

Annual Report 2013–2014

Purpose of the report

This annual report provides information about the financial and non-financial performance for 2013-14 of Queensland Fire and Emergency Services (QFES), including the Office of the Inspector-General Emergency Management. Non-financial reporting is prepared on the basis of the administrative arrangements for QFES, including the Office of the Inspector-General Emergency Management (IGEM), applying for the whole of 2013-14. Financial statements for QFES, including the Office of the IGEM, are provided for the period 1 November 2013 to 30 June 2014.

Public availability of report

This annual report can be obtained in paper form by calling 13 QGOV (13 7468) or online at www.qfes.qld.gov.au/Publications/ or www.igem.qld.gov.au/annual-report.html.

Enquiries and further information

For enquiries or further information about this annual report, please contact the Director, Planning, Strategy Division, Public Safety Business Agency, telephone number: (07) 3364 6195 or email CorpServAnnualReport@psba.qld.gov.au.

Feedback

Feedback is important for improving the value of future reports. We welcome your comments about this annual report which can be made through the *Get Involved* website:

www.qld.gov.au/annualreportfeedback.

Other languages and formats



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Queensland Fire and Emergency Services



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www.twitter.com/@QldFES

Queensland Police Service



www.facebook.com/QueenslandPolice



www.youtube.com/QueenslandPolice



www.twitter.com/@QPSmedia



www.mypolice.qld.gov.au/

Letter of compliance

18 September 2014

The Honourable Jack Dempsey MP
Minister for Police, Fire and Emergency Services
Level 24, State Law Building
50 Ann Street
BRISBANE QLD 4000

Dear Minister

I am pleased to present the 2013-14 Annual Report and financial statements for Queensland Fire and Emergency Services (QFES) including the Office of the Inspector-General Emergency Management (IGEM).

Following machinery-of-government changes, QFES was established on 1 November 2013 and incorporates parts of two divisions of the former Department of Community Safety – the Queensland Fire and Rescue Service and Emergency Management Queensland (EMQ).

Machinery-of-government changes also saw selected functions of the former EMQ transferred to the Office of the IGEM. The Office of the IGEM was formally established as a public service office on 1 July 2014 under amendments to the *Disaster Management Act 2003*. The Inspector-General was appointed on 11 October 2013. Through interim administrative arrangements the role was created within QFES until the office was formally established. The Office of the IGEM's responsibilities and activities were undertaken within QFES in 2013-14.

Non-financial reporting in this report is prepared on the basis of the administrative arrangements for QFES, including the Office of the IGEM, applying for the whole of the 2013-14 financial year; that is, it reflects the structure, operations and performance of the department as it existed on 30 June 2014. Financial statements for QFES, including the Office of the IGEM, are provided for the period 1 November 2013 to 30 June 2014.

I certify that this annual report complies with:

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

A checklist outlining the annual report requirements is located in the Appendices of this annual report.

Yours sincerely



Lee Johnson AFSM FIFireE
Commissioner
Queensland Fire and Emergency Services

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Content on consultancies, overseas travel and the *Queensland Cultural Diversity Policy* has been published on the Queensland Government Open Data Portal (www.qld.gov.au/data).

Commissioner's message

This year has seen us transition to Queensland Fire and Emergency Services (QFES) in line with a key recommendation of the Police and Community Safety Review (PACSR).

In June 2014, QFES adopted a three Deputy Commissioner model – one for each of the Operations and Emergency Management; Emergency Service Volunteers; and Operational Capability and Performance portfolios.

We can be proud of our many achievements throughout the year including:

- continued implementation of recommendations from *The Malone Review into Rural Fire Services in Queensland* which will result in greater efficiency and support for our emergency service volunteers
- completed significant capital works initiatives including a new fire and rescue station at Brassall, replacement of the auxiliary fire and rescue stations at Millaa Millaa and Clifton, and a replacement permanent-auxiliary fire and rescue station at Mareeba
- launched the State Emergency Service (SES) Assistance App which provides Queenslanders with an alternative to calling 132 500 to request SES assistance for floods and storms
- implemented the South Eastern Region Marine Plan to strengthen partnerships with other agencies and the community in delivering emergency management for incidents in the marine environment
- the Australia Urban Search and Rescue Taskforce 1 (Queensland), managed by QFES, achieved International Search and Rescue Advisory Group reclassification as a “heavy” deployable team
- gained Fire Behaviour Analyst qualification – the first Australasian fire agency to achieve this qualification
- rolled out new technology to support bushfire prevention and preparedness
- enabled Emergency Vehicle Priority (EVP) technology at approximately 200 intersections across the Gold Coast and Bundaberg
- worked with other emergency services to provide emergency response operations across organisational and jurisdictional boundaries during major disaster events
- activated the State Operations Centre and State Disaster Coordination Centre on several occasions relating to extreme weather events resulting from Tropical Cyclones Dylan and Ita, interstate assistance events such as the Blue Mountains bushfires in New South Wales and the Hazelwood coal mine fire in Victoria, and international events such as support to the Solomon Islands
- conducted a range of training and exercises in order to test a number of local government areas, districts and state government agencies in emergency and disaster scenarios.

The role of Inspector-General Emergency Management (IGEM) was also established as a result of recommendations from PACSR. The Office of the IGEM provides assurance and advice that enables confidence in Queensland's emergency management arrangements.

Achievements for the Office of the IGEM, under the leadership of the Inspector-General Iain MacKenzie, include:

- researched and developed an assurance framework in consultation with stakeholders that will deliver outcomes based standards and enable confidence in Queensland's emergency management arrangements
- reviewed the Strategic Policy Framework for disaster management in Queensland
- participated in the operational reviews of the Stradbroke Island fires, the response to Tropical Cyclone Dylan, and the preparation for Tropical Cyclones Gillian and Hadi
- developed a suite of resources to support local government management of evacuation centres in partnership with the Australian Red Cross
- reviewed State Disaster Coordination Centre operations following Tropical Cyclone Ita, making recommendations for improvement.

The Office of the IGEM was formally established as a public service office on 1 July 2014 and will have its own annual report commencing 2014-15.

In the coming year, I am committed to a continued focus on renewal and continuous improvement while promoting community safety, awareness and preparedness. There are exciting opportunities to further strengthen our future direction and frontline service delivery.

As Commissioner, I am very proud of the continued commitment and professionalism displayed by all who make up this great organisation.



Lee Johnson AFSM FIFireE
Commissioner
Queensland Fire and Emergency Services

OVERVIEW

Public safety portfolio overview

Queensland Fire and Emergency Services (QFES) and the Office of the Inspector-General Emergency Management (IGEM) form part of the public safety portfolio.

In November 2012, the Queensland Government commissioned the Police and Community Safety Review (PACSR) to examine how the Queensland Police Service (QPS) and the Department of Community Safety (DCS) delivered their services.

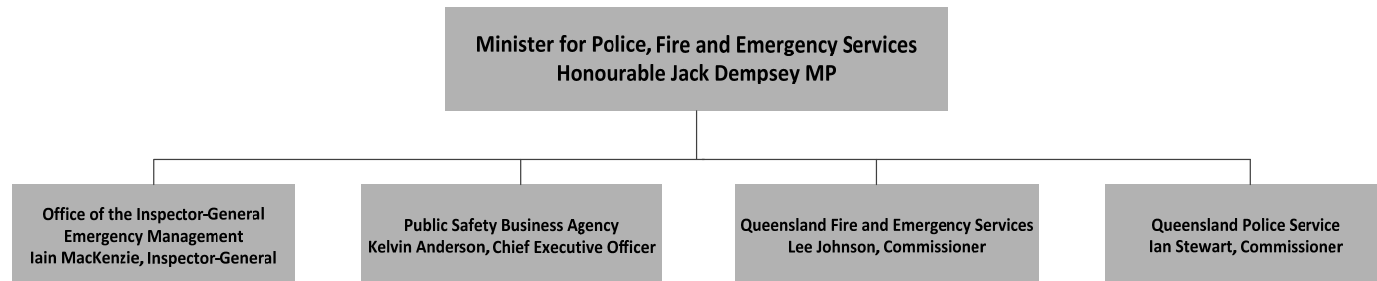
The review sought to provide a foundation for public safety agencies that would:

- facilitate better processes and outcomes for staff and volunteers
- provide a more sustainable approach to delivering quality public safety outcomes for all Queenslanders.

The PACSR report was released in September 2013. It recommended:

- streamlining the structures of emergency service agencies
- improving coordination and interoperability between and within agencies
- employing technology to improve operational response capability and productivity.

The review also recommended the establishment of a new public safety portfolio under the Minister for Police, Fire and Emergency Services. The resulting public safety portfolio consists of the Office of the IGEM; the Public Safety Business Agency (PSBA); QFES; and QPS. The new portfolio structure is designed to support an integrated and collaborative approach to service delivery.



The Office of the Inspector-General Emergency Management

The Office of the IGEM will be formally established as a public service office on 1 July 2014 under amendments to the *Disaster Management Act 2003*. The Office of the IGEM provides assurance and advice that enables confidence in Queensland's emergency management arrangements. The Inspector-General was appointed on 11 October 2013 and through interim administrative arrangements the role was created within QFES until the office was formally established. The Office of the IGEM's responsibilities and activities were undertaken within QFES in 2013-14. It administers Part 1A of the *Disaster Management Act 2003*.

Public Safety Business Agency

PSBA was established on 1 November 2013 under the *Public Service Act 2008* with the renaming of DCS (*Public Service Departmental Arrangements Notice (No.8) 2013*). On 21 May 2014, with the assent of the *Public Safety Business Agency Act 2014*, PSBA was established as a public service office.

PSBA provides strategic and corporate services to Queensland's public safety agencies – the Office of the IGEM, QFES and QPS - allowing them to concentrate on frontline service delivery. It also performs operational functions including government air services and State Government Security. From 1 July 2014, PSBA functions will include administration of the Blue Card scheme (Working with Children suitability checks was previously a function of the Commission for Children and Young People and Child Guardian). PSBA administers the:

- *Public Safety Business Agency Act 2014*
- *State Buildings Protective Security Act 1983*.

Queensland Fire and Emergency Services

QFES was established on 1 November 2013 under the *Public Service Act 2008* (*Public Service Departmental Arrangements Notice (No. 8) 2013*). QFES incorporates parts of two divisions of the former DCS - the Queensland Fire and Rescue Service (QFRS) and Emergency Management Queensland (EMQ). QFES is the primary provider of fire and rescue, emergency management and disaster mitigation programs and services throughout Queensland, and includes Fire and Rescue, Emergency Management, Rural Fire Service Queensland (RFSQ) and the State Emergency Service (SES). QFES also supports other volunteer groups providing emergency response to Queensland communities. It is the role of QFES to provide leadership, mitigation planning and a responsive service to the community. QFES aims to protect person, property and the environment through the continued delivery of emergency services, awareness programs, response capability and capacity, and incident response and recovery for a safer Queensland. QFES administers the:

- *Disaster Management Act 2003*
- *Fire and Emergency Services Act 1990*.

Queensland Police Service

The Police Department was initially established by the *Police Act of 1863* which took effect on 1 January 1864. The QPS upholds the law by working with the community to stop crime and make Queensland safer. The QPS is responsible for service delivery 24 hours - seven days a week, focussed on preserving peace and good order, protecting the community, preventing and detecting crime, administering the law fairly and efficiently and bringing offenders to justice. This is achieved by using technology and innovative strategies to enable a mobile, flexible and agile delivery of services to address community needs. The following legislation is administered by QPS:

- *Australian Crime Commission (Queensland) Act 2003*
- *Child Protection (Offender Prohibition Order) Act 2008*
- *Child Protection (Offender Reporting) Act 2004*
- *G20 (Safety and Security) Act 2013*
- *Police Powers and Responsibilities Act 2000*
- *Police Service Administration Act 1990*
- *Public Safety Preservation Act 1986*
- *Queensland Police Welfare Club Act 1970*
- *Summary Offences Act 2005*
- *Terrorism (Preventative Detention) Act 2005*
- *Weapons Act 1990*.

Machinery-of-government changes

Further machinery-of-government changes during 2013-14 included:

- transfer of the Queensland Ambulance Service (QAS) from DCS to the Department of Health on 1 October 2013
- transfer of Queensland Corrective Services from DCS to the Department of Justice and Attorney-General (DJAG) on 1 November 2013
- transfer of the Prostitution Licensing Authority from QPS to DJAG on 1 November 2013
- transfer of the administration of the Natural Disaster Resilience Program and the Natural Disaster Relief and Recovery Arrangements, and full responsibility for the “*Get Ready Queensland*” initiative and associated functions from DCS to the Department of Local Government, Community Recovery and Resilience on 1 November 2013
- transfer of responsibility for the Government Air Wing, Department of the Premier and Cabinet (DPC); the Community Helicopter Provider Network, Department of Health; EMQ Helicopter Rescue; and the QPS Air Wing to PSBA on 1 November 2013
- transfer of State Government Security from the Department of Housing and Public Works (DHPW) to PSBA on 1 January 2014.

From 1 July 2014, the coordination and management of QPS housing will transfer to DHPW.

Legislation changes in 2013-14

The following legislation was administered by the former DCS during 2013-14; however, due to machinery-of-government arrangements transferred to another agency:

- *Disaster Management Act 2003* transferred to QFES and the Office of the IGEM
- *Ambulance Service Act 1991* transferred to the Department of Health
- *Corrective Services Act 2006* and *Parole Orders (Transfer) Act 1984* transferred to DJAG.

The *Prostitution Act 1999* was administered by QPS in 2013-14; however, due to machinery-of-government arrangements transferred to DJAG.

Legislation changes in 2014-15

The *Working with Children (Risk Management and Screening) Act 2000* will be administered by PSBA from 1 July 2014.

Renewal agenda

The Queensland public sector is undergoing a transformational program – *Queensland's Renewal Program*. The Renewal Program sets out the state's strategy for delivering whole-of-government and agency specific renewal initiatives.

PSBA has established a renewal office within the Office of the Chief Executive Officer to coordinate the renewal activities across the public safety portfolio. In addition, a Public Safety Portfolio Renewal Committee, which includes representatives from each public safety portfolio agency, has been established to:

- provide strategic direction in relation to renewal and contestability across the portfolio
- prioritise and review renewal business cases and submissions to the Queensland Government Renewal Oversight Committee and the Queensland Government's Public Sector Renewal Board
- monitor implementation of renewal and contestability initiatives.

For further information regarding the committee refer to *Public safety portfolio committees* on page 9.

As part of the Renewal Agenda of the Queensland Government, all agencies in the public safety portfolio submitted renewal plans to DPC at the end of 2013. These renewal plans were mainly built around the Queensland Commission of Audit (QCoA) findings and recommendations (2013) (www.commissionofaudit.qld.gov.au/). As significant overlap exists between the QCoA and PACSR, the majority of QCoA recommendations are being delivered via PACSR. A large component of the renewal plans have been completed by implementing the findings and recommendations associated with PACSR and *The Malone Review into Rural Fire Services in Queensland*.

PSBA, QFES and QPS each have their own detailed renewal agendas which link to each other but are focused on the specific agencies. The Office of the IGEM is a new agency established as an outcome of PACSR from 1 July 2014. The Office of the IGEM is developing outcomes based standards and assurance programs that will support a renewal approach across the emergency management sector. The Public Safety Portfolio Renewal Committee monitors the individual renewal agendas while regular interaction with the Public Sector Renewal Board provides strategic guidance and direction in the broader government renewal context.

The QPS renewal agenda is well developed with the Office of the IGEM, PSBA and QFES in the process of developing and refining their renewal agendas.

For further information refer to *External accountability* on page 44.

Public safety portfolio committees

Within the public safety portfolio, each agency has its own corporate governance structure (refer page 41-43). In addition, there are two portfolio-wide corporate governance bodies – the Public Safety Portfolio Innovation Committee, which promotes innovative ideas, and the Public Safety Portfolio Audit and Risk Committee, which manages risk and ensures the portfolio's operations are carried out efficiently, effectively and economically.

There are two other high level committees that support coordination and collaboration across the portfolio – the Public Safety Executive Coordinating Committee and the Public Safety Portfolio Renewal Committee.

These portfolio committees were established following the machinery-of-government changes in November 2013.

Public Safety Portfolio Innovation Committee
<p>The Public Safety Portfolio Innovation Committee is a portfolio-wide committee that makes decisions regarding innovative ideas and initiatives. It conducts an initial assessment of innovative ideas to determine the size of the opportunity (potential return on investment) and level of confidence in the solution.</p> <p>Where there is confidence that an idea represents a good opportunity, the committee can approve funding of innovation trials, assessments and associated research from an annual innovation fund allocated to help foster and grow the idea.</p> <p>The committee will hold its inaugural meeting on 1 August 2014 and will meet quarterly.</p>
Committee members
<ul style="list-style-type: none"> • Kelvin Anderson, Chief Executive Officer, PSBA (Chair) • Commissioner of Police represented by Stephan Gollschewski, Deputy Commissioner, Strategy, Policy and Performance, QPS • Commissioner, QFES represented by Ian Mitchell, Deputy Commissioner, Operational Capability and Performance, QFES • Iain MacKenzie, Inspector-General Emergency Management

Public Safety Portfolio Audit and Risk Committee
<p>The Public Safety Portfolio Audit and Risk Committee governs audit and risk matters for the public safety portfolio agencies. The committee provides independent assurance and assistance through prompt and constructive reports directly to each accountable officer in the portfolio, particularly when issues identified present material risk or threat to the portfolio.</p> <p>The committee is chaired by an independent external expert appointed to the role. Each public safety portfolio agency is represented by one member.</p> <p>The committee held its first meeting on 15 May 2014 and meets quarterly. As at 30 June 2014, the committee had met on two occasions.</p> <p>The independent external member was appointed in May 2014 and received \$2,062.50 in remuneration for services provided in 2013-14. There were no other on-costs.</p>
Committee members
<ul style="list-style-type: none"> • Graham Carpenter, Consultant (Chair) (external member) • Ian Stewart, Commissioner, QPS • Lee Johnson, Commissioner, QFES • Iain MacKenzie, Inspector-General Emergency Management • Pat Vidgen, Deputy Chief Executive Officer, PSBA
Achievements include:
<ul style="list-style-type: none"> • Endorsed the: <ul style="list-style-type: none"> – Public Safety Portfolio Audit and Risk Committee Charter and structure – Internal Audit Charter and Co-sourcing Model – strategic and operational plans for Internal Audit – risk management framework and plan – Internal Audit reports.

Other Committees

Public Safety Executive Coordinating Committee
<p>The Public Safety Executive Coordinating Committee helps guide the public safety portfolio, particularly in the areas of strategy, policy and service delivery, to ensure the portfolio continues to deliver the outcomes and benefits required by the state.</p> <p>The committee will hold its inaugural meeting on 28 July 2014. The committee's Terms of Reference, including the position of Chair and frequency of meetings, will be considered at this meeting.</p>
Committee members
<ul style="list-style-type: none"> • Kelvin Anderson, Chief Executive Officer, PSBA • Pat Vidgen, Deputy Chief Executive Officer, PSBA • Ian Stewart, Commissioner, QPS • Lee Johnson, Commissioner, QFES • Iain MacKenzie, Inspector-General Emergency Management

Public Safety Portfolio Renewal Committee
<p>The Public Safety Portfolio Renewal Committee is a high level portfolio-wide committee established to provide strategic direction in relation to renewal and contestability across the portfolio. In addition, the committee prioritises and reviews renewal business cases and submissions to the Queensland Government Renewal Oversight Committee and the Queensland Government's Public Sector Renewal Board, and monitors implementation of renewal and contestability initiatives.</p> <p>The committee held its inaugural meeting on 7 May 2014 and will hold its second meeting on 12 August 2014. The committee meets quarterly.</p>
Committee members
<ul style="list-style-type: none"> • The Honourable Jack Dempsey MP, Minister for Police, Fire and Emergency Services (Chair) • Kelvin Anderson, Chief Executive Officer, PSBA • Ian Stewart, Commissioner, QPS • Lee Johnson, Commissioner, QFES • Iain MacKenzie, Inspector-General Emergency Management • Neil McGregor, Director, Commission of Audit Implementation Team (delegate from DPC) • Leigh Pickering, Acting Assistant Under Treasurer, Budget Portfolios Division (delegate from Queensland Treasury and Trade (QTT)) • Peter McKay, Deputy Commissioner, Workforce Renewal and Operations (delegate from the Public Service Commission)
Achievements include:
<ul style="list-style-type: none"> • Established the committee's operating principles.

About Queensland Fire and Emergency Services

QFES was established on 1 November 2013 and is the primary provider of fire and rescue, emergency management and disaster mitigation programs and services throughout Queensland, and includes Fire and Rescue, Emergency Management, RFSQ and the SES. QFES also supports other volunteer groups providing emergency response to Queensland communities. It is the role of QFES to provide leadership, mitigation planning and a responsive service to the community. QFES aims to protect person, property and the environment through the continued delivery of emergency services, awareness programs, response capability and capacity, and incident response and recovery, for a safer Queensland.

The QFES vision, outlined in its *Strategic Plan 2014-2018*, is safe and resilient communities through partnerships.

Its purpose is to enhance community safety by minimising the impacts of fire and emergency incidents on the people, environment and economy of Queensland.

