

Service Delivery Statements

Queensland Police Service

Queensland Fire and Emergency
Services

Public Safety Business Agency

Office of the Inspector-General
Emergency Management

2016-17 Queensland Budget Papers

- 1. Budget Speech**
- 2. Budget Strategy and Outlook**
- 3. Capital Statement**
- 4. Budget Measures**
- 5. Service Delivery Statements**

Appropriation Bills

Budget Highlights

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Service Delivery Statements

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Summary of portfolio

Page	Agency
4	Queensland Police Service - controlled
	Queensland Police Service - administered
28	Queensland Fire and Emergency Services
48	Public Safety Business Agency
66	Office of the Inspector-General Emergency Management

Portfolio overview

Ministerial and portfolio responsibilities

The table below represents the agencies and services which are the responsibility of the Minister for Police, Fire and Emergency Services and the Minister for Corrective Services:

Minister for Police, Fire and Emergency Services and Minister for Corrective Services

The Honourable Bill Byrne MP

Queensland Police Service

Commissioner: Ian Stewart

Service area 1: Crime and Public Order

Service area 2: Road Safety

Queensland Fire and Emergency Services

Commissioner: Katarina Carroll

Service area 1: Fire and Emergency Services

Public Safety Business Agency

Acting Chief Executive Officer: Anthony Reilly

Service area 1: Corporate Services

Office of the Inspector-General Emergency Management

Inspector-General: Iain MacKenzie

Service area 1: Independent Assurance and Advice to Improve Emergency Management

Additional information about these agencies can be sourced from:

www.police.qld.gov.au

www.qfes.qld.gov.au

www.psba.qld.gov.au

www.igem.qld.gov.au



Queensland Police Service

Departmental overview

The role of the Queensland Police Service is to preserve peace and good order; protect and support the community; prevent and detect crime; uphold the law; administer the law fairly and efficiently; bring offenders to justice; and help those in need of assistance. The department is committed to its vision of working with the community to stop crime and make Queensland safer.

The department supports the Queensland Government's objectives for the community, particularly delivering quality frontline services and building safe, caring and connected communities. In support of these, the department's objectives are:

- delivering services with fairness and integrity
- reducing and preventing the incidence of crime, public disorder and road trauma by problem solving, consulting and collaborating with government agencies and community groups
- using technology and innovative strategies to be more mobile, flexible and capable of working across boundaries to deliver services the community needs
- focusing resources to identify and deliver effective and efficient services that maximise public safety
- taking a lead role to prepare the community for managing major events, emergencies and disasters
- implementing an environment of continuous improvement based on learning, development and empowered leadership
- building healthy and safe workplaces that support inclusion and diversity
- strengthening relationships with vulnerable persons and delivering appropriate victim support.

To achieve this, the department is focusing on five key strategies.

- Frontline services
 - implement an integrated service delivery model, underpinned by improved intelligence capabilities and expanded options for community consultation and engagement with police.
- Culture
 - manage a program of cultural renewal to improve transparency and trust; devolve authority to the frontline; and embed a values based culture of inclusion, respect, innovation and training to improve capability, accountability and quality customer service.
- People
 - ensure safe delivery of services; improve community engagement; increase diversity; apply contemporary performance measures; and continue professional development and training to improve capability.
- Processes
 - improve job allocation; reduce process complexity; facilitate innovation; provide improved technology and safety equipment to the frontline; better use of assets; improve performance through organisational reporting; and improve cross agency collaboration.
- Systems
 - improve data management and maximise analytics capability to improve productivity.

Key risks and challenges that may impact on the department during 2016-17 include:

- a reduction in community confidence and engagement in policing
- an increase in the frequency and severity of extreme weather conditions and natural disasters predicted for Queensland and the impact on policing services
- disruptions to major events, which may be caused by threats of terrorism or the actions of issue-motivated groups
- the growth, diversity and complexity of organised crime demands new adaptable approaches, capabilities and relationships between law enforcement agencies, government and the private sector
- maintaining and improving our level of response to vulnerable persons, domestic and family violence, mental illness and substance abuse disorders from the production of illicit drugs, such as ice and fentanyl
- reducing alcohol fuelled violence through strategic partnerships.

To address these risks and challenges, the key priorities for the department during 2016-17 include:

- continuing to provide a safe and secure community by responding to threats including terrorism, disasters, and risks associated with major events

- creating better workplaces and improving workforce capability
- targeting crime hotspots throughout the State, and issues such as organised crime, alcohol fuelled violence and the drug, ice
- undertaking intelligence-led policing in late night entertainment precincts
- providing improved safety equipment for police, including body-worn cameras
- supporting the development and implementation of the Domestic and Family Violence Prevention Strategy and implementing the Government's response to the Domestic and Family Violence Taskforce *Not Now, Not Ever* Report
- continuing to plan the police response for the Gold Coast 2018 Commonwealth Games
- continuing to contribute to the child safety reform agenda initiated by the Queensland Child Protection Commission of Inquiry final report
- working with the Attorney-General and Minister for Justice to consider and respond to the recommendations arising from the Queensland Organised Crime Commission of Inquiry and the Queensland Taskforce into Organised Crime
- continuing to review the police complaints system and implement a new disciplinary system
- continuing to make improvements to ensure the promotions system is truly merit-based
- continuing to implement an integrated service delivery model
- developing an improved performance management framework to improve customer service.

In consultation with the department, the Public Safety Business Agency has responsibility for delivering most new and ongoing capital initiatives to support the department's operational capability.

Service performance

Performance statement

Crime and Public Order

Service area objective

To uphold the law by working with the community to stop crime and make Queensland safer.

Service area description

Services delivered by the department are designed to promote ethical behaviour, discipline and professional practice. These services include:

- protect personal safety and prevent and detect related offences including homicide, assault, sexual assault and robbery
- protect property and prevent and detect related offences including unlawful entry, other property damage, motor vehicle theft and other theft
- maintain public order and safety including during major events and natural disasters and address public space enjoyment, street and nuisance offences; liquor licensing issues; and environmental design to reduce crime including alcohol fuelled violence.

Services

- Protect personal safety
- Protect property
- Maintain public order

2016-17 service area highlights

The department will continue its focus on delivering the Government's commitments to the Queensland community in 2016-17, with a particular focus on building safe, caring and connected communities through the delivery of quality frontline services.

Highlights include continuing to:

- roll out key initiatives of the Government's Keeping our Community Safe and Tackling Alcohol Fuelled Violence policies by targeting crime hotspots; illegal drug use, especially Ice; and alcohol fuelled violence in conjunction with other agencies
- support the implementation of the Government's child safety reform agenda, the Government's response to the Domestic and Family Violence Taskforce *Not Now, Not Ever* Report and the Domestic and Family Violence Prevention Strategy in collaboration with the community and other sectors of government
- work with the community to stop crime and make Queensland safer by engaging with local communities through initiatives such as community policing boards which give local people a say on crime issues and Project Booyah, an early intervention program which targets youth at risk of criminal offending.

Queensland Police Service	Notes	2015-16 Target/Est.	2015-16 Est. Actual	2016-17 Target/Est.
Service area: Crime and Public Order				
Service: Protect personal safety				
Service standards <i>Effectiveness measures</i>				

Queensland Police Service	Notes	2015-16 Target/Est.	2015-16 Est. Actual	2016-17 Target/Est.
Rate (per 100,000 people) of personal safety offences reported:	1,2,3			
Homicide		2-4	3	2-4
Assault		350-438	416	350-438
Sexual assault		100-125	125	100-125
Robbery		25-31	28	25-31
Total personal safety		550-688	636	550-688
Percentage of personal safety offences cleared within 30 days:	2,3			
Homicide		70-88%	80%	70-88%
Assault		55-69%	66%	55-69%
Sexual assault		55-69%	56%	55-69%
Robbery		55-69%	61%	55-69%
Total personal safety		55-69%	63%	55-69%
<i>Efficiency measures⁴</i>				
Service: Protect property				
Service standards				
<i>Effectiveness measures</i>				
Rate (per 100,000 people) of property security offences reported:	1,2,5			
Unlawful entry		650-813	668	650-813
Other property damage		650-813	697	650-813
Motor vehicle theft		180-225	202	180-225
Other theft (excluding unlawful entry)		1,900-2,375	2,082	1,900-2,375
Total property security		4,000-5,000	4,221	4,000-5,000
Percentage of property security offences cleared within 30 days:	2,5			
Unlawful entry		16-20%	20%	16-20%
Other property damage		24-30%	28%	24-30%
Motor vehicle theft		30-38%	38%	30-38%
Other theft (excluding unlawful entry)		25-31%	29%	25-31%
Total property security		25-31%	31%	25-31%
<i>Efficiency measures⁴</i>				
Service: Maintain public order				
Service standards				
<i>Effectiveness measures</i>				
Rate (per 100,000 people) of good order offences detected:	1,2,6	1,100-1,375	1,269	1,100-1,375

Queensland Police Service	Notes	2015-16 Target/Est.	2015-16 Est. Actual	2016-17 Target/Est.
Percentage of good order offences cleared within 30 days	2,5,6	85-100%	86%	85-100%
Public satisfaction with police dealing with public order problems	7	≥70%	73.4%	≥70%
Public satisfaction with police dealing with emergencies and disasters	8	≥85%	85.4%	≥85%
Percentage of code one and code two incidents attended within 12 minutes	9	≥80%	79.6%	≥80%
<i>Efficiency measures⁴</i>				

Notes:

- Population data is sourced from the Australian Bureau of Statistics (ABS) Catalogue No. 3101.0 Australian Demographic Statistics.
- Performance is reported against a 'range' rather than a single figure. The target range for 2016-17 Target/Estimate takes into account recent results and any known factors that are likely to have an impact in the forthcoming 12 months. The range is standardised so that the upper end of the range is consistently 25% higher than the lower end.
- The offence categories reported separately are those classified as 'violent' crimes and are the most significant personal safety offence categories in terms of their impact on the community. The 'total personal safety' offences figure also includes the offence categories of extortion, kidnapping, abduction and deprivation of liberty and other offences against the person. Homicide includes the offence categories of murder, attempted murder and conspiracy to murder.
- Efficiency measures are being developed and will be included in a future *Service Delivery Statement*.
- The offence categories reported separately are considered high volume property security offences. The total property security offences also includes arson, fraud and handling stolen goods.
- Good order offences include offences relating to public nuisance, obstructing police and other offences against good order. An increase in good order offences generally indicates an increase in policing activity around public spaces and major events, and a range of related proactive policing strategies, often focusing on liquor-related enforcement.
- Public satisfaction is measured against the results of the National Survey of Community Satisfaction with Policing. Respondents to this question may or may not have had contact with police in the last 12 months.
- Public satisfaction is measured against the results of the National Survey of Community Satisfaction with Policing. Respondents to this question may or may not have had contact with police in the last 12 months. This measure has been amended in 2016-17 to ensure alignment with a wording change in the national survey—respondents were previously asked about their satisfaction with police dealing with 'disasters and major events'. No changes were made to the methodology of this measure. Respondents to this question may or may not have had contact with police in the last 12 months.
- Data measures the time taken to attend code one and code two incidents. Data includes geographic areas covered by the Queensland Computer Aided Dispatch system. Code one and two incidents include very urgent matters when danger to human life is imminent and urgent matters involving injury or present threat of injury to person or property. The benchmark of 12 minutes was chosen for comparability with New South Wales police, who use a similar methodology, business rules and systems.

Road Safety

Service area objective

Utilise enforcement strategies, improved technology and other efforts to contribute to the long-term vision of zero road deaths and serious injuries.

Service area description

Activities to enforce traffic law and reduce road trauma target the prevention and detection of speeding, red light offences, driving while distracted, driving under the influence of alcohol or drugs, driving while fatigued, and not wearing seatbelts.

2016-17 service area highlights

The department will continue to work in partnership with the community and other road safety stakeholders to make our roads safer.

Highlights include implementing the Safer Roads, Safer Queensland - Queensland's Road Safety Action Plan 2015-17 through:

- continued education and engagement with the public around the role everyone plays in improving road safety
- conducting enforcement activities to deter and detect dangerous behaviours including using high visibility or covert strategies as well as technology.

Queensland Police Service	Notes	2015-16 Target/Est.	2015-16 Est. Actual	2016-17 Target/Est.
Service area: Road Safety				
Service standards				
<i>Effectiveness measures</i>				
Rate (per 100,000 people) of road crash fatalities	1,2	5.4	4.93	5.05
Rate (per 100,000 people) of people hospitalised following a road crash	1,2	145	140	133
<i>Efficiency measures³</i>				

Notes:

1. Projected population data is sourced from the Queensland Government Statistician's Office and extrapolated to December 2016.
2. The 2016-17 Target/Estimate was developed in consultation with the Department of Transport and Main Roads. The *National Road Safety Strategy 2011-2020* aims for a 30 per cent reduction in the number of deaths and serious injuries on Australian roads by 2020. The 2016-17 Target/Estimate road fatality rate is calculated based on the average decline required per year to achieve a 30 per cent reduction by 2020 in Queensland (relative to baseline in 2008-2010).
3. An efficiency measure is being developed for this service and will be included in a future *Service Delivery Statement*.

The delivery of Crime and Public Order and Road Safety policing services to the community of Queensland is supported by a range of activities designed to promote ethical behaviour, discipline and professional practice. These are outlined below.

Queensland Police Service	Notes	2015-16 Target/Est.	2015-16 Est. Actual	2016-17 Target/Est.
Service: Police Services¹				
Service standards				
<i>Effectiveness measures</i>				
Rate of complaints against police per 100 sworn (operational) staff	2	≤9.8	10.5	≤9.8
Public perception of police professionalism and image:	3			
Police perform their job professionally		≥85%	86.7%	≥85%
Police treat people fairly and equally		≥75%	75.6%	≥75%
Police are honest		≥75%	74.7%	≥75%
I do have confidence in the police		≥85%	86.3%	≥85%
Satisfaction of members of the public who had contact with police in the last 12 months	4	≥85%	83.3%	≥85%
<i>Efficiency measures</i>				
Cost of policing services per person	5	\$442	\$439	\$454
Percentage of prosecutions where costs were awarded against the police	6	≤0.05%	0.01%	≤0.05%

Notes:

1. Projected population data is sourced from the Queensland Government Statistician's Office and extrapolated to December 2016. Police services covers general service standards across the department including ethical behaviour and professionalism. This service is not costed.
2. This measure is calculated using the total number of complaints made against police by members of the public during the reporting period. Sworn operational staff refers to a police officer employed by the department who has sworn the Oath of Office under the *Police Service Administration Act 1990*, and whose primary duty is the delivery of police or police related services to an external customer.
3. Public perception is measured against the results of the National Survey of Community Satisfaction with Policing. Respondents to this question may or may not have had contact with police in the last 12 months.
4. Public satisfaction is measured against the results of the National Survey of Community Satisfaction with Policing. Respondents to this question had contact with police in the last 12 months.
5. Cost of policing services per person is calculated by dividing recurrent expenditure, including cost of services provided by the Public Safety Business Agency, by Queensland population. Population data for the 2015-16 Estimated Actual is sourced from the ABS Catalogue No. 3101.0. The 2016-17 Target/Estimate is based on Queensland Treasury population estimates. The 2016-17 Target/Estimate reflects enterprise bargaining arrangements, improving counter-terrorism capability and capacity, and targeting organised crime.
6. Represents the sum of all prosecutions where costs were awarded against the Queensland Police Service from 1 July 2015 to 31 March 2016, divided by the sum of all prosecutions in the same period. In the Report on Government Services, this is considered a measure of police efficiency in preparing evidence that is relevant to, and supports, a prosecution. Court costs are generally awarded against police when a criminal action against an offender has failed; in this respect, it represents at least some of the resources expended when a prosecution fails. A low or decreasing proportion of prosecutions where costs are awarded against police in criminal actions is therefore desirable.

