

Governance

Executive management

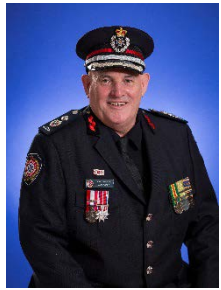
Board of Management profiles



Katarina Carroll APM

Commissioner

The Commissioner is responsible for leading and managing the efficient functioning of FRS, RFS and SES, and emergency management and disaster mitigation programs and services throughout Queensland. The Commissioner is the Chair of the PSBA Board of Management and represents QFES at local, community, state, national and international forums.



Mark Roche AFSM GradCertAppMgmt GAICD

Deputy Commissioner, Readiness and Response Services

Chief Officer, Fire and Rescue Service

The Deputy Commissioner, Readiness and Response Services and Chief Officer, FRS is responsible for the leadership and management of FRS operations for the seven QFES Regions. This Service primarily provides the response to emergencies and includes Specialist Response and Planning.

The Deputy Commissioner is also the President of the Australasian Road Rescue Organisation which is the peak body in Australasia for the development and exchange of information, knowledge and skills in road rescue.



Mike Wassing BAppSc (EnvMgt and LandUsePolicy) GradDipBusiness (StratMgt) GAICD

Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience

Chief Officer, Rural Fire Service

Chief Officer, State Emergency Service

The Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience, Chief Officer, RFS and Chief Officer, SES is responsible for leading and managing the prevention and community preparedness, and recovery functions for QFES. The role has oversight of the QERMF, emergency management planning for before and after disasters, volunteerism, and strengthening community partnerships to build safe, healthy, confident and connected communities across Queensland.

The Deputy Commissioner is a member on the National Aerial Firefighting Centre Board of Directors and represents QFES on a number of state and national bodies.

Doug Smith APM MPubAdmin BA GradCert(HRM) FAIM GAICD

Deputy Commissioner, Strategy and Corporate Services

Chief Strategy Officer



The Deputy Commissioner, Strategy and Corporate Services and Chief Strategy Officer is responsible for leading the department's strategic framework and vision, driving performance and integrated capability across QFES. The Division includes Strategy, Systems, Standards and Performance; Executive, Ministerial and Corporate Services; and Human Capital Management Directorates and works closely with the public safety agencies.

The Deputy Commissioner and Chief Strategy Officer represents QFES on a number of major committees and boards including the BNHCRC, the Government Wireless Network Governance Board and the Public Safety Portfolio Audit and Risk Committee.

Peter Griffin BBus(Comm) GradDipAppFin F Fin GAICD

Chief Operating Officer, PSBA



The Chief Operating Officer reports to PSBA's governing Board of Management. The Chief Operating Officer supports the Board to perform its functions and give effect to any direction of the Board. The Chief Operating Officer is responsible for the day-to-day operations of PSBA.

The Chief Operating Officer is responsible for leading PSBA in the provision of high quality, sustainable services in alignment with the priorities and policies of the government to deliver the best public safety outcomes for Queenslanders.

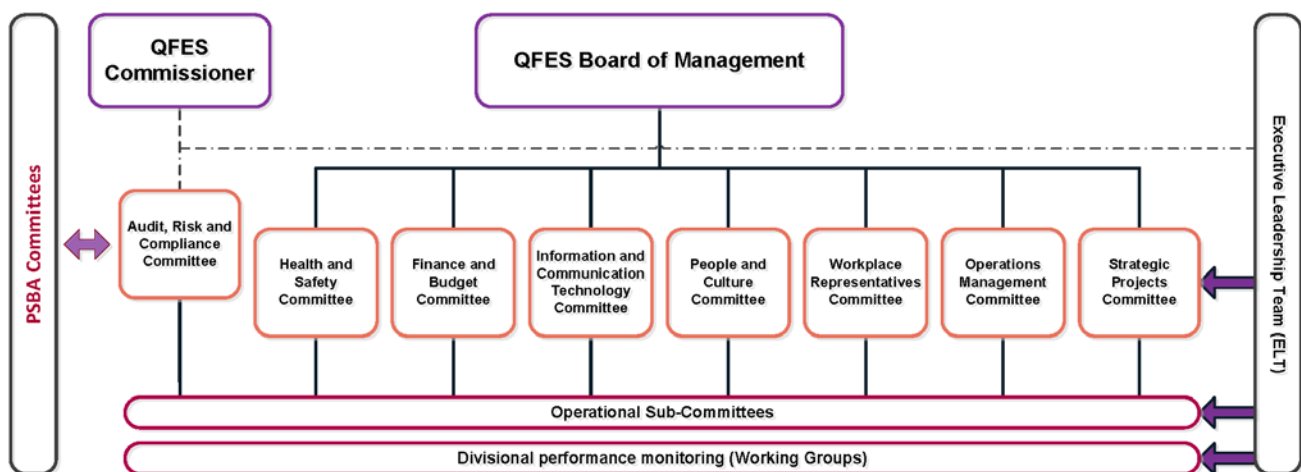
The Chief Operating Officer represents the public safety agencies on a number of major committees and boards including the Directors-General ICT Council and the Government Shared Services Customer Board as well as being a member of the Public Safety Portfolio Audit and Risk Committee.