Under the *Fire and Emergency Services Act 1990*, the main functions of QFES are to:

- protect persons, property and the environment from fire and hazardous materials emergencies
- protect persons trapped in a vehicle or building or otherwise endangered, to the extent that QFES' personnel and equipment can reasonably be deployed or used for the purpose
- provide an advisory service, and undertake other measures, to promote -
 - fire prevention and fire control
 - safety and other procedures if a fire or hazardous materials emergency happens
- cooperate with any entity that provides an emergency service
- perform other functions given to QFES under this Act or another Act
- perform functions incidental to its other functions
- identify and market products and services incidental to its functions.

Under the *Disaster Management Act 2003*, the chief executive of QFES has the following functions for the administration of the Act:

- a) to establish and maintain arrangements between the state and the Commonwealth about matters relating to effective disaster management
- b) to ensure that disaster management and disaster operations in the state are consistent with the:
 - i) state group's strategic policy framework for disaster management for the state
 - ii) State Disaster Management Plan
 - iii) disaster management standards
 - iv) disaster management guidelines
- c) to ensure that persons performing functions under the Act in relation to disaster operations are appropriately trained
- d) to provide advice and support to the state group and local and district groups in relation to disaster management and disaster operations.

Objectives

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

- grow a four pillar economy
- lower the cost of living
- invest in better infrastructure and use better planning
- revitalise frontline services
- restore accountability in government.

The QFES objectives contribute to the government's objectives, particularly revitalising frontline services. The QFES objectives and strategies are:

1. *Responsive fire and emergency services to reduce the impact of incidents*
 - 1.1 Provide flexible service delivery models
 - 1.2 Deliver frontline services to the community to achieve operational outcomes
 - 1.3 Strengthen partnerships with all agencies and the community to deliver emergency management
 - 1.4 Deliver a training system to underpin QFES Doctrine.
2. *Emergency management support to local government and other agencies*
 - 2.1 Ensure currency of the state's disaster management arrangements in consultation with the Office of the IGEM
 - 2.2 Maintain strong partnerships with local disaster management groups and other government agencies
 - 2.3 Increase support to develop 'local solutions to local issues'
 - 2.4 Continue to support and strengthen the prevention, preparedness, response and recovery approach.
3. *QFES volunteers and staff build partnerships with communities and individuals to mitigate risk and build resilience*
 - 3.1 Influence strategic planning, policy and programs that better prepare the state for emergencies and disasters
 - 3.2 Enhance the safety of the built environment through the provision of expert advice
 - 3.3 Implement a collaborative approach to formalise Fire Management Groups
 - 3.4 Promote safety through community education and engagement including embedding a state-wide hazard mitigation period.

4. *A business and safety environment that provides for good governance, safe work, resource efficiency and effectiveness and value to the community*

- 4.1 Implement PACSR and *The Malone Review into Rural Fire Services in Queensland* recommendations and progress the renewal agenda
- 4.2 Enhance community capability by broadening and strengthening the role of volunteers based on risk
- 4.3 Drive a best-practice culture and a commitment to ZERO harm
- 4.4 Continue to improve systems and processes for volunteers and staff to enable the safe and sustainable delivery of services.

Values

The QFES values align with the Queensland Public Service values of:



To these, QFES has added:



Strategic challenges

- Maintaining levels of preparedness
- Service capacity versus community expectations and operational response
- Increasing demand for services as the population grows, ages and becomes more diverse with higher expectations
- Maintaining community confidence with public safety agencies
- Effective communication and information technology systems for frontline services
- Workforce sustainability
- Achieving seamless interoperability.

In response to these issues, QFES will continue to focus on frontline service delivery and building the capacity and capability of communities to prepare for, and respond to, emergencies and disasters.

2014-15 Outlook

In 2014-15, QFES is embracing the government reform agendas such as Renewal and Innovation, and addressing the ongoing process of how services are delivered to ensure that Queenslanders get the best possible services at the best possible price. The new department is integrating fire and rescue services, and emergency management operations including the SES to promote an 'all hazards' approach to service delivery. QFES is also committed to enhancing engagement with its stakeholders. This will be achieved utilising our reinvigorated three Deputy Commissioner service delivery model.

Additionally, QFES will continue to implement relevant recommendations from PACSR and *The Malone Review into Rural Fire Services in Queensland*, including:

- fitting out all rural fire brigade appliances with red and blue flashing lights
- providing fully funded essential firefighting equipment and training needs, including protective clothing and communication equipment to RFSQ volunteers
- engaging with volunteers in policy and procedure development
- advancing initiatives that provide a sustainable response model to automatic alarm activations
- formalising Fire Management Groups to strengthen and enhance current wildfire and readiness planning arrangements utilising a proactive approach to bush/vegetation fire hazard mitigation through planning and action
- undertaking an independent review of all QFES training to strengthen systems and processes for training planning, implementation and performance monitoring; improve systems and processes for the training and support of trainers/assessors; and build on current efforts to improve coordination of common training across QFES
- reviewing and enhancing operations within emergency management services to coordinate disaster management activities across Queensland, enhance interoperability, improve information flow, and enable more effective decision making during disaster events
- developing a common doctrine to facilitate and deliver quality joint 'all hazards' emergency services to Queensland communities.

Legislation administered and machinery-of-government changes

For details of legislation administered by QFES and machinery-of-government changes, refer to the *Public safety portfolio overview* on page 6.

Locations

QFES delivers its services from seven regional locations throughout the state – Brisbane, Central, Far Northern, North Coast, Northern, South Eastern and South Western. They include:

- 242 fire and rescue stations
- 1,442 rural fire brigades, including 426 with stations/sheds
- 338 SES groups
- seven communication centres (one located in each QFES region)
- Special Operations Centre located at Cannon Hill, Brisbane.

In addition, frontline staff and volunteers were trained throughout the state in various education and training facilities including the Queensland Combined Emergency Services Academy at Whyte Island.

The Emergency Services Complex in Brisbane's northern suburbs houses emergency services including the QFES State Operations Centre (SOC), State Disaster Coordination Centre (SDCC) and the Triple Zero (000) Communication Centre.

A list of contacts and key locations for QFES is available on page 102.

Partners

QFES works closely with its portfolio partners – the Office of the IGEM, PSBA and QPS. QFES also has strong relationships with its partners in the community including the Rural Fire Brigades Association Queensland Inc. and the Queensland Volunteer Marine Rescue Committee (QVMRC). These partnerships are vital for QFES to enhance community safety by minimising the impact of fire and emergency incidents on the people, environment and economy of Queensland.

- **Rural Fire Brigades Association Queensland Inc.**

The Rural Fire Brigades Association Queensland Inc. is a representative body for rural fire brigades, providing information and advice to volunteers and consulting with QFES on matters of policy, training, equipment, finance and vehicle safety through the RFSQ Strategic Working Groups.

- **Queensland Volunteer Marine Rescue Committee**

The QVMRC's mission is to contribute to improving marine safety by providing quality specialist advice to government. The role of the QVMRC is to provide advice to the Queensland Government and voluntary organisations involved in marine rescue activities, investigate and make recommendations on matters referred to the QVMRC and ensure suitable guidelines are available for the standardisation of an integrated Queensland statutory service/volunteer marine rescue (VMR) capability.

The QVMRC is chaired by the Director of SES Management and Support Services, QFES with membership from the following agencies:

- Volunteer Marine Rescue Association Queensland
- Australian Volunteer Coast Guard Association
- Surf Life Saving Queensland
- QPS
- Department of Transport and Main Roads (Maritime Safety Queensland)
- Australian Communications and Media Authority.

The Royal Life Saving Society Queensland will return as a member of the QVMRC in September 2014.

- **Queensland Police-Citizens Youth Welfare Association**

The Queensland Police-Citizens Youth Welfare Association, commonly known as PCYC, is a non-government, not-for-profit charitable organisation that provides appropriate, affordable and accessible youth development programs and services to support young people in making positive life choices. The PCYC Emergency Services Cadet Program is delivered in partnership with PCYC and Queensland's emergency services including QFES and the QPS.

For further information refer to page 36 or visit the PCYC website at:
www.pcy.org.au/Youth-Programs/Emergency-Services-Cadets.aspx.

Volunteers

Volunteers are critical to the successful delivery of frontline services and are essential in building community capacity and enhancing community resilience. QFES has approximately 40,000 dedicated volunteers across the state in the SES, RFSQ and Scientific Branch network.

- **State Emergency Service**

The SES is a vital part of Queensland's emergency management system and provides assistance to Queensland communities in times of disaster or emergency. Local governments make a significant contribution to the ongoing effectiveness of the SES.

The state and local governments maintain an important partnership in assisting SES volunteers to provide a valuable volunteer emergency service to their local communities. SES groups perform search and rescue, road crash rescue, traffic management and protect persons and property from danger in disaster and emergency situations.

The SES also provides valuable assistance to other emergency services and helps communities prepare for, respond to and recover from an event or a disaster. Flood and storm response is a significant part of SES activities.

As at 30 June 2014, there were over 5,000 SES volunteers.

- **Rural Fire Service Queensland**

Volunteer rural fire brigades provide fire management services for rural and semi-rural communities and urban fringe areas across approximately 93% of the state. In addition to responding to fires in their local area, and in surrounding areas in support of other brigades and emergency services, volunteer brigades undertake a range of planning and preparation activities to ensure communities are well prepared for the fire season. This includes community education activities and hazard reduction to reduce the risk from fire to people and property. The Permit to Light Fire system, in place to ensure the controlled use of fire across the state, is also largely implemented by volunteer fire wardens. Volunteer brigades are often called upon to assist other emergency service agencies during disasters such as floods and storms, and may be deployed to assist other states during fire disasters.

As at 30 June 2014, there were approximately 35,000 rural fire service volunteers.

- **Scientific Branch volunteer (Scientific Advisor) network**

The Scientific Branch incorporates permanent staff and volunteers who respond to hazardous materials incidents across Queensland. The volunteer network is a critical component of the branch's expert advice service. The network includes chemists and chemical engineers who provide prompt, at-the-scene responses to emergency incidents involving chemical hazards. These specialists come from private industry, local governments and tertiary institutions across Queensland. During the year, they attended a range of incidents including chemical reactions and spillages, and fires causing hazardous materials releases.

About the Office of the Inspector-General Emergency Management

The Office of the IGEM will be formally established as a public service office on 1 July 2014 under amendments to the *Disaster Management Act 2003*. The Office of the IGEM provides assurance and advice that enables confidence in Queensland's emergency management arrangements.

Queensland's first Inspector-General Emergency Management, Iain MacKenzie, was appointed on 11 October 2013 and through interim administrative arrangements the role was created within QFES until the office is formally established.

As a result of Queensland's geography and climate, Queensland will continue to experience significant natural disasters, with flooding and tropical cyclones (including storm tide and cyclonic winds) among the most damaging natural hazards¹.

Disaster management within Queensland is predicated on local capability and capacity, supported and augmented through a scalable, responsive model. The model builds upon the availability and coordination of support at local, district, state and national levels. The success of the system relies on the political, bureaucratic and command systems working collaboratively and cooperatively to contribute to outcomes that benefit the community.

¹ Historical analysis of natural hazard building losses and fatalities for Queensland 1900-2011 October 2012. Found at: <http://disaster.qld.gov.au/Disaster-Resources/Documents/Historical%20analysis%20of%20natural%20hazard%20building%20losses%20and%20fatalities%20for%20Queensland%201900-2011.pdf>

The *Queensland Commission of Audit Final Report* (April 2013) observed that the management of demand across the emergency management sector is challenging due to demographic trends, socioeconomic factors and the unpredictable nature of some types of service demand. The report noted that risk-based approaches to managing demand are therefore required to ensure service delivery is both financially sustainable and responsive to need.

The Office of the IGEM vision, outlined in its Strategic Plan 2014-2018, is to be a catalyst for excellence in emergency management.

Its purpose is to enable confidence in Queensland's emergency management arrangements.

Under the *Disaster Management Act 2003*, the functions of the Office of the IGEM include:

- regularly review and assess the effectiveness of disaster management by the state, including the State Disaster Management Plan and its implementation
- regularly review and assess the effectiveness of disaster management by district and local groups, including district and local disaster management plans
- regularly review and assess cooperation between entities responsible for disaster management in the state, including whether the disaster management systems and procedures employed by those entities are compatible and consistent
- make disaster management standards
- regularly review and assess disaster management standards
- review, assess and report on performance by entities responsible for disaster management in the state against the disaster management standards
- work with entities performing emergency services, departments and the community to identify and improve disaster management capabilities, including volunteer capabilities
- monitor compliance by departments with their disaster management responsibilities
- identify opportunities for cooperative partnerships to improve disaster management outcomes
- report to, and advise, the Minister for Police, Fire and Emergency Services about issues relating to the abovementioned functions.

The Office of the IGEM will provide independent assurance and advice about emergency management arrangements in Queensland and authoritative reporting that is used by the emergency management sector to fulfil accountabilities and improve outcomes for the community. The Office of the IGEM will drive a culture of excellence across the emergency management sector by connecting stakeholders, creating partnerships and marshalling expertise.

Objectives

The Office of the IGEM strategic objectives, as identified in its Strategic Plan 2014-2018, contribute to the government's objectives (refer page 12), particularly revitalising frontline services and restoring accountability in government.

The Office of the IGEM objectives and strategies are:

1. *To provide independent assurance and advice about emergency management arrangements in Queensland*
 - 1.1 Develop, implement and validate outcome based standards across prevention, preparedness, response and recovery in collaboration with stakeholders
 - 1.2 Provide rigorous oversight that maps and clearly defines accountabilities and shared responsibilities across emergency management
 - 1.3 Provide independent, evidence based advice
 - 1.4 Set a forward program of work to provide clear direction on areas of focus for stakeholders.

2. *To provide authoritative reporting that is used by the emergency management sector to fulfil accountabilities and improve outcomes for the community*
 - 2.1 Design and implement a suite of assurance activities, tools and processes that are valued by stakeholders and enable transparent monitoring, evaluation and reporting
 - 2.2 Undertake targeted reviews and system analysis that identify risks and gaps, and prioritise improvements on the basis of community outcomes
 - 2.3 Collaborate with agencies to facilitate solutions and drive a culture of continuous improvement and excellence.
3. *To drive a culture of excellence across the emergency management sector by connecting stakeholders, creating partnerships and marshalling expertise*
 - 3.1 Establish trusted partnerships that promote innovation, interoperability and knowledge transfer across the emergency management sector
 - 3.2 Develop a common lexicon and platforms for engagement that connect stakeholders and enable timely and open communication
 - 3.3 Ensure lessons identified, research and good practice are contextualised for Queensland and integrated into emergency management standards and practice.
4. *To sustain a highly motivated, competent office that embraces change and is committed to delivering continuous improvement*
 - 4.1 Develop capability through targeted, high quality development programs and initiatives
 - 4.2 Promote a culture of high performance that models the Office of the IGEM values
 - 4.3 Develop processes and systems that support data management and information sharing to enable quality assurance and continuous improvement
 - 4.4 Ensure the value of advice and outcomes is greater than the investment required for implementation.

Values

The Office of the IGEM values align with the Queensland Public Service values (refer page 13).

Strategic risks and challenges

- Reducing the bureaucracy for local governments, state agencies and other partners across prevention, preparedness, response and recovery
- Ensuring performance is measured against outcomes
- Gaining acceptance and support for shared responsibilities balanced with clear accountabilities
- Ensuring clear expectations of leadership across the emergency management sector
- Providing valued services to key stakeholders
- Ensuring all stakeholders understand their risks and are taking action to mitigate these risks
- Ensuring the broader disaster management framework remains contemporary.

2014-15 Outlook

In 2014-15, the Office of the IGEM will continue implementing relevant recommendations from PACSR. In addition, the Office of the IGEM will focus on realising its four key strategic objectives as identified in its Strategic Plan 2014-2018. The Office of the IGEM will continue to develop and implement an Emergency Management Assurance Framework and a range of activities including self-assessments and reviews designed to assess and continually improve disaster management. The framework will underpin the Inspector-General's strategic priorities, particularly to provide independent assurance and advice about emergency management arrangements in Queensland.

The Office of the IGEM will also continue to work with key stakeholders across government including its portfolio partners and local governments to improve disaster management and community safety.

Legislation administered and machinery-of-government changes

For details of legislation administered by the Office of the IGEM and machinery-of-government changes, refer to the *Public safety portfolio overview* on page 6.

Location

Location and contact details for the Office of the IGEM are available on page 102.

Partners

The Office of the IGEM works closely with its portfolio partners - PSBA, QFES and QPS. The Office of the IGEM also has strong relationships with its partners in the community including local governments and non-government organisations.

The Inspector-General Emergency Management is committed to maintaining these partnerships by ensuring all communication and engagement activities are based on the four key principles of:

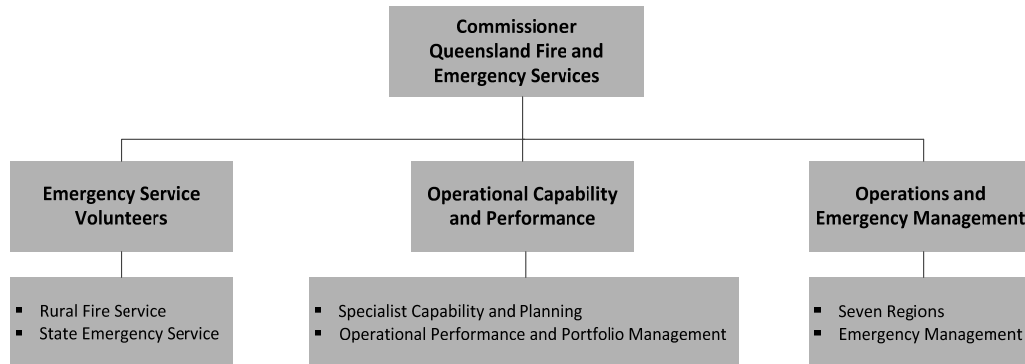
- clear, accurate and timely communication
- accessibility and inclusiveness
- transparency
- measurable outcomes and evaluation.

These principles will enhance partnerships by maximising stakeholder liaison and collaboration.

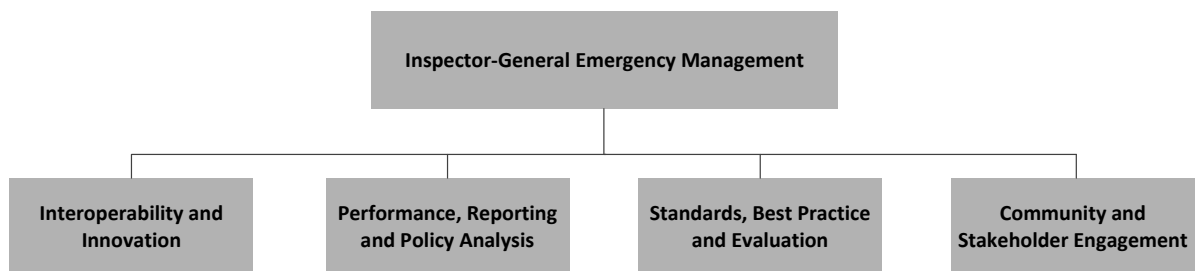
All engagement activities are guided by the Stakeholder Engagement Framework and are undertaken in accordance with the Stakeholder Engagement Spectrum, which outlines engagement expectations and parameters for each engagement category – informing, consulting, involving, collaborating and empowering.

Organisation structures

Queensland Fire and Emergency Services



Office of the Inspector-General Emergency Management



PERFORMANCE

Key performance measures

Queensland Fire and Emergency Services

The table below provides an overview of the key performance measures for 2013-14.

Service Area: Emergency Management, Fire and Rescue							
Performance Measure	Notes	Strategic Plan	2013-14 SDS	RoGS	2012-13 Actual	2013-14 Target/ Estimate	2013-14 Actual
Estimated percentage of households that have undertaken new natural disaster preparedness actions within the last 12 months	1, 2		✓		-	10%	-
Percentage of identified disaster management training capability delivered	1, 3		✓		-	75%	57.4%
Percentage of local governments with a current disaster management plan reviewed for effectiveness	1, 4		✓		-	100%	100%
Number of people receiving disaster management training	1, 5	✓			8,864	-	8,545
SES volunteer hours of operation	1, 6	✓			115,762	-	68,024
Response times to structure fires including call taking time:	7, 8	✓	✓	✓			
<ul style="list-style-type: none"> 50th percentile 90th percentile 	9 10				7.4 minutes 11.9 minutes	<7.6 minutes <14 minutes	7.6 minutes 12.4 minutes
Percentage of building and other structure fires confined to room/object of origin	7, 8, 11	✓	✓	✓	84.4%	>80%	84%
Estimated percentage of households with a smoke alarm/detector that is operational/has been tested	12	✓	✓	✓	87%	95%	88.1%
Percentage of building premises inspected and deemed compliant at first inspection	1, 13		✓		-	50%	51.9%
Cost per fire and rescue incident	1, 14, 15		✓	✓	\$6,598	\$7,499	-

Service Area: Emergency Management, Fire and Rescue (cont'd)							
Performance Measure	Notes	Strategic Plan	2013-14 SDS	RoGS	2012-13 Actual	2013-14 Target/ Estimate	2013-14 Actual
Property loss from structure fire per person	7, 16, 17		✓	✓	\$40	<\$35	\$35.82
Fire service organisation's expenditure per person	1, 15, 17, 18		✓	✓	\$108	\$115	-
Percentage of trained Level II Swiftwater Floodwater technicians against approved model	19	✓			110%	119%	110%

Performance measure – three year average	Notes	Strategic Plan	2013-14 SDS	RoGS	2007 to 2009	2008 to 2010	2009 to 2011
Fire deaths annual rate (three year average) per million people	20, 21	✓		✓	5.0	4.6	5.1
Performance measure – three year average	Notes	Strategic Plan	2013-14 SDS	RoGS	2007-08 to 2009-10	2008-09 to 2010-11	2009-10 to 2011-12
Hospital admissions due to fire injury annual rate (three year average) per 100,000 people	20, 22	✓		✓	18.8	19.6	19.6

Notes:

1. Data is not available/not applicable.
2. The former annual survey which captured results for this measure was superseded by the *Get Ready Queensland* initiative (the new survey). The questions asked in the new survey do not correlate with the former, and therefore data for 2013-14 is not available.
3. The *Disaster Management Act 2003* requires people performing functions under the Act in relation to disaster operations to be appropriately trained. The Queensland Disaster Management Training Framework (QDMTF) outlines the core training requirements relevant to key disaster management stakeholders and is designed to enhance their capability and to support the effective performance of their role. This measure provides the percentage of disaster management training courses completed by identified stakeholders relative to the total number of courses planned to be delivered. For the purpose of reporting this measure, identified disaster management stakeholders are Local Disaster Coordinators, Local Disaster Management Group Chairs, District Disaster Coordinators and District Disaster Management Group Executive Officers. Some training courses were not delivered in 2013-14 due to operational commitments and response to disaster events. The availability of participants to undertake training was a significant factor in the lower than anticipated levels of completion.