Administered items

Administered activities are those undertaken by departments on behalf of the Government.

The Queensland Police Service administers funds on behalf of the State which includes the collection of revenues including weapons licensing fees, fines and forfeitures, and proceeds from the sale of unclaimed property.

Weapons licensing fees comprise the majority of the administered revenue. Weapons licensing is an important part of the Government's framework to ensure public safety and to prevent the misuse of weapons.

Financial statements and variance explanations in relation to administered items appear in the departmental financial statements.

Departmental budget summary

The table below shows the total resources available in 2016-17 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Queensland Police Service	2015-16 Budget \$'000	2015-16 Est. Actual \$'000	2016-17 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹			
Deferred from previous year/s	14,385	12,785	7,480
Balance of service appropriation	1,696,344	1,703,873	1,776,147
Other revenue	374,166	363,667	365,539
Total income	2,084,895	2,080,325	2,149,166
Expenses			
Crime and public order	1,666,362	1,691,970	1,747,399
Road safety	418,533	388,355	401,767
Total expenses	2,084,895	2,080,325	2,149,166
Operating surplus/deficit
Net assets	133,016	100,020	119,923
ADMINISTERED			
Revenue			
Commonwealth revenue
Appropriation revenue
Other administered revenue	9,588	12,861	13,205
Total revenue	9,588	12,861	13,205
Expenses			
Transfers to government	9,588	12,861	13,205
Administered expenses
Total expenses	9,588	12,861	13,205
Net assets	8,943

Note:

1. Appropriation revenue includes State and Commonwealth funding.

Service area sources of revenue¹

Sources of revenue 2016-17 Budget					
Queensland Police Service	Total cost \$'000	State contribution \$'000	User charges and fees \$'000	C'wealth revenue \$'000	Other revenue \$'000
Crime and Public Order	1,747,399	1,450,027	32,528	1,082	263,762
Road safety	401,767	333,600	7,484	..	60,683
Total	2,149,166	1,783,627	40,012	1,082	324,445

Note:

1. Explanations of variances are provided in the financial statements.

Budget measures summary

This table shows a summary of budget measures relating to the department since the 2015-16 State Budget. Further details are contained in *Budget Paper 4*.

Queensland Police Service	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Revenue measures					
Administered
Departmental
Expense measures					
Administered
Departmental ¹	912	18,163	8,488	7,800	6,378
Capital measures					
Administered
Departmental	1,733	2,028	1,300	1,300	..

Note:

- Figures reconcile with *Budget Paper 4*, including the whole-of-government expense measures 'Brisbane CBD government office agency rental impacts' and 'Reprioritisation allocations'.

Departmental capital program

Most new and ongoing capital initiatives to support the operational capability of the department are provided by the Public Safety Business Agency. The department is responsible for delivering specific operational equipment to maintain quality frontline services.

In 2015-16, the department invested \$8.1 million in capital purchases. Program highlights include:

- \$6.8 million for Camera Detected Offence Program equipment
- \$1.3 million for other property, plant and equipment including the replacement of operational assets.

In 2016-17, the department will invest \$35.4 million in capital purchases. Program highlights include:

- \$788,000 for operational equipment and vehicles to improve counter-terrorism capability and capacity
- \$4.9 million for Camera Detected Offence Program equipment
- \$29.6 million for other property, plant and equipment which will include the replacement of operational assets.

Capital budget

Queensland Police Service	Notes	2015-16 Budget \$'000	2015-16 Est. Actual \$'000	2016-17 Budget \$'000
Capital purchases¹				
Total land, buildings and infrastructure	
Total plant and equipment	2	31,954	8,083	35,377
Total other capital	
Total capital purchases		31,954	8,083	35,377

Notes:

1. For more detail on the agency's capital acquisitions please refer to *Budget Paper 3*.
2. The plant and equipment decrease from the 2015-16 Budget to the 2015-16 Estimated Actual is mainly due to funding transfers to the Public Safety Business Agency for delivery on behalf of the department.

Staffing¹

Queensland Police Service	Notes	2015-16 Budget	2015-16 Est. Actual	2016-17 Budget
Crime and Public Order	2	11,654	11,855	11,915
Road Safety		2,928	2,727	2,741
TOTAL		14,582	14,582	14,656

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. All FTEs include police officers seconded to Public Safety Business Agency (over 400 positions).

Budgeted financial statements

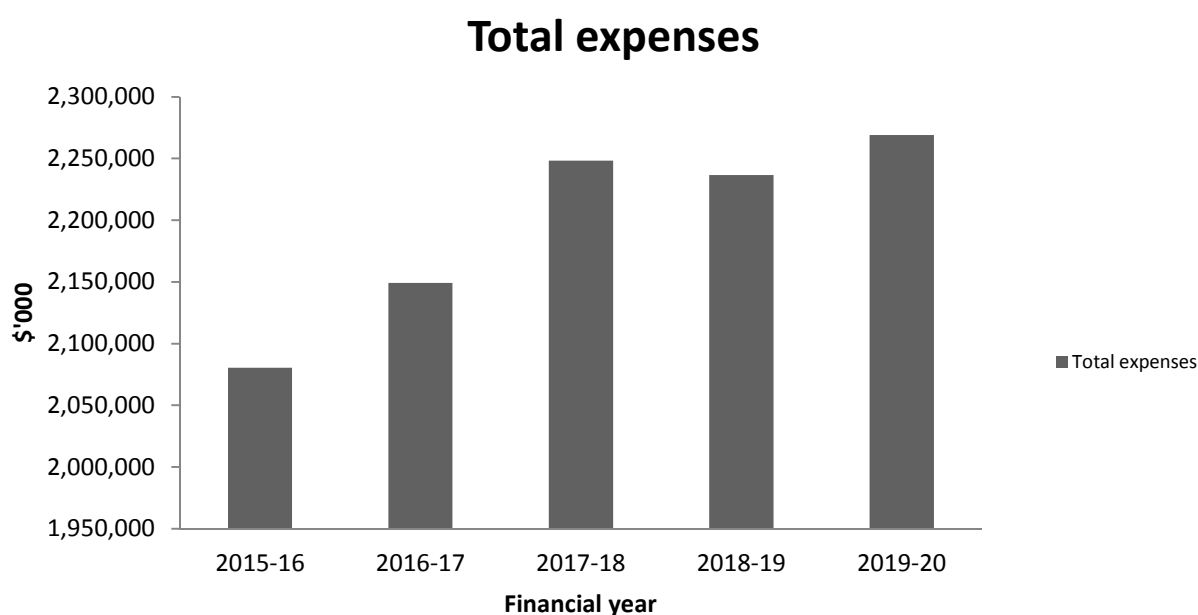
Analysis of budgeted financial statements

An analysis of the department's financial position, as reflected in the department's financial statements, is provided below.

Departmental income statement

Total expenses are estimated to be \$2.149 billion in 2016-17, an increase of \$68.8 million from the 2015-16 financial year. The increase is mainly due to the impact of enterprise bargaining arrangements, and funding for improving Counter-Terrorism Capability and Capacity and Targeting Serious and Organised Crime.

Chart: Total departmental expenses across the Forward Estimates period



The increase over the remainder of the forward estimates is a result of enterprise bargaining arrangements and funding for the Gold Coast 2018 Commonwealth Games, Improving Counter-Terrorism Capability and Capacity, and Targeting Serious and Organised Crime. The 2017-18 financial year includes Gold Coast 2018 Commonwealth Games funding of approximately \$68.1 million.

Departmental balance sheet

The department's major assets are in plant and equipment and intangibles (\$75.4 million) and cash (\$78.7 million). The department's main liabilities relate to accrued employee benefits (\$68.1 million) and payables (\$30.1 million).

Controlled income statement

Queensland Police Service	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
INCOME				
Appropriation revenue	5,10	1,710,729	1,716,658	1,783,627
Taxes	
User charges and fees	1,6	52,148	38,520	40,012
Royalties and land rents	
Grants and other contributions	2,7	319,254	322,383	322,770
Interest		550	550	550
Other revenue		2,214	2,214	2,207
Gains on sale/revaluation of assets	
Total income		2,084,895	2,080,325	2,149,166
EXPENSES				
Employee expenses	3,8,11	1,492,447	1,528,899	1,577,185
Supplies and services	4,9,12	254,816	214,775	237,988
Grants and subsidies		2,951	3,338	3,207
Depreciation and amortisation		14,665	14,665	15,474
Finance/borrowing costs	
Other expenses		320,016	318,648	315,312
Losses on sale/revaluation of assets	
Total expenses		2,084,895	2,080,325	2,149,166
OPERATING SURPLUS/(DEFICIT)	

Controlled balance sheet

Queensland Police Service	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
CURRENT ASSETS				
Cash assets	13,20	69,563	78,682	78,682
Receivables	14,21	71,502	56,494	56,494
Other financial assets	
Inventories		4,475	4,537	4,537
Other	15,22	14,496	8,091	8,091
Non-financial assets held for sale	
Total current assets		160,036	147,804	147,804
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	16,23,27	70,699	35,641	59,644
Intangibles	17,24,28	28,007	19,826	15,726
Other	
Total non-current assets		98,706	55,467	75,370
TOTAL ASSETS		258,742	203,271	223,174
CURRENT LIABILITIES				
Payables	18,25	61,269	30,051	30,051
Accrued employee benefits		64,360	68,084	68,084
Interest bearing liabilities and derivatives	
Provisions	
Other	19,26	97	5,116	5,116
Total current liabilities		125,726	103,251	103,251
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		125,726	103,251	103,251
NET ASSETS/(LIABILITIES)		133,016	100,020	119,923
EQUITY				
TOTAL EQUITY		133,016	100,020	119,923

Controlled cash flow statement

Queensland Police Service	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Appropriation receipts	36,42	1,710,729	1,720,976	1,783,627
User charges and fees	29,37	52,148	38,520	40,012
Royalties and land rent receipts	
Grants and other contributions	30,38,43	5,160	8,289	13,470
Interest received		550	550	550
Taxes	
Other		2,214	2,214	2,207
Outflows:				
Employee costs	31,39,44	(1,492,447)	(1,528,899)	(1,577,185)
Supplies and services	32,40,45	(254,816)	(214,775)	(237,988)
Grants and subsidies		(2,951)	(3,338)	(3,207)
Borrowing costs	
Other	33	(5,922)	(4,554)	(6,012)
Net cash provided by or used in operating activities		14,665	18,983	15,474
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of non-financial assets	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for non-financial assets	34,41,46	(31,954)	(8,083)	(35,377)
Payments for investments	
Loans and advances made	
Net cash provided by or used in investing activities		(31,954)	(8,083)	(35,377)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	35,47	19,148	(9,041)	21,833
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals		(1,859)	(1,859)	(1,930)
Net cash provided by or used in financing activities		17,289	(10,900)	19,903
Net increase/(decrease) in cash held	
Cash at the beginning of financial year		69,563	78,682	78,682
Cash transfers from restructure	
Cash at the end of financial year		69,563	78,682	78,682

Administered income statement

Queensland Police Service	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
INCOME				
Appropriation revenue	
Taxes	
User charges and fees	48,50	8,711	10,420	10,784
Royalties and land rents	
Grants and other contributions	
Interest	
Other revenue	49,51	877	2,441	2,421
Gains on sale/revaluation of assets	
Total income		9,588	12,861	13,205
EXPENSES				
Employee expenses	
Supplies and services	
Grants and subsidies	
Depreciation and amortisation	
Finance/borrowing costs	
Other expenses	
Losses on sale/revaluation of assets	
Transfers of Administered Revenue to Government		9,588	12,861	13,205
Total expenses		9,588	12,861	13,205
OPERATING SURPLUS/(DEFICIT)	

Administered balance sheet

Queensland Police Service	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
CURRENT ASSETS				
Cash assets		1,752	1,963	1,963
Receivables		(13)	(5)	(5)
Other financial assets	
Inventories	
Other	
Non-financial assets held for sale	
Total current assets		1,739	1,958	1,958
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	52,53	8,943
Intangibles	
Other	
Total non-current assets		8,943
TOTAL ASSETS		10,682	1,958	1,958
CURRENT LIABILITIES				
Payables		962	896	896
Transfers to Government payable		776	1,031	1,031
Accrued employee benefits	
Interest bearing liabilities and derivatives	
Provisions	
Other		1	31	31
Total current liabilities		1,739	1,958	1,958
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		1,739	1,958	1,958
NET ASSETS/(LIABILITIES)		8,943
EQUITY				
TOTAL EQUITY		8,943

Administered cash flow statement

Queensland Police Service	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Appropriation receipts	
User charges and fees	54,56	8,711	10,420	10,784
Royalties and land rent receipts	
Grants and other contributions	
Interest received	
Taxes	
Other	55,57	877	2,441	2,421
Outflows:				
Employee costs	
Supplies and services	
Grants and subsidies	
Borrowing costs	
Other	
Transfers to Government		(9,588)	(12,861)	(13,205)
Net cash provided by or used in operating activities	
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of non-financial assets	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for non-financial assets	
Payments for investments	
Loans and advances made	
Net cash provided by or used in investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by or used in financing activities	
Net increase/(decrease) in cash held	
Cash at the beginning of financial year		1,752	1,963	1,963
Cash transfers from restructure	
Cash at the end of financial year		1,752	1,963	1,963

Explanation of variances in the financial statements

Income statement

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

1. User charges and fees decrease is due to lower than anticipated Special Services revenue.
2. Grants and other contributions increase is due to funding received for the Gold Coast 2018 Commonwealth Games.
3. Employee expenses increase is mainly due to a realignment of annual leave costs following the finalisation of the 2014-15 machinery-of-government (MOG) transfer to the Public Safety Business Agency (PSBA), an increased WorkCover premium, and preparations for the Gold Coast 2018 Commonwealth Games.
4. Supplies and services decrease is mainly due to a realignment of costs following the finalisation of the 2014-15 MOG transfer to PSBA, decreases in costs associated with Special Services, and transfers to PSBA for activities delivered on behalf of the Queensland Police Service (QPS).

