and Malaysia	Conduct of Road Accident Rescue (RAR) course and demonstration of RAR techniques.	19 August to 23 Sept. 1997
G. Kempton	Dallas Texas, USA	Flight Safety Simulator Course.	1 to 10 November 1997
W. McNab	Thailand and Malaysia	Conduct of RAR course and demonstration of RAR techniques.	19 August to 23 Sept. 1997
A. Murray	Dallas Texas, USA	Helicopter Field Maintenance Course.	28 Nov. to 23 Dec. 1997
J. Noye	South East Asia	Leading Australia's Future in Asia (LAFIA), a high level Strategic Leadership Program offered each year by the Australian Public Service and Merit Protection Commission to senior executives in the Australian Public Service.	1 to 19 November 1997
J. Manning	Auckland, New Zealand	Scientific Officer (Biomechanics) - Attended the 2nd Australasian Biomechanics Conference at the University of Auckland.	28 to 30 January 1998
G. Maw	Singapore/ Fukuoka, Japan	Sport Scientist - Pre-competition training camp for Australian Swimming Team in Singapore with the Pan Pacific Championships held in Fukuoka, Japan.	27 July - 13 August 1997
G. Maw	Bali	Sport Scientist (physiology) - for the National Breaststroke Camp.	12 to 18 October 1997
D. Penton	Dallas Texas, USA	Bell 412 Helicopter Pilot Course.	17 Oct. to 3 November 1997
S. Roskvist	Vancouver, Canada	Selected as a Coach with the Australian Women's Softball Team's preparation for the World Series Cup.	9 to 24 June 1998
W. Shakespear	Auckland, New Zealand	Director, Queensland Academy of Sport - Presentation to University and local interest groups on The Australian Sporting Scene from a State Perspective.	29 June to 2 July 1998
W. Shakespear	England	Director, Queensland Academy of Sport - Keynote speaker at the International Coaches Conference, Lilleshall National Sport Centre, Newport, Shropshire.	15 to 17 December 1997
J. Sumegi	Denmark, Belgium, Germany	Head Coach Canoeing Squad, Queensland Academy of Sport - World Cup Regatta.	27 May to 30 June 1998
J. Sumegi	Dartmouth, Nova Scotia, Canada	Head Coach Canoeing Squad, Queensland Academy of Sport - World Championships Canoeing.	19 to 24 August 1997
S. Tubb	Dallas Texas, USA	Flight Safety Simulator Course.	20 Feb. to 1 March 1998
S. Volkers	United Kingdom, Sweden, Germany	Coach selected for Australian Swim Team participation in the World Cup Series.	9 to 25 March 1998
S. Volkers	Bali	Selected as Head Coach for the National Breaststroke Camp.	12 to 18 October 1997
G. White	Dallas Texas, USA	Helicopter Electrical/Auto Pilot Course.	24 Oct. to 11 November 1997

# Financial Statements

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES FINANCIAL STATEMENTS 1997/98

#### Purpose

The financial statements have been prepared to provide users with information about the Department which is useful for making and evaluating decisions about the allocation of scarce resources and to assist the Department in discharging its responsibilities and obligations under the *Financial Administration and Audit Act 1977*.

#### Financial Highlights at a Glance

1. The Department is in a good financial position with net assets of \$63.5 million.
2. The operating result for the year was a decrease in net assets of \$465,000. This is represented by:
 

• Emergency Services	-	decrease in net assets by \$ 4,331,000 *
• Support Services Business Unit	-	decrease in net assets by \$ 2,225,000 **
• Strategy, Planning and Regional Services	-	increase in net assets by \$ 354,000
• Sport and Recreation	-	increase in net assets by \$ 6,440,000

\* due to \$4.5 million increase in net cost of services and \$4.6 million decrease in total accrual revenues from government  
 \*\* due to an increase in operating expenses
3. The cash balances as at 30 June 1998 were:
 

• Sport and Recreation Benefit Fund	\$ 34,850,000
• Sport and Youth Fund	\$ 949,000
• Department of Emergency Services	\$ 118,000

The majority of these funds are committed.
4. The Department's non-current physical assets (net of accumulated depreciation) consists of \$67.6 million, which is broken down as follows:
 

• Land	\$ 26,085,000
• Buildings	\$ 21,512,000
• Aircraft	\$ 13,970,000
• Motor Vehicles	\$ 56,000
• Other Plant and Equipment	\$ 4,098,000
• Software Development	\$ 1,915,000
5. Current Assets (worth \$37.4 million) exceed Current Liabilities (worth \$32.0 million) by a ratio of 1.2 : 1, representing a positive ability to meet current obligations as and when they fall due.
6. The Department's liabilities for employee entitlements (annual leave and long service leave) as at 30 June 1998 were \$5.6 million. This is broken down as follows:

	<u>Current</u>	<u>Non-Current</u>
• Emergency Services	\$ 957,000	\$ 657,000
• Support Services Business Unit	\$ 827,000	\$ 1,064,000
• Strategy, Planning and Regional Services	\$ 414,000	\$ 427,000
• Sport and Recreation	\$ 698,000	\$ 609,000

**Department of Emergency Services & Office of Sport and Recreation**  
**FINANCIAL STATEMENTS 1997/98**

**Table of Contents**

Operating Statement .....	60
Statement of Financial Position .....	61
Statement of Cash Flows .....	62
Statement of Program Expenses and Revenues .....	63
Statement of Program Assets and Liabilities .....	65
Statement of Appropriations .....	67
Notes to and forming part of the Financial Statements .....	71
Certificate of the Department of Emergency Services .....	90
Certificate of the Auditor-General .....	91

# Department of Emergency Services & Office of Sport and Recreation FINANCIAL STATEMENTS 1997/98

## DEPARTMENT OF EMERGENCY SERVICES

### OPERATING STATEMENT

for the year ended 30 June 1998

	Notes	1998 \$'000	1997 \$'000
Operating Expenses			
Employee expenses	4	37,200	31,720
Supplies and services	5	14,125	13,275
Depreciation and amortisation expenses	6	6,550	6,449
Grants and subsidies	7	43,684	19,772
Other expenses	8	7,418	6,913
Total operating expenses		108,977	78,129
Operating Revenues			
User charges and fees	9	2,646	2,823
Other	10	1,017	1,001
Total operating revenues		3,663	3,824
Net cost of services before allocation of Corporate Services		105,314	74,305
Recovery of QAS Corporate Services allocation		(7,900)	(8,585)
Recovery of QFRA Corporate Services allocation		(8,976)	(9,756)
NET COST OF SERVICES		88,438	55,964
Total Revenues from Government	11	88,676	81,204
Increase/(Decrease) in Net Assets before Abnormals		238	25,240
Abnormal items			
Donation of aircraft to Royal Flying Doctor Service		..	1,031
Payment of RNA debt		..	3,295
Transfer of land and building to Townsville City Council		703	..
INCREASE/(DECREASE) IN NET ASSETS		(465)	20,914

### ADMINISTERED EXPENSES AND REVENUES

Administered Expenses			
Unrequited Transfers		546	387
Total administered expenses		546	387
Administered Revenues			
Other Government revenue		949	646
Funds received on behalf of Treasury		..	610
Commonwealth revenue		..	592
Total administered revenues		949	1,848

The above operating statement should be read in conjunction with the accompanying notes.

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

DEPARTMENT OF EMERGENCY SERVICES			
STATEMENT OF FINANCIAL POSITION		1998	1997
as at 30 June 1998		\$'000	\$'000
<hr/>			
<b>CURRENT ASSETS</b>			
Cash	12	34,968	23,840
Receivables	13	1,368	1,709
Inventories	14	530	464
Other	15	569	180
Total current assets		<u>37,435</u>	<u>26,193</u>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	16	<u>67,636</u>	<u>65,380</u>
Total non-current assets		<u>67,636</u>	<u>65,380</u>
<b>TOTAL ASSETS</b>		<u>105,071</u>	<u>91,573</u>
<b>CURRENT LIABILITIES</b>			
Creditors	17	3,164	1,637
Borrowings	18	1,000	..
Provisions	19	2,896	2,605
Grant liabilities	20	24,092	19,922
Other current liabilities	21	903	..
Total current liabilities		<u>32,055</u>	<u>24,164</u>
<b>NON-CURRENT LIABILITIES</b>			
Borrowings	18	6,779	1,642
Provisions	19	2,758	2,943
Total non-current liabilities		<u>9,537</u>	<u>4,585</u>
<b>TOTAL LIABILITIES</b>		<u>41,592</u>	<u>28,749</u>
<b>NET ASSETS</b>		<u>63,479</u>	<u>62,824</u>
<b>EQUITY</b>			
Accumulated surplus		61,855	62,824
Asset revaluation reserve		1,624	..
Total equity	22	<u>63,479</u>	<u>62,824</u>
<hr/>			
<b>ADMINISTERED ASSETS AND LIABILITIES</b>			
<b>Administered Current Assets</b>			
Funds held on behalf of Treasury		949	546
<b>TOTAL ADMINISTERED ASSETS</b>	12	<u>949</u>	<u>546</u>

The above statement of financial position should be read in conjunction with the accompanying notes.