Board and committees

The QFES governance structure comprises the:

- Board of Management (BoM)
- Executive Leadership Team (ELT)
- Audit, Risk and Compliance Committee (ARCC)
- Health and Safety Committee
- Finance and Budget Committee
- Information and Communication Technology (ICT) Committee
- People and Culture Committee
- Workplace Representatives Committee
- Operations Management Committee
- Strategic Projects Committee.

The QFES governance structure and the line of reporting with other bodies is as follows:



QFES committees support the Commissioner in decision-making and play an assurance role. Each committee has a clear purpose that aligns with achievement of the strategic plan and is charged with monitoring performance of QFES in designated areas.

The governance committees are reviewed annually by the BoM to ensure their structure, membership and purpose continue to support the governance needs of QFES.

In addition to the QFES committees:

- the Public Safety Portfolio Audit and Risk Committee has primary responsibility for audit and risk matters as they relate to PSBA and the Office of the IGEM. It provides relevant information to the standalone Audit and Risk Committees established by QFES and QPS when required (refer pages 80–81).
- PSBA is governed by a Board of Management chaired by the Commissioner, QFES (rotated annually with the QPS Commissioner). The Board's functions include providing leadership and oversight of PSBA and coordinating the provision of support services, and any programs provided by PSBA to the public safety agencies (refer page 5).

QFES Board of Management

The BoM provides stewardship of QFES by providing information and advice to the Commissioner as the accountable officer of the department. The BoM assists the Commissioner with strategic leadership to meet the objectives of QFES including the vision and purpose, and direction setting to ensure compliance and to improve performance. It provides direction and guidance along with oversight of all governance committees within QFES. The objectives of the BoM include:

- approving the strategic narrative, directions and priorities of QFES, enabling coherent messaging with the Minister and QFES staff
- adopting a long-term perspective and anticipating and responding to changes in the external environment to ensure responsiveness to change in community needs and expectation
- carrying out collective discussion and providing constructive challenge, leadership and input on significant strategic and operational challenges to inform and shape key decisions of the Commissioner and the Minister
- being accountable for the delivery and achievement of QFES' objectives and outcomes
- considering and communicating to QFES, via the ELT, the strategic direction and imperatives of QFES, along with the QFES risk appetite
- reviewing and approving initiatives referred by the Strategic Projects Committee
- reviewing and approving expenditure as referred by the Finance and Budget Committee.

The BoM meets bi-monthly with emergency or special meetings convened as required. During 2017–18 the BoM met on eight occasions.

Board members

- Katarina Carroll APM, Commissioner (Chair)
- Mark Roche AFSM, Deputy Commissioner, Readiness and Response Services
- Mike Wassing, Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience
- Doug Smith APM, Deputy Commissioner, Strategy and Corporate Services
- Peter Griffin, Chief Operating Officer, PSBA

Achievements

In 2017–18, BoM's achievements include approving the:

- Fraud and Corruption Control policy and Fraud and Corruption Control plan
 - Procurement Plan 2017–2021
 - Conflict of Interest policy
 - Capital Works Management Framework
 - *Queensland Fire and Emergency Services Annual Report 2016–17*
 - *Queensland Fire and Emergency Services 2018–2022 Strategic Plan*
 - Strategic Risk Register
 - Volunteerism Strategy strategic priorities and guiding principles
 - Overtime and firefighter review
 - Five-year strategic budget
 - Long-term Fleet Management Strategy
 - Uniform Strategy.
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Executive Leadership Team