Major variations between 2015-16 Budget and 2016-17 Budget include:

5. Appropriation revenue increase is mainly due to enterprise bargaining arrangements and funding for Improving Counter-Terrorism Capability and Capacity, and Targeting Serious and Organised Crime.
6. User charges and fees decrease is due to a reduction in expected Special Services revenue.
7. Grants and other contributions increase is largely due to funding for the Gold Coast 2018 Commonwealth Games.
8. Employee expenses increase is mainly due to enterprise bargaining arrangements, an increased WorkCover premium, preparations for the Gold Coast 2018 Commonwealth Games, Improving Counter-Terrorism Capability and Capacity, and Targeting Serious and Organised Crime.
9. Supplies and services decrease is mainly due to a realignment of costs following the finalisation of the 2014-15 MOG transfer to PSBA, decreases in costs associated with Special Services, and transfers to PSBA for activities delivered on behalf of QPS.

Major variations between 2015-16 Estimated Actual and the 2016-17 Budget include:

10. Appropriation revenue increase is mainly due to enterprise bargaining arrangements and funding for Improving Counter-Terrorism Capability and Capacity, and Targeting Serious and Organised Crime.
11. Employee expenses increase is mainly due to enterprise bargaining arrangements, an increased WorkCover premium for the department, preparations for the Gold Coast 2018 Commonwealth Games, Improving Counter-Terrorism Capability and Capacity, and Targeting Serious and Organised Crime.
12. Supplies and services increase is mainly due to preparations for the Gold Coast 2018 Commonwealth Games, and additional funding for Targeting Serious and Organised Crime and the Southport Specialist Domestic and Family Violence Court Trial.

Balance sheet

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

13. Cash assets have increased due to movements in receivables, prepayments, employee benefits, and payables.
14. Receivables decrease is due to timing of receipts.
15. Other current assets decrease is due to a reduction in pre-payments of supplies and services.
16. Property, plant and equipment decrease is mainly due to funding transfers to PSBA for delivery on behalf of QPS.
17. Intangibles decrease is due to the difference between the estimated and final balance transferred to PSBA as part of the 2014-15 MOG change.
18. Payables decrease reflects anticipated timing of payments to trade creditors.
19. Other current liabilities increase reflects the timing of expenditure reimbursements to other agencies within the Public Safety portfolio.

Major variations between 2015-16 Budget and 2016-17 Budget include:

20. Cash assets have increased due to movements in receivables, prepayments, employee benefits, and payables.
21. Receivables decrease is due to timing of receipts.
22. Other current assets decrease is due to a reduction in pre-payments of supplies and services.
23. Property, plant and equipment decrease is mainly due to funding transfers to PSBA for delivery on behalf of QPS.
24. Intangibles decrease is due to the difference between the estimated and final balance transferred to PSBA as part of the 2014-15 MOG change and amortisation of the assets.
25. Payables decrease reflects anticipated timing of payments to trade creditors.
26. Other current liabilities increase reflects the timing of expenditure reimbursements to other agencies within the Public Safety portfolio.

Major variations between 2015-16 Estimated Actual and the 2016-17 Budget include:

27. Property, plant and equipment increase is a result of forecast purchases for 2016-17.
28. Intangibles decrease is due to amortisation of the assets.

Cash flow statement

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

29. User charges and fees decrease is due to lower than anticipated Special Services revenue.
30. Grants and other contributions increase is due to funding received for the Gold Coast 2018 Commonwealth Games.
31. Employee costs increase is mainly due to a realignment of annual leave costs following the finalisation of the 2014-15 MOG transfer to PSBA, an increased WorkCover premium, and preparations for the Gold Coast 2018 Commonwealth Games.
32. Supplies and services decrease is mainly due to a realignment of costs following the finalisation of the 2014-15 MOG transfer to PSBA, decreases in costs associated with Special Services, and transfers to PSBA for activities delivered on behalf of QPS.
33. Decrease in other operating outflows is due to reduced insurance premiums.
34. Payments for non financial assets decrease is mainly due to funding transfers to PSBA for delivery on behalf of QPS.
35. Equity injections decrease is mainly due to funding transfers to PSBA for delivery on behalf of QPS.

Major variations between 2015-16 Budget and 2016-17 Budget include:

36. Appropriation revenue increase is mainly due to enterprise bargaining arrangements and funding for Improving Counter-Terrorism Capability and Capacity, and Targeting Serious and Organised Crime.
37. User charges and fees decrease is due to a reduction in expected Special Services revenue.
38. Grants and other contributions increase is due to funding expected to be received for the Gold Coast 2018 Commonwealth Games.
39. Employee costs increase is mainly due to enterprise bargaining arrangements, an increased WorkCover premium for the department, preparations for the Gold Coast 2018 Commonwealth Games, Improving Counter-Terrorism Capability and Capacity, and Targeting Serious and Organised Crime.
40. Supplies and services decrease is mainly due to a realignment of costs following the finalisation of the 2014-15 MOG transfer to PSBA, decreases in costs associated with Special Services, and transfers to PSBA for activities delivered on behalf of QPS.
41. Payments for non financial assets increase is a result of forecast purchases for 2016-17.

Major variations between 2015-16 Estimated Actual and the 2016-17 Budget include:

42. Appropriation revenue increase is mainly due to enterprise bargaining arrangements and funding for Improving Counter-Terrorism Capability and Capacity, and Targeting Serious and Organised Crime.
43. Grants and other contributions receipts increase is due to funding expected to be received for the Gold Coast 2018 Commonwealth Games.

- 44. Employee costs increase is mainly due to enterprise bargaining arrangements, an increased WorkCover premium, preparations for the Gold Coast 2018 Commonwealth Games, Counter-Terrorism Capability and Capacity, and Targeting Serious and Organised Crime.
- 45. Supplies and services increase is mainly due to preparations for the Gold Coast 2018 Commonwealth Games, and additional funding for targeting organised crime and the Southport Specialist domestic and family violence court trial.
- 46. Payments for non financial assets increase is mainly due to 2015-16 funding transfers to PSBA for delivery on behalf of QPS.
- 47. Equity injections increase is mainly due to 2015-16 funding transfers to PSBA for delivery on behalf of QPS.

Administered income statement

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

- 48. The increase in user charges and fees relates to higher than anticipated fees raised under the *Weapons Act 1990*.
- 49. Increased other revenue relates to fines and forfeitures.

Major variations between 2015-16 Budget and 2016-17 Budget include:

- 50. The increase in user charges and fees relates to higher fees expected to be raised under the *Weapons Act 1990*.
- 51. Increased other revenue relates to fines and forfeitures.

Administered balance sheet

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

- 52. Decrease in property, plant and equipment is due to a one-off transfer in 2014-15 of roads through Administered to the Brisbane City Council as public roads under the *Land Act 1994*.

Major variations between 2015-16 Budget and 2016-17 Budget include:

- 53. Decrease in property, plant and equipment is due to a one-off transfer in 2014-15 of roads through Administered to the Brisbane City Council as public roads under the *Land Act 1994*.

Administered cash flow statement

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

- 54. The increase in user charges and fees relates to higher than anticipated fees raised under the *Weapons Act 1990*.
- 55. Increased other operating inflow relates to fines and forfeitures.

Major variations between 2015-16 Budget and 2016-17 Budget include:

- 56. The increase in user charges and fees relates to higher fees expected to be raised under the *Weapons Act 1990*.
- 57. Increased other operating inflow relates to fines and forfeitures.



Queensland Fire and Emergency Services

Departmental overview

Queensland Fire and Emergency Services provides fire and emergency services in partnership with the community. The department is committed to enabling Queenslanders to prevent, prepare for, respond to and recover from emergencies. This commitment underpins the department's vision of safe and resilient communities.

The department's focus on community safety supports the Queensland Government's objectives for the community of building safe, caring and connected communities and delivering quality frontline services. The agency achieves this by minimising the impact and consequences of emergencies on the people, property, environment and economy of Queensland.

The State Emergency Service (SES) and Rural Fire Service Queensland (RFSQ) are the primary volunteer streams of the organisation. The RFSQ operates in those areas where there is no urban fire service and covers rural, semi-rural and some urban fringe areas. The SES is a collaboration between the Queensland Government, local governments, SES members and the community who provide an around the clock volunteer response to emergencies and disasters across the State.

Key objectives of the department include:

- delivering operational excellence by continuing to provide contemporary fire and emergency services
- ensuring the department is a great place to work and is ethical, inclusive, values diversity and is respectful
- empowering volunteerism by recognising, respecting and valuing volunteers
- working with external and internal partners to further integrate and co-deliver services
- being a capable organisation that encourages innovation and new ideas, learns from past experiences and adapts to changing conditions
- continuing to provide Queensland communities with service delivery excellence that they can trust.

The department will deliver on these objectives through a range of strategies designed to support the Queensland Government's objectives for the community, including:

- creating integrated and seamless fire and emergency services
- reducing the likelihood of emergencies occurring by implementing preventative strategies
- leading with integrity, transparency and accountability
- aligning volunteerism with community needs and risk profiles
- strengthening volunteer capability by investing in sustainable policies and programs
- providing integrated emergency management training for the private, public and not-for-profit sectors
- undertaking emergency management exercises with our delivery partners to enhance real life service delivery
- delivering community benefits by ensuring resourcing is agile and able to be allocated to areas of greatest need
- creating an organisation that is capable of anticipating and responding to future need
- working with communities and other stakeholders to enable the development and provision of timely and appropriate information.

During 2016-17, key strategic challenges for the department include:

- service capacity versus community expectations
- change in demand for services as the population grows, ages and becomes more diverse
- effective communication and information technology systems for frontline services
- workforce sustainability
- achieving seamless interoperability.

Key priorities for the department during 2016-17 include:

- continuing work to transform the department into an inclusive, respectful and diverse organisation for staff and volunteers
- implementing the recommendations of the Review of the Public Safety Business Agency and developing a future operating model to support service delivery and the needs of the Queensland community
- increasing the focus on prevention, mitigation, preparation and recovery activities
- implementing the recommendations of the independent QFES Financial Sustainability Review.

Service performance

Performance statement

Fire and Emergency Services

Service area objective

To enhance community safety by minimising the impact of fire, emergency incidents and disasters on the people, property, environment and economy of Queensland.

Service area description

The department enhances community resilience, mitigates risk and contributes to safer and sustainable communities through disaster management, community assistance, responses to structure and landscape fires and rescue across all hazards.

2016-17 service area highlights

In 2016-17, key highlights include work to:

- continue to embed the organisational Workplace Behaviour and Code of Conduct training across the organisation
- continue to enhance volunteer operational capability by ensuring alignment with community needs and development of sustainable policies and programs
- augment approaches for recruitment, development and retention of volunteers
- focus on reducing bushfire risk, improving community safety awareness and knowledge in relation to bushfire safety and prevention, and increasing the skills and experience of RFSQ volunteers
- focus on severe weather risk, improving community safety awareness and knowledge of severe weather risk including safety precautions, and preparation activities
- monitor and review the strategic management framework and Disaster Management Guidelines for disaster operations
- continue to deliver the Road Attitudes and Action Planning program in high schools, which is a practical lifesaving road safety awareness program for young drivers that is facilitated by operational firefighters
- continue to provide the Fight Fire Fascination program, which supports parents to educate their children about the dangers of playing with fire and teaches them the necessary skills to prevent harm to property or lives
- develop a State level risk register for natural hazard risk in partnership with the Queensland Police Service
- continue to promote the Get out. Fire about. winter fire safety campaign to educate Queenslanders about the importance of home fire escape plans, promote the If It's Flooded Forget It safety campaign and support the Get Ready preparation campaign
- implement solutions to support interoperability and co-delivery of services across Queensland
- work in collaboration with local governments across Queensland to maintain and develop the SES
- continue to develop the department's operational capability and support for the Gold Coast 2018 Commonwealth Games to ensure public safety
- commence engagement to support the changing requirements for new smoke alarms
- host the 2016 Women and Firefighting Australasia Conference and the Australasian Fire and Emergency Service Authorities Council Conference
- establish a reserve roster of additional full-time firefighters to enhance the department's frontline service delivery capacity.

Queensland Fire and Emergency Services	Notes	2015-16 Target/Est.	2015-16 Est. Actual	2016-17 Target/Est.
Service area: Fire and Emergency Services				
Service standards				
<i>Effectiveness measures</i>				
Rate of accidental residential structure fires reported (per 100 000 households)	1	<60	59	<60
Response times to structure fires including call taking time:				
50th percentile		<7.8 minutes	7.9	<7.8 minutes
90th percentile	2	<14 minutes	12.2	<14 minutes
Percentage of building and other structure fires confined to room/object of origin	2,3	≥80%	84%	≥80%
Estimated percentage of households with smoke alarm/detector installed	4	95%	96.5%	95%
Percentage of building premises inspected and deemed compliant at first inspection	5	50%	52%	50%
Rate of Unwanted Alarm Activations per Alarm Signalling Equipment	6	<4	2.4	<4
Percentage of identified disaster management training met	7	75%	68.6%	75%
Percentage of volunteers satisfied with the experience of volunteering for the Rural Fire Service	8	New measure	New measure	65%
Percentage of volunteers satisfied with the experience of volunteering for the State Emergency Service	8	New measure	New measure	65%
Percentage of statewide State Emergency Service groups that meet minimum operational training requirements	9	New measure	New measure	65%
<i>Efficiency measure</i>				
Fire and emergency services expenditure per person	10	\$135	\$136	\$140

Notes:

1. Accidental residential structure fires are those fires in a residential structure that are not deliberately lit and with effective educational programs can be reduced or prevented from occurring. Household data is sourced from the Australian Bureau of Statistics (ABS) Catalogue No. 3236.0.
2. Structure fires are fires in housing and other buildings. Only structure fires occurring within the Levy District Boundaries (Class A-D) are included. Excluded are non-emergency calls and those where the department experienced delays due to extreme weather conditions or where the initial response was by another agency or brigade. Only primary exposure incidents are included.
3. Only structure fires where the confinement has been determined are included in the calculations.
4. This measure provides an indication of the percentage of households with smoke alarms installed. Results are derived from the Annual Queensland Fire and Emergency Services Queensland Householders Survey, February 2016.
5. 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.
6. This measure compares the number of system initiated false alarms responded to by departmental fire personnel with the number of connected Alarm Signalling Equipment (ASE) devices per annum. 'Unwanted Alarm Activations' are defined as any activation of the fire alarm and detection system that could have been avoided. 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. Reducing unwanted alarm activations ensures that the department can more effectively manage priority emergency responses and resources. It is also a measure of the effectiveness of the strategies that the department has in place to help reduce the number of unwanted activations. The *Fire and Emergency Services Act 1990* (section 104DA) provides a legislated target of no more than four unwanted alarm activations per ASE.