4. It is a requirement under Section 59 of the *Disaster Management Act 2003* that local governments review the effectiveness of their disaster management plan at least once a year. Each local government disaster management plan undergoes an external assessment annually to ensure the plan is compliant with the Act and meets the needs of the local area. The QPS and QFES are responsible for undertaking the external assessment using a standardised 'traffic light' assessment tool. This measure replaces the *Strategic Plan 2012-2016* performance indicator "Percentage of Local Governments with a current disaster plan". For the purpose of disaster management, there are 78 local government areas; this includes 77 local governments and one town authority (Weipa). From 1 January 2014, there are 78 local governments as a result of de-amalgamations. The Douglas, Livingstone, Noosa and Mareeba Shire Councils de-amalgamated from Cairns, Rockhampton, Sunshine Coast and Tablelands Regional Councils respectively. The Mareeba, Douglas and Livingstone Shire Councils have completed and implemented disaster management plans. For 2013-14 reporting purposes, the Noosa Shire Council and Sunshine Coast Regional Council are operating under a joint disaster management plan.
5. This measure only includes disaster management training conducted within the QDMTF (ie. QDMTF courses and inductions delivered to disaster management stakeholders). Disaster management training supports the effectiveness of the Queensland Disaster Management Arrangements and builds and tests disaster management capability by improving participants' knowledge, skills and competency in the core areas of prevention, preparedness response and recovery.
6. This measure reports the number of hours of operation performed by volunteers in the SES, such as search and rescue, and responses to flood and storm emergencies. This measure is demand driven.
7. Structure fires are fires in housing and other buildings.
8. Only structure fires occurring within the Urban Service Administrative Areas are included. Excluded are non-emergency calls and those where QFES experienced delays due to either extreme weather conditions or where the initial response was by another agency or brigade. Only primary exposure incidents are included.
9. This measure reports the time within which 50% of the first responding fire appliances arrive at the scene of a structure fire.
10. This measure reports the time within which 90% of the first responding fire appliances arrive at the scene of a structure fire. QFES has a long-established service delivery model for responding to structural fires within 14 minutes.
11. Only structure fires where the confinement has been determined are included in the calculations. The Report on Government Services (RoGS) 2014 reported that Queensland had the second highest percentage of confinement of all jurisdictions in 2012-13.
12. This measure provides an indication of the percentage of households with operational smoke alarms installed. Results are from an online survey undertaken in November 2013. This measure is being discontinued in 2014-15 and is being replaced with 'Estimated percentage of households with smoke alarm/detector installed'.
13. This measure reports the percentage of building premises inspected and deemed compliant with building fire safety regulations (*Fire and Emergency Services Act 1990*, *Building Act 1975* and *Building Fire Safety Regulation 2008*) and fire safety procedures on first inspection by QFES officers.
14. This measure is being discontinued in 2014-15 as it is not an accurate indication of the cost incurred in providing responses to fire and rescue incidents. It included the costs for all the former QFRS activities, not just for responding to incidents. It was calculated by dividing the total QFRS expenditure by the total QFRS incidents.
15. Following the machinery-of-government changes in 2013-14 which included the establishment of QFES on 1 November 2013, QFES now provides a wide range of disaster and emergency services under an integrated management structure therefore data for 2013-14 is not available.
16. This measure is being discontinued in 2014-15. RoGS 2014 states data reported for this measure is not directly comparable across jurisdictions. In addition, estimates are not validated by the insurance industry or adjusted for interstate valuation differences.

17. The population figure of 4,610,932 used to calculate the 2012-13 Actual was sourced from the *Australian Bureau of Statistics 3101.0 Australian Demographic Statistics December 2012* report. The projected population figure of 4,740,113 used to calculate the 2013-14 Target/Estimate was sourced from QTT. The population figure of 4,690,910 used to calculate the 2013-14 Actual was sourced from the *Australian Bureau of Statistics 3101.0 Australian Demographic Statistics December Quarter 2013* report.
18. This measure is being replaced in 2014-15 with 'Fire and emergency services expenditure per person'.
19. For 2012-13, the number of trained Level II Swiftwater technicians was 279 against an approved model of 253. The 2013-14 approved model number was revised to 260, with 287 Level II Swiftwater technicians trained at 30 June 2014.
20. Data is sourced from RoGS 2014.
21. Data for 2009 to 2011 is preliminary and subject to a revisions process. Data for 2007 to 2009 and 2008 to 2010 have been subject to revisions.
22. Data for 2009-10 to 2011-12 is preliminary and subject to a revisions process. Data for 2007-08 to 2009-10 and 2008-09 to 2010-11 have been subject to revisions.

Office of the Inspector-General Emergency Management

The Office of the IGEM will be formally established on 1 July 2014. The table below provides an overview of the key performance measures for 2014-15.

Service Area: Independent Assurance and Advice to Improve Emergency Management			
Performance Measure	Notes	2013-14 Target/ Estimate	2013-14 Actual
Client satisfaction	1, 2	New measure	-
Proportion of recommendations agreed to by audited or reviewed entities	1, 3	New measure	-

Notes:

1. New service standard in the 2014-15 Service Delivery Statement. Data is not available for 2013-14.
2. This service standard will be measured as part of an annual client survey which will be conducted for the first time in 2014-15. 'Clients' include the Minister responsible for the public safety portfolio, State Disaster Management Group members, local governments and other stakeholders with a role in disaster and emergency management.
3. This service standard will measure the proportion of recommendations made by the Office of the IGEM that have been agreed to by the entity to which the recommendation applies.

Achievements

Queensland Fire and Emergency Services

Police and Community Safety Review

On 1 November 2013, QFES was established. QFES incorporates parts of the former QFRS and former EMQ. This was a key recommendation of PACSR.

Other recommendations and findings that have been implemented include:

- a review of district and regional boundaries to better align with local government and QPS boundaries
- a review of the QFES regional structure
- the appointment of an acting Deputy Commissioner, Emergency Service Volunteers
- the appointment of an acting Deputy Commissioner, Operational Capability and Performance
- a review of the viability of creating joint facilities for common use by RFSQ and the SES
- a review of the response to automatic fire alarms.

For further information regarding PACSR refer to *External accountability* on page 44.

The Malone Review into Rural Fire Services in Queensland

In 2012-13, the Assistant Minister for Emergency Volunteers, Ted Malone MP, conducted a review into rural fire services in Queensland. The review recommended that the focus of rural fire services be brought back to land management and mitigation. The principle of neighbour helping neighbour underpins the culture of rural fire services.

In October 2013, the Malone Review Working Group was established to ensure oversight of the implementation process for the 91 recommendations. The working group includes representation from the Rural Fire Brigades Association Queensland Inc.

During 2013-14, QFES continued to implement recommendations from the review resulting in greater efficiency and support for emergency service volunteers. As at 30 June 2014, 52 recommendations have been addressed including:

- changing the name of the volunteer organisation to Rural Fire Service Queensland (RFSQ)
- creating the position of Deputy Commissioner, Emergency Service Volunteers
- fitting all rural brigade trucks with red and blue flashing lights
- committing to fully fund replacement appliances
- reducing the overall cost of slip-on units
- involving volunteers in the development of firefighting appliances and associated equipment
- increasing the amount available to brigades in station construction grants
- providing brigades with access to tools to create mapping solutions to suit their various needs
- enhancing support for volunteers and staff
- clarifying existing policies and procedures and ensuring they are driven by volunteer engagement.

Implementation of the remaining recommendations is continuing.

Auxiliary Firefighters Charter

On 6 May 2014, the Auxiliary Firefighter Charter was established. The charter provides the framework for the relationship between the Queensland Government, QFES and the Queensland Auxiliary Firefighters Association. It also outlines the principles for decision-making, procedures and consultation between QFES management, auxiliary firefighters and their representatives.

Capital initiatives

Significant fire and emergency services capital initiatives for 2013-14 included:

- completed a new fire and rescue station at Brassall; replacement auxiliary fire and rescue stations at Millaa Millaa and Clifton; and a replacement permanent-auxiliary fire and rescue station at Mareeba
- commenced construction of the replacement auxiliary fire and rescue stations at Ingham and Pomona
- delivered 27 new and replacement urban fire appliances and 47 replacement rural fire appliances, including the new Scientific Branch appliance
- delivered 29 floodboats to SES groups.

In 2014-15, QFES will continue to be responsible for delivering minor works and planned building maintenance. PSBA will support QFES' operational capability with the delivery of the capital program (major and medium), unplanned building maintenance, land and building acquisition and disposal program, vehicle replacement and growth programs; and vehicle maintenance programs (planned and unplanned).

Information technology

New technology being employed to assist in prevention and preparedness for bushfires includes:

- “Phoenix”, a software program that predicts how a bushfire is likely to develop and models “what if” scenarios, as well as determining where resources can be most strategically and effectively applied. A state-wide model for Queensland is currently being tested
- remote sensing using satellites for the development of grassland curing maps. Grassland curing is one of the inputs used by the Bureau of Meteorology (BoM) to determine grass fire danger ratings. Currently visual assessments are collected from 62 sites across the state and provided to BoM for this purpose. Projects funded by the Bushfire and Natural Hazards Cooperative Research Centre have led to improvements in the algorithms used to interpret the data collected via satellites into a state-wide curing map, which will provide significant improvements in the accuracy of this information
- fire behaviour analysis tools that use the BoM's Next Generation weather forecast, including fire intensity maps, to provide an improved spatial representation of the fire risk for planning and preparedness
- use of various applications, for example: for the gathering of fuel hazard assessment information; mapping apps to provide improved intelligence from the fire ground to Fire Behaviour Analysts; and an app to provide both still and video images from the field which Fire Behaviour Analysts use to develop intelligence to better inform Incident Management Teams for realistic setting of objectives and strategies, as well as timely and accurate community warnings
- mapping technology to provide airborne mapping services to the fire line and incident management teams.

In addition, the QFES Air Operations Unit and PSBA Acquisition Services are working together to facilitate engagement of companies supplying Unmanned Aerial Systems/Remotely Piloted Systems.

SES headquarters, Cairns

In March 2013, \$1.25 million was provided to the Cairns Regional Council towards the construction of a new SES headquarters in Cairns. The SES headquarters was officially opened on 14 June 2014. The facility is equipped with three training rooms, multi-purpose workshop areas, substantial vehicle storage and state-of-the-art radio and communications technology to support SES volunteers.

Emergency Vehicle Priority

Emergency Vehicle Priority (EVP) technology was trialled in early 2013 with 50 EVP-intersections on the Gold Coast providing ten QAS and ten QFES vehicles with green lights during emergency response situations. As an ambulance or fire appliance approaches a set of traffic lights with its emergency beacons on, EVP requests the traffic management system to give a green light, which it does when it is safe to do so. The system is designed to minimise the disruption to traffic and seeks to return to normal traffic conditions as quickly as possible after the emergency vehicle has passed. Analysis of data collected during the trial showed a 10-20% improvement in travel times along the main routes used.

As at 30 June 2014, there were 165 EVP-enabled intersections on the Gold Coast providing 19 QAS and 18 QFES vehicles with green lights during emergency response situations.

In June 2014, EVP was enabled in the Bundaberg area, with 32 EVP-enabled intersections providing 13 QAS and seven QFES vehicles with green lights during emergency response situations.

EVP won the National and Queensland 2013 iAward in the Service Domain – Government Category for outstanding information and communications technology innovation dedicated to improved government service delivery to the community.

It is planned to implement EVP in other locations throughout 2014-15 including expansion across the Gold Coast, Townsville, Logan, and parts of northern Brisbane. Plans to trial EVP in ten QPS vehicles on the Gold Coast in early 2015 are also well underway.

Reducing unwanted fire alarms

During 2013-14, QFES responded to 70,434 incidents with 18,187 being system initiated false alarms compared to 75,669 incidents with 19,717 being system initiated false alarms in 2012-13. Unwanted alarms have a negative impact on firefighters and the wider community by increasing safety concerns for fire crews and the public, disrupting the community and industry, creating complacency and imposing unnecessary costs to attend these incidents.

QFES provides Building Certifiers with advice on how to reduce unwanted alarms in new buildings. This advice, provided at the assessment and inspection stage of the building project, has resulted in a reduction of 87.81% in unwanted alarms in the 36 buildings tested since September 2007 (as at 30 June 2014).

The QFES has provided recommendations to 236 existing problem buildings to ensure effective management of unwanted alarms. Ninety-nine have adopted those recommendations resulting in an overall reduction in unwanted alarms of 77% since November 2006 (as at 30 June 2014).

In 2005-06, there was an average of 3.67 unwanted alarms per alarm signaling device. The 2013-14 average is 2.47; an overall reduction of 32.7% in unwanted alarms across Queensland since the introduction of the Unwanted Alarm Unit in 2005-06.

Red tape reduction

Red tape reduction initiatives in 2013-14 included:

- continued implementation of recommendations from *The Malone Review into Rural Fire Services in Queensland*, including consulting and engaging with volunteers in the development of firefighting appliances and associated equipment, and clarifying existing policies and procedures
- enabling industry to lodge building development applications on-line from July 2013 to reduce the time and effort required by industry to lodge applications
- reviewing the *Building Fire Safety Regulation 2008* to identify options to simplify requirements placed on occupiers and owners of buildings

- reviewing smoke alarm and fire warden provisions in the *Fire and Rescue Service Act 1990* (now known as the *Fire and Emergency Services Act 1990*). The review of smoke alarm provisions is assessing effectiveness from a safety and compliance perspective and could reduce maintenance obligations for lessors. The review of fire warden provisions could streamline the appointment processes for certain categories of Fire Wardens.

Red tape reduction initiatives expected to be progressed in 2014-15 include finalising the aforementioned reviews and implementing the identified opportunities to reduce red tape.

Emergency Management Levy

The Emergency Management Levy was introduced on 1 January 2014 to ensure a sustainable funding base for emergency services. The levy replaced the Urban Fire Levy that only applied to properties within the urban areas. The Emergency Management Levy has two components that commenced on 1 January 2014 - the levy on properties in the existing levy boundaries increased by 6.5% and the establishment of the E Class component of the levy. The new E Class component includes all properties, urban and rural, recognising that all Queenslanders are at risk from emergencies including floods, cyclones, storms as well as fire and accidents. The E Class of the levy is capped and the maximum levy payable by an E Class property owner for the period 1 January to 30 June 2014 is \$657.80. The government has also approved an amendment to the *Fire and Rescue Service Regulation 2011* to exempt specified community organisations including churches, showgrounds, libraries, small tourist attractions and community halls from the E Class levy.

The Emergency Management, Fire and Rescue Fund was renamed in early 2014 to the Emergency Management Fund to properly reflect that the fund supports a broad emergency response across Queensland.

SES local government subsidy

QFES provides an annual SES Local Government Subsidy to all local governments each financial year. The purpose of this subsidy is to assist local governments in defraying administrative and operational costs associated with running SES units/groups.

The formula for the distribution of the subsidy takes into account relevant factors including the size of a local SES contingent and the population, area and natural hazard risk profile of the local government area. Funding of approximately \$1.6 million was allocated in 2013-14, demonstrating the government's support towards local government and SES groups in Queensland.

Preparedness/Mitigation

E-contact

Social media enhances interaction between the QFES and Queensland communities enabling the QFES to provide the community with safety messages and warnings. The QFES Facebook page passed 100,000 fans during the financial year, with 116,500 fans by the end of June 2014, compared to 73,000 fans in June 2013. The QFES Twitter account had 13,400 followers at 30 June 2014, compared to 7,200 followers in July 2013.

Operation Cool Burn

QFES continued its focus on bushfire hazard mitigation in 2013-14. Operation 'Cool Burn' provides QFES staff and volunteers with clear guidelines on identifying and preparing bushfire prone areas and assisting communities to be well prepared for the fire season. The operational period, which commenced on 1 April 2014 and will continue to at least the end of August 2014, drives a proactive focus on community education and assisting land owners/occupiers to plan hazard mitigation. It includes measurable outcomes on activities such as identifying bushfire prone areas, prioritising areas to conduct mitigation activities, and engaging with land owners/occupiers to assist them in reducing fire risk through activities such as controlled burns.

Since commencing on 1 April 2014, as at 30 June 2014, Operation Cool Burn has identified 759 bushfire prone locations within the state, completed 683 hazard mitigation activities, provided approximately 30,900 members of the community with PREPARE.ACT.SURVIVE. information and conducted 3,416 hazard reduction burns with an estimated 192,935 hectares mitigated. These activities assist mitigating the risk of bushfire in prone locations and QFES' preparedness for the coming bushfire season which officially commences on 1 August 2014.

Operation Xavier

The 2013 bushfire season, known as Operation Xavier, officially commenced on 1 August 2013 and ceased at the end of November 2013. Operation Xavier was designed to bring QFES' bushfire capability to a high level, ensuring rapid mobilisation and response to bushfire or an emergent bushfire situation.

Operation Xavier set the expectations and requirements for staff and volunteers to work closely with the land owner and/or occupier to bring the fire under control according to the risk and to reduce impacts on the community, property and the environment.

During the operation, the Commissioner was briefed fortnightly by video teleconference about the readiness of each region to respond to bushfires and their capacity (people, appliances and equipment) to assist in other areas as required. The video teleconference, facilitated by the SOC, included the Assistant Commissioners and regional managers, RFSQ and other delegates, and enabled a combined verbal report to be provided on each region's progress against the Commissioner's intent. In addition, operational activity was monitored throughout the bushfire season with over 8,000 landscape fires reported.

Operation Claudette

The severe weather season over the 2013-14 summer was known by QFES as Operation Claudette. The operation commenced on 1 December 2013 and continued through to 30 April 2014 with a focus on QFES capability within the disaster management arrangements and working with QFES' partners to ensure a swift and effective service to the public.

Volunteer Community Educators

Initiated in 2009, the Volunteer Community Educator (VCE) role is a non-operational brigade role, dedicated to providing bushfire and fire safety education to communities via promotion and delivery of educational programs such as:

- Bushfire Prepared Communities
- PREPARE.ACT.SURVIVE.
- Bushfire Action Plans
- other location specific programs.

Throughout 2013-14, RFSQ continued to actively recruit volunteers to become part of the VCE network with 393 volunteers as at 30 June 2014. VCEs are supported with ongoing professional development such as the Certificate III in Public Safety and Public Information Officer training.

VCEs liaise with local brigades, volunteers, members of the public, private sector organisations and community groups. The VCE initiative has been particularly effective in assisting QFES to work with local governments and local communities in implementing local hazard reduction and response plans in preparation for the fire season. VCEs have also taken up a key role as Public Information Officers during emergencies, disseminating vital information to local communities.

Fire behaviour analysis

QFES is the first Australasian fire agency to successfully gain Fire Behaviour Analyst qualification. Inspector Andrew Sturgess received the qualification in late 2013. Inspector Sturgess is working with a number of rural and urban QFES staff to mentor and assist them through the rigorous accreditation process.

The Inspector and a team are working with RFSQ on a number of initiatives to further develop QFES' fire behaviour analysis capabilities. These include developing the Phoenix fire behaviour modelling tool for use both operationally and to improve mitigation, planning and preparedness capacity. Phoenix is a bushfire simulator and risk assessment decision support tool which can be used for community warnings, prioritising resources and the development of realistic objectives and strategies. It can also be used for strategic planning for hazard reduction burning, community education and identifying potential risks. The ongoing development of QFES volunteers and staff, alongside the use of contemporary tools such as Phoenix, will continue to grow QFES' capability in this area.

Budget accommodation

QFES continues to perform a leading role in the enforcement of fire safety measures through the identification and inspection of illegal Budget Accommodation Buildings. Budget Accommodation Buildings are required to have fire safety mechanisms in place such as fire safety management plans, emergency lighting and early warning systems. QFES officers conduct joint inspections with local governments to identify buildings operating as Budget Accommodation.

The QFES Compliance and Prosecution Unit manages all enforcement and prosecution action against operators of Budget Accommodation that do not meet the minimum fire safety standard requirements. In October 2013, QFES successfully prosecuted a repeat offender operating illegal Budget Accommodation in the Caboolture area. This prosecution resulted in total fines of \$1,141,000 and a custodial sentence imposed.