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

DEPARTMENT OF EMERGENCY SERVICES STATEMENT OF CASH FLOWS for the year ended 30 June 1998		Notes	1998 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<i>Inflows:</i>			
User charges			2,902
Grants and other contributions			..
Interest			..
Other			233
<i>Outflows:</i>			
Grants and subsidies			(37,313)
Employee costs			(36,329)
Supplies and services			(18,134)
Interest and other costs of finance			..
Other			13,618
Net cash provided by (used in) operating activities	23		(75,023)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
<i>Inflows:</i>			
Proceeds from sale of property, plant and equipment			1,683
<i>Outflows:</i>			
Payments for property, plant and equipment			(10,298)
Net cash provided by (used in) investing activities			(8,615)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
<i>Inflows:</i>			
Proceeds from borrowings			6,000
<i>Outflows:</i>			
Repayment of borrowings			..
Net cash provided by (used in) financing activities			6,000
<b>CASH FLOWS FROM GOVERNMENT</b>			
<i>Inflows:</i>			
Appropriation Receipt			95,927
<i>Outflows:</i>			
Appropriations carried forward			(1,059)
Net cash provided by government			94,868
Other Government receipts			1,806
Commonwealth receipts			1,914
Consolidated Revenue remitted to Treasury			(9,822)
Total Revenues from government			88,766
Net increase (decrease) in cash held			11,128
Cash at beginning of the financial year			23,840
Cash at end of the financial year	12		34,968

**Department of Emergency Services & Office of Sport and Recreation**  
**FINANCIAL STATEMENTS 1997/98**

**DEPARTMENT OF EMERGENCY SERVICES**  
**STATEMENT OF PROGRAM EXPENSES AND REVENUES**  
for the year ended 30 June 1998

	Emergency Services		Support Services Business Unit	Strategy, Planning & Regional Services	Corporate Services *	Sport and Recreation		Total	
	1998	1997	1998	1998	1997	1998	1997	1998	1997
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating Expenses</b>									
Employee expenses	10,485	9,064	9,857	5,901	14,410	10,957	8,246	37,200	31,720
Supplies and services	6,530	5,424	2,222	1,103	3,340	4,270	4,511	14,125	13,275
Depreciation and amortisation expenses	3,780	3,457	1,328	263	2,097	1,179	895	6,550	6,449
Grants and subsidies	9,432	8,022	...	5	...	34,247	11,750	43,684	19,772
Other expenses	1,587	1,628	2,816	819	3,689	2,196	1,596	7,418	6,913
<b>Total operating expenses</b>	<b>31,814</b>	<b>27,595</b>	<b>16,223</b>	<b>8,091</b>	<b>23,536</b>	<b>52,849</b>	<b>26,998</b>	<b>108,977</b>	<b>78,129</b>
<b>Operating Revenues</b>									
User charges and fees	1,178	1,420	...	3	4	1,465	1,399	2,646	2,823
Other	708	614	112	15	105	182	282	1,017	1,001
<b>Total operating revenues</b>	<b>1,886</b>	<b>2,034</b>	<b>112</b>	<b>18</b>	<b>109</b>	<b>1,647</b>	<b>1,681</b>	<b>3,663</b>	<b>3,824</b>
<b>Net cost of services before allocation of Corporate Services</b>	<b>29,928</b>	<b>25,561</b>	<b>16,111</b>	<b>8,073</b>	<b>23,427</b>	<b>51,202</b>	<b>25,317</b>	<b>105,314</b>	<b>74,305</b>
Allocation of corporate services costs	399	461	2,209	(5,164)	(3,542)	2,556	3,081	...	...
Recovery of QAS Corporate Services allocation	...	...	(7,900)	...	(8,585)	...	...	(7,900)	(8,585)
Recovery of QFRA Corporate Services allocation	...	...	(8,976)	...	(9,756)	...	...	(8,976)	(9,756)
<b>NET COST OF SERVICES</b>	<b>30,327</b>	<b>26,022</b>	<b>1,444</b>	<b>2,909</b>	<b>1,544</b>	<b>53,758</b>	<b>28,398</b>	<b>88,438</b>	<b>55,964</b>
<b>Total Revenues from Government</b>	<b>25,996</b>	<b>30,655</b>	<b>(781)</b>	<b>3,263</b>	<b>781</b>	<b>60,198</b>	<b>49,768</b>	<b>88,676</b>	<b>81,204</b>
<b>Increase/( Decrease) in Net Assets before Abnormals</b>	<b>(4,331)</b>	<b>4,633</b>	<b>(2,225)</b>	<b>354</b>	<b>(763)</b>	<b>6,440</b>	<b>21,370</b>	<b>238</b>	<b>25,240</b>
<b>Abnormal Items</b>									
Donation of aircraft to Royal Flying Doctor Service	...	1,031	...	...	...	...	...	...	1,031
Payment of RNA debt	...	...	...	...	...	...	3,295	...	3,295
Transfer of land and building to Townsville City Council	...	...	...	...	...	703	...	703	...
<b>INCREASE/(DECREASE) IN NET ASSETS</b>	<b>(4,331)</b>	<b>3,602</b>	<b>(2,225)</b>	<b>354</b>	<b>(763)</b>	<b>6,440</b>	<b>18,075</b>	<b>(465)</b>	<b>20,914</b>

\* As this is the first year that the Support Services Business Unit and Strategy, Planning and Regional Services have been formed as separate programs, comparisons to the previous year are unavailable. These programs were included in Corporate Services during 1997.

Department of Emergency Services & Office of Sport and Recreation  
FINANCIAL STATEMENTS 1997/98

DEPARTMENT OF EMERGENCY SERVICES  
STATEMENT OF PROGRAM EXPENSES AND REVENUES  
for the year ended 30 June 1998

	Emergency Services		Support Services Business Unit	Strategy, Planning & Regional Services	Corporate Services *	Sport and Recreation		Total	
	1998	1997	1998	1998	1997	1998	1997	1998	1997
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ADMINISTERED EXPENSES AND REVENUES</b>									
Administered Expenses									
Unrequited Transfers						546	387	546	387
Total administered expenses						546	387	546	387
Administered Revenues									
Other Government revenue		100				949	546	949	646
Funds received on behalf of Treasury		571			39	...	...	...	610
Commonwealth revenue		592				...	...	...	592
Total administered revenues		1,263			39	949	546	949	1,848