7. This measure focuses on Queensland Disaster Management Training Framework courses and the offering of current mandatory disaster management modules to disaster management stakeholders. Identified disaster management stakeholders include: Local Disaster Coordinators; Local Disaster Management Group Chairs; District Disaster Coordinators; and District Disaster Management Group Executive Officers. The wording of this measure has been amended to more accurately represent the department's role in offering disaster management training. The 2016 local government elections resulted in changes to key disaster management personnel within Local Disaster Management Groups impacting on the availability of new staff to undertake disaster management training.
8. This new measure is sourced from the biennial QFES Satisfaction Survey which commenced in 2014. It measures the number of volunteers who indicated they were either 'very satisfied' or 'satisfied' with the experience of volunteering, for either the SES or RFSQ, represented as a percentage of the total number of responses received. The survey measures volunteer satisfaction across a range of areas including training and development, leadership, internal communication and culture.
9. This new measure focuses on the specific capability of SES groups to effectively respond to emergencies and disasters within communities. This measure benchmarks the skills, training and capabilities required of volunteers against a set of identified local hazards and risks that is unique for each individual SES group. Volunteer training data is sourced from the department's Volunteer Information Management System, with capability requirements assessed by Regional Managers, supported by the Assistant Commissioner and endorsed by the Deputy Commissioner.
10. This measure reports the fire and emergency services expenditure divided by the estimated population of Queensland. Population data for the 2015-16 Estimated Actual is sourced from the ABS Catalogue No. 3101.0. The 2016-17 Target/Estimate is based on Queensland Treasury population estimates.

Discontinued measures

Performance measures included in the 2015-16 *Service Delivery Statements* that have been discontinued or replaced are reported in the following table with estimated actual results.

Queensland Fire and Emergency Services	Notes	2015-16 Target/Est.	2015-16 Est. Actual	2016-17 Target/Est.
Service area: Fire and Emergency Services				
State Emergency Service volunteers per 100,000 population	1	121	130.4	Discontinued measure
Rural Fire Service volunteers per 100,000 population	1	741	757.8	Discontinued measure

Note:

1. This measure is being discontinued as the number of volunteers per capita does not provide a measure of volunteer effectiveness or emergency response readiness (i.e. appropriate training levels, volunteer response capabilities, and/or access to equipment). This discontinued measure will be reported in the 2015-16 Annual Report.

Departmental budget summary

The table below shows the total resources available in 2016-17 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Queensland Fire and Emergency Services	2015-16 Budget \$'000	2015-16 Est. Actual \$'000	2016-17 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹			
Deferred from previous year/s	648	875	..
Balance of service appropriation	78,061	77,730	80,272
Other revenue	569,614	571,470	594,984
Total income	648,323	650,075	675,256
Expenses			
Fire and emergency services	647,682	647,371	675,256
Total expenses	647,682	647,371	675,256
Operating surplus/deficit	641	2,704	..
Net assets	82,409	67,105	67,105

Note:

1. Appropriation revenue includes State and Commonwealth funding.

Service area sources of revenue¹

Sources of revenue 2016-17 Budget					
Queensland Fire and Emergency Services	Total cost \$'000	State contribution \$'000	User charges and fees \$'000	C'wealth revenue \$'000	Other revenue \$'000
Fire and Emergency Services	675,256	77,141	51,157	4,131	542,827
Total	675,256	77,141	51,157	4,131	542,827

Note:

1. Explanations of variances are provided in the financial statements.

Budget measures summary

This table shows a summary of budget measures relating to the department since the 2015-16 State Budget. Further details are contained in *Budget Paper 4*.

Queensland Fire and Emergency Services	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Revenue measures					
Administered
Departmental
Expense measures					
Administered
Departmental ¹	199	2,071	219	211	203
Capital measures					
Administered
Departmental

Note:

- Figures reconcile with *Budget Paper 4*, including the whole-of-government expense measures 'Brisbane CBD government office agency rental impacts' and 'Reprioritisation allocations'.

Departmental capital program

Most new and ongoing capital initiatives to support the department's operational capability are delivered by the Public Safety Business Agency. The department continues to be responsible for delivering operational equipment and operational information systems.

In 2015-16 the department purchased \$4 million in operational equipment including special purpose operational trailers, scientific analysis and detection equipment, thermal imaging cameras, fully encapsulated gas and chemical suits, technical and road crash rescue equipment, portable generators, breathing apparatus compressors, portable decontamination facilities and self-contained temporary shelter facilities, and upgraded the bushfire behaviour prediction system.

In 2016-17, the department will invest \$8.1 million in capital purchases and provide \$900,000 in capital grants.

Program highlights include:

- \$4.5 million for operational equipment, which may include protective clothing such as fully encapsulated gas and chemical suits, specialist and field portable scientific analysis and detection equipment, portable decontamination facilities, compressors for self-contained breathing apparatus, special purpose operational trailers and first response all-terrain vehicles
- \$1.4 million for specialised operational equipment to support public safety at the Gold Coast 2018 Commonwealth Games
- \$2.2 million for additions and upgrades to operational information systems
- \$712,000 for the State Emergency Service and \$185,000 for rural fire brigade capital grants.

Capital budget

Queensland Fire and Emergency Services	Notes	2015-16 Budget \$'000	2015-16 Est. Actual \$'000	2016-17 Budget \$'000
Capital purchases¹				
Total land, buildings and infrastructure	
Total plant and equipment		8,367	3,962	8,075
Total other capital		1,263	1,433	897
Total capital purchases		9,630	5,395	8,972

Note:

1. For more detail on the agency's capital acquisitions please refer to *Budget Paper 3*.

Staffing¹

Queensland Fire and Emergency Services	Notes	2015-16 Budget	2015-16 Est. Actual	2016-17 Budget
Fire and Emergency Services		3,077	3,084	3,110
TOTAL	2,3	3,077	3,084	3,110

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The 2015-16 Estimated Actual includes an increase of three funded FTEs transferred from the Public Safety Business Agency following the return of positions/incumbents/functions of the Operations Management System support team to the department, and four FTE firefighters for the reserve roster.
3. The 2016-17 Budget includes an increase of 20 FTE firefighters for the reserve roster.

Budgeted financial statements

Analysis of budgeted financial statements

An analysis of the department's financial position, as reflected in the department's financial statements, is provided below.

Departmental income statement

Total operating income is estimated to be \$675.3 million in 2016-17. This is a \$25.2 million, or 3.9 per cent, increase on the Estimated Actual operating income for the 2015-16 year and a \$26.9 million, or 4.2 per cent, increase on the originally budgeted operating income for the 2015-16 year.

It is estimated the emergency management levy will contribute \$486.3 million, or 72 per cent, of total operating income in 2016-17.

Total operating expenses are estimated to be \$675.3 million in 2016-17. This is a \$27.9 million, or 4.3 per cent, increase on the Estimated Actual operating expenses for the 2015-16 year and a \$27.6 million, or 4.3 per cent, increase on the originally budgeted operating expenses for the 2015-16 year.

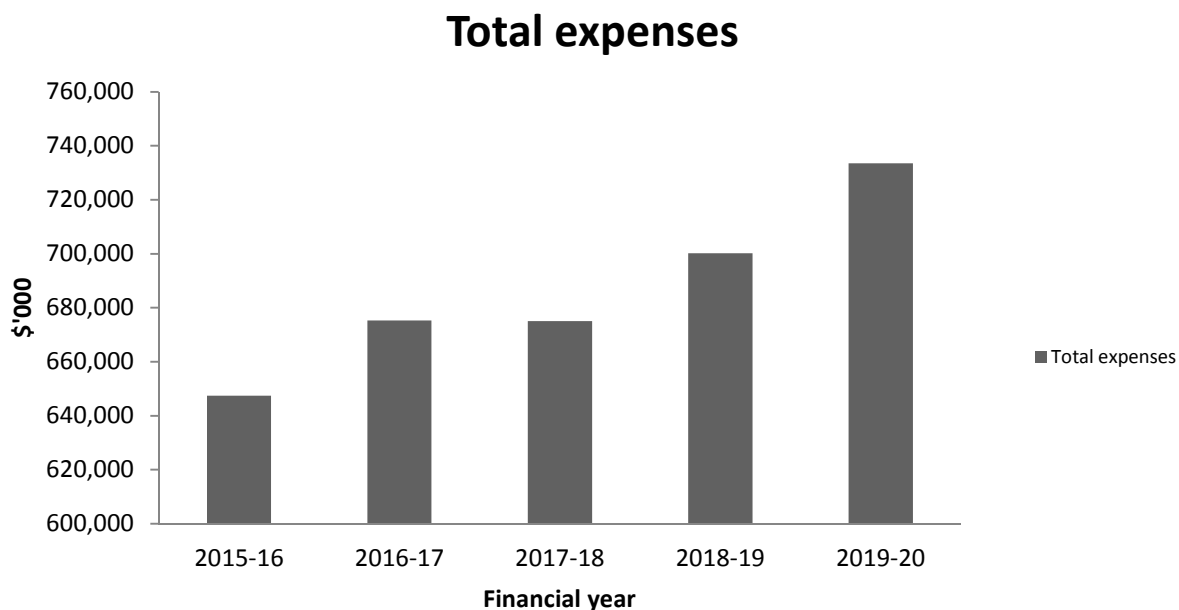
The major factors contributing to the increase are:

- a 2.5 per cent increase in employee expenses in line with current wage agreements
- \$5.7 million to fund progressive wage increases for Auxiliary firefighters as provided for in the Auxiliary Award
- \$5 million in additional overtime provisions to meet operational and training delivery requirements
- \$1.3 million to fund additional firefighter recruits and recruit training to establish a reserve roster of 49 FTEs as an alternative solution to backfilling positions through overtime and temporary firefighters
- a three per cent increase in supplies and services expenses reflecting increased prices for goods and services
- up to \$3.8 million increase in vehicle expenses to provide fuel and maintenance for rural fire appliances and tankers
- a \$2 million increase in aircraft charter expenses to meet increased requirements for bushfire and major natural disaster response, rapid damage assessment and aerial observation requirements
- a \$2.4 million increase in travelling and accommodation expenses to meet increased demands for travel associated with the department's expanded emergency management and volunteer coordination and training roles
- \$750,000 in 2016-17 of \$3 million over 10 years to fund a comprehensive consumer protection campaign about legislative changes to domestic dwelling smoke alarms and the need for practised fire escape plans
- a \$5.3 million, or 4.2 per cent, increase in the grant to the Public Safety Business Agency (PSBA) to provide for increases in the costs of goods and services it provides for the department.

2016-17 includes the recognition of costs of services provided below fair value to the department by PSBA for the human resource and payroll systems replacement project. These costs are not reflected in 2017-18 due to the estimated completion of the project in 2016-17.

Increases in operating expenses for 2018-19 and 2019-20 are mostly due to enterprise bargaining arrangements and expected increases in prices for supplies and services.

Chart: Total departmental expenses across the Forward Estimates period



Departmental balance sheet

The department will continue to maintain a favourable financial position at 30 June 2017 as a result of:

- continued good management of cash and receivables assets
- providing grant and equity contributions to enable the PSBA to efficiently manage the department's capital program
- investments in new and replacement plant and equipment over the 2016-17 fiscal year
- continued management of payables and employee benefit liabilities.

Forecast net assets at 30 June 2017 are \$67.1 million, a reduction of \$15.3 million against the budgeted net assets at 30 June 2016 and unchanged from the Estimated Actual net assets at 30 June 2016. The department's cash position at 30 June is forecast to remain positive throughout the forward estimates period. Continued low trade debtors estimated at 30 June 2016 is expected to remain low throughout the forward estimates period as a result of ongoing active pursuit of aged debtors.

Controlled income statement

Queensland Fire and Emergency Services	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
INCOME				
Appropriation revenue	8,13	78,709	78,605	80,272
Taxes	9,14	460,923	460,192	486,285
User charges and fees	1	51,409	50,627	51,157
Royalties and land rents	
Grants and other contributions	2,15	54,911	58,406	55,324
Interest	3	1,608	1,281	1,354
Other revenue	4	763	964	864
Gains on sale/revaluation of assets	
Total income		648,323	650,075	675,256
EXPENSES				
Employee expenses	5,10,16	329,001	344,573	355,898
Supplies and services	6,11,17	123,668	106,159	118,255
Grants and subsidies	7,12,18	142,455	144,341	148,237
Depreciation and amortisation		4,704	4,706	4,775
Finance/borrowing costs	
Other expenses		47,336	47,422	47,571
Losses on sale/revaluation of assets		518	170	520
Total expenses		647,682	647,371	675,256
OPERATING SURPLUS/(DEFICIT)		641	2,704	..

Controlled balance sheet

Queensland Fire and Emergency Services	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
CURRENT ASSETS				
Cash assets	19,26,34	28,311	29,099	25,799
Receivables		38,892	39,017	39,017
Other financial assets	
Inventories	20,27	2,013	2,630	2,630
Other	21,28	1,752	2,368	2,368
Non-financial assets held for sale	
Total current assets		70,968	73,114	69,814
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	29,35	21,810	21,124	23,835
Intangibles	22,30	15,502	12,390	12,979
Other	
Total non-current assets		37,312	33,514	36,814
TOTAL ASSETS		108,280	106,628	106,628
CURRENT LIABILITIES				
Payables	23,31	8,320	17,571	17,571
Accrued employee benefits		17,551	18,658	18,658
Interest bearing liabilities and derivatives	
Provisions	
Other	24,32	..	3,294	3,294
Total current liabilities		25,871	39,523	39,523
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		25,871	39,523	39,523
NET ASSETS/(LIABILITIES)		82,409	67,105	67,105
EQUITY				
TOTAL EQUITY	25,33	82,409	67,105	67,105

Controlled cash flow statement

Queensland Fire and Emergency Services	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Appropriation receipts	43,48	78,709	78,378	80,272
User charges and fees		50,891	50,457	50,637
Royalties and land rent receipts	
Grants and other contributions	36,49	8,855	12,350	9,045
Interest received	37	1,608	1,281	1,354
Taxes	44,50	460,923	460,192	486,285
Other		763	964	864
Outflows:				
Employee costs	38,45,51	(329,001)	(344,573)	(355,898)
Supplies and services	39,46,52	(123,668)	(106,159)	(118,255)
Grants and subsidies	40,47,53	(142,455)	(144,341)	(148,237)
Borrowing costs	
Other		(1,280)	(1,366)	(1,292)
Net cash provided by or used in operating activities		5,345	7,183	4,775
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of non-financial assets	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for non-financial assets	41,54	(8,367)	(3,962)	(8,075)
Payments for investments	
Loans and advances made	
Net cash provided by or used in investing activities		(8,367)	(3,962)	(8,075)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	42,55	..	(12,361)	..
Net cash provided by or used in financing activities		..	(12,361)	..
Net increase/(decrease) in cash held		(3,022)	(9,140)	(3,300)
Cash at the beginning of financial year		31,333	38,239	29,099
Cash transfers from restructure	
Cash at the end of financial year		28,311	29,099	25,799

Explanation of variances in the financial statements

Income statement

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

1. The reduction in user charges and fees is mainly due to a reduction in income from commercial services consequent on the downturn in the mining industry.
2. The increase in grants and contributions is mainly the result of higher than forecast recoveries of counter disaster operations expenses incurred in providing services at Natural Disaster Relief and Recovery Arrangements (NDRRA) activated events in 2014-15 and an increase in sponsorship incomes.
3. The reduction in interest income is due to a reduction in the estimated interest on emergency management levy arrears, following lower than forecast levy growth in 2014-15.
4. The increase in other revenue is due mainly to higher than budgeted insurance recoveries.
5. The increase in employee expenses is mainly due to provisions for auxiliary wage award increases, overtime and higher duties expenses.
6. The reduction in supplies and services is partly due to the containment of professional services, equipment, computer, equipment maintenance and property repairs expenses, and partly due to the transfer of funding from supplies and services to employee expenses necessary for increases in the provisions for overtime expenses, auxiliary wages following approval of an Auxiliary Award, and to fund additional permanent and project or temporary roles necessary to progress the establishment of the department, and to continue progressive input to and implementation of the recommendations and findings of reviews impacting the operation and performance of the department.
7. The increase in grants and subsidies is mainly due to an increase in the grant to the Public Safety Business Agency (PSBA) to provide additional goods and services for the department.