Critical incident response and recovery

When a critical incident affects one or more Queensland communities, an immediate response by QFES is critical to save lives and property. Prevention of loss and community recovery is a priority of government and takes precedence over the delivery of less essential government programs. Section 98(1)(d) of the *Public Service Act 2008* requires chief executives to adopt management practices that are responsive to government priorities.

The Public Service Commission *Chief Executive Directive No. 09/12: Critical incident response and recovery* provides for a whole-of-government response to disasters. Critical incident reserve pools have been established to support the government's commitment to response and recovery by redirecting the collective energies of the Queensland public service workforce from less critical priorities, to the critical priorities of the protection of life and property and longer-term human and social recovery.

The coordination and management of the critical incident response reserve pool is the responsibility of QFES. To implement this, in 2013-14 QFES provided 70 individual days of training resulting in approximately 270 whole-of-government staff forming part of the SDCC Response Team.

During the 2013-14 disaster season, the critical incident response reserve pool assisted the SDCC in responding to Tropical Cyclones Dylan, Gillian, Hadi and Ita. Staff from across government joined with approximately 50 QFES staff to support SDCC operations relating to these events.

Enhanced cooperation between Volunteer Marine Rescue Queensland and the Australian Volunteer Coast Guard Association

Options for enhanced cooperation between Volunteer Marine Rescue Queensland and the Australian Volunteer Coast Guard Association continued to be explored and developed during the year. The report of the *Queensland Volunteer Marine Rescue Committee Review for Enhanced Cooperation* was tabled at the September 2013 meeting of the QVMRC.

Response

SES Assistance App

The SES Assistance App, launched in February 2014, provides Queenslanders with an alternative to calling 132 500 to request SES assistance for floods and storms. The app steps the user through a series of questions about their request before logging the job with the SES. The app is expected to save an average of eight minutes per call by automatically capturing the job information and assigning it to the relevant region. The SES app will mean people will be able to access the service faster following a severe weather event. The app is available to download on Apple and Android devices via iTunes and Google play. Requests for assistance can also be lodged at www.132500.qld.gov.au.

The SES 132 500 number received 15,955 calls during 2013-14, a decrease of 73% from 2012-13 when 59,898 calls were made.

Urban search and rescue

In August 2013, the Australia Urban Search and Rescue Taskforce 1 (Queensland), managed by QFES and also known as AUS-1, achieved International Search and Rescue Advisory Group reclassification as a “heavy” deployable team. Teams from across the world are required to undergo this reclassification process every five years in an effort to ensure their capability to respond to a range of international disasters. As part of the QFES reclassification, a major 48 hour field exercise was conducted whereby a team of 75 skilled professionals were deployed to sites at Fort Lytton, Murarrie and the training academy at Whyte Island where they were required to respond in real-time to an exercise replicating an international city hit by an 8.2 magnitude earthquake.

During 2013-14, the taskforce provided:

- logistics support to Super Typhoon Haiyan in the Philippines
- a Technical Assessment Team to the Solomon Islands
- a “medium” Urban Search and Rescue Taskforce of 35 persons to undertake Rapid Damage Assessment (RDA) and Swiftwater Rescue tasks between Cooktown and Townsville as a result of Tropical Cyclone Ita.

The Special Operations Support Centre provides logistical cell coordination and deployment for the SOC of Urban Search and Rescue and Technical Rescue personnel.

As at 30 June 2014, QFES is performing a mentoring role to the New Zealand Urban Search and Rescue team as they prepare to undergo the International Search and Rescue Advisory Group classification as a “heavy” deployable team in March 2015.

The Federal Government, through the Department of Foreign Affairs and Trade, continues to provide QFES with a funding grant for the ongoing development and maintenance of Urban Search and Rescue capability and capacity to deploy internationally within ten hours.

QFES flexible habitat

The flexible habitat is a logistical support capability developed by the QFES Technical Rescue Unit to support large scale and/or extended field operations locally, nationally or internationally. The flexible habitat is a self-contained moveable facility that has operational areas, sleeping quarters, hygiene facilities and its own power and water purification capability. The habitat provides emergency services personnel with a safe and secure base from which to manage operations.

The habitat is primarily used by Australia Urban Search and Rescue Taskforce 1 (Queensland), however it can also be used for QFES and across government operations, including the provision of emergency accommodation for displaced residents.

In 2013-14, the habitat was used during the International Search and Rescue Advisory Group (INSARAG) External Reclassification of the Australia Urban Search and Rescue Taskforce 1 (Queensland) and during Exercise Headache – phase 1 of a multi-agency Tactical Exercise.

Marine response capability plan

In October 2013, QFES implemented a South Eastern Region Marine Plan to strengthen partnerships with other agencies and the community and to deliver emergency management for incidents in the marine environment. The aim of the plan is to provide a formal marine response for the region to enhance QFES' service delivery model when responding with Queensland Water Police (QWP) and VMR. This was achieved with the full support of the QPS and VMR and involved establishing response arrangements with input from all agencies on the construction and content of each cache of equipment.

Three specific equipment caches were formalised, each containing a portable pump, water delivery equipment, and firefighting and rescue equipment. The caches are located at QWP and VMR locations to provide additional capability at marine incidents. As part of the implementation of this plan, coordinated multi-agency training schedules were established to enhance the skills of all agencies in the use of the caches and to familiarise each agency with the capabilities and strengths of the combined response.

The effective response of the marine caches was proven at a major marina fire at Palazzo Versace on the Gold Coast on 11 February 2014. The first responding fire appliances were supported with the delivery of these caches to the area of the marina where several vessels were already on fire. The coordinated response of the QFES, QWP and VMR reduced further impact to other vessels moored at the marina and to the surrounding marine environment.

Rapid Damage Assessment

Rapid Damage Assessment (RDA) is a methodology used to collect information from affected communities in the immediate aftermath of a major disaster. During the year the QFES responded to events in proactive staging, or post-event response of RDA teams and equipment across Queensland and into New South Wales (NSW) including:

- undertaking 32 post fire inspections for the NSW Rural Fire Service as a result of the NSW Bushfires in October 2013
- staging RDA teams and equipment into Cairns and Townsville in preparation for the potential impact from Tropical Cyclone Dylan in January 2014
- staging RDA teams and equipment into Mt Isa in preparation for the potential impact of a Tropical Low weather system in the Gulf during February 2014
- performing 34 RDAs of properties as a result of a severe weather event in Yeppoon in March 2014
- performing 2,214 RDAs of properties and 68 infrastructure inspections after Tropical Cyclone Ita in April 2014.

Specially trained QFES Urban Search and Rescue personnel use hand-held electronic devices to rapidly survey damage to buildings and infrastructure following events such as cyclones, earthquakes, bushfires, storm surges and floods. This information is used by emergency managers, and public and private sector agencies to enable a more focused and coordinated response and recovery.

Deployments and Disaster Events

Deployments

QFES works closely with other emergency services to provide emergency response operations across organisational and jurisdictional boundaries during major disaster events.

In 2013-14, deployments included:

- 164 personnel in various roles to Victoria to assist with the Hazelwood coal mine fire and the Victorian bushfires that were occurring over the same period
- 113 volunteers and staff to NSW during the bushfire emergency in the Blue Mountains, when more than 200 homes were destroyed

- a specialist reconnaissance and technical team of six specialists and an Emergency Management Australia Liaison Officer to the Solomon Islands during Tropical Cyclone Ita, following a request for assistance. The cyclone tore through the Solomon Islands causing flash flooding and leaving a swathe of destruction that overwhelmed local emergency response agencies.

The SOC activated on seven occasions during 2013-14 to coordinate the intrastate, interstate and international deployment of QFES personnel. A total of 279 people worked in the SOC over these seven activations to enable these deployments to occur.

Tropical cyclones

Queensland experienced extreme weather events resulting from Tropical Cyclone Dylan in January, Tropical Cyclones Hadi and Gillian in March and Severe Tropical Cyclone Ita, a Category 4 cyclone, in April 2014. The SDCC was activated for these events to assist the community with evacuations, flood recovery and relief.

Tropical Cyclone Ita, in particular, caused significant damage to the Cooktown and Hope Vale areas and lesser damage to the wider area. The Category 4 cyclone prompted a state-wide response with staff and volunteers deployed from all around Queensland to assist crews and residents in the far north. SES volunteers responded to almost 600 requests for assistance and swift water rescue technicians attended 26 swift water rescues as people attempted to cross flooded waterways.

North Stradbroke Island fires

QFES responded to a major bushfire on North Stradbroke Island in late December 2013. The fire response was conducted over two weeks and was handled as a collaborative effort across a large number of government and non-government organisations. It also included extensive dissemination of information to the public and engagement with the local communities and tourists.

QFES officers liaised closely with the Quandamooka Yoolooburabee Aboriginal Corporation on strategic decisions relating to the fire response. QFES deployed over 400 permanent, auxiliary and volunteer operational staff to Stradbroke Island over the two week period. In addition, approximately 5,000 SES hours were dedicated to supporting roles that included door knocking, traffic control, catering tasks, communications and general support roles.

Training and Exercises

Queensland Disaster Management Training Framework

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

A further six courses were developed and implemented during 2013-14, taking the total number of training courses available to disaster management stakeholders through the QDMTF to 21. These additional courses are:

- Cyclone Shelter Management
 - Module One - Introduction to Cyclone Shelter Management
 - Module Two - Working in a Cyclone Shelter
 - Module Three - Managing a Cyclone Shelter
- Disaster Coordination Centre
 - Module Four - Briefings and Debriefings
- Evacuation Centre Management
 - Module Two - Working in an Evacuation Centre
 - Module Three - Managing an Evacuation Centre.

Work is ongoing to transition a number of training courses under the QDMTF to national recognition as units of competency under the Advanced Diploma of Public Safety (Emergency Management).

Key stakeholders include local government, other government agencies including QPS, non-government organisations and federal counterparts.

Disaster management exercise program

An initiative in response to the 2012 Queensland Floods Commission of Inquiry recommendations was the establishment of an exercise program to increase the capacity and capability of Queensland's Disaster Management Arrangements. These exercises are focussed on disaster response activities and allow participants to experience and test the disaster management arrangements, in either a discussion exercise or simulated environment, to inform future disaster management preparedness and planning.

A range of exercises and training occurred during 2013-14 in order to test the interoperability of a number of local government areas, districts, and state government agencies in emergency and disaster scenarios, including:

- two Disaster Management Exercises conducted in April 2014 within the Noosa Shire Council and Sunshine Coast Regional Council to test emergency arrangements for the new local government areas
- a workshop was conducted in May 2014 to review the training and operations of the cyclone shelters used during severe weather events. Ten of the 11 local governments with cyclone shelters attended the workshop which had three objectives:
 - to review current training materials and guidelines associated with cyclone shelters and to provide as necessary recommendations for changes
 - to undertake a review of the Exercise Salus series of exercises and share learnings
 - to determine the state and local exercise needs for the 2014-15 cyclone shelter preparations
- a one day workshop was held in June 2014 regarding storms and their effects on coastal communities. The workshop was facilitated and managed by QFES on behalf of the BoM and Griffith University.

In July 2014, QFES will coordinate a large scale wildfire scenario (Exercise Headache - phase 2 - Strategic Exercise Week) that will impact on Brisbane, Moreton Bay Regional and Redland communities. The purpose of the exercise is to test the capability and capacity of QFES to combat multiple large scale wildfires within the Brisbane Region. The concept of the exercise is to create an event that will stretch the resources of QFES and include available resources from other organisations in the operations, specifically the incident management teams. At the conclusion of the exercise a recovery component will be discussed and exercised by the Department of Communities, Child Safety and Disability Services.

QFES also managed and delivered a number of courses and/or training activities, including:

- Queensland Disaster Management Arrangements training for 66 staff from QPS and 60 staff from other government agencies
- delivery of Disaster Coordination Centre Module 1 for 70 staff from QPS and 22 staff from other government agencies
- State Disaster Coordination Group Induction training for 22 staff from other government agencies
- Internal Event Management System or Event Portal training for 350 staff across various agencies
- training and exercises for approximately 270 people across various government departments who support the SDCC
- 23 staff within the QFES Disaster Management Branch were trained in Australasian Inter-service Incident Management System (AIIMS-4) and 13 staff have received training in the QFES Total Operational Mapping (TOM).

A range of exercises are being coordinated or planned for 2014-15 for the purpose of testing a number of local government areas, districts, and state agencies in emergency and disaster scenarios.

SES Leadership Strategy

The SES Leadership Strategy was developed in 2012-13 in response to key recommendations from the 2012 Queensland Floods Commission of Inquiry. Through education and training the strategy uses best practice leadership development initiatives to highlight the importance of learning, mentoring and authentic leadership. The strategy focuses on growing the core competencies of SES leaders by taking active steps in selecting, developing, maintaining and assisting SES leaders in their complex leadership issues.

Three key initiatives of the strategy are:

- Emergency Leadership Development (as at 30 June 2014 there were 43 graduates)
- Effective Leadership Online Program (developed to 'user testing' stage with a proposed launch date of September 2014)
- the Queensland SES Local Controllers' Conference scheduled to be held in May 2015.

Emergency Services Cadet Program

The Emergency Services Cadet Program is delivered by the Queensland Police-Citizens Youth Welfare Association (commonly known as PCYC) through a Service Level Agreement with QFES. The program is offered to youths between the ages of 12 to 17 to provide them with an opportunity for a career in emergency services and volunteering. The program will give cadets an opportunity to experience a wide range of emergency service skills, including interaction with serving staff.

As at 30 June 2014, eight PCYC Emergency Services Cadet Groups are in operation. These groups are located at Cooroora, Biggenden, Inglewood, Childers, Hughenden, Hervey Bay and Mackay. The eighth group is a school-based cadet group established in cooperation with St Laurence's College at South Brisbane. A further three groups are under development or in negotiation to commence.

A new Service Agreement for 2014-2017 has been signed by QFES and PCYC. The State Government has committed \$310,000 per annum for the period July 2014 to June 2017 to support the effective delivery of youth engagement in the program by supporting staff and program resource costs, and a PCYC management fee.

Office of the Inspector-General Emergency Management

In implementing the PACSR recommendation to establish the Office of the IGEM, the Inspector-General Emergency Management has:

- established a new office headed by an Inspector-General Emergency Management
- researched and developed an assurance framework in consultation with stakeholders that will deliver outcomes based standards and enable confidence in Queensland's emergency management arrangements
- coordinated a review of aviation tasking and prioritisation procedures during significant events, such as the 2013 Bundaberg floods
- been involved in the operational reviews of the Stradbroke Island fires, the response to Tropical Cyclone Dylan, and the preparations for Tropical Cyclones Gillian and Hadi
- reviewed SDCC operations following Tropical Cyclone Ita, making recommendations for improvement
- developed a review process for local and district plans, which rewarded good practice, cut time and resources on assessment, and resulted in reduced red tape for disaster managers
- conducted a survey of stakeholders to uncover data sets that may be of value to both disaster management agencies and the wider community. The survey revealed information potentially of use during disasters and supports the PACSR recommendation that agencies should, as far as possible, share data sets
- finalised the Queensland Community Preparedness Survey May 2013 and provided a report on the results to QFES for distribution to Local and District Disaster Management Groups
- developed a suite of resources to support local government management of evacuation centres in partnership with the Australian Red Cross

- actively engaged in industry specific research through the Bushfire and Natural Hazards Cooperative Research Centre that will provide tangible and innovative solutions to enhance community outcomes during disaster events
- developed a comprehensive Stakeholder Engagement Framework and Communication and Engagement Strategy
- reviewed the Strategic Policy Framework for disaster management in Queensland.

Red tape reduction

Red tape reduction will be a focus for the Office of the IGEM in 2014-15. One of the key strategic challenges identified by the Office of the IGEM is to reduce bureaucracy for local governments, state agencies and other partners across Queensland's emergency management arrangements.

CORPORATE GOVERNANCE

Executive management

Queensland Fire and Emergency Services

Senior management profiles
<p>Lee Johnson AFSM, Assoc Dip AppSc (Fire Tech), FAIM, FIFireE Commissioner</p> <p>The Commissioner is responsible for leading and managing the efficient functioning of fire and rescue, emergency management and disaster mitigation programs and services throughout Queensland. The Commissioner oversees the management of key state-wide initiatives including community fire safety and awareness, fire scene investigation, and commercial training. He leads the diverse volunteer portfolio of RFSQ and SES volunteers. The Commissioner also oversees the provision of leadership, mitigation, planning and a responsive service to the community to protect people and to minimise damage to property and the environment from fire and other disasters.</p> <p>Lee began his fire service career in 1975 as a firefighter and has held firefighting officer and management positions throughout Queensland including Townsville, Gold Coast, Rockhampton and Brisbane. In 1997, he was promoted to Assistant Commissioner. In January 2002, Lee was appointed Commissioner of the former QFRS and on 1 November 2013 commenced as the Commissioner, QFES.</p> <p>On 26 March 2014, Lee was awarded Fellow of the Institution of Fire Engineers (IFE). The FIFireE grade award demonstrates Lee's significant individual responsibility and exceptional contribution to the fire engineering profession over an extended period of time. This is considered the IFE's highest international honour.</p> <p>Lee is the immediate past President of the Australasian Fire and Emergency Services Authorities Council (AFAC) and represents Queensland as a Director on the Boards of the National Aerial Firefighting Centre and the Bushfire and Natural Hazards Cooperative Research Centre.</p>
<p>Mark Roche AFSM Acting Deputy Commissioner (Operations and Emergency Management)</p> <p>The Deputy Commissioner (Operations and Emergency Management) is responsible for the state operations for fire and rescue, and emergency management. He is also responsible for a number of portfolios including industrial relations and is a member of several project boards and steering committees.</p> <p>Mark commenced his career in Ipswich as an Auxiliary Firefighter in 1979 before joining the permanent firefighter ranks in 1980. He was first appointed as a Senior Officer in 1998 and undertook a variety of Senior Officer roles in Brisbane Region, South Eastern Region and state functions. In 2006 he was appointed Assistant Commissioner, Far Northern Region. Mark returned to Brisbane in 2008 as the Assistant Commissioner, Community Safety and Training, with responsibility for Professional Development, State Community Safety Operations, and Training and Emergency Management.</p> <p>In November 2013, Mark commenced as the Acting Deputy Commissioner (Operations and Emergency Management). Mark was awarded the Australian Fire Service Medal in 2014. He is also the Vice President of the Australasian Road Rescue Organisation, the peak body in Australasia for the development and exchange of information, knowledge and skills in road rescue.</p>

Senior management profiles (cont'd)
<p>Ian Mitchell AFSM MIFireE Acting Deputy Commissioner (Operational Capability and Performance)</p> <p>The Deputy Commissioner (Operational Capability and Performance) is responsible for the development and implementation of the strategic framework of QFES' operational capability and performance to drive and achieve world-class fire and emergency response services.</p> <p>Ian began with the New Zealand Fire Service in 1973 and the former QFRS in 1998. On 10 June 2014, Ian commenced as the Acting Deputy Commissioner (Operational Capability and Performance).</p> <p>Ian was awarded the Australian Fire Service Medal in 2012. He is a member of AFAC and is also the QFES representative on major committees and boards including the Government Wireless Network Program Implementation Board; the Public Sector Renewal Board; QPS PACSR Implementation Steering Committee; QFES Structure Workstream, and the whole-of-government Disaster District Boundary Review Steering Committee (Chair).</p>
<p>Bryan Cifuentes Acting Deputy Commissioner (Emergency Service Volunteers)</p> <p>The Deputy Commissioner (Emergency Service Volunteers) is responsible for leading and directing RFSQ and SES volunteers within Queensland. The role has a significant focus on volunteer management and development and provides high quality services and advice, ensuring outstanding organisational performance and safer communities. It also contributes to the strategic direction and management of QFES.</p> <p>Bryan has had 43 years on-the-ground experience with the former Forestry Department, National Parks and Wildlife Service, Fraser Island Recreation Board, Rural Fire Board and the current RFSQ. He also worked on the CSIRO fire behaviour project "Vesta" which developed an upgrade for predicting the rate of fire spread. Bryan was a member of the Malone Review Team into Rural Fire Services in Queensland and is currently a member of the Malone Review Working Group. On 16 June 2014, Bryan commenced as the Acting Deputy Commissioner (Emergency Service Volunteers).</p>

Office of the Inspector-General Emergency Management

Executive Management Committee profiles
<p>Iain MacKenzie AFSM. MLshipMgt (Policing) Inspector-General Emergency Management</p> <p>The Inspector-General Emergency Management is responsible for leading and managing the Office of the IGEM to provide assurance and advice to enable confidence in Queensland's emergency management arrangements. The Office of the IGEM regularly revises and assesses the effectiveness of disaster management by local, district and state disaster management groups, including reviewing disaster management plans, regularly reviewing and assessing entities against disaster management standards, working with agencies to improve Queensland's disaster management arrangements, and identifying opportunities for cooperative partnerships to improve disaster management outcomes.</p> <p>Iain was appointed as Inspector-General on 11 October 2013. He was formerly the Deputy Commissioner of the QFRS and served the fire service for over 32 years. Iain holds a Masters Degree in Leadership and Management; is a graduate of the Institute of Fire Engineers and has attended the United States National Fire Academy Executive Fire Officer Program. Iain was awarded the Australian Fire Service Medal in 2006.</p>

Executive Management Committee profiles (cont'd)	
Mike Shapland Director, Interoperability and Innovation	
<p>The Director, Interoperability and Innovation facilitates programs and solutions designed to help agencies and their information deliver better disaster management outcomes and also leads operational and emergent assessment work.</p> <p>Mike represents the Office of the IGEM in innovation and renewal forums and promotes innovation across the sector. Mike is a graduate from the Royal Military Academy Sandhurst, the British Army's Technical and General Staff courses and from Griffith University's Master of Business Administration program.</p>	
Alison Spruce Director, Performance, Reporting and Policy Analysis	
<p>The Director, Performance, Reporting and Policy Analysis is responsible for developing and coordinating internal strategy, planning and governance arrangements for the Office of the IGEM. The role also acts as a liaison point with PSBA and other agencies with regard to external policy and governance and provides policy advice to the Inspector-General and the Executive Management Committee.</p> <p>Alison holds a Master of Business Administration, a Bachelor of International Business and a Post Graduate Diploma in Education.</p>	
Rowena Richardson Director, Standards, Best Practice and Evaluation	
<p>The Director, Standards, Best Practice and Evaluation is responsible for the development, implementation and evaluation for the Emergency Management Assurance Framework. The role also leads the Emergency Management Assurance and Excellence program within the Office of the IGEM.</p> <p>Rowena has specific expertise in systems analysis and improvement, holds a Master of Health Administration, a Bachelor of Health Science and Post Graduate Certificates in Critical Care Nursing and Health Management.</p>	
Phil Nickerson Director, Community and Stakeholder Engagement	
<p>The Director, Community and Stakeholder Engagement oversees the active engagement of stakeholders within the disaster management sphere, non-government organisations and the public, for the Office of the IGEM. The role also provides strategic advice to the Inspector-General and the Executive Management Committee regarding corporate communications, media relations and issues management.</p> <p>Phil holds a Bachelor of Business (Communications) and a Bachelor of Business (Accountancy).</p>	

Boards and committees

Queensland Fire and Emergency Services

A new senior management structure for QFES was announced on 6 June 2014. QFES has moved to a three Deputy Commissioner model. The new model will cover the service delivery areas of Regional Operations and Emergency Management; the Rural Fire Service and SES (Emergency Service Volunteers); and Operational Capability and Performance.