The ELT provides stewardship of QFES by providing information, advice and support to the BoM and working to translate the BoM's strategic vision for QFES into operations, while having regard to the BoM's appetite for risk. The ELT provides the BoM with accurate, timely and clear information, and advice and support to enable the BoM to perform its responsibilities. The objectives of the ELT include:

- disseminating the vision and strategy set by the BoM to the wider QFES, embodying and driving the direction of QFES
- developing and communicating the strategic plan for QFES
- developing a shared organisational culture and values to enable achievement of the strategic imperatives of QFES
- directing work to sub-committees, approving the annual work plans and monitoring progress to ensure results are aligned to strategic outcomes
- identifying demand requirements, constraints and allocation of resources
- monitoring the performance of QFES
- overseeing risk management, compliance and assurance mechanisms.

The ELT meets bi-monthly, face-to-face and runs for a period of no more than three days. Monthly interim ELT meetings are held via telephone and emergency or special meetings are convened as required. In 2017–18 the ELT met on six occasions.

ELT members

- Commissioner (Chair)
 - Deputy Commissioner, Readiness and Response Services
 - Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience
 - Deputy Commissioner, Strategy and Corporate Services
 - Executive Director, Strategy, Systems, Standards and Performance
 - Executive Director, Executive, Ministerial and Corporate Services
 - Assistant Commissioner, Emergency Management and Community Capability
 - Assistant Commissioner, HCM
 - Assistant Commissioner, RFS
 - Assistant Commissioner, SES
 - Assistant Commissioner, Specialist Response and Planning
 - Assistant Commissioner, Far Northern Region
 - Assistant Commissioner, Northern Region
 - Assistant Commissioner, Central Region
 - Assistant Commissioner, North Coast Region
 - Assistant Commissioner, Brisbane Region
 - Assistant Commissioner, South Eastern Region
 - Assistant Commissioner, South Western Region
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Achievements

ELT's achievements for 2017–18 include:

- endorsing the Strategic Risk Register
- endorsing *Queensland Fire and Emergency Services 2018–2022 Strategic Plan*
- endorsing the Commissioner's Priorities 2018
- commitment to the strategic alignment of projects
- endorsing the Ethical Decision-Making workshops.

Audit, Risk and Compliance Committee

The ARCC provides independent assurance and assistance to the Commissioner in discharging responsibilities under the *Financial Accountability Act 2009* and subordinate standard to establish and maintain appropriate systems of internal controls and risk management.

The committee operates in accordance with its Terms of Reference which were developed in line with Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*. The ARCC's Terms of Reference is reviewed annually to ensure it remains consistent with the committee's objectives and responsibilities.

The committee provides independent assurance and assistance to the Commissioner and the BoM on the department's:

- risk, control and compliance frameworks
- external accountability responsibilities as prescribed in the *Financial Accountability Act 2009*, the *Fire and Emergency Services Act 1990*, the *Disaster Management Act 2003* and other relevant legislation and support standards
- internal and external audits including identifying internal audit topics, endorsing final reports and overseeing the adequate implementation of recommendations.

The committee meets quarterly with emergency or special meetings convened as required. The committee held its inaugural meeting on 28 July 2017 and during 2017–18 met on four occasions.

The independent Chair received \$7,725 (including GST) in remuneration for services provided in 2017–18 and the second external member received \$3,500 (including GST). There were no other on-costs.

Committee members

- Sue Ryan, Chair (independent Chair)
 - Glenn Poole (external member)
 - Deputy Commissioner, Strategy and Corporate Services
 - Executive Director, Executive, Ministerial and Corporate Services
 - ELT member (on a 12 monthly rotational basis)
 - Director, Operations, RFS
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Achievements

During 2017–18 the committee's achievements include:

- providing oversight of the internal and external audit programs including monitoring compliance with the Annual Internal Audit Plan 2017–18 and Strategic Internal Audit Plan 2018–2021 and the status of open recommendations
- providing oversight of key areas of compliance including privacy and right to information; QFES' ethical framework; RFS' volunteer application and recordkeeping processes; workplace health and safety; and departmental application of blue card accreditation
- monitoring the implementation of recommendations from key reviews
- endorsing the department's revised Risk Management Framework and associated guidelines and the Strategic Risk Register
- monitoring the effectiveness of controls in relation to the department's strategic risks
- reviewing and noting the Chief Finance Officer's Statement of Assurance
- reviewing the accounting practices in relation to the Emergency Management Fund
- noting legislative changes relating to financial reporting requirements.