**Department of Emergency Services & Office of Sport and Recreation**  
**FINANCIAL STATEMENTS 1997/98**

**DEPARTMENT OF EMERGENCY SERVICES**  
**STATEMENT OF PROGRAM ASSETS AND LIABILITIES**  
as at 30 June 1998

	Emergency Services		Support Services Business Unit	Strategy, Planning & Regional Services	Corporate Services *	Sport and Recreation		Total	
	1998 \$'000	1997 \$'000	1998 \$'000	1998 \$'000	1997 \$'000	1998 \$'000	1997 \$'000	1998 \$'000	1997 \$'000
<b>CURRENT ASSETS</b>									
Cash	4	4	114	..	5	34,850	23,831	34,968	23,840
Receivables	584	693	4	658	947	121	69	1,368	1,709
Inventories	515	438	14	..	26	..	..	530	464
Other	174	86	156	71	85	168	9	569	180
<b>Total current assets</b>	<b>1,278</b>	<b>1,221</b>	<b>288</b>	<b>729</b>	<b>1,063</b>	<b>35,139</b>	<b>23,909</b>	<b>37,435</b>	<b>26,193</b>
<b>NON-CURRENT ASSETS</b>									
Property, plant and equipment	20,802	20,668	3,351	5,495	7,394	37,988	37,318	67,636	65,380
<b>Total non-current assets</b>	<b>20,802</b>	<b>20,668</b>	<b>3,351</b>	<b>5,495</b>	<b>7,394</b>	<b>37,988</b>	<b>37,318</b>	<b>67,636</b>	<b>65,380</b>
<b>TOTAL ASSETS</b>	<b>22,079</b>	<b>21,889</b>	<b>3,640</b>	<b>6,224</b>	<b>8,457</b>	<b>73,127</b>	<b>61,227</b>	<b>105,071</b>	<b>91,573</b>
<b>CURRENT LIABILITIES</b>									
Creditors	1,472	368	1,054	187	781	451	488	3,164	1,637
Borrowings	500	..	..	500	..	..	..	1,000	..
Provisions	957	867	827	414	1,254	698	484	2,896	2,605
Grant liabilities	..	..	..	..	..	24,092	19,922	24,092	19,922
Other current liabilities	63	..	496	50	..	294	..	903	..
<b>Total current liabilities</b>	<b>2,993</b>	<b>1,235</b>	<b>2,376</b>	<b>1,151</b>	<b>2,035</b>	<b>25,534</b>	<b>20,894</b>	<b>32,055</b>	<b>24,164</b>
<b>NON-CURRENT LIABILITIES</b>									
Borrowings	4,279	1,642	..	2,500	..	..	..	6,779	1,642
Provisions	657	681	1,064	427	1,687	609	575	2,758	2,943
<b>Total non-current liabilities</b>	<b>4,936</b>	<b>2,323</b>	<b>1,064</b>	<b>2,927</b>	<b>1,687</b>	<b>609</b>	<b>575</b>	<b>9,537</b>	<b>4,585</b>
<b>TOTAL LIABILITIES</b>	<b>7,928</b>	<b>3,558</b>	<b>3,441</b>	<b>4,079</b>	<b>3,722</b>	<b>26,143</b>	<b>21,469</b>	<b>41,592</b>	<b>28,749</b>
<b>NET ASSETS</b>	<b>14,151</b>	<b>18,331</b>	<b>199</b>	<b>2,145</b>	<b>4,735</b>	<b>46,984</b>	<b>39,758</b>	<b>63,479</b>	<b>62,824</b>

\* As this is the first year that the Support Services Business Unit and Strategy, Planning and Regional Services have been formed as separate programs, comparisons to the previous year are unavailable. These programs were included in Corporate Services during 1997.

**Department of Emergency Services & Office of Sport and Recreation**  
**FINANCIAL STATEMENTS 1997/98**

**DEPARTMENT OF EMERGENCY SERVICES**  
**STATEMENT OF PROGRAM ASSETS AND LIABILITIES**  
as at 30 June 1998

Emergency Services		Support Services Business Unit	Strategy, Planning & Regional Services	Corporate Services *	Sport and Recreation		Total	
1998	1997	1998	1998	1997	1998	1997	1998	1997
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000

**ADMINISTERED ASSETS AND LIABILITIES**

Administered Current Assets

Funds held on behalf of Treasury

**TOTAL ADMINISTERED ASSETS**

949	546	949	546
949	546	949	546

**Department of Emergency Services & Office of Sport and Recreation**  
**FINANCIAL STATEMENTS 1997/98**

**DEPARTMENT OF EMERGENCY SERVICES**  
**STATEMENT OF APPROPRIATIONS**  
For the year ended 30 June 1998

		APPROPRIATIONS 1997-98 \$'000			EXPENDITURE 1997-98 \$'000		APPROPRIATIONS 1996-97 \$'000	EXPENDITURE 1996-97 \$'000
		Original Appropriation	Transfers	Unforeseen Expenditure	Total	Lapsed Appropriation	Total	Total
<b>Policy Area 02 -</b>	<b>LAW, ORDER AND PUBLIC SAFETY</b>							
<b>Program Areas:</b>								
024 Public Safety	Consolidated	127,829	..	2,970	130,799	..	130,799	102,158
	Trust & Special							
	<i>Ambulance Service Trust Fund</i>	158,033	(158,033)	..	..	..	157,502	145,106
	<i>State Fire Services Trust Fund</i>	..	..	..	..	..	177,646	164,615
	<b>Total for Program Area 024</b>	<b>285,862</b>	<b>(158,033)</b>	<b>2,970</b>	<b>130,799</b>	<b>..</b>	<b>130,799</b>	<b>437,306</b>
<b>Total Policy Area 02</b>	Consolidated	127,829	..	2,970	130,799	..	130,799	102,158
	Trust & Special							
	<i>Ambulance Service Trust Fund</i>	158,033	(158,033)	..	..	..	157,502	145,106
	<i>State Fire Services Trust Fund</i>	..	..	..	..	..	177,646	164,615
	<b>Total for Policy Area 02</b>	<b>285,862</b>	<b>(158,033)</b>	<b>2,970</b>	<b>130,799</b>	<b>..</b>	<b>130,799</b>	<b>437,306</b>

**Department of Emergency Services & Office of Sport and Recreation**  
**FINANCIAL STATEMENTS 1997/98**

**DEPARTMENT OF EMERGENCY SERVICES**  
**STATEMENT OF APPROPRIATIONS**  
For the year ended 30 June 1998

		APPROPRIATIONS 1997-98 \$'000			EXPENDITURE 1997-98 \$'000		APPROPRIATIONS 1996-97 \$'000	EXPENDITURE 1996-97 \$'000
		Original Appropriation	Transfers	Unforeseen Expenditure	Total	Lapsed Appropriation	Total	Total
<b>Policy Area 06 -</b>	<b>CONSERVATION, RECREATION AND CULTURE</b>							
<b>Program Areas:</b>								
061 Conservation and Recreation	Consolidated Trust & Special	12,217	..	46,387	58,604	..	58,604	8,396
	Sport and Recreation Benefit Fund	62,349	..	..	62,349	11,403	50,946	39,979
	Sports and Youth Fund	1,020	..	..	1,020	474	546	1,048
	<b>Total for Program Area 061</b>	<b>75,586</b>	<b>..</b>	<b>46,387</b>	<b>121,973</b>	<b>11,877</b>	<b>110,096</b>	<b>68,177</b>
<b>Total Policy Area 06</b>	Consolidated	12,217	..	46,387	58,604	..	58,604	8,396
	Trust & Special	63,369	..	..	63,369	11,877	51,492	39,781
<b>Total for Policy Area 06</b>		<b>75,586</b>	<b>..</b>	<b>46,387</b>	<b>121,973</b>	<b>11,877</b>	<b>110,096</b>	<b>68,177</b>
<b>Grand Total</b>	Consolidated Fund	140,046	..	49,357	189,403	..	189,403	123,427
	Trust & Special Funds	221,402	(158,033)	..	63,369	11,877	51,492	350,748
<b>TOTAL</b>	<b>APPROPRIATIONS</b>	<b>361,448</b>	<b>(158,033)</b>	<b>49,357</b>	<b>252,772</b>	<b>11,877</b>	<b>240,895</b>	<b>474,175</b>

**Department of Emergency Services & Office of Sport and Recreation**  
**FINANCIAL STATEMENTS 1997/98**

**DEPARTMENT OF EMERGENCY SERVICES**  
**STATEMENT OF APPROPRIATIONS**  
**For the year ended 30 June 1998**

	APPROPRIATIONS 1997-98 \$'000				EXPENDITURE 1997-98 \$'000		APPROPRIATIONS 1996-97 \$'000		EXPENDITURE 1996-97 \$'000	
	Original Appropriation	Transfers	Unforeseen Expenditure	Total	Lapsed Appropriation	Total	Total	Total	Total	Total
<i>Less: Appropriations not recognised as Revenues</i>										
Administered appropriations										
<i>Sports and Youth Fund</i>	(1,020)	..	..	(1,020)	(474)	(546)	(1,048)		(1,018)	
Other										
<i>Contribution to Ambulance Service Trust Fund</i>	(54,620)	..	(5,718)	(60,338)	..	(60,338)	..	..	..	..
<i>Contribution to State Fire Services Trust Fund</i>	(36,122)	19,727	..	(16,395)	..	(16,395)	..	..	..	..
<i>Contribution to QFRA Trust Fund</i>	..	(19,727)	..	(19,727)	(2,984)	(16,743)	..	..	..	..
<i>Consolidated Fund Carryovers</i>	..	..	..	(1,059)	..	(1,059)	..	..	(6,363)	..
Other Trust and Special Fund Appropriation										
<i>Sport and Recreation Benefit Fund</i>	(62,349)	..	..	(62,349)	(11,403)	(50,946)	(58,733)		(39,979)	
<i>Ambulance Service Trust Fund</i>	(158,033)	158,033	..	..	..	..	(157,502)		(145,106)	
<i>State Fire Services Trust Fund</i>	..	..	..	..	..	..	(177,646)		(164,615)	
<b>Net Cash Provided by Government</b>	<b>49,304</b>	<b>..</b>	<b>43,639</b>	<b>91,884</b>	<b>(2,984)</b>	<b>94,868</b>	<b>110,554</b>		<b>117,064</b>	
<i>Add: Other Government Revenues</i>										
Transfer of funds from the Sport and Recreation Program to Emergency Services Program (Consolidated Fund)						1,000				
Motor Accident Insurance Fund						100			1,579	
Gaming Machine Levy						..			43,268	
Injury Prevention - Qld Health						..			289	
Business Process Re-engineering Pilot						..			45	
Keno Funds						706				
Assets and Revenues relinquished to Government						(9,822)				
Movement in Appropriation Receivable						(90)				
<b>Total Other Government Revenues</b>						<b>(8,106)</b>			<b>45,181</b>	