The QFES governance structure comprises the following decision making bodies:

- Board of Management
- QFES Finance Committee.

The QFES Senior Executive Management Forum and QFES Regional Management Team Forums support coordination and collaboration across the QFES.

There are also two public safety portfolio decision making bodies:

- Public Safety Portfolio Innovation Committee
- Public Safety Portfolio Audit and Risk Committee.

Two other high level committees support coordination and collaboration across the portfolio but do not form part of the QFES corporate governance decision making structure:

- Public Safety Executive Coordinating Committee
- Public Safety Portfolio Renewal Committee.

Details about the public safety portfolio committees can be found on page 9.

Board of Management
<p>The Board of Management is the key governance group for QFES. The Board provides leadership and direction on strategic and operational issues and supports the Commissioner as the accountable officer in achieving efficient, effective and financially responsible management of QFES.</p> <p>The Board was established in June 2014 following the announcement of the new senior management structure.</p> <p>The Board will hold its inaugural meeting on 10 July 2014 and will meet fortnightly.</p>
Board members
<ul style="list-style-type: none"> • Lee Johnson, Commissioner (Chair) • Mark Roche, Acting Deputy Commissioner (Operations and Emergency Management) • Bryan Cifuentes, Acting Deputy Commissioner (Emergency Service Volunteers) • Ian Mitchell, Acting Deputy Commissioner (Operational Capability and Performance) • Russell Neuendorf, Executive Director, Operations Business and Strategy • Tom Dawson, Assistant Commissioner, South Western Region • John Watson, Assistant Commissioner, Brisbane Region

QFES Finance Committee
<p>The QFES Finance Committee provides expert advice and supports the Commissioner as the accountable officer, to achieve efficient, effective and financially responsible management as required by the <i>Financial Accountability Act 2009</i>.</p> <p>The committee aims to achieve the following:</p> <ul style="list-style-type: none"> • a robust governance framework ensuring the optimisation and business value from QFES resources – financial and people • benefits realisation and QFES capability and development from program and projects • alignment with and implementation of whole-of-government and QFES initiatives • information sharing across QFES and other executive committees. <p>The committee meets monthly unless otherwise determined by committee members. Extraordinary meetings may be called at the discretion of the Chair.</p> <p>As at 30 June 2014, the committee had met on ten occasions.</p>
Committee members
<ul style="list-style-type: none"> • Lee Johnson, Commissioner • Mark Roche, Acting Deputy Commissioner (Operations and Emergency Management) • Andrew Short, Acting Assistant Commissioner, Community Safety and Training • Steve Grant, Executive Director, Operations • Russell Neuendorf, Executive Director, Operations Business and Strategy (Chair) • Rod Wilson, General Manager, Business Services Division, PSBA • William Norfolk, Executive Manager, Finance, Business Services Division, PSBA • Wayne Brummer, Executive Director, Financial Services, Business Services Division, PSBA • Paul Hyde, Director, Built Assets, Business Services Division, PSBA

Office of the Inspector-General Emergency Management

The Office of the IGEM governance structure comprises the following decision making bodies:

- Executive Management Committee
- Public Safety Portfolio Innovation Committee
- Public Safety Portfolio Audit and Risk Committee

Two other high level committees support coordination and collaboration across the public safety portfolio but do not form part of the Office of the IGEM corporate governance decision making structure:

- Public Safety Executive Coordinating Committee
- Public Safety Portfolio Renewal Committee.

Details about the public safety portfolio committees can be found on page 9.

Executive Management Committee
<p>The Executive Management Committee is the key leadership group for the Office of the IGEM. The committee provides leadership and direction on strategic and operational issues and supports the Inspector-General Emergency Management as the accountable officer under section 61 of the <i>Financial Accountability Act 2009</i>, to achieve efficient, effective and financially responsible management for the Office of the IGEM.</p> <p>The committee meets monthly unless otherwise determined by committee members. Extraordinary meetings may be called at the discretion of the Chair.</p> <p>The committee was established and commenced meeting in February 2014 in anticipation of the formal establishment of the Office of the IGEM, which will occur on 1 July 2014. As at 30 June 2014, the committee had met on four occasions.</p>
Committee members
<ul style="list-style-type: none"> • Iain MacKenzie, Inspector-General Emergency Management (Chair) • Mike Shapland, Director, Interoperability and Innovation • Alison Spruce, Director, Performance, Reporting and Policy Analysis • Rowena Richardson, Director, Standards, Best Practice and Evaluation • Phil Nickerson, Director, Community and Stakeholder Engagement

Ethics and Code of Conduct

Ethical Standards

The Ethical Standards Unit within PSBA is responsible for the assessment of allegations of corrupt conduct committed by employees in the Office of the IGEM, PSBA and QFES and referring such allegations to the Crime and Corruption Commission (formerly Crime and Misconduct Commission).

The unit's assessment of allegations of suspected corrupt conduct also involves assessing whether information provided by persons making complaints amounts to a public interest disclosure, pursuant to the *Public Interest Disclosure Act 2010*. The unit collects reportable data on disclosures and provides advice to managers on their obligations to support persons that have made a disclosure under the Act.

The Ethical Standards Unit undertakes workplace investigations into serious allegations of corrupt conduct and misconduct and refers less serious allegations back to management to deal with.

The unit developed the PSBA's Fraud Control Policy and Plan. The policy and plan was adopted by the Office of the IGEM and QFES. The policy and plan was instituted following the Queensland Audit Office's (QAO) sector wide review to improve departments' Fraud Management Frameworks. The aim of the policy and plan is to minimise fraud risk and assist agencies in responding appropriately to allegations of fraud.

Code of Conduct

QFES and the Office of the IGEM operate under the *Code of Conduct For the Queensland Public Service*. The code contains the ethics principles for the public sector and their associated set of values prescribed in the *Public Sector Ethics Act 1994*. It also contains standards of conduct for each ethics principle. The ethics principles are: integrity and impartiality; promoting the public good; commitment to the system of government; and accountability and transparency. The code describes how we will conduct ourselves in delivering services to the Queensland community.

PSBA became an entity on 1 November 2013 with staff transitioning to PSBA up until 1 July 2014. As the provider of strategic and corporate services to the public safety portfolio agencies, PSBA assumed responsibility for public sector ethics and Code of Conduct training for the Office of the IGEM and QFES.

Office of the IGEM and QFES staff may have transitioned from a number of different organisations such as the former DCS including QFRS and EMQ where a number of different public sector ethics and Code of Conduct processes were in place.

During 2014-15, it is intended to implement standardised public sector ethics and Code of Conduct training within the public safety portfolio, excluding QPS which retains responsibility in these areas for QPS employees. Existing online training tools will be adopted and made available to employees.

Risk management and accountability

External accountability

This section provides information about external agencies and processes which examined the operations of the former DCS including the former QFRS during 2013-14 or external review findings/recommendations which required consideration by PSBA on behalf of the Office of the IGEM and QFES.

Police and Community Safety Review

PACSR examined the QPS and DCS, which comprised the QAS, the QFRS, Queensland Corrective Services and EMQ. On 10 September 2013, PACSR culminated in the public release of a report titled *Sustaining the Unsustainable*. The report made 127 recommendations and 77 findings of varying complexity. The report is available online at www.premiers.qld.gov.au/publications/categories/reports/police-community-safety.aspx.

Responsibility for implementation of the recommendations and findings is allocated across seven Queensland Government agencies and departments. On 8 May 2014, authority for formal closure of PACSR recommendations and findings transitioned from the whole-of-government PACSR Implementation Steering Committee to the relevant Minister.

The public safety portfolio was allocated 100 recommendations and 76 findings. An Implementation Team within PSBA was formed to oversee implementation of the accepted recommendations and findings within the portfolio.

As at 30 June 2014, 54 recommendations and findings overseen by the public safety portfolio are complete, including some joint agency matters.

Implemented recommendations and findings include:

- the creation of PSBA
- the establishment of QFES
- establishment of the Office of the IGEM to provide assurance and advice that enables confidence in Queensland's emergency management arrangements
- transfer of QAS to the Department of Health and Queensland Corrective Services to DJAG
- co-location of the QPS Disaster Management Unit in the SDCC
- assent of the *Public Safety Business Agency Act 2014* on 21 May 2014 to establish PSBA as a public service office to perform the corporate and business support functions for the Office of the IGEM, QFES, QPS and PSBA.

The implementation of recommendations and findings is continuing.

Queensland Audit Office

The QAO supports the role of the Auditor-General of Queensland in providing Parliament with an independent assessment of the financial management and performance activities of public sector entities. The QAO provides an independent audit service and reports to Parliament to enhance public sector accountability. QAO reports are available online at www.gao.qld.gov.au.

During 2013-14, the following reports with significant findings or issues were tabled by the QAO in the Legislative Assembly and required consideration by PSBA on behalf of the Office of the IGEM and QFES:

- Report to Parliament 10: *Contract management: renewal and transition*. The audit's objective was to examine whether agencies were demonstrably achieving value for money from their goods and services contracts, and in their decisions to extend, renew or re-tender their contracts.
The QAO recommended that all departments:
 1. develop and implement a contract management capability framework to ensure the department has sufficient, appropriately skilled resources to manage contracts effectively.
 2. develop and apply a risk/value matrix approach to:
 - define expectations for effective contract management and establish supplier performance monitoring regimes to ensure value for money is realised with contracts
 - allocate resources commensurate to the risk of contracts for efficient contract administration.
 3. validate the value for money proposition of a contract before extending or renewing it by reviewing:
 - the original assessment of risk, demand and the supply market
 - the supplier's performance.
 4. implement a contract management lifecycle system to enable:
 - consistent monitoring of supplier performance
 - spend analysis
 - an early trigger to prepare for contract expiry.

In response to the recommendations, PSBA on behalf of the public safety portfolio:

- will be adopting the Capability Framework and training materials under development by the Procurement Transformation Division (PTD) within DHPW. The framework and training materials are expected to be available in late 2014 (recommendation 1)
 - has commenced a project to implement the PTD Contract Management Framework and the whole-of-government Contract LifeCycle Management system (recommendations 1 and 4)
 - has adopted and is rolling out the value/risk matrix tool developed by PTD (recommendation 2)
 - is rolling out the PTD checklist, review template and fact sheet for contract renewals and extensions (recommendation 3).
- Report to Parliament 18: *Monitoring and reporting performance*. The audit's objective was to assess whether the core, general government and public sector departments included in the Service Delivery Statements (2013-14 State Budget Paper) are efficiently and effectively measuring, monitoring and reporting on their non-financial performance.

The QAO recommended that:

1. departments apply a service logic approach to define their service areas so that they only group services where they contribute to common objectives and outcomes.
2. QTT and DPC update their mandatory guidance to require:
 - service standards that relate to whole-of-government objectives and outcomes to be reported at the ministerial portfolio or departmental level, not at the service standard level
 - where a service area comprises multiple services, that each material service has a separate line item budget and at least one efficiency service standard and one effectiveness service standard.
3. departments be required to publish an audited performance statement in their annual report to complement their audited financial statements.

In response to the recommendations, PSBA will continue to work with its partner agencies within the public safety portfolio to improve the quality of performance information, with work already underway for improved measures of efficiency and effectiveness. The PSBA will ensure the portfolio complies with guidelines issued by DPC and QTT, including any changes to requirements resulting from the QAO's audit.

The Malone Review into Rural Fire Services in Queensland

During 2012-13 the Assistant Minister for Emergency Volunteers conducted a review into rural fire services in Queensland. The review recommended that the focus of rural fire services be brought back to land management and mitigation. The principle of neighbour helping neighbour underpins the culture of rural fire services. This locally based approach is critical to the success of rural fire services in Queensland. The review made a number of recommendations that will make local planning and decision making the cornerstone of the rural fire system with all other elements of the system focussed on supporting the local response. *The Malone Review into Rural Fire Services in Queensland* is available at: www.ruralfire.qld.gov.au/Malone-Rural-Fire-Service-Review.pdf.

The Malone Review Working Group, established in October 2013, is overseeing the implementation of the recommendations from the review. As at 30 June 2014, 52 of the 91 recommendations from the review have been addressed resulting in benefits to emergency service volunteers. Implementation of the remaining recommendations is continuing.

For further information refer to page 26.

Internal audit

The PSBA Internal Audit Unit is an independent unit that reports to the Executive Director, Ministerial and Executive Services and the Chief Executive Officer of PSBA. The unit provides independent advice across a wide range of disciplines including risk, assurance, information technology, finance, compliance and general consulting activities for the Office of the IGEM, PSBA and QFES.

The work of the Internal Audit Unit is undertaken in accordance with the Institute of Internal Auditors standards and under an approved charter. In accordance with the *Financial and Performance Management Standard 2009*, an annual audit plan sets the direction for the unit for the year ahead and a strategic plan for four years ahead.

The unit, as secretariat to the Public Safety Portfolio Audit and Risk Committee, ensures that all relevant guidelines, particularly QTT's *Audit Committee Guidelines Improving Accountability and Performance*, are closely followed and that the function of the unit complies with these guidelines in all material respects.

The unit assists management to achieve its objectives by using a systematic, disciplined approach to review and improve the effectiveness of risk management, and internal control and governance processes, improving the overall level of compliance and accountability. Under its charter, the unit can undertake a series of review types including: compliance (effectiveness); performance (efficiency); financial management; and information technology, to identify areas of risk and to improve outcomes. Systems are in place to ensure the effective, efficient and economic operation of the audit function.

Achievements for 2013-14 include:

- completed the adjusted annual program of work as per the approved Interim Annual Audit Plan
- facilitated the establishment of the Public Safety Portfolio Audit and Risk Committee
- aligned the strategic focus of the internal audit function to assist PSBA to meet its key objectives and strategies outlined in the *Public Safety Business Agency Strategic Plan 2014-2018*.

From 1 July 2014, QPS internal audit functions will be undertaken by the PSBA Internal Audit Unit.

Information systems and recordkeeping

PSBA, as the provider of strategic and corporate services to Queensland's public safety agencies including the Office of the IGEM and QFES, is responsible for recordkeeping and information systems across the portfolio. Following the machinery-of-government changes in 2013-14, planning is underway to organise and review corporate resources and approaches to support information systems and recordkeeping, such that an efficient and unified approach is taken across the public safety portfolio.

Activities underway include a process to optimise and align retention and disposal business processes, and updating retention and disposal schedule documentation. Planning and scoping exercises are also underway with respect to deploying a single electronic content management system (eDRMS) across the portfolio.

Human resources

Workforce planning, attraction and performance

The total number of full-time equivalent (FTE) staff for QFES (excluding Auxiliary Firefighters and including the Office of the IGEM) as at 30 June 2014 was 2,760.1. Between 1 July 2013 and 30 June 2014, the QFES permanent separation rate was 3.07%. The permanent separation rate for the Office of the IGEM (formally established 1 July 2014) is not available.

Prior to the establishment of QFES on 1 November 2013, corporate support was provided by DCS. Corporate support is now provided by PSBA to QFES and the Office of the IGEM. Therefore, details relating to attraction and retention strategies, induction, staff development, performance management, talent management and recognition, flexible working arrangements, and industrial and employee relations for the period 1 July 2013 to 30 June 2014 are not available.

Safety and wellbeing

PSBA Safety and Wellbeing personnel attended training and planning workshops on Injury Management and Health, Safety and Wellbeing during 2013-14. These workshops assisted in establishing new teams and approaches to improve the support and assistance provided to the public safety portfolio agencies.

New work programs and activities are being developed by PSBA HR and opportunities have been identified to share programs across the public safety portfolio to assist in the development of safety and injury management programs.

Employee assistance

The Employee Assistance Service helps prevent and manage mental health issues for employees across the public safety portfolio by providing advice, counselling and referral to external services for a full range of organisational and personal issues. Specialist officers are available to assist staff and include internal and external psychologists, social workers and trained Peer Support Officers.

The QFES FireCare and EMQ Embrace Employee assistance programs have been merged and will be available to support QFES employees and PSBA employees located at Kedron on mental health and wellbeing issues. The city based Human Services Officers will support Brisbane city based PSBA employees.

PSBA will continue to manage the Employee Assistance Service for the portfolio agencies.

Health and fitness

A new health and fitness team was established within PSBA HR in November 2013, consisting of employees from the QPS HealthStart Program and the former QFRS Fitness section, to support and assist staff within the public safety portfolio to improve their health and fitness. A broad range of programs and services were available in 2013-14 to assist staff to improve their fitness and health.

QFES recruitment

Lower than expected attrition rates have reduced the number of available positions for which QFES needs to recruit new firefighters.

One firefighter training course was conducted in 2013-14 with 16 recruit firefighters appointed. A firefighter training course is scheduled to commence in August 2014 with 32 recruit firefighters.

Legal protection - civil liability

Legislation passed by Queensland Parliament in February 2014 sees the State Government provide protection to its employees for civil claims made against them when doing their jobs. The legislation strengthens the different types of protection offered to Queensland Government employees including police and emergency workers. The legislation also covers public servants who work at desks or customer service counters.

Under the *Queensland Government Indemnity Guideline*, government employees can receive an indemnity and legal assistance if they are involved in work-related criminal proceedings, inquiries and investigations. Employees will still be accountable for their actions and the government can recover funds from employees where they have not acted in good faith and have been grossly negligent.

Working for Queensland survey

The Queensland Government's 2014 Working for Queensland survey was conducted in May 2014. The survey, sent to approximately 220,000 Queensland Government employees, explores employee perceptions of workplace climate including employee engagement, job satisfaction and leadership within the public service, in the hope of identifying better ways of working. Survey results are expected to be available in October 2014.

Early retirement, redundancy and retrenchment

No redundancy/early retirement/retrenchment packages were paid to staff of the Office of the IGEM or QFES during the reporting period.

FINANCIAL SUMMARY

Preliminary

The financial statements presented in this annual report reflect the activities of QFES including the Office of the IGEM for the eight months from 1 November 2013 to 30 June 2014 and recognise the role now played by PSBA in delivering services for QFES and the Office of the IGEM. Comparative data for 2012-13 is not available as QFES and the Office of the IGEM were not in existence at that time.

Summary of financial performance

Statement of comprehensive income	2013-14 \$'000
Total income from continuing operations	425,702
Total expenses from continuing operations	397,193
Other comprehensive income	-
Total comprehensive income	28,509
Statement of financial position	
Total assets	103,233
Total liabilities	27,924
Net assets (equity)	75,309

Income and expenses from continuing operations

QFES incurs expenses to deliver fire and rescue, and emergency services in partnership with the community. The department also incurs expenses which partly fund the delivery of services.

QFES is funded to deliver fire and rescue, and a wide range of emergency management and emergency incident response and recovery services through emergency management levies paid by prescribed property owners across the state. QFES also receives income from other revenue sources including parliamentary appropriations; user fees and charges from building and infrastructure fire safety and alarm monitoring services; commercial consultancy; training and contract services; charges for attendance at incidents; services provided by the PSBA below fair value; federal government grants and contributions; and donations and sponsorships.

For 2013-14, QFES received income from continuing operations of \$425.7 million and incurred total expenses from continuing operations of \$397.2 million. These were comprised of:

Income

- appropriation revenue for services \$51.2 million
- user charges and fees \$32.6 million
- emergency management levies \$260.2 million
- grants and other contributions \$78.3 million (including goods and services provided below fair value from the PSBA \$69.1 million)
- other revenue \$3.4 million.