Major variations between 2015-16 Budget and 2016-17 Budget include:

8. The increase in appropriation revenue is mainly the result of \$1.3 million to fund additional firefighter recruits and recruit training to establish a reserve roster of 49 full-time equivalents (FTEs) as an alternative solution to backfilling positions through overtime and temporary firefighters, and \$750,000 in 2016-17 as part of \$3 million over 10 years to fund a comprehensive consumer protection campaign about legislative changes to domestic dwelling smoke alarms and the need for practised fire escape plans.
9. The increase in taxes is due to a 3.5 per cent increase in emergency management levies from 1 July 2016 and forecast growth in levied properties of 2.17 per cent.
10. The increase in employee expenses is mainly due to provisions for wage increases and overtime expenses, and funding for additional firefighter recruits and recruit training to establish a reserve roster of 49 FTEs as an alternative solution to backfilling positions through overtime and temporary firefighters.
11. The reduction in supplies and services is mainly due to the retiming of requirements for communications infrastructure investments necessary outside the area covered by the Government Wireless Network, offset by \$750,000 in 2016-17 as part of \$3 million over 10 years to fund a comprehensive consumer protection campaign about legislative changes to domestic dwelling smoke alarms and the need for practised fire escape plans.
12. The increase in grants and subsidies is mainly due to an increase in the grant to the PSBA to provide for additional goods and services for the department.

Major variations between 2015-16 Estimated Actual and the 2016-17 Budget include:

13. The increase in appropriation revenue is mainly the result of \$1.3 million to fund additional firefighter recruits and recruit training to establish a reserve roster of 49 FTEs as an alternative solution to backfilling positions through overtime and temporary firefighters, and \$750,000 in 2016-17 as part of \$3 million over 10 years to fund a comprehensive consumer protection campaign about legislative changes to domestic dwelling smoke alarms and the need for practised fire escape plans.
14. The increase in taxes is due to a 3.5 per cent increase in emergency management levies from 1 July 2016 and forecast growth in levied properties of 2.17 per cent.
15. The decrease in grants and contributions is mainly due to a reduction in the estimated recoveries of counter disaster operations expenses from NDRRA activated events in 2015-16.

16. The increase in employee expenses is mainly due to provisions for wage increases and funding for additional firefighter recruits and recruit training to establish a reserve roster of 49 FTEs as an alternative solution to backfilling positions through overtime and temporary firefighters.
17. The increase in supplies and services is due mainly to a forecasted three per cent increase for supplies and services price increases and the rescheduling of a provision for critical investments in digital communications infrastructure required outside the area covered by the Government Wireless Network, offset by \$750,000 in 2016-17 as part of \$3 million over 10 years to fund a comprehensive consumer protection campaign about legislative changes to domestic dwelling smoke alarms and the need for practised fire escape plans.
18. The increase in grants and subsidies is mainly due to an increase in the grant to the PSBA to provide for additional goods and services for the department.

Balance sheet

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

19. The increase in cash assets is mainly due to operating income higher than budgeted and operating expenses lower than budgeted for 2015-16.
20. The increase in inventories is mainly due to higher holdings of the State Emergency Service (SES) and rural fire brigade operational and protective equipment following mild storm and bushfire seasons in 2015-16.
21. The increase in other current assets is due mainly to increases in supplies and vehicle prepayments.
22. The decrease in intangibles reflects lower than expected capital acquisitions.
23. The increase in payables reflects the timing of payments in 2015-16.
24. The increase in other current liabilities reflects the timing of expenditure reimbursements to other agencies within the Public Safety portfolio.
25. The reduction in total equity is mainly due to the transfer of cash back to the PSBA in 2015-16 to fund continued implementation of the rescheduled 2014-15 capital program.

Major variations between 2015-16 Budget and 2016-17 Budget include:

26. The reduction in cash assets is principally due to the need to fund increases in the PSBA urban and rural vehicle capital budgets, offset by a reduction in the department's capital plant and equipment requirements.
27. The increase in inventories is mainly due to higher holdings of SES and rural fire brigade operational and protective equipment to meet bushfire and storm responses.
28. The increase in other current assets is due mainly to increases in supplies and vehicle prepayments.
29. The increase in property, plant and equipment reflects acquisitions of operational and specialised equipment to meet the department's service delivery obligations.
30. The decrease in intangibles reflects lower than expected capital acquisitions.
31. The increase in payables reflects the timing of payments in 2015-16.
32. The increase in other current liabilities reflects the timing of expenditure reimbursements to other agencies within the Public Safety portfolio.
33. The reduction in total equity is mainly due to the transfer of cash back to the PSBA in 2015-16 to fund continued implementation of the rescheduled 2014-15 capital program.

Major variations between 2015-16 Estimated Actual and the 2016-17 Budget include:

34. The reduction in cash assets is principally due to the need to fund increases in the PSBA urban and rural vehicle capital budgets, offset by a reduction in the department's capital plant and equipment requirements.
35. The increase in property, plant and equipment reflects acquisitions of operational and specialised equipment to meet the department's service delivery obligations.

Cash flow statement

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

36. The increase in grants and other contributions is mainly due to higher than forecast recoveries of counter disaster operations expenses incurred in providing services at NDRRA activated events in 2014-15 and an increase in sponsorship receipts.

37. The reduction in interest received is due to a reduction in the estimated interest on emergency management levy arrears, following lower than forecast levy growth in 2014-15.
38. The increase in employee costs is mainly due to provisions for auxiliary wage award increases, overtime and higher duties expenses.
39. The reduction in supplies and services is mainly due to the containment of professional services, equipment, computer, equipment maintenance and property repairs expenses.
40. The increase in grants and subsidies is mainly due to an increase in the grant to PSBA to provide additional goods and services for the department.
41. The reduction in payments for non financial assets is due mainly to a reduction in the department's capital plant and equipment requirements, offset by the need to fund increases in PSBA urban and rural vehicle capital expenditure to maintain appliance fleet useful lives within agreed parameters.
42. The increase in equity withdrawals is due mainly to the transfer of cash back to PSBA in 2015-16 to fund continued implementation of the rescheduled 2014-15 capital program.

Major variations between 2015-16 Budget and 2016-17 Budget include:

43. The increase in appropriation receipts is mainly the result of \$1.3 million to fund additional firefighter recruits and recruit training to establish a reserve roster of 49 FTEs as an alternative solution to backfilling positions through overtime and temporary firefighters, and \$750,000 in 2016-17 as part of \$3 million over 10 years to fund a comprehensive consumer protection campaign about legislative changes to domestic dwelling smoke alarms and the need for practised fire escape plans.
44. The increase in taxes is due to a 3.5 per cent increase in emergency management levies from 1 July 2016 and forecast growth in levied properties of 2.17 per cent.
45. The increase in employee costs is mainly due to provisions for wage increases and overtime expenses and funding for additional firefighter recruits and recruit training to establish a reserve roster of 49 FTEs as an alternative solution to backfilling positions through overtime and temporary firefighters.
46. The reduction in supplies and services is mainly due to the retiming of requirements for communications infrastructure investments necessary outside the area covered by the government wireless network, offset by \$750,000 in 2016-17 as part of \$3 million over 10 years to fund a comprehensive consumer protection campaign about legislative changes to domestic dwelling smoke alarms and the need for practised fire escape plans.
47. The increase in grants and subsidies is mainly due to an increase in the grant to PSBA to provide for additional goods and services for the department.

Major variations between 2015-16 Estimated Actual and the 2016-17 Budget include:

48. The increase in appropriation receipts is mainly the result of \$1.3 million to fund additional firefighter recruits and recruit training to establish a reserve roster of 49 FTEs as an alternative solution to backfilling positions through overtime and temporary firefighters, and \$750,000 in 2016-17 as part of \$3 million over 10 years to fund a comprehensive consumer protection campaign about legislative changes to domestic dwelling smoke alarms and the need for practised fire escape plans.
49. The reduction in grants and other contributions is mainly due to a reduction in the estimated recoveries of counter disaster operations expenses from NDRRA activated events in 2015-16.
50. The increase in taxes is due to a 3.5 per cent increase in emergency management levies from 1 July 2016 and forecast growth in levied properties of 2.17 per cent.
51. The increase in employee costs is mainly due to provisions for wage increases and funding for additional firefighter recruits and recruit training to establish a reserve roster of 49 FTEs as an alternative solution to backfilling positions through overtime and temporary firefighters.
52. The increase in supplies and services is due mainly to a forecasted 3 per cent increase for supplies and services price increases and the retiming of a provision for critical investments in digital communications infrastructure required outside the area covered by the government wireless network, offset by \$750,000 in 2016-17 as part of \$3 million over 10 years to fund a comprehensive consumer protection campaign about legislative changes to domestic dwelling smoke alarms and the need for practised fire escape plans.
53. The increase in grants and subsidies is mainly due to an increase in the grant to PSBA to provide for additional goods and services for the department.
54. The increase in payments for non financial assets reflects acquisitions of operational and specialised equipment to meet the department's service delivery obligations.
55. The reduction in equity withdrawals is due mainly to the transfer of cash back to PSBA in 2015-16 to fund continued implementation of the rescheduled 2014-15 capital program.



Public Safety Business Agency

Departmental overview

The Review of the Public Safety Business Agency was tabled in Parliament in February 2016. The review considered the scope, function and structure of the department to ensure it effectively supported public safety service delivery to the community. The review recommended the department narrow its focus to corporate support and made eight recommendations. The Government accepted the review's recommendations, with the exception of Recommendation 6 (to transfer Queensland Government Air (QGAir) fixed wing services to the Queensland Police Service). It is intended to implement the majority of findings and recommendations of the review by 1 July 2016.

The department is committed to its vision of being a trusted provider delivering value through high quality corporate and support services. The key objectives of the department are:

- business - strong service focus, delivering value for money
- clients - agile, respectful, responsive relationships
- people - productive, engaged, inclusive workforce.

The department helps fulfil the Government's objectives of delivering quality frontline services and building safe, caring and connected communities by providing professional ICT, financial, procurement, asset management and human resources services to the Queensland Police Service, Queensland Fire and Emergency Services, and Office of the Inspector-General Emergency Management, managing QGAir Wing services, and providing ICT services to the Queensland Ambulance Service and Queensland Corrective Services. In support of the Government's objectives, the department will implement a range of strategies, including:

- delivering quality services
- understanding and supporting the needs of its clients
- improving business processes in consultation with clients
- investing in innovation and technology to improve outcomes
- fostering collaboration and information sharing
- ensuring clarity of service provision and standards
- establishing and maintaining respectful client relationships
- embedding clients in decision making
- enhancing its service culture
- investing in its people to support a skilled, knowledgeable and capable workforce
- focusing on staff health and wellbeing
- acknowledging, celebrating and rewarding people and teams.

The key challenges for the department in 2016-17 include:

- successfully adapting to the new business model and delivering improved services that meet the needs of our clients
- growing demand for services that are customised, delivered on demand, and available across multiple platforms
- maintaining ICT security to minimise disruptive activity and misuse of information, and support business continuity
- keeping pace with advancements in new technologies, which will have implications for information management, community engagement, and service delivery.

In 2016-17, the department will deliver on its priorities through a number of initiatives including:

- implementing the recommendations of the Review of the Public Safety Business Agency
- QGAir's work to obtain the Air Operator's Certificate
- developing a unified whole of public safety portfolio strategic ICT investment plan
- implementing the ongoing capital improvement program for frontline services.

The department has responsibility for delivering most new and ongoing capital initiatives to support the operational capability of the Queensland Police Service and the Queensland Fire and Emergency Services. This includes new or upgraded police and fire and rescue stations across the State, new and replacement police, fire and emergency service vehicles, and a range of ICT initiatives across the portfolio helping officers work smarter and safer. In 2016-17 this includes a program of accelerated capital works to provide new and refreshed facilities in parts of regional Queensland.

Service performance

Performance statement

Corporate Services

Service area objective

To deliver high quality and sustainable corporate services to our clients and customers.

Service area description

Corporate services to the public safety portfolio agencies include:

- business services including finance, asset management and procurement
- tactical human resource services
- advisory services on corporate service strategy
- frontline and digital services, including communication centres, IT maintenance and service delivery
- QGAir.

2016-17 service area highlights

In 2016-17 key highlights include:

- developing a blueprint outlining the new role and purpose of the department
- supporting the replacement of the current paper based police rostering system with an electronic process to improve police productivity
- supporting delivery of mobile service capability and completing the delivery of 5,400 mobile devices to provide real time access to information for police officers in the field
- implementing the ongoing capital improvement program for frontline services, including replacing and upgrading police and auxiliary fire and rescue stations
- replacing aircraft and the QGAir Cairns rotary wing facility to ensure QGAir meets future service requirements.