**Department of Emergency Services & Office of Sport and Recreation  
FINANCIAL STATEMENTS 1997/98**

**DEPARTMENT OF EMERGENCY SERVICES  
STATEMENT OF APPROPRIATIONS  
For the year ended 30 June 1998**

	APPROPRIATIONS 1997-98 \$'000	EXPENDITURE 1997-98 \$'000	APPROPRIATIONS 1996-97 \$'000	EXPENDITURE 1996-97 \$'000
<i>Add: Commonwealth Receipts</i>				
Commonwealth Traineeship Subsidies		857		54
Commonwealth Research Grants		..		8
Commonwealth Payments (Sport)		1,057		1,217
<b>Total Commonwealth Receipts</b>		<u>1,914</u>		<u>1,279</u>
 <b>TOTAL REVENUES FROM GOVERNMENT</b>		 <u><u>88,676</u></u>		 <u><u>164,673</u></u>

The above Statement of Appropriations should be read in conjunction with the Note 27.

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 1998

#### 1. Objectives of the Department

The Department's objectives are to serve and support the community in preventing, planning for, responding to and recovering from emergencies and disasters. The Department's vision is to be a leader in delivering emergency services and to be recognised by the community as an organisation which is effective in dealing with emergencies and disasters so that injury, suffering, loss of life and damage to property are minimised.

The Department consists of the following four programs:

- Emergency Services
- Support Services Business Unit
- Strategy, Planning and Regional Services
- Sport and Recreation

The Sport and Recreation program was predominantly funded through Trust and Special Funds of the Public Accounts and received a percentage of revenue raised from gaming machine taxes. Emergency Services was predominantly funded by Parliamentary appropriations. The Support Services Business Unit and Strategy, Planning and Regional Services received appropriations from the other programs within the Department.

#### 2. Summary of Significant Accounting Policies

##### (a) Basis of accounting

The financial statements have been prepared in accordance with the *Financial Administration and Audit Act 1997*, the *Financial Management Standard 1997* and other prescribed requirements.

The financial statements have been prepared in accordance with the historical cost convention and applicable accounting standards. Except where indicated, the accounting policies adopted are consistent with those of the previous year. The accrual basis of accounting has been adopted for departmental transactions.

##### (b) Comparative figures

Except as otherwise stated in Note 27(a), comparative figures have been adjusted to account for the separation of the former ambulance and fire service programs from the Department of Emergency Services. The figures disclosed provide valid comparisons with the current year.

##### (c) The reporting entity

The financial statements include all assets, liabilities, revenues, expenses and equities of the Department. The Department does not control any other entities.

In the process of reporting on the Department as a single entity, all intra-entity transactions and balances have been eliminated.

# Department of Emergency Services & Office of Sport and Recreation FINANCIAL STATEMENTS 1997/98

## DEPARTMENT OF EMERGENCY SERVICES NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30 June 1998

### *Transactions and balances administered on behalf of the State Government*

The Department administers, but does not control, certain resources on behalf of the Queensland State Government. It is accountable for the transactions involving administered resources, but does not have discretion to deploy these resources for the achievement of the department's objectives. For these resources, the Department acts only on behalf of the Queensland State Government.

Transactions and balances relating to administered resources are not recognised as departmental revenues, expenses, assets or liabilities, but are disclosed separately in the shaded partial administered statements and associated notes.

#### (d) User charges and fees

User charges and fees controlled by the Department are recognised as revenues. User charges and fees are controlled by the Department where they can be deployed for the achievement of Departmental objectives.

User charges and fees collected by the Department but not controlled by it are not recognised as revenues, but are reported as administered revenue in the applicable schedules.

#### (e) Grants and other contributions revenue

Grants, donations, gifts and other non-reciprocal contributions are recognised as revenues when the Department obtains control over the assets comprising the contributions. Control is normally obtained upon their receipt.

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

#### (f) Appropriations

Appropriations are recognised as revenue only when the Department obtains control over the relevant underlying assets. Control in this instance is normally obtained upon expenditure against approved appropriation. Appropriation revenue is also recognised for approved carryover of appropriation in relation to obligations incurred in the reporting period and due to be satisfied in the following period.

Amounts appropriated to the Department for transfer to eligible beneficiaries in accordance with legislation or other authoritative requirements are not controlled by the Department. Accordingly, such amounts are not recognised as Departmental revenues, but are reported as administered revenues. Similarly, the amounts transferred, or to be transferred, are not recognised as Departmental expenses, but are reported as administered expenses.

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 1998

**(g) Cash**

For the purposes of the Statement of Cash Flows, cash includes cash on hand and deposits at call which are readily convertible to cash and which are used in the day-to-day cash management function of the Department.

**(h) Receivables**

Receivables are recognised at the amount due at the time of sale or service provision. The collectability of receivables is assessed at balance date with adequate provision made for doubtful debts and all known bad debts written off.

Receivables are normally settled on 14 day terms. There are no significant concentrations of credit risk in these receivables.

**(i) Inventories**

Inventories are valued at the lower of cost and net realisable value.

**(j) Acquisitions of assets**

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Department. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition, including all other costs incurred in getting the assets ready for use.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition.

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

All items of property, plant and equipment with a cost, or other value, in excess of \$2,000 are recognised in the year of acquisition. All other such items with a cost, or other value, less than \$2,000 are expensed.

Items or components which form an integral part of an asset are recognised as a single asset (functional asset). The recognition threshold is applied to the aggregate cost of each functional asset.

**(l) Amortisation and depreciation of property, plant and equipment**

Depreciation on property, plant and equipment is calculated on a straight line basis so as to write off the cost (or other value) of each depreciable asset, less its estimated residual value, progressively over its useful life.

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

The cost (or other value) of leasehold improvements is amortised over the estimated useful lives of the improvements or the unexpired period of the lease, whichever is shorter.

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 1998

---

The cost of software development has been amortised over the useful life of the software.

Major depreciation periods are:

Class	
Buildings	25-40 years
Aircraft and boats	5-10 years
Motor vehicles	5-10 years
Other plant and equipment	3-20 years

Consistent with Australian Accounting Standard (AAS) 4, 1997-98 depreciation rates for buildings having a nominal value of greater than or equal to \$500,000 were reviewed to reflect the most recent assessment of the useful lives of these assets. Appropriate salvage values were also assigned to these assets. These initiatives are part of a current review of assets of the agency. This review is expected to be completed by early 1999. The review includes elements such as the development of strategies for indexing, and the revaluation thresholds of assets.

#### (m) Revaluation of non-current physical assets

Non-current physical assets having an estimated value greater than the revaluation threshold of \$500,000 and an estimated useful life of more than three years are required to be revalued. A comprehensive revaluation of non-current physical assets is being performed at five year intervals with interim revaluations otherwise performed on an annual basis. Interim indexation is not applied to rescue helicopters which have fluctuating market prices, based on international supply and demand, and do not necessarily increase with indexation increments.

Non-current physical assets are valued on the deprival basis in accordance with the *Financial Management Standard* and the Treasurer's guidelines "Recording and Valuation of Non-Current Physical Assets in the Queensland Sector". Under this concept, assets are valued at an amount that represents the entire loss that might be expected to be incurred if the Department was deprived of the future economic benefits of these assets at the reporting date.

#### (n) Leases

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

No non-current assets have been acquired by means of a finance lease.

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

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 1998

---

(o) **Creditors**

Creditors are recognised at the amount to be paid in the future for goods and services received. Creditors are normally settled on 30 day terms.

(p) **Borrowings**

Loans payable are recognised at their principal, with interest expense recognised as it accrues.

(q) **Employee expenses**

*Wages and salaries and annual leave*

Liabilities for wages and salaries and annual leave are recognised, and are measured as the amount unpaid at the reporting date at current pay rates in respect of employees' services up to that date and include related on-costs.

*Long Service Leave*

A liability for long service leave is recognised, and is measured by the use of a shorthand method derived by the Queensland State Actuary. The result of this method does not differ materially from that which would be arrived at by calculation of the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. The method used incorporates consideration of expected future wage and salary levels and experience of employee departure and periods of service. The assumed rate of salary inflation and discount rate are based on Commonwealth Government bond yields at the reporting date and the expected long term gap between salary inflation and investment return.