Expenses

- employee expenses \$211.7 million
- supplies and services \$68 million
- depreciation and amortisation \$3.3 million
- grants and subsidies \$43.7 million (including a grant to the PSBA to partly fund the services it provided for QFES \$32.3 million)
- impairment losses \$0.2 million
- other expenses \$70.3 million (including goods and services provided below fair value from the PSBA \$69.1 million).

Summary of financial position

The department was in a positive financial position at the end of 2013-14. Total net assets of QFES at 30 June 2014 were \$75.3 million. This was comprised of:

Assets

- cash and cash equivalents \$26.6 million
- receivables \$38.5 million
- inventories \$2 million
- other current assets \$1.8 million
- intangible assets \$15.8 million
- property, plant and equipment \$18.6 million.

Liabilities

- payables \$8.1 million
- accrued employee benefits \$17.6 million
- other current liabilities \$2.3 million.

Queensland Fire and Emergency Services

Financial statements

for the period 1 November 2013 to 30 June 2014

Queensland Fire and Emergency Services Financial Statements for the period 1 November 2013 to 30 June 2014

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General Information

These financial statements cover Queensland Fire and Emergency Services.

The Queensland Fire and Emergency Services is a Queensland Government Department established under the *Public Service Act 2008*.

The department is controlled by the State of Queensland which is the ultimate parent.

The head office of the department is:

125 Kedron Park Road
KEDRON QLD 4031

A description of the nature of the department's operations and its principal activities is included in the notes to the financial statements.

For information in relation to the department's financial statements, visit the department's website:
<http://www.communitysafety.qld.gov.au>

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

Foreword

Queensland Fire and Emergency Services is a Queensland Government department established under the *Public Service Act 2008*.

The department was established on 1 November 2013 under *The Public Service Departmental Arrangements Notice (No. 8) 2013*.

The department is controlled by the State of Queensland which is the ultimate parent.

The financial statements for Queensland Fire and Emergency Services have been prepared in accordance with the *Financial and Performance Management Standard 2009* and other requirements detailed in note 2(a).

The financial statements have been prepared on the basis that the distribution of functions to the new department happened on 1 November 2013, the first day of the month immediately after which the distribution happened in accordance with the *Financial Accountability Act 2009*.

The financial statements report the department's assets, liabilities and equity as at 30 June 2014, and income and expenses for the period 1 November 2013 to 30 June 2014.

The financial statements have been prepared to provide the following users with information relevant to the department's financial performance and its financial position:

- Minister for Police, Fire and Emergency Services
- Members of the Legislative Assembly of Queensland
- Community organisations
- Government and semi-government instrumentalities
- Our partners.

Queensland Fire and Emergency Services**Statement of Comprehensive Income**

for the period 1 November 2013 to 30 June 2014

	Notes	2014 \$'000
Income from continuing operations		
Appropriation revenue for services	3	51,236
User charges and fees	4	32,634
Emergency management levies	5	260,222
Grants and other contributions	6	78,260
Other revenue	7	3,350
Total Revenue		425,702
Total income from continuing operations		425,702
Expenses from continuing operations		
Employee expenses	8	211,702
Supplies and services	10	68,048
Depreciation and amortisation	11	3,288
Grants and subsidies	12	43,732
Impairment losses	13	153
Revaluation decrement	14	6
Other expenses	15	70,264
Total Expenses from continuing operations		397,193
Operating result from continuing operations		28,509
Total comprehensive income		28,509

The accompanying notes form part of these statements.

Queensland Fire and Emergency Services**Statement of Financial Position**

as at 30 June 2014

	Notes	2014 \$'000
Current assets		
Cash and cash equivalents	16	26,567
Receivables	17	38,486
Inventories	18	2,013
Other current assets	19	1,782
Total current assets		68,848
Non-current assets		
Intangible assets	20	15,803
Property, plant and equipment	21	18,582
Total non-current assets		34,385
Total assets		103,233
Current liabilities		
Payables	22	8,073
Accrued employee benefits	23	17,561
Other current liabilities	24	2,290
Total current liabilities		27,924
Total liabilities		27,924
Net assets		75,309
Equity		
Contributed equity		46,800
Accumulated surplus		28,509
Total equity		75,309

The accompanying notes form part of these statements.

Queensland Fire and Emergency Services

Statement of Changes in Equity

for the period 1 November 2013 to 30 June 2014

	Accumulated Surplus	Contributed Equity	TOTAL
	\$'000	\$'000	\$'000
Balance as at 1 November 2013	-	-	-
Operating result from continuing operations	28,509	-	28,509
<i>Total other comprehensive income</i>			
Increase/(decrease) in asset revaluation surplus	-	-	-
<i>Total comprehensive income for the year</i>	28,509	-	28,509
<i>Transactions with owners as owners</i>			
Net assets transferred through Machinery of Government		47,697	47,697
Assets transferred (to)/from other departments	-	(897)	(897)
<i>Net transactions with owners as owners</i>	-	46,800	46,800
Balance as at 30 June 2014	28,509	46,800	75,309

The accompanying notes form part of these statements.

Queensland Fire and Emergency Services**Statement of Cash Flows**

for the period 1 November 2013 to 30 June 2014

	Notes	2014 \$'000
Cash flows from operating activities		
<i>Inflows:</i>		
Service appropriation receipts		53,526
User charges and fees		20,044
Emergency management levies		259,089
Grants and other contributions		8,455
GST collected from customers		1,391
GST input tax credits from ATO		8,994
Interest receipts		1,111
Other		2,108
<i>Outflows:</i>		
Employee expenses		(205,093)
Supplies and services		(68,872)
Grants and subsidies		(43,732)
GST paid to suppliers		(10,144)
GST remitted to ATO		(981)
Other		(830)
Net cash provided by (used in) operating activities	25	25,066
Cash flows from investing activities		
<i>Inflows:</i>		
Sales of property, plant and equipment		-
Sales of investments		-
<i>Outflows:</i>		
Payments for property, plant and equipment		(4,811)
Payments for intangibles		-
Net cash provided by (used in) investing activities		(4,811)
Cash flows from financing activities		
<i>Inflows:</i>		
Equity injections		-
<i>Outflows:</i>		
Borrowing redemptions		-
Equity withdrawals		-
Net cash provided by (used in) financing activities		-
Net increase in cash and cash equivalents		20,255
Cash and cash equivalents at beginning of reporting period		-
Cash and cash equivalents transferred through Machinery of Government		6,312
Cash and cash equivalents at end of financial year	16	26,567

The accompanying notes form part of these statements.

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

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Queensland Fire and Emergency Services

Notes to and forming part of the financial statements

for the period 1 November 2013 to 30 June 2014

1. Objectives and principal activities of the department

Queensland Fire and Emergency Services (QFES) was established on 1 November 2013 to provide fire and emergency services in partnership with the community and enhance community safety by minimising the impact of fire and emergency incidents on the people, environment and economy of Queensland. This new department incorporates parts of two divisions of the former Department of Community Safety—the Queensland Fire and Rescue Service and Emergency Management Queensland.

The department is responsible for saving lives, protecting property, and helping preserve the natural environment.

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

- Advisory and consultancy services;
- Commercial and community training;
- Commercial contract services;
- Commonwealth grants;
- Contributions, including donations and sponsorships;
- Fees for attendance at incidents and;
- Emergency management levies

2. Summary of significant accounting policies

(a) Statement of compliance

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

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Queensland Treasury and Trade's *Minimum Reporting Requirements* for the year ending 30 June 2014, published May 2014 and other authoritative pronouncements.

The department has applied the Australian Accounting Standards and Interpretations that are applicable to not-for-profit entities, as Queensland Fire and Emergency Services is a not-for-profit department. Unless otherwise stated, the financial statements have been prepared in accordance with the historical cost convention.

(b) The reporting entity

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

The major departmental services undertaken by the department are disclosed in note 2(z). The Statement of comprehensive income by major departmental services has not been prepared as the department is a single service entity.

(c) Administered transactions and balances

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

Administered transactions and balances are disclosed in note 30. These transactions and balances are not significant in comparison to the department's overall financial performance/financial position.

(d) Trust and agency transactions and balances

The department undertakes certain trustee transactions on behalf of trust beneficiaries.

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

As the department acts only in a custodial role in respect of these transactions and balances, they are not recognised in the financial statements, but are disclosed in note 31. Applicable audit arrangements are also shown in note 31.

(e) Appropriation revenue for services

Appropriations provided under the *Appropriation Act 2013* are recognised as revenue when received or receivable.

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

(f) User charges and fees

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

Taxes, fees and fines collected but not controlled by the department are reported as administered revenue. Refer note to 30.

(g) Grants and other contributions

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

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

(h) Special payments

Special payments include ex gratia expenditure and other expenditure that the department is not contractually or legally obligated to make to other parties. In compliance with the *Financial and Performance Management Standard 2009*, the department maintains a register setting out details of all special payments greater than \$5,000. The total of all special payments (including those of \$5,000 or less) is disclosed separately within Other Expenses (Note 15). However, descriptions of the nature of special payments are only provided for special payments greater than \$5,000.

(i) Cash and cash equivalents

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

(j) Receivables

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

The collectability of receivables is assessed periodically with allowance being made for impairment. Additional information on impairment is contained in notes 13 and 17. All known bad debts were written off as at 30 June. Refer note 29 for an analysis of movements.

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

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

(k) Inventories

Inventories held for sale are valued at the lower of cost and net realisable value. Cost of these inventories is assigned on a weighted average basis and includes expenditure incurred in acquiring the inventories and bringing them to their existing condition, except for training costs which are expensed as incurred.

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

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

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

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

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

In accordance with AASB 5 *Non-current Assets Held for Sale and Discontinued Operations*, when an asset is classified as held for sale, its value is measured at the lower of the asset's carrying amount and fair value less costs to sell. Any restatement of the asset's value to fair value less costs to sell (in compliance with AASB 5) is a nonrecurring valuation. Such assets are no longer amortised or depreciated upon being classified as held for sale.

(m) Acquisitions of assets

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

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

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

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

(n) Property, plant and equipment

Items of property, plant and equipment with a cost, or other value, equal to or in excess of the following thresholds are recognised in the financial statements in the year of acquisition:

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

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

(o) Revaluation of non-current physical assets and intangible assets

Land, buildings, major plant and equipment and heritage and cultural assets are measured at fair value in accordance with AASB 116 *Property, Plant and Equipment*, AASB 13 *Fair Value Measurement* and Queensland Treasury and Trade's *Non-Current Asset Policies for the Queensland Public Sector*. These assets are reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation and impairment losses where applicable.

In respect of the above mentioned asset classes, the cost of items acquired during the financial year has been judged by management of Queensland Fire and Emergency Services to materially represent their fair value at the end of the reporting period.

Plant and equipment, (that is not classified as major plant and equipment) is measured at cost in accordance with the Non-Current Asset Policies. The carrying amounts for such plant and equipment at cost should not materially differ from their fair value.

Intangible assets are measured at their historical cost, unless there is an active market for the assets concerned (in which case they are measured at fair value).

Property, plant and equipment classes measured at fair value (refer above) are revalued on an annual basis either by appraisals undertaken by an independent professional valuer or internal expert, or by the use of appropriate and relevant indices.

Revaluations using independent professional valuer or internal expert appraisals are undertaken at least once every three years. However, if a particular asset class experiences significant and volatile changes in fair value, that class is subject to specific appraisal in the reporting period, where practicable, regardless of the timing of the last specific appraisal.

The fair values reported by the department are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of unobservable inputs (refer to Note 2(p)).

Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up-to-date via the application of relevant indices. Queensland Fire and Emergency Services ensures that the application of such indices results in a valid estimation of the assets' fair values at reporting date. The State Valuation Service (SVS) supplies the indices used for land and residential buildings, the index used for non-residential buildings is the Building Price Index (BPI) and is supplied by Gray, Robinson, Cottrell Pty Ltd (GRC) Quantity Surveyors. Such indices are derived from market information available to SVS and GRC. SVS and GRC provide assurance of their robustness, validity and appropriateness for application to the relevant assets. Indices used are also tested for reasonableness by applying the indices to a sample of assets, comparing the results to similar assets that have been valued by an independent professional valuer, and analysing the trend of changes in values over time. Through this process, which is undertaken annually, management assesses and confirms the relevance and suitability of indices provided, based on the departments' own particular circumstances.

During the reporting period, the department reviewed all fair value methodologies in light of the new principles in AASB 13. Some minor adjustments were made to methodologies to take into account the more exit-oriented approach to fair value under AASB 13, as well as the availability of more observable data for certain assets (e.g. land and buildings). Such adjustments – in themselves – did not result in a material impact on the values for the affected Property Plant and Equipment classes.

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

On revaluation, accumulated depreciation is restated proportionately with the change in the carrying amount of the asset and any change in the estimate of remaining useful life.

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

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Separately identified components of assets are measured on the same basis as the assets to which they relate.

Revaluation of land and buildings

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

Year	Region
2013-14	Northern, Far North and South West regions
2014-15	Brisbane Region, South East Region
2015-16	North Coast and Central regions

Annually, one or more regions are independently assessed for value by the department's valuer, State Valuation Service (SVS), a unit of the Department of Natural Resources and Mines, such that each asset is independently valued over a three year cycle. The 2014 valuations were certified by the Manager Client Valuations, SVS.

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

(p) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique.

Observable inputs are publicly available data that are relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the department include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgements that are not available publicly, but are relevant to the characteristics of the assets/liabilities being valued. Significant unobservable inputs used by the department include, but are not limited to, subjective adjustments made to observable data to take account of the characteristics of the department assets/liabilities, internal records of recent construction costs (and/or estimates of such costs) for assets' characteristics/functionality, and assessments of physical condition and remaining useful life. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use.

All assets and liabilities of the department for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

- level 1 – represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities;
- level 2 – represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and
- level 3 – represents fair value measurements that are substantially derived from unobservable inputs.

None of the department's valuations of assets or liabilities are eligible for categorisation into level 1 of the fair value. As 2013-14 is the first year of application of AASB 13 by Queensland Fire and Emergency Services, there were no transfers of assets between fair value hierarchy levels during the period.

More specific fair value information about the department's Property, Plant and Equipment is outlined in Note 21.

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(q) Intangibles

Intangible assets with a cost or other value equal to or greater than \$100,000 are recognised in the financial statements, items with a lesser value being expensed. Each intangible asset, less any anticipated residual value, is amortised over its estimated useful life to the department. The residual value is zero for all the department's intangible assets.

It has been determined that there is not an active market for any of the department's intangible assets. As such, the assets are recognised and carried at cost less accumulated amortisation and accumulated impairment losses.

No intangible assets have been classified as held for sale or form part of a disposal group held for sale.

Internally generated software

Expenditure on research activities relating to internally generated intangible assets is recognised as an expense in the period in which it is incurred.

Costs associated with the development of computer software have been capitalised and are amortised on a straight-line basis over the period of expected benefit to the department (refer note 20).

(r) Amortisation and depreciation of intangibles, property, plant and equipment

Land is not depreciated as it has unlimited useful life.

All intangible assets of the department have finite useful lives and are amortised on a straight line basis.

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revaluated amount of each asset, less its estimate residual value, progressively over its estimated useful life to the department.

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

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

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

Any expenditure that increases the originally assessed capacity or service potential of an asset, is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the department.

Major spares purchase specifically for particular assets are capitalised and depreciated on the same basis as the asset to which they relate.

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

A review has been conducted on all assets to determine the current economic life to the entity. Any change to an asset's economic life was applied as at 30 June 2014.

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

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

Class	Depreciation/ Amortisation rate %
Buildings and Land Improvements	1.00 to 7.69
Heritage and Cultural	1.00 to 10.00
Land	Nil
Plant and Equipment	5.00 to 33.33
Intangibles:	
Software - Internally Generated	10.00 to 10.00

(s) Impairment of non-current assets

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

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

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

Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised as income, unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase. Refer also notes 20 and 21.

(t) Leases

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

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

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

(u) Other financial assets

Other financial assets are brought to account at the lower of cost and recoverable amount and are disclosed at their fair values if held.

(v) Payables

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

(w) Financial instruments

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

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Recognition

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

Classification

Financial instruments are classified and measured as follows:

Cash and cash equivalents - held at fair value through profit and loss

Receivables - held at amortised cost

Payables - held at amortised cost

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

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

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

All other disclosures relating to the measurement basis and financial risk management of financial instruments held by the department are included in note 29.

(x) Employee benefits

Employer superannuation contributions, annual leave levies and long service leave levies are regarded as employee benefits.

Payroll tax and workers' compensation insurance are a consequence of employing employees, but are not counted in an employee's total remuneration package. They are not employee benefits and are recognised separately as employee related expenses.

Wages, salaries and sick leave

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates.

As the department expects such liabilities to be wholly settled within 12 months of reporting date, the liabilities are recognised at undiscounted amounts.

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

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

Annual leave

The Queensland Government's Annual Leave Central Scheme (ALCS) became operational on 30 June 2008 for departments, commercialised business units and shared service providers. Under this scheme a levy is made on the department to cover the cost of employee's annual leave (including leave loading and on-costs). The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave are claimed from the scheme quarterly in arrears.

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

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Long service leave

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

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

Superannuation

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

The QSuper scheme has defined benefit and defined contribution categories. The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

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

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

Key management personnel and remuneration

Key management personnel and remuneration disclosures are made in accordance with section 5 of the *Financial Reporting Requirements for Queensland Government Agencies* issued by Queensland Treasury and Trade. Refer to Note 9 for the disclosures on key management personnel and remuneration.

(y) Finance/borrowing costs

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

Finance costs include:

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

No borrowing costs are capitalised into qualifying assets.

(z) Major services of the department

The departmental services were transferred from the Public Safety Business Agency as a consequence of a machinery-of-Government change as per the *Public Service Departmental Arrangements Notice (No.8) 2013*, with effect from 1 November 2013

Major services of the department during the period were providing landscape fire services, structural fire services, all hazards and rescue services, the state's disaster management system, disaster management and community assistance services, community risk mitigation services and buildings and infrastructure fire safety services. It provided management and support for the Rural Fire Service Queensland and the State Emergency Service and administered state government grants to other volunteer emergency services organisations. In delivering these services, it provided expert advice and services for environmental and hazard mitigation, community education, fire prevention, hazardous materials management and rescue

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services including, vehicle extrications, swift water rescue, confined space rescue, vertical rescue and urban search and rescue.

(aa) Insurance

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

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

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

(ac) Contributed equity

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

(ad) Taxation

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

(ae) Issuance of financial statements

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

(af) Accounting estimates and judgements

The preparation of financial statements necessarily requires the determination and use of certain critical accounting estimates, assumptions and management judgements that have a potential to cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant. Estimates and assumptions with the most significant effect on the financial statements are outlined in the following notes:

- Valuation of Property, Plant and Equipment - notes 2(o -p) and note 21;
- Contingencies – note 27; and
- Depreciation and amortisation note 2(r) and note 11.

The Australian government passed its *Clean Energy Act* in November 2011 which resulted in the introduction of a price on carbon emissions made by Australian businesses from 1 July 2012. The carbon tax was abolished subsequent to balance date. The withdrawal of the carbon pricing mechanism is not expected to have a significant impact on the department's critical accounting estimates, assumptions and management judgements.

(ag) Rounding and comparatives

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

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No comparative information is provided as the agency operated for the first time during the current financial year.

Machinery-of-Government changes effective 1 November 2013 transferred responsibilities for:

- Fire and rescue services from the Public Safety Business Agency to Queensland Fire and Emergency Services, and
- Emergency management services from the Public Safety Business Agency to Queensland Fire and Emergency Services.

(ah) Machinery of Government changes

The functions and responsibilities of Fire and rescue services and Emergency management services were transferred from the Public Safety Business Agency to Queensland Fire and Emergency Services as a consequence of a machinery-of-government change as per the *Public Service Departmental Arrangements Notice (No.8) 2013*, with effect from 1 November 2013

As a result of these changes, the following asset and liabilities were transferred to the department:

	2014 \$'000
Controlled Assets	
Cash	6,313
Receivables	29,596
Inventory	1,575
Other current asset	6,094
Property plant and equipment and other non-current assets	32,469
	<u>76,047</u>
Liabilities	
Payables	28,351
	<u>28,351</u>
Net Assets	<u>47,696</u>
Administered Assets	
Receivables	43
	<u>43</u>
Liabilities	
Transfer to Government payable	43
	<u>43</u>
Net Assets	<u>-</u>

Revenue and expenses relating to fire and rescue services and emergency management services for the full year, including transactions processed by the Public Safety Business Agency prior to the transfer were:

	2014 \$'000
Controlled	
Revenue	628,589
Expenses	586,119
	<u>42,470</u>

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	2014 \$'000
Administered	
Revenue	82
Expenses	82
	<u>-</u>

Revenue and expenses from 1 November 2013 (the date of the transfer) are reflected within these financial statements and separately disclosed within the Statement of comprehensive income.

(ai) New and revised accounting standards and reporting requirements

The department did not voluntarily change any of its accounting policies during 2013-14. The only Australian Accounting Standard changes applicable for the first time as from 2013-14 that have had a significant impact on the department's financial statements are those arising from AASB 13 *Fair Value Measurement*, as explained below.

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

The department reviewed its fair value methodologies (including instructions to valuers, data used and assumptions made) for all items of property, plant and equipment measured at fair value to assess whether those methodologies comply with AASB 13. To the extent that the previous methodologies were not in compliance with AASB 13, valuation methodologies were revised accordingly to be in line with AASB 13. The revised valuation methodologies have not resulted in material differences from the previous methodologies.