Public Safety Business Agency	Notes	2015-16 Target/Est.	2015-16 Est. Actual	2016-17 Target/Est.
Service area: Corporate Services¹				
Service standards				
<i>Effectiveness measure</i>				
Customer satisfaction	2	≥50%	36%	≥50%
<i>Efficiency measure</i>				
Cost of Public Safety Business Agency services per person	3,4	≤\$130	\$143	\$142

Notes:

1. The scope of services has been substantially refined as a result of the Review of the Public Safety Business Agency, with the majority of changes intended to be implemented by 1 July 2016. As a result of this review, strategic and operational services will be transferred to the Queensland Police Service and Queensland Fire and Emergency Services including operational functions, strategy, recruitment, education and training, workplace health and safety, ethical standards, media services, right to information, ministerial services and cabinet legislation liaison. In addition, responsibility for Blue Card Services will be transferred to the Department of Justice and Attorney-General and State Government Security will transfer to the Queensland Police Service.
2. This service standard is measured through an annual customer satisfaction survey and assesses overall client satisfaction with the department. The customer satisfaction result comprises survey respondents who indicated that they were either satisfied or very satisfied with the services provided by the department over the last 12 months. Customers include Queensland Fire and Emergency Services, the Queensland Police Service, the Office of the Inspector-General Emergency Management and Ministerial staff, as well as key stakeholders

from other government and non-government organisations who have accessed the services of the department. Internal departmental responses are excluded from this result.

3. This service standard measures the cost of delivering departmental services on a per capita Queensland basis. Population data for the 2015-16 Estimated Actual is sourced from the Australian Bureau of Statistics Catalogue No. 3101.0. The 2016-17 Target/Estimate is based on Queensland Treasury population estimates.
4. The 2016-17 Target/Estimate is based on the forecast budget for the department for 2016-17, which does not reflect the intended implementation of the Review of the Public Safety Business Agency. The 2015-16 Estimated Actual increase is primarily due to machinery-of-government transfers, additional expenditure for programs, and programs delivered on behalf of the department's clients and customers.

Discontinued measures

Performance measures included in the 2015-16 *Service Delivery Statements* that have been discontinued or replaced are reported in the following table with estimated actual results.

Public Safety Business Agency	Notes	2015-16 Target/Est.	2015-16 Est. Actual	2016-17 Target/Est.
Service area: Corporate Services				
Average processing time (days) of blue card applications where there is no criminal history		14	11	Discontinued measure

Note:

1. This measure is being discontinued as it would be classified as a timeliness measure and not a measure of service effectiveness with reference to the performance criteria within the Queensland Audit Office's Report on Monitoring and Reporting Performance.

Departmental budget summary

The table below shows the total resources available in 2016-17 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Public Safety Business Agency	2015-16 Budget \$'000	2015-16 Est. Actual \$'000	2016-17 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹			
Deferred from previous year/s	13,070	7,116	34,780
Balance of service appropriation	403,881	408,010	374,234
Other revenue	272,307	275,510	287,975
Total income	689,258	690,636	696,989
Expenses			
Corporate services	680,760	684,101	683,111
Total expenses	680,760	684,101	683,111
Operating surplus/deficit	8,498	6,535	13,878
Net assets	2,521,221	2,599,379	2,695,089

Note:

1. Appropriation revenue includes State and Commonwealth funding.

Service area sources of revenue¹

Sources of revenue 2016-17 Budget					
Public Safety Business Agency	Total cost \$'000	State contribution \$'000	User charges and fees \$'000	C'wealth revenue \$'000	Other revenue \$'000
Corporate services	683,111	408,715	74,299	299	213,676
Total	683,111	408,715	74,299	299	213,676

Note:

1. Explanations of variances are provided in the financial statements.

Budget measures summary

This table shows a summary of budget measures relating to the department since the 2015-16 State Budget. Further details are contained in *Budget Paper 4*.

Public Safety Business Agency	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Revenue measures					
Administered
Departmental
Expense measures					
Administered
Departmental ¹	5,000	4,903	1,587	1,087	788
Capital measures					
Administered
Departmental	5,161

Note:

- Figures reconcile with *Budget Paper 4*, including the whole-of-government expense measures 'Brisbane CBD government office agency rental impacts' and 'Reprioritisation allocations'.

Departmental capital program

In 2016-17 the department's capital program provides an investment of \$189.5 million in capital purchases to support the delivery of essential frontline public safety services to Queensland's communities.

This investment will fund capital works, information technology and other essential equipment for the Queensland Police Service, Queensland Fire and Emergency Services and the Office of the Inspector-General Emergency Management.

Program highlights include the delivery of the following initiatives for Queensland Fire and Emergency Services, Queensland Police Service and the Public Safety Business Agency.

Queensland Fire and Emergency Services:

- In 2015-16 the capital program delivered initiatives including:
 - \$9.5 million to deliver a replacement permanent fire and rescue station at Petrie; a replacement auxiliary fire and rescue station at Dayboro; and upgrades to permanent fire and rescue stations at Bundamba, Burleigh and Kemp Place
 - \$4 million to progress the replacement permanent fire and rescue station at Bundaberg
 - \$1.2 million to commence the replacement of auxiliary fire and rescue stations at Cunnamulla and Gordonvale; and upgrade the Roma auxiliary fire and rescue station
 - \$2 million to deliver fitout of facilities at Kunda Park and Morningside, and enhancements to the State Disaster Coordination Centre
 - \$4.4 million for strategic land acquisitions and rural land purchases
 - \$27.5 million for replacement and new urban and rural fire appliances
 - \$3.8 million for minor capital works across the State including upgrades of fire and rescue station amenities
 - \$3.1 million for operational and communications equipment.
- In 2016-17, \$74 million is provided for fire and emergency services facilities, urban and rural fire appliances and communications equipment including:
 - \$5.6 million to commence replacement auxiliary fire and rescue stations at Childers, Gordonvale, Oakey, Rainbow Beach and Tara, and to extend the auxiliary fire and rescue station at Thursday Island
 - \$2.3 million to continue the replacement of the auxiliary fire and rescue station at Charleville and commence the specialist response and training facility upgrade at North Rockhampton
 - \$9.8 million to complete the replacement permanent fire and rescue station, Rural Fire Service Queensland and State Emergency Service (SES) facilities at Bundaberg and Petrie and the auxiliary fire and rescue station at Cunnamulla
 - \$8 million to complete the upgrade of the permanent fire and rescue station at Bundamba, the replacement auxiliary fire and rescue station, Rural Fire Service Queensland and SES facility at Roma, and upgrade the south western region headquarters at Charlton
 - \$2.9 million to upgrade the Horn Island collocated Rural Fire Service Queensland and SES facility, the permanent fire and rescue and auxiliary fire and rescue station at Mount Isa and the Richmond auxiliary fire and rescue station
 - \$4 million for strategic land acquisitions and rural land purchases
 - \$34.5 million for replacement and new urban and rural fire appliances
 - \$3.9 million for minor capital works across the State including upgrades of fire and rescue station amenities
 - \$3.1 million for operational and communications equipment.

Queensland Police Service:

- The 2015-16 capital program delivered initiatives including:
 - \$7.7 million to complete the replacement police station and watchhouse at Kingaroy and upgrade the Nanango police station
 - \$2.7 million to complete upgrades to the Thursday Island police station and watchhouse, the Police Communications Centre and the Forensic Service facility in Brisbane
 - \$1.3 million to complete additional police housing in Bamaga
 - \$2.4 million to provide upgraded closed circuit cameras (CCTV) across the State including at Sandgate, Townsville, Wynnum and Gladstone watchhouses
 - \$8.9 million for minor capital works across the State

- \$34.9 million for 15 new and 962 replacement police service vehicles
- \$43 million for a range of ICT initiatives including mobile services and the Public Safety Network
- \$5.2 million for major plant and equipment including aircraft maintenance and upgrades.
- In 2016-17 \$98.9 million is provided for Queensland Police Service facilities, information and communication technology and other essential equipment including:
 - \$6.1 million to commence the replacement police station at Gordonvale, replacement police station and watchhouse project at Caboolture and upgrade the police station at Bowen
 - \$3 million to commence the construction of the new collocated Road Policing Unit and Special Emergency Response Team facility at Cairns
 - \$8.6 million to complete the replacement police station and watchhouse at Kingaroy, the replacement police station at Maleny, replacement police station and residence upgrade at Nanango and the Forensic Service facility upgrade at Police Headquarters
 - \$9.7 million to continue the Police Headquarters renewal project, and deliver the upgrade of holding cells at Yarrabah, Bamaga residential accommodation, replacement residence at Halifax and upgraded CCTV across the State
 - \$32 million for new and replacement police service vehicles
 - \$21.6 million for major plant and equipment including for Mobile Services and the Public Safety Network
 - \$12 million for a range of information and communication technology initiatives
 - \$5.9 million for minor capital works across the State.

Public Safety Business Agency – Other Departmental Capital:

- in 2015-16 \$14.9 million was provided for information systems development and other plant and equipment.
- in 2016-17 \$16.6 million is provided to fund information systems development and other plant and equipment including information technology asset replacements across the Public Safety portfolio and to support the Queensland Ambulance Service information and communication technology.

Capital budget

Public Safety Business Agency	Notes	2015-16 Budget \$'000	2015-16 Est. Actual \$'000	2016-17 Budget \$'000
Capital purchases¹				
Total land, buildings and infrastructure		47,904	46,406	69,789
Total plant and equipment		130,222	136,088	119,684
Total other capital	
Total capital purchases		178,126	182,494	189,473

Note:

1. For more detail on the agency's capital acquisitions please refer to *Budget Paper 3*.

Staffing¹

Public Safety Business Agency	Notes	2015-16 Budget	2015-16 Est. Actual	2016-17 Budget
Corporate Services	2	1,994	2,025	2,057
TOTAL	3,4,5	1,994	2,025	2,057

Notes:

1. Full-time equivalents (FTEs) as at 30 June.
2. The Corporate Services service area description reflects the intended implementation of the Review of the Public Safety Business Agency. The FTEs in this table continue to be representative of the 2015-16 service area description - Strategic, Corporate and Operational Services.
3. The FTEs in the 2015-16 Estimated Actual include: a decrease of FTEs transferred to Queensland Fire and Emergency Services; additional positions created through the conversion of contractors to employees; additional temporary positions for implementation of an Electronic Rostering System for the Queensland Police Service and the Human Resource Information System payroll and Human Capital Management system for Queensland Fire and Emergency Services, Queensland Ambulance Service, Queensland Corrective Services and the Office of the Inspector-General Emergency Management.
4. The FTEs in the 2016-17 Budget include: further temporary positions for implementation of an Electronic Rostering System for the Queensland Police Service; temporary positions to facilitate Corporate Services preparations for the Queensland Police Service involvement in the Gold Coast 2018 Commonwealth Games; and a project manager for the QGAir Cairns facility redevelopment.
5. All FTEs exclude police officers seconded to the department (over 400 positions).

Budgeted financial statements

Analysis of budgeted financial statements

An analysis of the department's financial position, as reflected in the department's financial statements, is provided below.

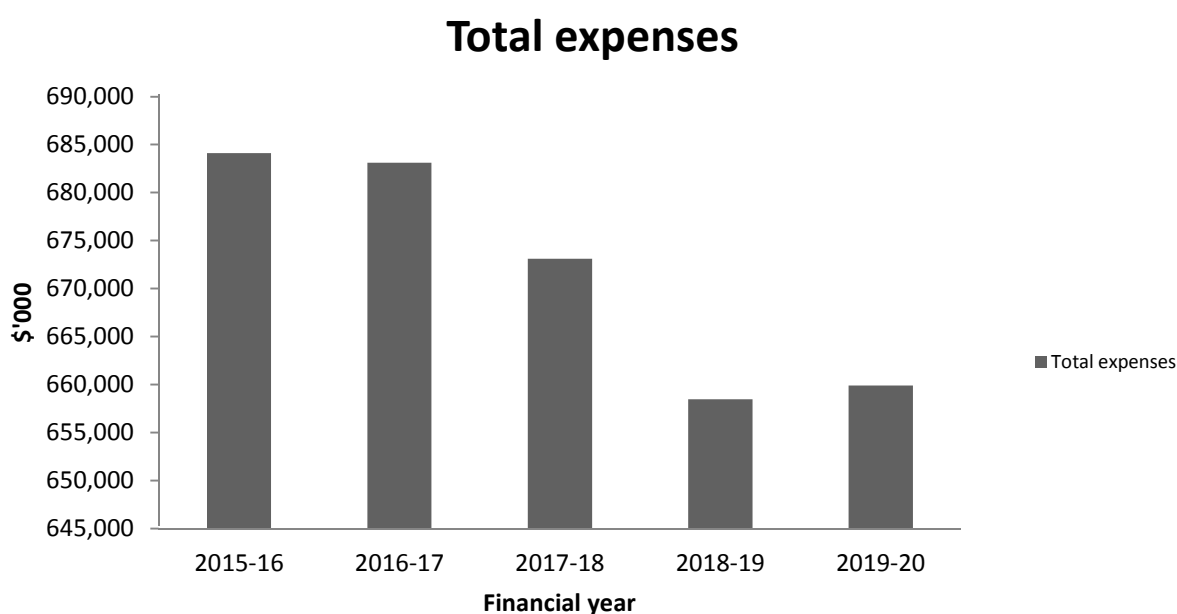
Departmental income statement

Total expenses are estimated to be \$683.1 million in 2016-17, a decrease of \$990,000 from the 2015-16 financial year. The decrease is marginal and reflects:

- lower funding in 2016-17 for the flood-focused road safety campaign
- deferrals of planned expenditure to 2015-16 for delayed projects
- re-profiling of planned expenditure for mobile services capability.

These decreases are partially offset by increased planned expenditure for the human resource and payroll systems.

Chart: Total departmental expenses across the Forward Estimates period



Expenses in 2015-16, 2016-17 and 2017-18 include costs for the human resource and payroll systems project that is expected to be completed in 2018.

Departmental balance sheet

The department's major assets are in property, plant and equipment and intangibles (\$2.608 billion) and cash (\$107.6 million). Non-current assets are expected to increase by 9.4 per cent over the next three years, principally due to anticipated acquisition levels and revaluations over the period. The department's main liabilities relate to payables (\$57.4 million).