Health and Safety Committee

The Health and Safety Committee provides stewardship of health and safety related matters within QFES. It provides a forum for discussion and determination of key departmental priorities regarding health, safety and wellness matters, providing connection between regional health and safety committees and QFES executive management. The objectives of the committee include:

- directing the long-term strategy of QFES in a manner consistent with the strategic plan and providing strategic direction of health, safety and wellness matters
- facilitating cooperation between QFES and employees in instigating, developing and carrying out measures designed to ensure the health and safety of the employees in the workplace
- facilitating cooperation in the development and carrying out of initiatives to improve the health, safety and wellbeing of all QFES employees through the review and approval of training and organisational wide communications
- monitoring and advising on responses to health, safety and wellness, and WorkCover performance across QFES with a focus on emerging trends
- promoting consistent and better practice in health, safety and wellness management throughout QFES
- supporting effective consultation and communication on QFES improvement strategies, policies and procedures relating to wellbeing, health and safety, and WorkCover
- appropriately referring requests for expenditure to the relevant QFES committee
- identifying projects that aid in the achievement of the strategic direction of QFES and referring these to the BoM.

The committee meets monthly with emergency or special meetings convened as required. The committee held its inaugural meeting on 26 July 2017 and in 2017–18 met on 10 occasions.

Committee members

- Deputy Commissioner, Readiness and Response Services (Chair) (rotated on a 12 monthly basis)
 - Assistant Commissioner, HCM
 - Assistant Commissioner, RFS
 - Assistant Commissioner, SES
 - Regional Assistant Commissioner (rotated on a 12 monthly basis)
 - Director, Human Resource Management
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Achievements

The committee's achievements in 2017–18 include:

- establishing the FRS, RFS and SES Operational Health and Safety Sub-Committees
- establishing the Mental Health Sub-Committee
- supporting and reviewing the QFES Workplace Health and Safety legislative and statutory compliance standards
- reviewing the QFES Safety Performance and Health Report 2013–2017
- endorsing the QFES Influenza Vaccination Program 2017
- progressing the development of an appropriate health and safety representatives and workgroup framework in conjunction with industrial bodies.

Finance and Budget Committee

The Finance and Budget Committee provides stewardship of finance and budgetary related matters within QFES. The committee oversees QFES' financial performance and provides advice on the effective strategic development and coordination of the financial management and budget policy and prioritisation of QFES expenditure, while seeking to foster a culture of fiscal responsibility. The objectives of the committee include:

- directing the long-term strategy of QFES in a manner consistent with the strategic plan and providing strategic direction of finance and budgetary matters
- driving the development of the long-term financial plan for QFES to ensure resources are allocated in a manner consistent with the strategy of QFES and to support high quality outcomes
- strengthening the culture of financial management in decision-making and building financial capabilities across QFES
- prioritising and administering capital expenditure investment to ensure alignment to the QFES strategic plan and approving the asset procurement policy and plan
- advising all QFES committees on finance and budget policy, financial performance, financial risks and mitigation
- monitoring financial management systems to support the agency in meeting corporate governance and financial management responsibilities
- monitoring financial statement preparation and management of linked issues, along with directing and monitoring budget development
- reviewing and approving referred requests for expenditure from other QFES committees and where appropriate referring those requests to BoM
- providing oversight of financial performance and reporting
- identifying projects that aid in the achievement of the strategic direction of QFES and referring these to the Strategic Projects Committee.

The committee meets monthly with emergency or special meetings convened as required. In 2017–18 the committee met on 11 occasions.

Committee members

- Deputy Commissioner, Strategy and Corporate Services (Chair)
 - Deputy Commissioner, Readiness and Response Services
 - Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience
 - Executive Director, Executive, Ministerial and Corporate Services
 - Chief Finance Officer, General Manager, Business Services Division, PSBA
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Achievements

In 2017–18, the committee's achievements include:

- developing and revising as required the Five-year strategic budget
- establishing the QFES Strategic Investment Prioritisation Fund
- embedding a conservative approach to revenue and continued fiscal responsibility.