AASB 13 has required an increased amount of information to be disclosed in relation to fair value measurements for both assets and liabilities. For those fair value measurements of assets or liabilities that substantially are based on data that is not 'observable' (i.e. accessible outside the department), the amount of information disclosed has significantly increased. Note 2(p) explains some of the principles underpinning the additional fair value information disclosed. Most of this additional information is set out in note 21 Property Plant and Equipment.

A revised version of AASB 119 *Employee Benefits* became effective for reporting periods beginning on or after 1 January 2013. As the department does not directly recognise any employee benefit liabilities (refer to Note 2(x)), the only implications for the department were the revised concept of 'termination benefits' and the revised recognition criteria for termination benefit liabilities. If termination benefits meet the AASB 119 timeframe criterion for 'short-term employee benefits', they will be measured according to the AASB 119 requirements for 'short-term employee benefits'. Otherwise, termination benefits need to be measured according to the AASB 119 requirements for 'other long-term employee benefits'. Under the revised standard, the recognition and measurement of 'other long-term employee benefits' are accounted for according to most of the requirements for defined benefit plans.

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

AASB 1053 *Application of Tiers of Australian Accounting Standards* became effective for reporting periods beginning on or after 1 July 2013. AASB 1053 establishes a differential reporting framework for those entities that prepare general purpose financial statements, consisting of two Tiers of reporting requirements –

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Australian Accounting Standards (commonly referred to as 'Tier 1'), and Australian Accounting Standards – Reduced Disclosure Requirements (commonly referred to as 'Tier 2'). Tier 1 requirements comprise the full range of AASB recognition, measurement, presentation and disclosure requirements that are currently applicable to reporting entities in Australia. The only difference between the Tier 1 and Tier 2 requirements is that Tier 2 requires fewer disclosures than Tier 1.

Pursuant to AASB 1053, public sector entities like the department may adopt Tier 2 requirements for their general purpose financial statements. However, AASB 1053 acknowledges the power of a regulator to require application of the Tier 1 requirements. In the case of the department, Queensland Treasury and Trade is the regulator. Queensland Treasury and Trade has advised that its policy decision is to require adoption of Tier 1 reporting by all Queensland Government departments (including this department) and statutory bodies that are consolidated into the whole-of-Government financial statements. Therefore, the release of AASB 1053 and associated amending standards has had no impact on the department.

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

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

AASB 1055 *Budgetary Reporting* applies from reporting periods beginning on or after 1 July 2014. The department will need to include in its 2014-15 financial statements the original budgeted figures from the Income Statement, Balance Sheet, Statement of Changes in Equity, and Cash Flow Statement as published in the 2014-15 Queensland Government's Service Delivery Statements. The budgeted figures will need to be presented consistently with the corresponding (actuals) financial statements, and will be accompanied by explanations of major variances between the actual amounts and the corresponding original budgeted figures.

In addition, the department will need to include the original budgeted information for major classes of administered income and expenses, and major classes of administered assets and liabilities. This budgeted information will need to be presented consistently with the corresponding (actuals) administered information, and will be accompanied by explanations of major variances between the actual amounts and the corresponding budgeted financial information.

The following new and revised standards apply as from reporting periods beginning on or after 1 January 2014 –

- AASB 10 *Consolidated Financial Statements*;
- AASB 11 *Joint Arrangements*;
- AASB 12 *Disclosure of Interests in Other Entities*;
- AASB 127 (revised) *Separate Financial Statements*;
- AASB 128 (revised) *Investments in Associates and Joint Ventures*.
- AASB 2011-7 *Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangements Standards* [AASB 1, 2, 3, 5, 7, 101, 107, 112, 118, 121, 124, 132, 133, 136, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17]; and
- AASB 2013-8 *Amendments to Australian Accounting Standards - Australian Implementation Guidance for Not-for-Profit Entities - Control and Structured Entities*

AASB 10 redefines and clarifies the concept of control of another entity, and is the basis for determining which entities should be consolidated into an entity's financial statements. AASB 2013-8 applies the various principles in AASB 10 for determining whether a not-for-profit entity controls another entity.

AASB 11 deals with the concept of joint control and sets out new principles for determining the type of joint arrangement that exists, which in turn dictates the accounting treatment. The new categories of joint arrangements under AASB 11 are more aligned to the actual rights and obligations of the parties to the arrangement. The new categories of joint arrangements under AASB 11 are more aligned to the actual rights and obligations of the parties to the arrangement. The department has assessed its arrangements with other entities to determine whether a joint arrangement exists in terms of AASB 11. Based on present arrangements, no joint arrangements exist. However, if a joint arrangement does arise in future, the department will need to follow the relevant accounting treatment specified in either AASB 11 or the revised AASB 128, depending on the nature of the joint arrangement.

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AASB 9 *Financial Instruments* and AASB 2010-7 *Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)* [AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127] will become effective for reporting periods beginning on or after 1 January 2017. The main impacts of these standards on the department are that they will change the requirements for the classification, measurement and disclosures associated with the department's financial assets. Under the new requirements, financial assets will be more simply classified according to whether they are measured at amortised cost or fair value. Pursuant to AASB 9, financial assets can only be measured at amortised cost if two conditions are met. One of these conditions is that the asset must be held within a business model whose objective is to hold assets in order to collect contractual cash flows. The other condition is that the contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The department has commenced reviewing the measurement of its financial assets against the new AASB 9 classification and measurement requirements. However, as the classification of financial assets at the date of initial application of AASB 9 will depend on the facts and circumstances existing at that date, the department's conclusions will not be confirmed until closer to that time. At this stage, and assuming no change in the types of transactions the department enters into, it is not expected that any of the department's financial assets will meet the criteria in AASB 9 to be measured at amortised cost. Therefore, as from the 2017-18 financial statements, all of the department's financial assets are expected to be required to be measured at fair value, and classified accordingly (instead of the measurement classifications presently used in Notes 2(w) and 29). The same classification will be used for net gains/losses recognised in the Statement of Comprehensive Income in respect of those financial assets. In the case of the department's current receivables, as they are short-term in nature, the carrying amount is expected to be a reasonable approximation of fair value.

All other Australian accounting standards and interpretations with future commencement dates are either not applicable to the department's activities, or have no material impact on the department.

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	2014
	\$'000
3. Reconciliation of payments from consolidated fund to appropriation revenue for services recognised in Statement of Comprehensive Income	
Budgeted appropriation revenue for services	-
Transfers from/to other departments - redistribution of public business	56,729
Lapsed appropriation revenue for services	(3,203)
Unforeseen expenditure	-
Total departmental services receipts (cash)	53,526
Plus: opening balance appropriation revenue receivable	-
Plus: closing balance of appropriation revenue payable	(2,290)
Appropriation revenue for services recognised in Statement of Comprehensive Income	51,236
4. User charges and fees	
Fees for services	11,366
Operational fees and charges	18,790
Sale of services	2,478
Total	32,634
5. Emergency Management Levy	
Gross emergency management levy revenue	265,308
Less: pensioner discount	(5,086)
Net emergency management levy revenue	260,222
6. Grants and other contributions	
Commonwealth receipts	531
Donations - assets	1,167
Donations - other	38
Energy grants credit scheme	147
Gambling Community Benefit Fund	559
Motor Accident Insurance Commission	1,353
Queensland Reconstruction Authority	4,386
Rural fire brigade contributions	115
Services received below fair value	69,433
Sponsorships	531
Total	78,260
QFES supplied goods and services below fair value of \$5.313M to the Public Safety Business Agency for the use of training facilities. This amount is not recognised in these financial statements.	
7. Other revenue	
Asset adjustments/write-ons	131
Deployment to Hazelwood coal mine 2014	187
Deployment to Victorian bushfires 2014	643
Impairment loss reversal - receivables	614
Insurance recoveries	35
Interest	1,111
Other regulatory fees	14
Property rental	447
Other	168
Total	3,350

Queensland Fire and Emergency Services**Notes to and forming part of the financial statements**

for the period 1 November 2013 to 30 June 2014

	2014
	\$'000
8. Employee expenses	
Employee benefits	
Wages and salaries	151,859
Employer superannuation contributions *	17,691
Long service leave levy *	3,727
Annual leave levy *	18,934
Employee related expenses	
Workers' compensation premium *	3,515
Payroll tax expense *	8,910
Fringe benefits tax expense	270
Training expenses	1,392
Other employee related expenses	5,404
Total	211,702

* Refer to Note 2 (x).

The number of employees as at 30 June, including both full-time employees and part-time employees measured on a full-time equivalent basis (reflecting Minimum Obligatory Human Resource Information (MOHRI)) is:

	2014
Number of employees:	2,965

Queensland Fire and Emergency Services

Notes to and forming part of the financial statements

for the period 1 November 2013 to 30 June 2014

9. Key Management Personnel and Remuneration Expenses

a) Key Management Personnel

The following details for key management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the department during the period 1 November 2013 to 30 June 2014. Further information on these positions can be found in the body of the Annual Report under the section relating to executive management.

Position	Responsibilities	Current Incumbents	
		Contract classification and appointment authority	Date appointed to position (Date resigned from position)
Commissioner, QFES	Responsible for the strategic direction and efficient and effective operations of the QFES.	CEO level Governor in Council <i>Fire and Rescue Service Act 1990</i>	Acting from 1 November 2013
Deputy Commissioner, Operations	Responsible for leading and directing the operations of fire, emergency management and specialist emergency response activities to communities throughout Queensland.	SES 3 equivalent <i>Fire and Rescue Service Act 1990</i>	Acting from 1 November 2013
Deputy Commissioner, Rural Fire Service and State Emergency Service *	Responsible for leading and directing the rural fire operations and volunteers throughout Queensland.	SES 3 equivalent <i>Fire and Rescue Service Act 1990</i>	Acting from 16 June 2014
Deputy Commissioner, Operational Capability and Performance **	Responsible for leading and directing the performance and specialist service delivery elements of fire, emergency management and specialist emergency response activities to communities throughout Queensland.	SES 3 equivalent <i>Fire and Rescue Service Act 1990</i>	Acting from 10 June 2014
Executive Director, Operations Business and Strategy	Responsible for the delivery of corporate governance, business management, planning and reporting, audit and risk management and business improvement activities for QFES.	SES 2 <i>Fire and Rescue Service Act 1990</i>	1 November 2013
Inspector-General Emergency Management	Responsible for providing the Premier, Government and people of Queensland an assurance of public safety, through the setting of standards, robust auditing and monitoring of performance regarding the preparedness and management of disasters and emergencies.	CEO <i>Public Service Act 2008</i>	1 November 2013

* Prior to the establishment of this position, the officer appointed to relieve in this role was remunerated at the level of Inspector.

** Prior to the establishment of this position, the officer appointed to relieve in this role was remunerated at the level of Assistant Commissioner.

Queensland Fire and Emergency Services

Notes to and forming part of the financial statements

for the period 1 November 2013 to 30 June 2014

9. Key Management Personnel and Remuneration (continued)

b) Remuneration Expenses

Remuneration policy for the department's key management personnel is set by the Queensland Public Service Commission as provided under the *Public Service Act 2008*. The remuneration and other terms of employment for the key management personnel are specified in employment contracts. The contracts may provide for other benefits including a motor vehicle allowance and, for chief executive officers (CEOs), may provide for the provision of At Risk Component payments.

For the period 1 November 2013 to 30 June 2014, remuneration of key management personnel increased by 2.2% in accordance with government policy.

The following disclosures focus on the expenses incurred by the department during the respective reporting periods, that is attributable to key management positions. Therefore the amounts disclosed reflect expenses recognised in the Statement of Comprehensive Income

Remuneration expenses for key management personnel comprise the following components:

- Short term employee benefits which include:
 - salaries, allowances and leave entitlements earned and expensed for the entire year or for that part of the year during which the employee occupied the specified position.
 - performance payments recognised as an expense during the year
 - non-monetary benefits - consisting of provision of vehicle together with fringe benefits tax applicable to the benefit.
- Long term employee benefits include amounts expensed in respect of long service leave entitlements earned
- Post-employment expenses include amounts expensed in respect of employer superannuation obligations.
- Termination benefits are not provided for within individual contracts of employment. Contracts of employment provide only for notice periods or payment in lieu of notice on termination, regardless of the reason for termination.

1 November 2013 - 30 June 2014

Position (date resigned if applicable)	Short term employee benefits		Long term employee expenses	Post-employment expenses	Termination benefits	Total expenses
	Monetary expenses \$'000	Non-monetary benefits \$'000				
Commissioner, QFES	183	-	2	31	-	216
Deputy Commissioner, Operations	122	20	3	23	-	168
Deputy Commissioner, Rural Fire Service and State Emergency Service *	87	-	3	16	-	106
Deputy Commissioner, Operational Capability and Performance **	129	-	3	22	-	154
Executive Director, Operations Business and Strategy	111	-	7	20	-	138
Inspector-General Emergency Management	179	-	3	30	-	212

* Prior to the establishment of this position, the officer appointed to relieve in this role was remunerated at the level of Inspector. The above remuneration is for the period 1 November 2013 to 30 June 2014 and includes this position.

** Prior to the establishment of this position, the officer appointed to relieve in this role was remunerated at the level of Assistant Commissioner. The above remuneration is for the period 1 November 2013 to 30 June 2014 and includes this position.

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

9. Key Management Personnel and Remuneration (continued)

c) Performance payments

Public service CEOs have part of their total remuneration package placed "at risk" and paid only if they meet or exceed the agreed performance standards. The chief executive performance evaluation process comprises:

- reporting on end of year achievement and self-assessment by each chief executive against their performance agreement/intended outcomes;
- analysis by the Commission Chief Executive (Public Service Commission), the Under Treasurer (Queensland Treasury and Trade) and the Director-General (Department of the Premier and Cabinet) of relevant performance data;
- a rigorous, independent and objective assessment of CEOs performance at the end of each financial year using, amongst other things, information provided from above two steps. This performance assessment is undertaken by a Chief Executive Performance Evaluation Committee (CEPEC);
- recommendation from the CEPEC to the Premier; and
- the Premier's ultimate discretion regarding whether the CEO will be paid an At Risk Component payment and, if so, how much.

As at 30 June 2014, there were no performance payments included in the remuneration packages for the key management personnel.

Queensland Fire and Emergency Services**Notes to and forming part of the financial statements**

for the period 1 November 2013 to 30 June 2014

	2014
	\$'000
10. Supplies and services	
Aircraft related costs	2,065
Bank charges	1
Communication expenses	9,464
Computer expenses	1,323
Consultancies and contractors	4,731
Emergency management levy administration fees	3,954
Maintenance and repairs	5,223
Marketing expenses	138
Materials and consumables	244
Motor vehicle expenses	11,310
Operating lease rentals	1,820
Operational and other equipment purchases	9,054
Property expenses	8,244
Public education expenses	104
Rural fire brigade operating costs	1,976
Temporary assistance - staff agency	11
Travel and accommodation - general	2,961
Travel and accommodation - staff development	263
Other	5,162
Total	68,048
11. Depreciation and amortisation	
Depreciation and amortisation were incurred in respect of:	
Buildings and land improvements	301
Heritage and cultural assets	4
Major plant and equipment	10
Plant and equipment	1,290
Software internally generated	1,683
Total	3,288
12. Grants and subsidies	
State Government	
Public Safety Business Agency	32,346
Other	
Air sea rescue, coast guard and life saving organisations	2,423
Local authorities	5,819
State emergency services	169
Volunteer rural fire brigades	1,728
Other organisations	1,247
Total	43,732

Queensland Fire and Emergency Services**Notes to and forming part of the financial statements**

for the period 1 November 2013 to 30 June 2014

	2014 \$'000
13. Impairment losses	
Bad debts written off	153
Total	153
14. Revaluation decrement	
Buildings	6
Total	6
15. Other expenses	
Donations/gifts/sponsorships	5
External audit fees *	102
Goods and services provided below fair value #	69,136
Insurance premiums - other	8
Insurance premiums - QGIF	725
Licensing and registration fees	191
Loss on disposal of property, plant and equipment	154
Other	(57)
Total	70,264
<p>* Total external audit fees relating to the 2013-14 financial year are estimated to be \$0.05M GST excl. There are no non-audit services included in this amount.</p> <p># Refer note 6.</p>	
16. Cash and cash equivalents	
Cash at bank	26,555
Imprest accounts	12
Total	26,567

Departmental bank accounts grouped within the whole-of-Government set-off arrangement with the Queensland Treasury Corporation do not earn interest on surplus funds. Interest earned on the aggregate set-off arrangement balance accrues to the Consolidated Fund.

Queensland Fire and Emergency Services**Notes to and forming part of the financial statements**

for the period 1 November 2013 to 30 June 2014

	2014
	\$'000
17. Receivables	
Trade debtors:	
Emergency management levy	20,490
User charges	6,681
Less: Allowance for impairment	(990)
	<u>26,181</u>
 GST receivable	 2,461
GST payable	(453)
	<u>2,008</u>
 Annual leave reimbursements	 7,706
Long service leave reimbursements	1,441
Motor Accident Insurance Commission	169
Accrued revenue	954
Sundry receivable	27
Total	<u>38,486</u>
Refer to note 29 (c) Financial Instruments (Credit risk exposure) for an analysis of movements in the allowance for impairment loss.	
18. Inventories	
Supplies and consumables	
Equipment	377
General Inventories	662
Stationery stocks and stores	58
Tarpaulins	196
Uniforms/clothing	720
Total	<u>2,013</u>

Queensland Fire and Emergency Services**Notes to and forming part of the financial statements**

for the period 1 November 2013 to 30 June 2014

	2014
	\$'000
19. Other current assets	
Prepayments - general	1,770
Other current assets	12
Total	<u>1,782</u>
20. Intangible assets	
Software internally generated - at cost	
Gross	23,081
Less accumulated amortisation	<u>(7,278)</u>
Total	<u>15,803</u>

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

20. Intangibles reconciliation

	Software internally generated	Work in progress	Total
	2014 \$'000	2014 \$'000	2014 \$'000
Carrying amount at 1 November	-	-	-
Transfers in from other Queensland Government entities	9,674	7,812	17,486
Transfers between classes	7,812	(7,812)	-
Amortisation	(1,683)	-	(1,683)
Carrying amount at 30 June	15,803	-	15,803

Queensland Fire and Emergency Services**Notes to and forming part of the financial statements**

for the period 1 November 2013 to 30 June 2014

	2014 \$'000
21. Property, plant and equipment	
Land - at fair value	
Gross	254
	<u>254</u>
Buildings and land improvements - at fair value	
Gross	8,494
Less accumulated depreciation	(3,300)
	<u>5,194</u>
Heritage and cultural assets - at fair value	
Gross	119
Less accumulated depreciation	(39)
	<u>80</u>
Plant and equipment - at cost	
Gross	25,622
Less accumulated depreciation	(12,862)
	<u>12,760</u>
Work in progress - at cost	294
Total property, plant and equipment	<u>18,582</u>

Land and buildings are revalued to ensure that they are reported at fair value. The revaluations assessed and accepted by management incorporate the results from the independent three year rolling revaluation program, with indexation of the assets not subject to independent revaluations each year. This ensures that all assets are simultaneously revalued, and materially reflect their fair value at balance date.

Independent revaluations were performed for land and buildings in the Northern, Far North and Southern West regions as at 30 June 2014 by the State Valuation Services a division of the Department of Natural Resources and Mines. Assets independently revalued in the four previous years were indexed to ensure that they are valued on the same basis and materially reflect their fair values. The results of indexations are compared to the results of independent revaluations performed in the year to ensure the results are reasonable. This methodology has been used to support management's acceptance of the revaluations performed for the last four years.

Land

At 30 June 2014, management determined the fair value of land by combining the results from the independent revaluations of assets revalued in the current year, and applying indices to the remaining land assets not independently revalued in the current year.

State Valuation Services conducts the independent revaluation of assets under the three year rolling revaluation program. Values were effective as at 30 June 2014. The process involves physical inspection and reference to recent market transactions for local land sales.

Land not subject to market valuations was revalued using indices supplied by the Department of Natural Resources and Mines based on individual factor changes for each property as derived from a review of market transactions and having regard to the review of land values undertaken for local government locations.

Buildings

At 30 June 2014, management determined the fair value of buildings by combining the results from the independent revaluation of buildings revalued in the current year and by applying indices to the remaining building assets not independently revalued in the current year.

State Valuation Services conducted their independent revaluation of assets under the three year rolling revaluation program. Values were effective as at 30 June 2014. The process involved physical inspection and was based on depreciated current replacement cost, unless a market price in an active and liquid market existed.

Buildings not subject to independent revaluation were revalued using indices supplied by Gray Robinson Cottrell Pty Ltd using the building price index based on the Department of Natural Resources and Mines' data as at 30 June 2014.

These indices were determined to be the most appropriate when considering the department's building types and were accepted and applied by management on the basis they resulted in a materially accurate representation of the fair value of buildings as at 30 June 2014.

Plant and Equipment

Plant and equipment and leasehold improvements are valued at cost in accordance with Queensland Treasury and Trade's Non-current Asset Accounting Policies for the Queensland Public Sector.

The department has plant and equipment with a gross cost of \$5.17M and a written down value of zero still being used in the provision of services.

The department has plant and equipment with a gross cost of \$0.4M that has been written down to residual value of \$0.03M still being used in the provision of services.

The department has 1 asset with a gross cost of \$0.005M which is temporarily idle.