Controlled income statement

Public Safety Business Agency	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
INCOME				
Appropriation revenue	3,8	416,951	415,126	409,014
Taxes	
User charges and fees	1,4,9	68,928	72,674	74,299
Royalties and land rents	
Grants and other contributions	5,10	199,611	199,068	209,901
Interest	
Other revenue		1,768	1,768	1,775
Gains on sale/revaluation of assets		2,000	2,000	2,000
Total income		689,258	690,636	696,989
EXPENSES				
Employee expenses	2,6,11	212,607	216,560	220,132
Supplies and services	7,12	233,662	231,588	226,903
Grants and subsidies		30,974	30,974	30,975
Depreciation and amortisation		134,864	134,864	135,017
Finance/borrowing costs		471	471	471
Other expenses		66,182	67,644	67,613
Losses on sale/revaluation of assets		2,000	2,000	2,000
Total expenses		680,760	684,101	683,111
OPERATING SURPLUS/(DEFICIT)		8,498	6,535	13,878

Controlled balance sheet

Public Safety Business Agency	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
CURRENT ASSETS				
Cash assets	13,23,33	78,569	125,829	107,564
Receivables	14,24	35,445	29,108	29,108
Other financial assets	
Inventories		..	843	843
Other	15,25	3,296	22,583	22,583
Non-financial assets held for sale		4,351	5,084	5,084
Total current assets		121,661	183,447	165,182
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	16,26,34	2,421,528	2,458,139	2,570,594
Intangibles	17,27	42,766	36,211	37,650
Other	
Total non-current assets		2,464,294	2,494,350	2,608,244
TOTAL ASSETS		2,585,955	2,677,797	2,773,426
CURRENT LIABILITIES				
Payables	18,28	48,007	57,419	57,419
Accrued employee benefits	19,29	6,690	9,533	9,533
Interest bearing liabilities and derivatives	20,30	1,378	9,700	9,619
Provisions	
Other		148	1,766	1,766
Total current liabilities		56,223	78,418	78,337
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest bearing liabilities and derivatives	21,31	8,511
Provisions	
Other	
Total non-current liabilities		8,511
TOTAL LIABILITIES		64,734	78,418	78,337
NET ASSETS/(LIABILITIES)		2,521,221	2,599,379	2,695,089
EQUITY				
TOTAL EQUITY	22,32,35	2,521,221	2,599,379	2,695,089

Controlled cash flow statement

Public Safety Business Agency	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Appropriation receipts	36,41,48	416,951	425,364	409,014
User charges and fees	37,42,49	68,928	72,674	74,299
Royalties and land rent receipts	
Grants and other contributions	43,50	135,008	134,465	143,872
Interest received	
Taxes	
Other		1,768	1,768	1,775
Outflows:				
Employee costs	38,44,51	(212,607)	(216,560)	(220,132)
Supplies and services	45,52	(233,662)	(231,588)	(226,903)
Grants and subsidies		(30,974)	(30,974)	(30,975)
Borrowing costs		(471)	(471)	(471)
Other		(1,579)	(3,041)	(1,584)
Net cash provided by or used in operating activities		143,362	151,637	148,895
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of non-financial assets		20,000	17,098	18,400
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for non-financial assets	39,46,53	(178,126)	(182,494)	(189,473)
Payments for investments	
Loans and advances made	
Net cash provided by or used in investing activities		(158,126)	(165,396)	(171,073)
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	40,47,54	70,226	87,119	64,504
Outflows:				
Borrowing redemptions		(150)	(150)	(81)
Finance lease payments	
Equity withdrawals		(60,510)	(64,560)	(60,510)
Net cash provided by or used in financing activities		9,566	22,409	3,913
Net increase/(decrease) in cash held		(5,198)	8,650	(18,265)
Cash at the beginning of financial year		83,767	117,179	125,829
Cash transfers from restructure	
Cash at the end of financial year		78,569	125,829	107,564

Explanation of variances in the financial statements

Income statement

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

1. The increase in user charges revenue is due to the delivery of heightened security including the provision and training of extra State Government Security officers.
2. The increase in employee expenses is mainly due enterprise bargaining arrangements.

Major variations between 2015-16 Budget and 2016-17 Budget include:

3. The decrease in appropriation revenue is mainly due to budget transfers from QPS in 2015-16. In addition, funding for the mobile services program, the flood-focused road safety campaign and the body worn video cameras for police officers reduces in 2016-17.
4. The increase in user charges revenue funds the delivery of heightened security including the provision and training of extra State Government Security officers, and an anticipated increase in revenue from Blue Card applications.
5. The increase in grants and other contributions mainly relates to the contribution from Queensland Fire and Emergency Services (QFES) for services provided and the contribution from the Queensland Ambulance Service (QAS) for information and communication technology (ICT) services provided.
6. The increase in employee expenses is mainly due to enterprise bargaining arrangements.
7. The decrease in supplies and services is mainly due to one-off budget transfers from QPS in 2015-16 and expenses for the flood-focused road safety campaign and the body worn video cameras for police officers that reduce in 2016-17. The decrease is partly offset by additional costs for the provision and training of extra State Government Security officers to provide heightened security.

Major variations between 2015-16 Estimated Actual and the 2016-17 Budget include:

8. The decrease in appropriation revenue is mainly due to budget transfers from QPS in 2015-16. In addition, funding for the mobile services program and the flood-focused road safety campaign reduces in 2016-17.
9. The increase in user charges is mainly due to an anticipated increase in revenue from Blue Card applications.
10. The increase in grants and other contributions mainly relates to the contribution from QFES for services provided and the contribution from the QAS for information and ICT services provided.
11. The increase in employee expenses is mainly due to enterprise bargaining arrangements.
12. The decrease in supplies and services is mainly due to one-off budget transfers from QPS in 2015-16 and expenses for the flood-focused road safety campaign that reduce in 2016-17.

Balance sheet

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

13. The increase in cash assets is mainly due to the lower than estimated payments for property, plant and equipment and the timing of payments.
14. The decrease in receivables is due to the estimated timing of receipts in 2015-16.
15. The increase in other current assets is mainly due to higher than estimated prepaid expenses for information and communication services and expenditure reimbursements from QAS, QFES and QPS.
16. Property, plant and equipment increased principally due to higher than anticipated revaluation increments.
17. The decrease in intangibles reflects the reduction in value through higher than anticipated amortisation.
18. The increase in payables reflects the timing of payments in 2015-16.
19. The increase in accrued employee benefits reflects the timing of payments for salaries and wages.
20. The increase in current Interest-bearing liabilities and derivatives reflects the reclassification of loan debt from non-current liabilities.
21. The decrease in non-current interest-bearing liabilities and derivatives reflects the reclassification of loan debt to current liabilities.

22. The increase in total equity is mainly due to the higher than estimated revaluation increments and operating surplus in 2014-15 and equity funding for the capital acquisitions program.

Major variations between 2015-16 Budget and 2016-17 Budget include:

23. The increase in cash assets is mainly due to the lower than estimated payments for property, plant and equipment and the timing of payments.
24. The decrease in receivables is due to the estimated timing of receipts in 2015-16.
25. The increase in other current assets is mainly due to higher than estimated prepaid expenses for information and communication services and expenditure reimbursements from QAS, QFES and QPS.
26. The increase in property, plant and equipment is principally due to the effect of estimated revaluation increments and capital acquisitions.
27. The decrease in intangibles reflects the reduction in value through higher than anticipated amortisation.
28. The increase in payables reflects the timing of payments in 2015-16.
29. The increase in accrued employee benefits reflects the timing of payments for salaries and wages.
30. The increase in current interest-bearing liabilities and derivatives reflects the reclassification of loan debt from non-current liabilities.
31. The decrease in non-current interest-bearing liabilities and derivatives reflects the reclassification of loan debt to current liabilities.
32. The increase in total equity is mainly due to the higher than estimated revaluation increments and operating surplus in 2014-15 and equity funding for the capital acquisitions program.

Major variations between 2015-16 Estimated Actual and the 2016-17 Budget include:

33. The decrease in cash assets is principally due to capital expenditure planned for 2016-17.
34. The increase in property, plant and equipment is principally due to the effect of revaluation increments and capital acquisitions in 2016-17.
35. The increase in total equity is mainly due to the effect of revaluation increments, the operating surplus in 2016-17 and equity funding for the 2016-17 capital program.

Cash flow statement

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

36. The increase in appropriation receipts reflects the service revenue received in 2015-16 to fund 2014-15 depreciation and other operational expenses.
37. The increase in user charges and fees is due to the delivery of heightened security including the provision and training of extra State Government Security officers.
38. The increase in employee costs is mainly due enterprise bargaining arrangements.
39. Payments for non-financial assets increased due to the additional capital acquisitions in 2015-16.
40. The increase in equity injections is due to increased funding for maintenance of the Queensland Government Air Rotary Wing Aircraft and the transfer of funding from QPS for capital works.

Major variations between 2015-16 Budget and 2016-17 Budget include:

41. The decrease in appropriation receipts is mainly due to budget transfers from QPS in 2015-16. In addition, funding for the mobile services program, the flood-focused road safety campaign and the body worn video cameras for police officers reduces in 2016-17.
42. The increase in user charges and fees is due to the delivery of heightened security including the provision and training of extra State Government Security officers.
43. The increase in grants and other contributions mainly relates to the contribution from QFES for services provided and the contribution from the QAS for ICT services provided.
44. The increase in employee costs is mainly due enterprise bargaining arrangements.
45. The decrease in supplies and services is mainly due to one-off budget transfers from QPS in 2015-16 and expenditure for the flood focused road safety campaign and the body worn video cameras for police officers that reduces in 2016-17.

- 46. The increase in payments for non-financial assets relates to the capital acquisitions program for 2016-17.
- 47. The reduction in equity injections is due to increased funding for maintenance of the Queensland Government Air Rotary Wing Aircraft in 2015-16 only and the transfer of increased funding from QPS for capital works in 2015-16.

Major variations between 2015-16 Estimated Actual and the 2016-17 Budget include:

- 48. The decrease in appropriation receipts is mainly due to budget transfers from QPS in 2015-16. In addition, funding for the mobile services program and the flood-focused road safety campaign reduces in 2016-17.
- 49. The increase in user charges and fees is mainly due to an anticipated increase in revenue from Blue Card applications.
- 50. The increase in grants and other contributions mainly relates to the contribution from QFES for services provided and the contribution from the QAS for ICT services provided.
- 51. The increase in employee costs is mainly due enterprise bargaining arrangements.
- 52. The decrease in supplies and services is mainly due to budget transfers from QPS in 2015-16 and expenditure for the flood-focused road safety campaign that reduces in 2016-17.
- 53. The increase in payments for non-financial assets relates to the capital acquisitions program for 2016-17.
- 54. The reduction in equity injections is due to increased funding for maintenance of the Queensland Government Air Rotary Wing Aircraft in 2015-16 only and reduced funding transfers from QPS for capital works.



Office of the Inspector-General Emergency Management

Departmental overview

The Office of the Inspector-General Emergency Management (IGEM) was established on 1 July 2014 to enable confidence in Queensland's emergency management arrangements.

The Office of the IGEM's vision is to be a catalyst for excellence in emergency management. To support this, the strategic objectives of the Office of the IGEM are to:

- ensure Government, stakeholders and the community receive independent assurance and advice about Queensland's emergency management arrangements
- ensure authoritative reporting enhances accountability and improved community confidence and outcomes in emergency management
- drive a culture of excellence and innovation across the emergency management sector by connecting stakeholders, creating partnerships and marshalling expertise
- ensure a high performing, agile, engaged and connected workforce that consistently delivers quality services.

The Office of the IGEM is committed to delivering on the Queensland Government's objectives for the community of building safe, caring and connected communities and delivering quality frontline services. The Office of the IGEM does this by reviewing and assessing Queensland's disaster management arrangements for opportunities to improve community outcomes.

The Office of the IGEM has identified the following strategic risks and challenges for 2016-17 and into the future:

- reducing barriers to responsive and integrated disaster management for local governments, state agencies and other partners
- ensuring performance is measured against outcomes
- ensuring continued 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 appropriate action to mitigate these risks
- ensuring the broader disaster management framework remains contemporary
- ensuring the value of advice and the related outcomes is greater than the investment required for implementation.

To address these risks and challenges in 2016-17, the Office of the IGEM will progress a range of strategies including:

- embedding and validating the Emergency Management Assurance Framework, in collaboration with stakeholders
- providing diligent oversight to ensure that accountabilities and responsibilities are known, understood and met across emergency management
- designing and applying assurance activities, tools and processes that are valued by our stakeholders and enable performance improvements, evaluation and reporting
- undertaking targeted reviews and system analysis that identify risks, gaps and prioritise improvements on the basis of community outcomes
- encouraging and harnessing trusted partnerships, enabled by transparent systems and processes, that promote innovation, interoperability, consultation and knowledge transfer across the emergency management sector
- connecting and engaging with stakeholders through key platforms that enable timely and open communication and help us to understand their needs
- integrating lessons identified, research, analysis and good practice into the provision of evidence-based policy and advice
- providing timely, clear and helpful information and advice that enhances links between emergency management and interdependent policy and programs
- promoting a coordinated strategic direction for emergency management in Queensland.

Service performance

Performance statement

Independent Assurance and Advice to Improve Emergency Management

Service area objective

To provide independent assurance and advice that enables confidence in Queensland's emergency management arrangements.

Service area description

The Office of the IGEM provides independent assurance and advice about Queensland's emergency management arrangements and authoritative reporting to enhance accountability and improve outcomes for the community.

The Office of the IGEM has established the Standard for Disaster Management in Queensland (the Standard), which forms part of the Emergency Management Assurance Framework. The Office of the IGEM undertakes targeted reviews and system analysis to identify risks to emergency management planning, preparedness, response and recovery arrangements and recommends evidence-based improvements.

2016-17 service area highlights

In 2016-17, the Office of the IGEM will continue to review and assess disaster management arrangements in Queensland through a risk based approach, including undertaking reviews that may arise from future disaster events. Further highlights include:

- enabling stakeholders to conduct a health check of their disaster management capability against the Standard through systems and processes that are easy to use, accessible and that provide clear, useful and timely information
- progressing research and collaborative opportunities with universities and other institutions so that lessons identified, research and good practice are integrated into evidence-based policy and advice
- facilitating continuous improvement, consultation and collaboration across the sector through the statewide network of disaster management officers and local disaster coordinators.

Office of the Inspector-General Emergency Management	Notes	2015-16 Target/Est.	2015-16 Est. Actual	2016-17 Target/Est.
Service area: Independent Assurance and Advice to Improve Emergency Management				
Service standards				
<i>Effectiveness measures</i>				
Customer satisfaction	1,2,3	80%	83%	80%
Proportion of recommendations agreed to by entities to which the recommendations apply	4,5	80%	85%	80%
<i>Efficiency measures⁶</i>				

Notes:

1. This service standard is measured as part of an annual customer survey. Customers include the Minister, state and local government stakeholders with a role in disaster and emergency management.
2. This service standard measures overall satisfaction with the Office of the IGEM. Overall satisfaction is measured in terms of satisfaction with aspects of staff performance, timeliness, accessibility, quality, advice given and services provided.
3. This service standard measures the number of respondents who indicated they were either 'very satisfied' or 'satisfied' with the services and advice provided by the Office of the IGEM represented as a percentage of the total number of responses received.