*Superannuation*

Employer contributions for superannuation expense are determined by the State Actuary. No liability is shown for superannuation benefits in the Statement of Financial Position, as the liability is held by the State Government.

(r) **Taxation**

The Department's activities are exempt from all forms of Commonwealth taxation except fringe benefits tax.

(s) **Resources received free of charge for nominal value**

Resources received free of charge or for nominal value which can be reliably measured are recognised as revenues and as assets or expenses as appropriate.

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 1998

(t) **Allocation of overheads to Departmental Programs**

The Department has the necessary information systems to allocate direct items to programs and this is reflected in the Program Statements.

The revenues and expenses of the Department's corporate services programs are allocated to programs on a cost recovery basis.

(u) **Insurance**

In accordance with Government policy, assets are not insured, and losses are expensed as they are incurred.

(v) **Rounding**

Amounts included in the financial statements have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero.

3. **Programs of the Department**

The identity and purpose of each program reported in these statements is summarised below:

**Emergency Services**

The purpose of Emergency Services is to provide emergency aeromedical and aerial search and rescue services for rural and regional Queensland, undertake the management of Queensland's disaster management arrangements and ensure State Emergency Services members are trained and resourced to effectively fulfil their local responsibilities.

**Support Services Business Unit**

The purpose of the Support Services Business Unit is to enhance the Department's ability to manage its financial and asset resources, human resources and information systems. This includes the provision of these services to the Queensland Ambulance Service and the Queensland Fire and Rescue Authority.

**Strategy Planning and Regional Services**

The purpose of Strategy, Planning and Regional Services is to enhance the provision of regional support services, as well as undertaking corporate planning and program evaluation. This includes the provision of these services to the Queensland Ambulance Service and the Queensland Fire and Rescue Authority.

**Sport and Recreation**

The purpose of Sport and Recreation is to provide programs and services to maximise the social and economic benefits and participation opportunities of Queensland's sport and recreation industry.

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

DEPARTMENT OF EMERGENCY SERVICES		
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS		
for the period ending 30 June 1998	1998 \$'000	1997 \$'000
<b>OPERATING EXPENSES</b>		
<b>4 Employee expenses</b>		
Wages and salaries	24,781	21,835
Annual leave expense	1,485	1,054
Long service leave expense	535	426
Payroll tax expense	1,381	1,118
Fringe benefits tax expense	653	408
Superannuation expenses	3,011	2,670
Training expenses	1,267	990
Travel and accommodation	1,877	1,556
Other staff expenses	2,210	1,662
	<u>37,200</u>	<u>31,720</u>
<b>5 Supplies and services</b>		
Motor vehicle expenses	1,097	931
Materials and consumables	46	(4)
Property expenses	1,063	1,543
Computer expenses	720	1,056
Communication expenses	1,303	1,049
Marketing expenses	728	433
Aircraft related costs	2,970	1,861
Equipment maintenance and repairs	451	296
Minor equipment purchases (under \$2,000)	1,754	1,050
Recreation camp expenses	475	257
Sports administration expenses	501	1,473
Other	3,017	3,330
	<u>14,125</u>	<u>13,275</u>
<b>6 Depreciation and amortisation expenses</b>		
Buildings	870	850
Aircraft and boats	3,441	3,135
Motor vehicles	19	32
Other plant and equipment	1,449	1,186
Amortisation of software development	770	1,247
	<u>6,549</u>	<u>6,449</u>
<b>7 Grants and subsidies</b>		
Government Recipients	2,280	1,726
Non-Government Recipients		
- Sporting organisations	32,742	11,420
- Air sea rescue, coast guard and life saving organisations	4,577	3,750
- Other organisations	4,085	2,877
	<u>43,684</u>	<u>19,772</u>

# Department of Emergency Services & Office of Sport and Recreation FINANCIAL STATEMENTS 1997/98

## DEPARTMENT OF EMERGENCY SERVICES

### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the period ending 30 June 1998

1998

\$'000

1997

\$'000

#### 8 Other expenses

Interest expense	330	..
Borrowing Fees & Charges	5	..
Bad and doubtful debts	3	..
Lease expense	4,491	4,381
Loss on disposal of non-current assets	123	495
Audit fees	192	184
Other consultancies & professional services	2,274	1,852
Net loss from asset revaluation	..	1
	<u>7,418</u>	<u>6,913</u>

#### OPERATING REVENUES

#### 9 User charges and fees

Other fees	5	4
Property income	38	83
Other receipts for goods & services rendered	4	257
Aircraft Charter Fees	1,178	1,163
Recreation Camp Collections / Miscellaneous receipts	1,284	1,311
Sports House Fees	137	5
	<u>2,646</u>	<u>2,823</u>

#### 10 Other revenues

Donations	34	..
Gain on disposal of non-current assets	692	..
Miscellaneous	292	1,001
	<u>1,017</u>	<u>1,001</u>

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the period ending 30 June 1998

1998

\$'000

#### REVENUES FROM GOVERNMENT

##### 11 Total Revenues to/ from Government

Appropriation revenue received during the year	See note 11(a)	187,195
Appropriation receivable at year end		1,059
Appropriation revenue		188,254
Consolidated Funding transferred to Trust Funds		(93,476)
Total appropriation revenue		94,778
Other revenues relinquished to Treasury	See note 11(c)	(6,102)
Total revenues from Government		88,676

##### (a) Appropriation revenue received during the year is represented by:

Expenditure	189,403
Opening balance:	
Appropriation receivable	(1,149)
Carryover transfer	(1,059)
	187,195

See note 11(b)

##### (b) Appropriation revenue received during the year is represented by:

<b>Emergency Services</b>	
Expenditure	31,056
Opening balance - appropriation receivable	(368)
Carryover transfer	(404)
	30,284
<b>Support Services Business Unit</b>	
Expenditure	
Opening balance - appropriation receivable	(781)
	(781)
<b>Strategy, Planning &amp; Regional Services</b>	
Expenditure	99,743
Carryover transfer	(655)
	99,088
<b>Sport and Recreation</b>	
Expenditure	58,604
	58,604
<b>Total</b>	187,195

##### (c) Other revenues relinquished to Treasury

Consolidated Fund Revenue	(9,822)
Motor Accident Insurance Fund	100
Keno Funds	706
Contribution from Sport	1,000
Commonwealth subsidies	857
Commonwealth payments (Sport)	1,057
Total	(6,102)

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the period ending 30 June 1998

1998	1997
\$'000	\$'000

#### ASSETS

##### 12 Cash

Cash at Bank	111	..
Cash on Hand	11	12
Trust and Special Funds	..	..
- Sport and Recreation Benefit Fund	34,846	23,828
	<u>34,968</u>	<u>23,840</u>

##### Administered Items

Sports and Youth Fund	949	546
	<u>949</u>	<u>546</u>

##### 13 Receivables

User charges	309	394
Accrued Appropriations Receivable	1,059	1,149
Miscellaneous	..	166
	<u>1,368</u>	<u>1,709</u>

##### 14 Inventories

Equipment	233	161
Uniforms / Protective Clothing	110	126
Stationery and Stores	67	75
Tarpaulins	65	102
Aircraft Spare Parts	55	..
	<u>530</u>	<u>464</u>

##### 15 Other current assets

Prepayments - general	154	99
Prepayments - salaries and wages	327	..
Prepayments - employer superannuation contributions	41	..
Advances - Travel and Other	47	81
	<u>569</u>	<u>180</u>

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the period ending 30 June 1998

1998

\$'000

1997

\$'000

#### 16 Property, plant and equipment

Land - at cost	1,625	
Land - at valuation *	24,460	20,441
	<u>26,085</u>	<u>24,041</u>
Buildings - at cost	145	2,643
Buildings - at valuation * +	22,886	20,588
Buildings - accumulated depreciation	(8,785)	(8,631)
Buildings - work in progress	7,266	1,625
	<u>21,512</u>	<u>16,225</u>
Aircraft and boats - at cost	21,755	16,033
Aircraft - at valuation #	632	2,812
Aircraft and boats - accumulated depreciation	(8,417)	(6,329)
Aircraft and boats - work in progress		5,042
	<u>13,970</u>	<u>17,558</u>
Motor vehicles - at cost	96	60
Motor vehicles - at valuation *	39	143
Motor vehicles - accumulated depreciation	(79)	(100)
	<u>56</u>	<u>103</u>
Other plant and equipment - at cost	7,305	3,115
Other plant and equipment - at valuation *	1,580	3,604
Other plant and equipment - accumulated depreciation	(4,830)	(4,125)
Other plant and equipment - work in progress	43	
	<u>4,098</u>	<u>2,596</u>
Software Development **	3,289	6,103
Less Accumulated Amortisation	(1,510)	(1,246)
SAP - work in progress	135	
	<u>1,915</u>	<u>4,857</u>
Total property, plant and equipment	<u>67,636</u>	<u>65,380</u>

\* Land and buildings pertaining to the Sport and Recreation program were valued in 1995 by the Department of Natural Resources. Other land and buildings were valued as at 1 July 1996 by the Department of Natural Resources using various contract valuers throughout the State. All land and buildings have been indexed since the date of valuation in accordance with Note 2 (m).