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

21. Property, plant and equipment reconciliation

	Land	Buildings and land improvements	Heritage and cultural assets	Major plant and equipment	Plant and equipment	Work in progress	Total
	2014 \$'000	2014 \$'000	2014 \$'000	2014 \$'000	2014 \$'000	2014 \$'000	2014 \$'000
Carrying amount at 1 November	-	-	-	-	-	-	-
Acquisitions	129	1,117	-	6	2,818	891	4,961
Transfers in from other Queensland Government entities	-	3,573	83	-	10,681	645	14,982
Donations received	-	1,078	-	-	89	-	1,167
Disposals	-	-	-	-	(154)	-	(154)
Transfers out to other Queensland Government entities	-	(258)	-	4	(149)	(492)	(895)
Transfers between classes	-	47	-	-	703	(750)	-
Revaluation increments/decrements	-	(6)	-	-	-	-	(6)
Other movements *	125	(56)	1	-	62	-	132
Depreciation	-	(301)	(4)	(10)	(1,290)	-	(1,605)
Carrying amount at 30 June	254	5,194	80	-	12,760	294	18,582

* Other movements include assets written on/off.

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

21. Property, plant and equipment reconciliation (continued)

Categorisation of fair values recognised as at 30 June 2014 (refer to note 2 (p))

	Level 2 \$'000	Level 3 \$'000	Total \$'000
Land	254	-	254
Buildings	88	5,106	5,194
Heritage and Cultural assets	-	80	80

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

21. Property, plant and equipment reconciliation (continued)

Level 3 fair value reconciliation (refer to note 2 (p))

	Land	Buildings and land improvements	Heritage and cultural assets	Total
	2014	2014	2014	2014
	\$'000	\$'000	\$'000	\$'000
Carrying amount at 1 November	-	-	-	-
Acquisitions	-	1,114	-	1,114
Transfers in from other Queensland Government entities	-	3,450	83	3,533
Donations received	-	1,078	-	1,078
Transfers out to other Queensland Government entities	-	(258)	-	(258)
Transfers between classes	-	47	-	47
Revaluation increments/decrements	-	37	-	37
Losses recognised in operating result *	-	(6)	-	(6)
Other movements	-	(56)	1	(55)
Depreciation	-	(300)	(4)	(304)
Carrying amount at 30 June	-	5,106	80	5,186

* The losses in operating result include changes in unrealised losses for assets still held at the end of the reporting period. The amounts of these changes included in the various line items are as follows:

Revaluation decrements (6)

21. Property, plant and equipment reconciliation (continued)

Level 3 significant valuation inputs and relationship to fair value (refer to note 2 (p))

Description	Fair value at 30 June 2014 \$'000	Valuation technique(s)	Unobservable inputs	Range of unobservable inputs (weighted average)	Relationship of unobservable inputs to fair value
Specialised Buildings including Heritage and Cultural Assets	5,186	Depreciated Replacement Cost	Unobservable inputs include construction costs, cost estimates for differences in functionality, physical condition and level of customisation	\$81 - \$2,000 per m2 (\$1,105 per m2)	A significant increase or decrease in direct cost per square metre adjustment would result in a significantly higher or lower fair value

Queensland Fire and Emergency Services**Notes to and forming part of the financial statements**

for the period 1 November 2013 to 30 June 2014

	2014
	\$'000
22. Payables	
Trade creditors	6,719
Tax liabilities	1,354
Total	8,073
23. Accrued employee benefits	
(Refer Note 2(x))	
Annual leave levy payable	8,961
Long service leave levy payable	1,459
Wages and related costs outstanding	6,899
Other employee benefits	242
Total	17,561
24. Other current liabilities	
Unearned appropriation revenue for services	2,290
Total	2,290

Queensland Fire and Emergency Services**Notes to and forming part of the financial statements**

for the period 1 November 2013 to 30 June 2014

	2014 \$'000
25. Reconciliation of operating surplus to net cash from operating activities	
Operating surplus	28,509
Non-cash items:	
Depreciation expense	1,606
Amortisation expense	1,683
Loss on disposal of property, plant and equipment	154
Non-current asset donations	(1,167)
Revaluation decrement	6
Assets written on	(131)
	2,153
Change in assets and liabilities:	
(Increase)/decrease in assets	
Net receivables	(6,926)
Inventories	(438)
Other current assets	4,311
GST receivable	(2,008)
	(5,060)
Increase/(decrease) in liabilities	
Accrued employee benefits	9,518
Accounts payable	(1,322)
Unearned revenue	(8,733)
	(536)
Net cash from operating activities	25,066

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

26. Commitments for expenditure

(a) Non-cancellable operating lease

The operating leases referred to in the table below relate to the leasing of land, buildings and miscellaneous plant and equipment and are inclusive of anticipated GST and are payable as follows:.

	2014
	\$'000
Payable:	
Not later than one year	3,085
Later than one year and not later than five years	7,012
Later than five years	6,984
	<u>17,081</u>

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

(b) Capital expenditure commitments

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

	2014
	\$'000
Computer hardware	667
Other capital	424
	<u>1,091</u>

	2014
	\$'000
Payable:	
Not later than one year	1,091
Later than one year and not later than five years	
Later than five years	
	<u>1,091</u>

(c) Other expense commitments

Other expenditure committed inclusive of anticipated GST, at the end of the period but not recognised in the accounts are as follows:

	2014
	\$'000
Payable:	
Not later than one year	12,157
Later than one year and not later than five years	15,734
Later than five years	
	<u>27,891</u>

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

(d) Grants and subsidy commitments

As at 30 June 2014, approval has been given in accordance with formal agreements to pay the following grants and subsidies inclusive of anticipated GST, provided certain criteria are met:

	2014 \$'000
Royal Life Saving Society of Queensland	103
Surf Life Saving Queensland	5,147
Australian Volunteer Coast Guard Association	3,562
Volunteer Marine Rescue Assoc. Queensland	3,950
Grants to Local Government	3,263
Other	<u>1,523</u>
	<u>17,548</u>
	2014 \$'000
Payable:	
Not later than one year	10,347
Later than one year and not later than five years	7,201
Later than five years	<u>-</u>
	<u>17,548</u>

27. Contingencies

(a) Litigation in progress

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

At 30 June 2014, the following cases were filed in courts naming the State of Queensland acting through the department as defendant:

	2014
Number of Cases	
Personal injury claims	2
Anti-discrimination claims	1
Other litigation	<u>1</u>
	<u>4</u>

It is not possible to make a reliable estimate of the final amount payable, if any, in respect of the litigation before the courts at this time.

The department's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund (QGIF) and other commercial insurance providers.

Under the QGIF, the department would be able to claim back, less a \$10,000 deductible, the amount paid to successful litigants. This includes any case currently in progress.

(b) Financial guarantees

The department has no guarantees operable at 30 June 2014.

(c) Native title claims over departmental land

As at 30 June 2014, there were no native title claims received in respect of departmental land.

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

(d) Natural disaster relief and recovery arrangements (NDRRA)

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

28. Events occurring after balance date

The department's financial statements for the period to 30 June 2014 include the financial results for the Inspector General, Emergency Management. From 1 July 2014 the Office of the Inspector General, Emergency Management has been established as a separate entity and separate financial statements will in future be prepared for that entity.

Based on the information available, management is not aware of any other event occurring after balance date that could have a material impact on the information disclosed in these financial statements.

29. Financial instruments

(a) Categorisation of financial instruments

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

Category	Note	2014
Financial assets		\$'000
Cash and cash equivalents	16	26,567
Receivables	17	38,486
Total		65,053
Financial liabilities		
Financial liabilities measured at amortised cost		
Payables	22	8,073
Accrued employee benefits	23	17,561
Total		25,634

(b) Financial risk management

Queensland Fire and Emergency Service's activities expose it to a variety of financial risks - interest rate risk, credit risk, liquidity risk and market risk.

Financial risk management is implemented pursuant to Government and departmental policy. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department. Financial risk is primarily managed by the Public Safety Business Agency (PSBA) on behalf of the department under policies approved by the department.

All financial risk is managed by the Business Services Division of PSBA under policies approved by the department. The department provides written principles for overall risk management, as well as policies covering specific areas.

The department measures risk exposure using a variety of methods as follows –

Risk exposure	Measurement method
Credit risk	Ageing analysis, earnings at risk
Liquidity risk	Sensitivity analysis
Market risk	Interest rate Sensitivity analysis

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

(c) Credit risk exposure

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

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

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

Maximum exposure to credit risk

Category	Note	2014 \$'000
Financial assets		
Cash and cash equivalents	16	26,567
Receivables	17	38,486
Total financial assets subject to credit risk		65,053

Financial assets

The carrying amount of receivables represents the maximum exposure to credit risk.

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

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

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

The allowance for impairment reflects the occurrence of loss events. The most readily identifiable loss event is where a debtor is overdue in paying a debt to the department, according to the due date (normally terms of 30 days). Economic changes impacting the department's debtors, and relevant industry data, also form part of the department's documented risk analysis.

If no loss events have arisen in respect of a particular debtor or group of debtors, no allowance for impairment is made in respect of that debt/group of debtors. If the department determines that an amount owing by such a debtor becomes uncollectible (after appropriate range of debt recovery actions), that amount is recognised as a Bad Debt expense and written-off directly against Receivables. In other cases where a debt becomes uncollectible but the uncollectible amount exceeds the amount already allowed for impairment of that debt, the excess is recognised directly as a Bad Debt expense and written-off directly against Receivables.

Impairment loss expense for the current year regarding the department's receivables is \$0.153M.

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

2014 Financial assets past due but not impaired

	Less than 30 days	30-60 days	61-90 days	More than 90 days	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables	37,391	497	314	284	38,486
Total	37,391	497	314	284	38,486

Queensland Fire and Emergency Services
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for the period 1 November 2013 to 30 June 2014

2014 Individually impaired financial assets

	Overdue				
	Less than 30 days	30-60 days	61-90 days	More than 90 days	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Receivables (gross)	-	-	-	990	990
Allowance for impairment	-	-	-	(990)	(990)
Carrying amount	-	-	-	-	-

Movement in allowance for impairment	2014
	\$'000
Balance at 1 November	1,604
Increase/decrease in allowance recognised in operating result	(461)
Amounts written-off during the year	(232)
Amounts recovered during the year	79
Balance at 30 June	990

(d) Liquidity risk

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

As the department has no borrowings, it is not exposed to liquidity rate risk through that medium.

The department's policy is to manage liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the department has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that minimum levels of cash are held within its bank accounts so as to match the expected duration of employee and supplier liabilities.

The following table sets out the liquidity risk of financial liabilities held by the department. It represents the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities at reporting date. The undiscounted cash flows in these tables may differ from the amounts included in the Statement of Financial Position as they are based on discounted cash flows.

		2014 Payable in			Total
	Note	< 1 year \$'000	1 - 5 years \$'000	> 5 years \$'000	\$'000
Financial liabilities					
Payables	22	8,073	-	-	8,073
Accrued employee benefits	23	17,561	-	-	17,561
Total		25,634	-	-	25,634

(e) Market risk

The department does not trade in foreign currency and is not materially exposed to commodity price changes. The department is exposed to interest rate risk through its finance leases and cash deposited in any interest bearing accounts. The department does not undertake any hedging in relation to interest risk and manages its risk as per the department's liquidity risk management strategy articulated in the department's Financial Management Practice Manual.

Queensland Fire and Emergency Services
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(f) Interest rate sensitivity analysis

As the department does not currently have any borrowings it is not exposed to interest rate risk through borrowings.

(g) Fair value

The department does not recognise any financial assets or financial liabilities at fair value.

The fair value of trade receivables and payables is assumed to approximate the value of the original transaction, less any allowance for impairment.

30. Schedule of administered items

	2014
	\$'000
Administered revenues	
On-the-spot fines	85
Total administered revenues	85
Administered expenses	
Transfer of administered revenue to government	85
Total administered expenses	85
Operating surplus	-
Administered assets	
Cash	-
Receivables	82
Total current assets	82
Administered liabilities	
Transfer to Government payable	82
Total current liabilities	82
Net administered assets	-
Administered equity	
Non-appropriated	-
Total administered equity	-

31. Trust transactions and balances

Queensland Fire and Emergency Service (QFES) can appoint four of the seven trustees and provides administrative support to manage transactions and balances for the Queensland Volunteer Rural Fire Brigades Donations Fund. The Fund was formed 1 January 2013 for the charitable purpose of supporting the volunteer based emergency service activities of rural fire brigades. While QFES has managed the fund for eight of the 12 months reported in the table below, the full twelve months is shown in this report as the result is not materially different.

Hanrick Curran Chartered Accountants are the auditors for the Queensland Volunteer Rural Fire Brigades Donations Fund.

A summary of financial transactions and balances for the Queensland Volunteer Rural Fire Brigades Donations Fund are as follows:

Queensland Fire and Emergency Services
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for the period 1 November 2013 to 30 June 2014

Queensland Volunteer Rural Fire Brigades Donations Fund

	2014	2013*
Year ended 30 June	\$'000	\$'000
Income	285	62
Expenses	285	62
Net operating result	-	-
Assets	16	2
Liabilities	16	2
Net assets	-	-

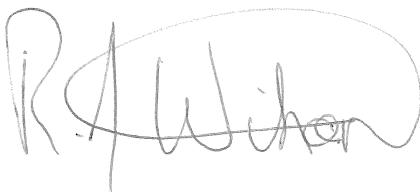
* these comparatives were reported in the 2012-13 financial statements of the former Department of Community Safety

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Notes to and forming part of the financial statements
for the period 1 November 2013 to 30 June 2014

CERTIFICATE OF QUEENSLAND FIRE AND EMERGENCY SERVICES

The general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), relevant sections of the *Finance and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Queensland Fire and Emergency Services for the period 1 November 2013 to 30 June 2014 and of the financial position of the department at that date; and
- (c) these assertions are based on an appropriate system of internal controls being effective throughout the reporting period. At balance date the organisational risk management framework was still maturing but considered adequate in all material respects, with respect to financial reporting.



R. Wilson
B.Bus (Mgt), MIPA
Grad Cert Exec Leadshp, GAICD


Chief Finance Officer
General Manager, Business Services



L. Johnson
AFSM, FIFireE

Accountable Officer
Commissioner

 16 September 2014
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 16 September 2014
18

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Queensland Fire and Emergency Services

Report on the Financial Report

I have audited the accompanying financial report of the Queensland Fire and Emergency Services, which comprises the statement of financial position as at 30 June 2014, the statement of comprehensive income, statement of changes in equity, and statement of cash flows for the period then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the certificates given by the Commissioner and the General Manager, Business Services.

The Accountable Officer's Responsibility for the Financial Report

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with prescribed accounting requirements identified in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, including compliance with Australian Accounting Standards. The Accountable Officer's responsibility also includes such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

I believe that the audit evidence obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can be removed only by Parliament.

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

Opinion

In accordance with s.40 of the *Auditor-General Act 2009* –

- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
 - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
 - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Queensland Fire and Emergency Services for the financial period 1 November 2013 to 30 June 2014 and of the financial position as at the end of that period.

Other Matters - Electronic Presentation of the Audited Financial Report

Those viewing an electronic presentation of these financial statements should note that audit does not provide assurance on the integrity of the information presented electronically and does not provide an opinion on any information which may be hyperlinked to or from the financial statements. If users of the financial statements are concerned with the inherent risks arising from electronic presentation of information, they are advised to refer to the printed copy of the audited financial statements to confirm the accuracy of this electronically presented information.


A M GREAVES FCA FCPA
Auditor-General of Queensland



Queensland Audit Office
Brisbane

APPENDICES

Acronyms

AFAC	Australasian Fire and Emergency Services Authorities Council
ARRs	<i>Annual report requirements for Queensland Government agencies</i>
DCS	Department of Community Safety
DHPW	Department of Housing and Public Works
DJAG	Department of Justice and Attorney-General
DPC	Department of the Premier and Cabinet
EMQ	Emergency Management Queensland
EVP	Emergency vehicle priority
IGEM	Inspector-General Emergency Management
NSW	New South Wales
PACSR	Police and Community Safety Review
PCYC	Queensland Police-Citizens Youth Welfare Association (commonly known as PCYC)
PSBA	Public Safety Business Agency
PTD	Procurement Transformation Division
QAS	Queensland Ambulance Service
QCoA	Queensland Commission of Audit
QDMTF	Queensland Disaster Management Training Framework
QFES	Queensland Fire and Emergency Services
QFRS	Queensland Fire and Rescue Service
QTT	Queensland Treasury and Trade
QVMRC	Queensland Volunteer Marine Rescue Committee
RDA	Rapid Damage Assessment
RFSQ	Rural Fire Service Queensland
RoGS	Report on Government Services
SDCC	State Disaster Coordination Centre
SES	State Emergency Service
SOC	State Operations Centre
VCE	Volunteer Community Educator
VMR	Volunteer marine rescue

Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer or statutory body to the relevant Minister 	ARRs – section 8	2
Accessibility	<ul style="list-style-type: none"> Table of contents Glossary 	ARRs – section 10.1	3
	<ul style="list-style-type: none"> Public availability 	ARRs – section 10.2	1
	<ul style="list-style-type: none"> Interpreter service statement 	Queensland Government Language Services Policy ARRs – section 10.3	1
	<ul style="list-style-type: none"> Copyright notice 	Copyright Act 1968 ARRs – section 10.4	1
	<ul style="list-style-type: none"> Information licensing 	Queensland Government Enterprise Architecture – Information licensing ARRs – section 10.5	1
General information	<ul style="list-style-type: none"> Introductory Information 	ARRs – section 11.1	11-20
	<ul style="list-style-type: none"> Agency role and main functions 	ARRs – section 11.2	6-7, 11-20, 102
	<ul style="list-style-type: none"> Operating environment 	ARRs – section 11.3	13, 16, 18
	<ul style="list-style-type: none"> Machinery of Government changes 	ARRs – section 11.4	8
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community 	ARRs – section 12.1	12
	<ul style="list-style-type: none"> Other whole-of-government plans/specific initiatives 	ARRs – section 12.2	n/a
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 12.3	12-13, 17-18, 21-25
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 12.4	21-25
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 13.1	49
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 14.1	20
	<ul style="list-style-type: none"> Executive management 	ARRs – section 14.2	38-43
	<ul style="list-style-type: none"> Related entities 	ARRs – section 14.3	n/a
	<ul style="list-style-type: none"> Government bodies 	ARRs – section 14.4	n/a
	<ul style="list-style-type: none"> Public Sector Ethics Act 1994 	Public Sector Ethics Act 1994 (section 23 and Schedule) ARRs – section 14.5	43-44
Governance – risk management and accountability	<ul style="list-style-type: none"> Risk management 	ARRs – section 15.1	10
	<ul style="list-style-type: none"> External accountability 	ARRs – section 15.2	44-46
	<ul style="list-style-type: none"> Audit Committee 	ARRs – section 15.3	10
	<ul style="list-style-type: none"> Internal Audit 	ARRs – section 15.4	46

Summary of requirement		Basis for requirement	Annual report reference
	• Public Sector Renewal	ARRs – section 15.5	8-9
	• Information systems and recordkeeping	ARRs – section 15.6	47
Governance – human resources	• Workforce planning, attraction and performance	ARRs – section 16.1	47
	• Early retirement, redundancy and retrenchment	Directive No.11/12 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 16.2	48
Open Data	• Open Data	ARRs – section 17	3
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.1	96
	• Independent Auditor's Report	FAA – section 62 FPMS – section 50 ARRs – section 18.2	97-98
	• Remuneration disclosures	<i>Financial Reporting Requirements for Queensland Government Agencies</i> ARRs – section 18.3	74-76

Contacts and key locations

Flood/Storm Emergency – Telephone No.: 132 500

Queensland Fire and Emergency Services

Emergency Services Complex
Cnr Park and Kedron Park Roads
Kedron Qld 4031

Brisbane Region
Emergency Services Complex
Cnr Park and Kedron Park Roads
Kedron Qld 4031

Central Region
Level 3
Suncorp-Metway Building
34 East Street
Rockhampton Qld 4700

GPO Box 1425
Brisbane Qld 4001

GPO Box 2953
Brisbane Qld 4001

PO Box 1531
Rockhampton Qld 4700

Telephone No.: 13 QGOV
(13 74 68)

Telephone No.: (07) 3635 1906

Telephone No.: (07) 4938 4891

Far Northern Region
Level 8
William McCormack Place II
5b Sheridan Street
Cairns Qld 4870

North Coast Region
98 Lennox Street
Maryborough Qld 4650

Northern Region
Level 1
101 Sturt Street
Townsville Qld 4810

PO Box 920
Cairns Qld 4870

PO Box 5845
Townsville Qld 4810

Telephone No.: (07) 4032 8793

Telephone No.: (07) 4190 4818

Telephone No.: (07) 4796 9024

South Eastern Region
32 Tansey Street
Beenleigh Qld 4207

South Western Region
128 Margaret Street
Toowoomba Qld 4350

PO Box 927
Beenleigh Qld 4207

PO Box 831
Toowoomba Qld 4350

Telephone No.: (07) 3287 8510

Telephone No.: (07) 4616 1506

Area offices and local stations

QFES has a network of area offices and fire and rescue stations located throughout Queensland. You can locate or contact your nearest office or station by calling 13 QGOV (13 74 68).

State Emergency Service and Rural Fire Brigades

For information relating to the State Emergency Service and Rural Fire Brigades contact 13 QGOV (13 74 68).

Office of the Inspector-General Emergency Management

Level 23, State Law Building
50 Ann Street
Brisbane Qld 4000

GPO Box 1425
Brisbane Qld 4001

Telephone No.: 13 QGOV (13 74 68)