4. This service standard measures the number of recommendations agreed to by the entities to which the recommendations apply, expressed as a percentage of the total number of recommendations made by the IGEM. This calculation is based on reports formally provided to the Minister during the 2015-16 financial year.
5. 'Agreed to' refers to those recommendations which have been accepted by an accountable officer of the entity to which the recommendation applies.
6. An efficiency measure is being developed and will be included in a future *Service Delivery Statement*.

Departmental budget summary

The table below shows the total resources available in 2016-17 from all sources and summarises how resources will be applied by service area and by controlled and administered classifications.

Office of the Inspector-General Emergency Management	2015-16 Budget \$'000	2015-16 Est. Actual \$'000	2016-17 Budget \$'000
CONTROLLED			
Income			
Appropriation revenue ¹			
Deferred from previous year/s	50	73	..
Balance of service appropriation	3,836	3,874	3,911
Other revenue	721	721	742
Total income	4,607	4,668	4,653
Expenses			
Independent Assurance and Advice to Improve Emergency Management	4,607	4,668	4,653
Total expenses	4,607	4,668	4,653
Operating surplus/deficit
Net assets	666	839	839

Note:

1. Appropriation revenue includes State and Commonwealth funding.

Service area sources of revenue¹

Sources of revenue 2016-17 Budget					
Office of the Inspector-General Emergency Management	Total cost \$'000	State contribution \$'000	User charges and fees \$'000	C'wealth revenue \$'000	Other revenue \$'000
Independent Assurance and Advice to Improve Emergency Management	4,653	3,911	742
Total	4,653	3,911	742

Note:

1. Explanations of variances are provided in the financial statements.

Staffing¹

Office of the Inspector-General Emergency Management	Notes	2015-16 Budget	2015-16 Est. Actual	2016-17 Budget
Independent Assurance and Advice to Improve Emergency Management		21	21	21
TOTAL		21	21	21

Note:

1. Full-time equivalents (FTEs) as at 30 June.

Budgeted financial statements

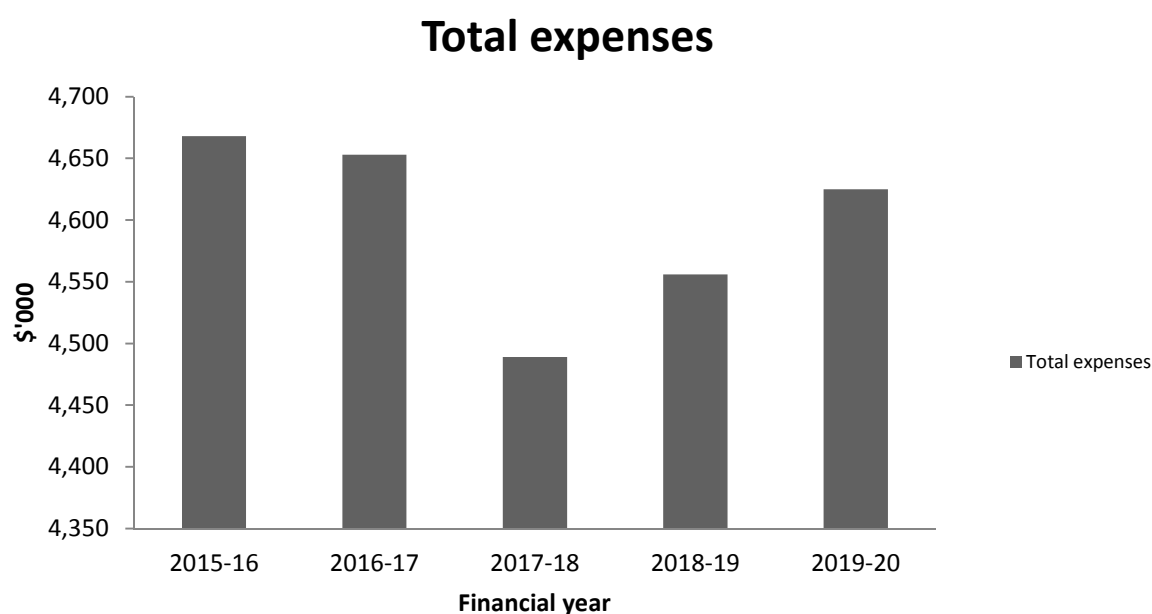
Analysis of budgeted financial statements

An analysis of the department's financial position, as reflected in the department's financial statements, is provided below.

Departmental income statement

Total expenses are estimated to be \$4.7 million in 2016-17, a decrease of \$15,000 from the 2015-16 financial year. This marginal decrease is mainly due to prior year expenditure rescheduled into 2015-16 not required in 2016-17, which has been partly offset by the impact of enterprise bargaining arrangements. The reduction in 2017-18 reflects movement in fair value recognition of cost of services provided by the Public Safety Business Agency (PSBA) to the department which is principally due to the completion of the human resource and payroll systems replacement project. The increase in 2018-19 and 2019-20 is mainly due to the impact of enterprise bargaining arrangements.

Chart: Total departmental expenses across the Forward Estimates period



Departmental balance sheet

The department's major assets are in cash. The department's main liabilities relate to payables.

Controlled income statement

Office of the Inspector-General Emergency Management	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
INCOME				
Appropriation revenue	5	3,886	3,947	3,911
Taxes	
User charges and fees	
Royalties and land rents	
Grants and other contributions	2,6	721	721	742
Interest	
Other revenue	
Gains on sale/revaluation of assets	
Total income		4,607	4,668	4,653
EXPENSES				
Employee expenses	3	2,733	2,771	2,807
Supplies and services	1,4,7	1,128	1,151	1,079
Grants and subsidies	
Depreciation and amortisation		3	3	3
Finance/borrowing costs	
Other expenses	2,6	743	743	764
Losses on sale/revaluation of assets	
Total expenses		4,607	4,668	4,653
OPERATING SURPLUS/(DEFICIT)	

Controlled balance sheet

Office of the Inspector-General Emergency Management	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
CURRENT ASSETS				
Cash assets	8,16	784	1,418	1,421
Receivables	9,17	47	73	73
Other financial assets	
Inventories	
Other	10,18	30
Non-financial assets held for sale	
Total current assets		861	1,491	1,494
NON-CURRENT ASSETS				
Receivables	
Other financial assets	
Property, plant and equipment	11,19,24	21	18	15
Intangibles	
Other	
Total non-current assets		21	18	15
TOTAL ASSETS		882	1,509	1,509
CURRENT LIABILITIES				
Payables	12,20	206	467	467
Accrued employee benefits	13,21	10	72	72
Interest bearing liabilities and derivatives	
Provisions	
Other	14,22	..	131	131
Total current liabilities		216	670	670
NON-CURRENT LIABILITIES				
Payables	
Accrued employee benefits	
Interest bearing liabilities and derivatives	
Provisions	
Other	
Total non-current liabilities	
TOTAL LIABILITIES		216	670	670
NET ASSETS/(LIABILITIES)		666	839	839
EQUITY				
TOTAL EQUITY	15,23	666	839	839

Controlled cash flow statement

Office of the Inspector-General Emergency Management	Notes	2015-16 Budget \$'000	2015-16 Est. Act. \$'000	2016-17 Budget \$'000
CASH FLOWS FROM OPERATING ACTIVITIES				
Inflows:				
Appropriation receipts		3,886	3,924	3,911
User charges and fees	
Royalties and land rent receipts	
Grants and other contributions	
Interest received	
Taxes	
Other	
Outflows:				
Employee costs	26	(2,733)	(2,771)	(2,807)
Supplies and services	25,27,28	(1,128)	(1,151)	(1,079)
Grants and subsidies	
Borrowing costs	
Other		(22)	(22)	(22)
Net cash provided by or used in operating activities		3	(20)	3
CASH FLOWS FROM INVESTING ACTIVITIES				
Inflows:				
Sales of non-financial assets	
Investments redeemed	
Loans and advances redeemed	
Outflows:				
Payments for non-financial assets	
Payments for investments	
Loans and advances made	
Net cash provided by or used in investing activities	
CASH FLOWS FROM FINANCING ACTIVITIES				
Inflows:				
Borrowings	
Equity injections	
Outflows:				
Borrowing redemptions	
Finance lease payments	
Equity withdrawals	
Net cash provided by or used in financing activities	
Net increase/(decrease) in cash held		3	(20)	3
Cash at the beginning of financial year		781	1,438	1,418
Cash transfers from restructure	
Cash at the end of financial year		784	1,418	1,421

Explanation of variances in the financial statements

Income statement

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

1. The increase in supplies and services is mainly due to the rescheduling of expenditure from 2014-15 into 2015-16.

Major variations between 2015-16 Budget and 2016-17 Budget include:

2. The increase in grants and other contributions revenue and corresponding increase in other expenses is primarily due to movement in the fair value recognition of cost of services provided below fair value to the Office of the Inspector-General Emergency Management (IGEM) by the PSBA.
3. The increase in employee expenses is due to the impact of enterprise bargaining arrangements.
4. The decrease in supplies and services is mainly the result of prior year expenditure rescheduled into 2015-16 not required in 2016-17.

Major variations between 2015-16 Estimated Actual and the 2016-17 Budget include:

5. The decrease in appropriation revenue is mainly the result of prior year expenditure rescheduled into 2015-16 not required in 2016-17.
6. The increase in grants and other contributions revenue and corresponding increase in other expenses is primarily due to movement in the fair value recognition of cost of services provided below fair value to IGEM by the PSBA.
7. The decrease in supplies and services is mainly the result of prior year expenditure rescheduled into 2015-16 not required in 2016-17.

Balance sheet

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

8. The increase in cash assets is mainly due to a higher than originally estimated opening cash balance for 2015-16, as a result of higher than estimated payables and accrued employee benefits.
9. The increase in receivables is primarily a result of the higher than estimated opening balance for 2015-16 due to the timing of receipts for Goods & Services Tax (GST) credits.
10. The decrease in other currents assets is due to prepayments originally budgeted for in 2015-16 which did not eventuate.
11. The decrease in property, plant and equipment reflects reductions in the net book value of these assets held during 2015-16.
12. The increase in payables reflects the timing of payments in 2015-16.
13. The increase in accrued employee benefits reflects the timing of payments for salaries and wages and to the Annual Leave and Long Service Leave central schemes for the holding of employee entitlements, and provides for increases in other employee benefits payable.
14. The increase in other current liabilities reflects the timing of expenditure reimbursements to other agencies within the Public Safety portfolio.
15. The increase in total equity is primarily due to the higher than estimated operating surplus for 2014-15.

Major variations between 2015-16 Budget and 2016-17 Budget include:

16. The increase in cash assets is mainly due to a higher than originally estimated opening cash balance for 2015-16, as a result of higher than estimated payables and accrued employee benefits.
17. The increase in receivables is primarily a result of the higher than estimated opening balance for 2015-16 due to the timing of receipts for GST credits.
18. The decrease in other currents assets is due to prepayments originally budgeted for in 2015-16 which did not eventuate.
19. The decrease in property, plant and equipment reflects reductions in the net book value of these assets held during 2015-16.
20. The increase in payables reflects the timing of payments in 2015-16.

21. The increase in accrued employee benefits reflects the timing of payments for salaries and wages and to the Annual Leave and Long Service Leave central schemes for the holding of employee entitlements, and provides for increases in other employee benefits payable.
22. The increase in other current liabilities reflects the timing of expenditure reimbursements to other agencies within the Public Safety portfolio.
23. The increase in total equity is primarily due to the higher than estimated operating surplus for 2014-15.

Major variations between 2015-16 Estimated Actual and the 2016-17 Budget include:

24. The decrease in property, plant and equipment reflects reductions in the net book value of these assets held during 2015-16.

Cash flow statement

Major variations between 2015-16 Budget and 2015-16 Estimated Actual include:

25. The increase in supplies and services is mainly due to the rescheduling of expenditure from 2014-15 into 2015-16.

Major variations between 2015-16 Budget and 2016-17 Budget include:

26. The increase in employee costs is due to the impact of enterprise bargaining arrangements.
27. The decrease in supplies and services is mainly the result of prior year expenditure rescheduled into 2015-16 not required in 2016-17.

Major variations between 2015-16 Estimated Actual and the 2016-17 Budget include:

28. The decrease in supplies and services is mainly the result of prior year expenditure rescheduled into 2015-16 not required in 2016-17.

Glossary of terms

Accrual accounting	Recognition of economic events and other financial transactions involving revenue, expenses, assets, liabilities and equity as they occur and reporting in financial statements in the period to which they relate, rather than when a flow of cash occurs.
Administered items	Assets, liabilities, revenues and expenses an entity administers, without discretion, on behalf of the Government.
Agency/entity	Used generically to refer to the various organisational units within Government that deliver services or otherwise service Government objectives. The term can include departments, commercialised business units, statutory bodies or other organisations established by Executive decision.
Appropriation	Funds issued by the Treasurer, under Parliamentary authority, to agencies during a financial year for: <ul style="list-style-type: none"> • delivery of agreed services • administered items • adjustment of the Government's equity in agencies, including acquiring of capital.
Balance sheet	A financial statement that reports the assets, liabilities and equity of an entity as at a particular date.
Capital	A term used to refer to an entity's stock of assets and the capital grants it makes to other agencies. Assets include property, plant and equipment, intangible items and inventories that an entity owns/controls and uses in the delivery of services.
Cash Flow Statement	A financial statement reporting the cash inflows and outflows for an entity's operating, investing and financing activities in a particular period.
Controlled Items	Assets, liabilities, revenues and expenses that are controlled by departments. These relate directly to the departmental operational objectives and arise at the discretion and direction of that department.
Depreciation	The periodic allocation of the cost of physical assets, representing the amount of the asset consumed during a specified time.
Equity	Equity is the residual interest in the assets of the entity after deduction of its liabilities. It usually comprises the entity's accumulated surpluses/losses, capital injections and any reserves.
Equity injection	An increase in the investment of the Government in a public sector agency.
Financial statements	Collective description of the Income Statement, the Balance Sheet and the Cash Flow Statement for an entity's controlled and administered activities.

Income statement	A financial statement highlighting the accounting surplus or deficit of an entity. It provides an indication of whether the entity has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation.
Outcomes	Whole-of-government outcomes are intended to cover all dimensions of community wellbeing. They express the current needs and future aspirations of communities, within a social, economic and environment context.
Own-source revenue	Revenue that is generated by an agency, generally through the sale of goods and services, but it may also include some Commonwealth funding.
Priorities	Key policy areas that will be the focus of Government activity.
Services	The actions or activities (including policy development) of an agency which contribute to the achievement of the agency's objectives.
Service area	Related services grouped into a high level service area for communicating the broad types of services delivered by an agency.
Service standard	Define a level of performance that is expected to be achieved appropriate for the service area or service. Service standards are measures of efficiency or effectiveness.

For a more detailed Glossary of Terms, please refer to the Reader's Guide available on the Budget website at www.budget.qld.gov.au