+ The useful life of buildings greater than \$500,000 was revised during 1997-98, resulting in the extension of the useful life of most buildings.

# Aircraft was valued by independent valuer Eurocopter International Pacific Ltd during 1994-95.

\* Plant and equipment were valued by technical staff within the Department of Emergency Services at replacement cost during 1996-97.

\*\* Software development costs were valued by an independent valuer, Contemporary Corporate Systems, during 1997-98.

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the period ending 30 June 1998

1998

\$'000

1997

\$'000

### LIABILITIES

#### 17 Creditors

Accounts payable	2,786	1,637
Other accrued expenses	378	..
	<u>3,164</u>	<u>1,637</u>

#### 18 Borrowings

##### Current

Loan - Queensland Treasury Corporation	1,000	..
	<u>1,000</u>	<u>..</u>

##### Non-current

Loan - Queensland Treasury Corporation	6,779	1,642
	<u>6,779</u>	<u>1,642</u>

#### 19 Provisions

##### Current

Annual Leave	2,465	2,369
Long Service Leave	431	236
	<u>2,896</u>	<u>2,605</u>

##### Non-Current

Long Service Leave	2,758	2,943
	<u>2,758</u>	<u>2,943</u>

#### 20 Grant liabilities

##### Grant Liabilities - Office of Sport and Recreation

- National Standard Sports Facility Program	19,512	9,702
- Minor Facilities Development Program	3,916	6,069
- Statewide Sports Development Program	16	3,253
- Other	647	898
	<u>24,092</u>	<u>19,922</u>

#### 21 Other current liabilities

Advances and deposits received	271	..
Tax Liabilities - Fringe Benefits Tax and Payroll Tax	632	..
	<u>903</u>	<u>..</u>

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30th June 1998

1998

\$'000

1997

\$'000

#### EQUITY

##### 22. Equity

Balance at the beginning of the financial year	62,824	41,910
Add: Adjustments due to changes in accounting policies on initial application of AAS29	(504)	
Add: Increase / (Decrease in net assets)	(465)	20,914
	<u>61,855</u>	<u>62,824</u>
Add: Asset revaluation reserve	1,624	
Closing Balance	<u>63,479</u>	<u>62,824</u>

##### 23. Reconciliation of Net Cost of Services to Net Cash Used in Operating Activities

Net cost of services	<u>(88,438)</u>	
Non-cash items:		
Depreciation and amortisation	6,550	
Net gain on disposal of assets	(569)	
Bad debts expense	3	
AAS 29 adjustment	504	
	<u>6,488</u>	
Change in assets and liabilities:		
(Increase)/Decrease in Assets		
Net receivables	341	
Inventories	(66)	
Prepayments	(389)	
	<u>(114)</u>	
(Increase)/Decrease in Liabilities		
Employee provisions	106	
Accounts payable	1,149	
Grant liabilities	4,170	
Other current liabilities	903	
Accrued expenses	378	
Accrued borrowing expenses	335	
	<u>7,041</u>	
Net cash provided by (used in) operating activities	<u>(75,023)</u>	

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30th June 1998

1998

\$'000

1997

\$'000

#### 24. Commitments for expenditure

##### (a) Expenditure Commitments

Material expenditure commitments contracted for but not brought into account include:

##### Office of Sport and Recreation

Capital works on Recreation Camps	1,054
	<u>1,054</u>

##### Department of Emergency Services

Joint Emergency Facility - Kedron Park	1,280 *	226
	<u>1,280</u>	<u>226</u>

\* Stage Two of the Kedron Park Complex is estimated to cost \$4.293 million, of which the Department of Emergency Services component is \$2.147 million.

##### (b) Non-Cancellable Operating Lease Commitments

Not later than one year	1,318	3,220
Later than one year but not later than two	747	1,049
Later than two years but not later than five	1,597	1,412
Later than five years	..	346
	<u>3,662</u>	<u>6,027</u>

#### 25. Contingency

##### (a) Litigation in progress

The Department's legal advisors and management are not in a position to accurately estimate the total amounts payable in respect of litigation filed in the Courts. However, as at 30 June 1998, the following cases were filed in the courts:

	Cases
Department of Emergency Services	3
Office of Sport and Recreation	2
	<u>5</u>

##### (b) Year 2000 Compliance

The Year 2000 issue concerns the potential failure of computer systems, personal computers, and the wide variety of devices utilising microprocessors due to dates being programmed in only two digits, resulting in ambiguity at the turn of the century or at times prior.

In October 1997 the Department of Emergency Services established a Year 2000 Project to facilitate and coordinate the Year 2000 activities including modification of existing programs and developing contingency plans to ensure continuity of critical system operations. These activities should be completed as follows:

- \* Life Critical and Business Critical Activities - 31 January 1999; and
- \* Establish appropriate contingency plans - 31 March 1999.

The Department is reviewing computer hardware and software applications to determine the rectification work required to ensure that computer systems are Year 2000 compliant. The contingent liability in relation to the Year 2000 activities will be able to be quantified at the end of this review in early November 1998.

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS for the year ended 30th June 1998

#### (c) Grants and Subsidies

As at 30 June 1998, approval has been given in accordance with a formal agreement to pay the following grants and subsidies provided certain criteria are met:

National Standards Sports Facilities	9,334
Local Indigenous Recreation Officer	6,000
Statewide Sports Development	3,900
	<u>19,234</u>

#### 26. Other financial information

(a) Losses	Cases	Losses \$'000	Recoveries \$'000
Public moneys or other moneys -			
Stealing or other offence	2	*	..
Debts written off	2	<u>3</u>	<u>..</u>
		<u>3</u>	<u>..</u>
Public property and other property -			
Stores deficiencies at stocktake	1	1	..
Stealing or other offence	2	<u>5</u>	<u>..</u>
		<u>6</u>	<u>..</u>

\* Less than \$500

(b) Special payments	Cases	\$'000
Ex Gratia Compensation	4	<u>81</u>
		<u>81</u>

(c) Gifts made	Cases	\$'000
Where the value of the individual gift is less than \$1,000	58	*
Where the value of the individual gift is greater than \$1,000	1	<u>703</u>
		<u>703</u>

\* Less than \$500

(d) Gifts received	Cases	\$'000
Where the value of the individual gift is less than \$1,000	2	<u>*</u>
		<u>*</u>

\* Less than \$500

#### (e) Goods and services received below fair value

Jobskills - CES	29
Qld Police Service - criminal history checks	63
Public works and Housing - State Archives records collected, delivered and stored	3
Public works and Housing - Maintenance and Office Accommodation	831
Public works and Housing - Qfleet	<u>5</u>
	<u>931</u>

#### (f) Goods and services provided below fair value

Qld Police Service - use of Squirrel Helicopter	<u>4</u>
	<u>4</u>

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30th June 1998

#### 27. Notes to the Statement of Appropriations

##### (a) Basis of Accounting

Comparative amounts include appropriation for the Queensland Fire and Rescue Authority and the Queensland Ambulance Service. The Queensland Fire and Rescue Authority was established as a department on 24 February 1997 and a separate appropriation was provided for the Authority in 1997-98, as disclosed in the Authority's annual financial statements.

The Queensland Ambulance Service was established on 13 July 1997 and, as such, the 1997-98 unexpended appropriation for the supply of Ambulance Service functions of \$158.033 million was transferred from the Department of Emergency Services to the Queensland Ambulance Service. This transfer represented the appropriation for the period 1 July 1997 to 30 June 1998.

##### (b) Section 34A and 34B approvals

In terms of section 34A of the Financial Administration and Audit Act 1977, the Treasurer has approved that proceeds may be credited against expenditure votes. Amounts indicated have been credited against expenditure from the following Funds/Policy Areas/Program Areas -

	1998 \$'000
Employee secondments and subsidies for creation of employment opportunities	
Consolidated Fund/Law, Order and Public Safety/Public Safety	75
Consolidated Fund/Conservation, Recreation and Culture/Conservation and Recreation	6
Jury fees surrendered by departmental employees	
Consolidated Fund/Law, Order and Public Safety/Public Safety	1
Refunds of overpaid Fringe Benefits Tax	
Consolidated Fund/Law, Order and Public Safety/Public Safety	74
Employee reimbursements for telephone calls	
Consolidated Fund/Law, Order and Public Safety/Public Safety	*
Payroll apportioned to prior year	
Consolidated Fund/Law, Order and Public Safety/Public Safety	100
Reimbursements from Work Cover	
Consolidated Fund/Conservation, Recreation and Culture/Conservation and Recreation	4

In addition the Treasurer has given approval to credit to expenditure the following -

employee reimbursements including -  
 car parking  
 credit card expenses  
 attendance at conferences, etc  
 but as these amounts require considerable effort to isolate, and are not material in relation to the expenditure item, they have not been quantified.

\* Less than \$500

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30th June 1998

In terms of section 34B of the Financial Administration and Audit Act 1977, the Treasurer has approved that moneys received for items categorised in the Public Accounts as receipts for goods and services may be credited against an appropriation and an amount equal to the amount credited under that approval is taken to be appropriated. Amounts indicated have been credited in this manner for the following Fund/Policy Areas/Program Areas -

	1998 \$'000
Aviation Services Receipts (including Organ Retrievals)	
Consolidated Fund/Law, Order and Public Safety/Public Safety	1,226
Sale of guidelines (CHEM Unit)	
Consolidated Fund/Law, Order and Public Safety/Public Safety	*
CHEM Unit training and consultancy	
Consolidated Fund/Law, Order and Public Safety/Public Safety	14
Emergency response training and advisory services	
Consolidated Fund/Law, Order and Public Safety/Public Safety	6
QFRA - Corporate Services Allocation	
Consolidated Fund/Law, Order and Public Safety/Public Safety	8,976
QAS - Corporate Services Allocation	
Consolidated Fund/Law, Order and Public Safety/Public Safety	7,900

\* Less than \$500

(c) Approved Carryover Arrangements	\$'000
Emergency Services Division - Base Carryover	323
Emergency Services Division - Capital Carryover	81
Strategy Planning and Regional Services - Base Carryover	574
Strategy Planning and Regional Services - Capital Works Carryover	81
	<u>1059</u>

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30th June 1998

#### (d) Material Variances

##### Department of Emergency Services - Consolidated Fund

The unforeseen expenditure of \$2.970 million was attributable principally to:-

Increased funding of \$8.825 million was provided for additional paramedic and qualified ambulance officer positions, the introduction of automatic vehicle location technology and computer aided dispatch into regional communications centres for the Queensland Ambulance Service.

Higher than anticipated expenditure on helicopter maintenance of \$0.401 million.

Funding of \$0.812 million under the Natural Disaster Relief Assistance arrangements.

Funding of \$1 million for Youth Working for Queensland initiative not included in original appropriation.

\$0.250 million for prepayment of workers compensation for Surf Life Saving Queensland under revised administrative arrangements.

\$0.349 million adjustment to the contribution payable to the State Fire Services Trust Fund under the Fire and Rescue Authority Act 1990.

These amounts were offset by the following:-

Funding of \$6 million was provided for the purchase of a new helicopter, however \$5.042 million of this was spent in the 1996-97 financial year.

Funding of \$10 million was included in original appropriation for the Joint Emergency Services Facility - Kedron Park. However, expenditure from the Consolidated Fund totalled \$5.838 million as Queensland Ambulance Service and Queensland Fire and Rescue Authority did not draw down any loan funds in 1997-98, choosing to pay for their share of the facility from their Trust Fund Balances.

##### Office of Sport and Recreation - Consolidated Fund

The unforeseen expenditure was attributable principally to:-

Change in the funding arrangements of gaming machine funds due to an amendment to the Gaming Machine Act. The Sport and Recreation Fund still receives a percentage of gaming machine funds. However, these are now channelled through Consolidated Funding instead of direct to the Trust Fund (\$43 million).

Funding of \$3.34 million was allocated for capital works on Currimundi Recreation Camp. However, Treasury approval was received after the production of the Ministerial Program Statements.

##### Sport and Recreation Benefit Fund

The lapsed appropriation was principally due to lower than anticipated expenditure on grants to sporting organisations caused, in the main by construction and contractual delays.

#### (d) Unforeseen Expenditure

Unforeseen expenditure as presented in the Statement of Appropriations does not exactly match that included in the Appropriation Act No. 2 due to differences in rounding.

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

### DEPARTMENT OF EMERGENCY SERVICES

#### NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30th June 1998

#### 28. Financial Instruments

##### (a) Interest Rate Risk Exposure

The Department of Emergency Services is exposed to interest rate risk through financial liabilities. The following table summarises interest rate risk for the Department of Emergency Services, together with effective interest rates as at balance date. All other assets and liabilities have no interest rate risk exposure.

	Floating Rate \$'000	Fixed Rate Maturing In:			Total \$'000
		1 year or less \$'000	1 to 5 years \$'000	Greater than 5 years \$'000	
QTC Borrowings	6,001	105	445	1,399	7,951

	Weighted Average Rate	
	Fixed %	Floating %
QTC Borrowings	5.88	5.9

QTC borrowings include Floating Rate Debt Pool, 12 Year Debt Pool borrowings recorded at market value.

The effective market interest rates as at balance date on fixed rate borrowings is 5.88%.

The effective market interest rates as at balance date on floating rate borrowings is 5.90%.

##### (b) Net fair value of Financial Assets and Liabilities

The entity's carrying amounts of financial assets and liabilities approximate their net fair value. See note 28(a) above

#### 29. Reconciliations Process - Bank Accounts and Fixed Assets

Numerous accounting problems were encountered with the bank reconciliation process during 1997/98. This occurred as a result of creating three separate bank accounts due to the creation of separate entities for Queensland Fire and Rescue Authority and Queensland Ambulance Service; Regions not banking daily and not fully following prescribed procedures; and lapse of internal controls as staff moved from a centralised structure to a team based structure.

Asset reconciliations were in some instances prepared in an untimely manner, although by financial statement date all asset reconciliations had been completed.

The Department has put into place a number of business improvement strategies and initiatives which will significantly improve ongoing business practices in relation to bank and asset reconciliations.

#### 30. Events subsequent to balance date

With the change of Government during June 1998 the Office of Sport and Recreation was moved to another department, effective from 1 July 98.

# Department of Emergency Services & Office of Sport and Recreation FINANCIAL STATEMENTS 1997/98

## DEPARTMENT OF EMERGENCY SERVICES

### FINANCIAL STATEMENTS

for the year ended 30 June 1998

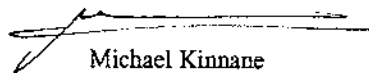
#### CERTIFICATE OF THE DEPARTMENT OF EMERGENCY SERVICES

The foregoing financial statements have been prepared pursuant to section 40 of the *Financial Administration and Audit Act 1997* and other prescribed requirements. We certify that –

- (a) the statements together with the other information and notes to and forming part thereof are in the form required by the Treasurer and are in agreement with the accounts of the Department of Emergency Services; and
- (b) in our opinion –
  - (i) the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects, subject to the matters referred to in Note 29; and
  - (ii) the statements have been drawn up so as to present a true and fair view of the transactions and cash flows of the Department of Emergency Services for the period 1 July 1997 to 30 June 1998, and of the financial position as at 30 June 1998.



Gary Taylor  
Director, Finance and Assets Services



Michael Kinnane  
A/Director General

30 October 1998

# Department of Emergency Services & Office of Sport and Recreation

## FINANCIAL STATEMENTS 1997/98

DEPARTMENT OF EMERGENCY SERVICES  
FINANCIAL STATEMENTS  
For the year ended 30 June 1998

### Certificate of the Auditor-General

#### Scope

I have audited the General Purpose Financial Statements prepared by the Accountable Officer for the year ended 30 June 1998 in terms of s.40 of the *Financial Administration and Audit Act 1977*.

The audit has been conducted in accordance with *QAO Auditing Standards*. Audit procedures have included examination, on a test basis, of evidence supporting the amounts and other disclosures in the Financial Statements and the evaluation of significant accounting estimates. These procedures have been undertaken to form an opinion as to whether, in all material respects, the General Purpose Financial Statements are presented fairly in accordance with the prescribed requirements which include the Treasurer's 'Minimum Reporting Requirements for the Preparation of General Purpose Financial Statements of Government Departments' for 1997-98 and prescribed accounting standards.

The audit opinion expressed in this certificate has been formed on the above basis.

#### Qualification

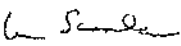
Section 36(1) of the *Financial Administration and Audit Act 1977* requires the accountable officer to ensure procedures within the department, including internal control procedures, afford at all times adequate safeguards over public moneys and public property.

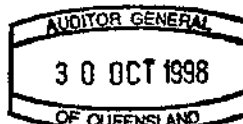
In 1997-98, the key internal controls of bank reconciliations and reconciliations of the asset register with the general ledger were not effectively in place throughout the duration of the financial year, as described in Note 29.

#### Qualified Audit Opinion

I have examined the General Purpose Financial Statements for 1997-1998 of the Department of Emergency Services as required by the *Financial Administration and Audit Act 1977* and certify that -

- (a) I have received all the information and explanations which I have required;
- (b) the foregoing General Purpose Financial Statements are in conformity with the prescribed accounting standards and are in agreement with the departmental accounts; and
- (c) in my opinion -
  - (i) except for the matter referred to in the foregoing qualification paragraph, the prescribed requirements in respect of the establishment and keeping of accounts have been complied with in all material respects; and
  - (ii) the foregoing Statements have been drawn up so as to present a true and fair view of the transactions of the Department for the period 1 July 1997 to 30 June 1998 and of the financial position as at 30 June 1998.

  
L J SCANLAN  
Auditor-General of Queensland



Queensland Audit Office  
Brisbane

# Regional Offices

## Department of Emergency Services

### Cairns Regional Office

Department of Emergency Services  
Level 4, State Government Building  
36 Shields Street  
CAIRNS QLD 4870  
Ph: (07) 4052 3244 Fax: (07) 4052 3199

### Townsville Regional Office

Department of Emergency Services  
12 Wickham Street  
TOWNSVILLE QLD 4810  
Ph: (07) 4722 1060 Fax: (07) 4722 1061

### Rockhampton Regional Office

Department of Emergency Services  
34 East Street  
ROCKHAMPTON QLD 44700  
Ph: (07) 4931 9888 Fax: (07) 4931 9897

### Toowoomba Regional Office

Department of Emergency Services  
298 Ruthven Street  
TOOWOOMBA QLD 4350  
Ph: (07) 4639 9111 Fax: (07) 4632 1509

### Maryborough Regional Office

Department of Emergency Services  
200 Bazaar Street  
MARYBOROUGH QLD 4650  
Ph: (07) 4123 5677 Fax: (07) 4123 5867

### Bundaberg Regional Office

Department of Emergency Services  
46 Quay Street  
BUNDABERG QLD 4670  
Ph: (07) 4152 2645 Fax: (07) 4153 2293

### Brisbane North Regional Office

Department of Emergency Services  
Level 2, 234 Grey Street  
SOUTH BRISBANE QLD 4101  
Ph: (07) 3247 8905 Fax: (07) 3247 8907

### Brisbane South Regional Office

Department of Emergency Services  
Unit 5, Logan Court  
2092 Logan Road  
UPPER MT GRAVATT QLD 4122  
Ph: (07) 3872 0085 Fax: (07) 3872 0095

### Beenleigh Regional Office

Department of Emergency Services  
108 George Street  
BEENLEIGH QLD 4207  
Ph: (07) 3287 0000 Fax: (07) 3287 4165

## Office of Sport and Recreation

### Cairns Regional Office

Office of Sport and Recreation  
Ground Floor, Qld Government Offices  
17 - 19 Sheridan Street  
CAIRNS QLD 4870  
Ph: (07) 4052 3299 Fax: (07) 4052 8730

### Townsville Regional Office

Office of Sport and Recreation  
Level 2, 75 Denham Street  
TOWNSVILLE QLD 4810  
Ph: (07) 4722 1010 Fax: (07) 4722 1563

### Rockhampton Regional Office

Office of Sport and Recreation  
17 William Street  
ROCKHAMPTON QLD 4700  
Ph: (07) 4938 4805 Fax: (07) 4938 4817

### Toowoomba Regional Office

Office of Sport and Recreation  
142 Margaret Street  
TOOWOOMBA QLD 4350  
Ph: (07) 4631 9286 Fax: (07) 4631 9307

### Maroochydore Regional Office

Office of Sport and Recreation  
Level 1, 13 Carnaby Street  
MAROOCHYDORE QLD 4558  
Ph: (07) 5479 1199 Fax: (07) 5479 1183

### South East Regional Office

Office of Sport and Recreation  
Level 9, IBM Centre  
348 Edward Street  
SPRING HILL QLD 4004  
Ph: (07) 3239 0770 Fax: (07) 3239 0777

## This image shows a single page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

[illegible]

# Reader profile

This Annual Report is distributed to people and organisations at State, national and international levels. They include:

- ◆ Queensland Parliamentary Members
- ◆ Other State government departments, central agencies and like interstate agencies
- ◆ Staff
- ◆ Statutory bodies and authorities
- ◆ Local Governments
- ◆ Local Government Association
- ◆ Emergency management institutes, organisations and committees
- ◆ Parliamentary libraries (State and Federal)
- ◆ Universities, colleges and other educational institutions
- ◆ Business and research organisations
- ◆ Emergency and Emergency Health Service committees
- ◆ Media organisations
- ◆ Administrators, coaches, athletes, officials and volunteers
- ◆ St John Ambulance
- ◆ Surf Life Saving Queensland Incorporated
- ◆ Volunteer Marine Rescue Association Queensland Inc.
- ◆ Australian Volunteer Coast Guard Association
- ◆ Military organisations
- ◆ Local ambulance committees
- ◆ Sponsored aviation and helicopter rescue services
- ◆ National disaster bureaus and committees
- ◆ Health Authorities
- ◆ State regional sporting organisations and peak sport and recreation bodies

## Production details

Design and desktop publishing: Policy Unit, DES  
Paper: Cover Stock 280gsm Chardonnay Smooth (Australian made)  
Text Stock: 100gsm Chardonnay Smooth (Australian made)  
Printing: Platypus Graphics  
Print run: 2,500  
Unit cost: \$6.86

## Feedback

The Department of Emergency Services formerly Queensland Emergency Services, was established as a department on 18 October, 1993. The individual service organisations which comprise the department have produced annual reports for some decades. The then Queensland Emergency Services improved on the high standard of these reports with the 1993/94 and 1994/95 Annual Reports being awarded the Institute of Internal Auditors (Qld) 'Award of Merit' and 'Commendation' awards respectively. The 1995/96 Annual Report was awarded the 'Award of Merit', the Institute Award for 'Best disclosure of Internal Audit' and a special mention for 'Best Statement of Communication Objectives'. The 1996/97 Annual Report was awarded the 'Award of Merit' and a Special Mention for 'Best Disclosure of Internal Audit'.

## Acknowledgments

### Annual Report Project Team

Danny Costello  
Jackie Malone  
Graeme Nicholas  
Owen Harvey  
Ross Allison  
John Pardon  
Leslie Rabjohns  
Alison Bennett-Roberts  
Gary Taylor  
Pam Davis

### Assistant Editor

Marie-Claire Poole

### Editors

Bryan Evans  
Fiona McKersie  
Clare O'Connor

### Desktop publishing

Jane Vickers

# **Department of Emergency Services and Office of Sport and Recreation**

## **Minister's Office**

**The Honourable Merri Rose, MLA**  
**Minister for Emergency Services and**  
**Minister for Sport**

Level 3, Blackall Wing  
Emergency Services Complex  
Cnr Park Road and Kedron Park Road  
KEDRON QLD 4031  
Ph: (07) 3237 9162      Fax: (07) 3237 9617

## **Office of Sport and Recreation**

**Mr Ian Whitehead**  
**Acting Executive Director**

Level 4, Capital Hill Building  
85 George Street  
BRISBANE QLD 4000  
Ph: (07) 3237 1356      Fax: (07) 3237 0288

## **Office of the Director-General**

**Mr Michael Kinnane**  
**Acting Director-General**

Level 3, Blackall Wing  
Emergency Services Complex  
Cnr Park Road and Kedron Park Road  
KEDRON QLD 4031  
Ph: (07) 3239 3489      Fax: (07) 3239 6544

## **Emergency Services Division**

**Mr Jack Noye**  
**Executive Director**

Level 2, Warrian Wing  
Emergency Services Complex  
Cnr Park Road and Kedron Park Road  
KEDRON QLD 4031  
Ph: (07) 3247 8500      Fax: (07) 3247 8510

## **Support Services Business Unit**

**Ms Margaret Smith**  
**Acting Executive Director**

Level 1, Blackall Wing  
Emergency Services Complex  
Cnr Park Road and Kedron Park Road  
KEDRON QLD 4031  
Ph: (07) 3247 8600      Fax: (07) 3247 8610

## **Strategic and Executive Services**

**Ms Fiona McKersie**  
**Acting Executive Director**

Level 3, Blackall Wing  
Emergency Services Complex  
Cnr Park Road and Kedron Park Road  
KEDRON QLD 4031  
Ph: (07) 3247 8797      Fax: (07) 3247 8865