Information and Communication Technology Committee

The ICT Committee provides stewardship of information management pathway related matters within QFES and holds accountable those who have responsibility for delivering these requirements. The objectives of the committee include:

- defining the QFES information management pathway requirements
- overseeing the development of information management policy and standards to support the strategic objectives of QFES and to ensure compliance
- supporting the Precision Information Environment (PIE) which will provide QFES with tailored access to information and decision support capabilities that adapt to the varying users and phases of emergency management
- leading and shaping the public safety agencies regarding public safety communications and the use of strategic, tactical and operational information and intelligence
- leading and shaping the QFES public safety communications
- interfacing as required with the Public Safety Agency ICT Sub-Committee and other key stakeholders to ensure the effective use of ICT as an enabler to assist QFES in achieving its strategic objectives
- aligning with the national and international public safety agenda, that is AFAC, etc.
- overseeing the provision of market scan/trend analysis to support the QFES information management pathway and the creation, management and use of information (current and future state) to accomplish the department's strategic objectives
- appropriately referring requests for expenditure to the relevant QFES committee
- identifying projects that aid in the achievement of the information management direction of QFES and referring these to the Strategic Projects Committee.

The committee meets monthly with emergency or special meetings convened as required. In 2017–18 the committee met on five occasions.

In 2018–19 this committee is being renamed the Communication and Information Committee as the committee's focus shifts from technology and solutions to strategic communication and information.

Committee members

- Deputy Commissioner, Strategy and Corporate Services (Chair)
- Executive Director, Strategy, Systems, Standards and Performance
- Assistant Commissioner, RFS
- Director, Strategy and Planning
- Director, Strategic Platforms and Systems
- Chief Information Officer, Frontline and Digital Services, PSBA

Achievements

In 2017–18, the committee's achievements include:

- establishing the ICT Sub-Committee to provide stewardship in relation to ICT applications and systems within QFES
- endorsing the QFES Office 365 Project
- approving the short-term solution to procure software for QFES fleet maintenance
- approving the Response Advice in Chemical Emergencies (RACE) Incident Database (RID) software upgrade
- providing input to and visibility of QFES' Bring Your Own Device (BYOD) Standing Order
- endorsing sequential migration and interim continued use of the REDI-PORTAL information system.

In addition, under the ICT-Sub-Committee a number of high-level tasks, delegated by the ICT Committee, were undertaken for which working groups were formed including the Application Suitability, Nexus Governance, Mobilisation Lexicon, and Disaster Management Data Coordination Working Groups.

People and Culture Committee

The People and Culture Committee provides stewardship of people and culture related matters within QFES. These include industrial relations matters, overseeing and monitoring the development, implementation and evaluation of strategies and activities to promote a positive organisational culture and alignment of QFES human resource capacity and capabilities to achieve the strategic plan. The objectives of the committee include:

- directing the long-term strategy of QFES in a manner consistent with the strategic plan and providing strategic direction of people and culture matters
- directing the development and implementation of strategic people management initiatives including targeted investment, talent management, leadership development and succession planning
- providing leadership and oversight for systematic workforce reviews and surveys
- promoting professionalism and alignment with the vision and goals of QFES
- focusing on the betterment of workforce management, diversity, equity and inclusion, training and development matters within QFES
- monitoring organisational culture
- identifying and implementing improvement initiatives that have a positive impact on the culture of QFES
- appropriately referring requests for expenditure to the relevant QFES committee
- identifying projects that aid in the achievement of the strategic direction of QFES and referring these to the Strategic Projects Committee
- ensuring QFES complies with all relevant legislative requirements and standards.

The committee meets monthly with emergency or special meetings convened as required. The committee held its inaugural meeting on 21 July 2017 and in 2017–18 met on 11 occasions.

Committee members

- Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience (Chair)
- Deputy Commissioner, Readiness and Response Services
- Deputy Commissioner, Strategy and Corporate Services
- Assistant Commissioner, HCM
- Assistant Commissioner, RFS
- Assistant Commissioner, SES
- Regional Assistant Commissioners (two on a rotational basis)
- Director, Human Capital Operations Support
- Director, Human Capital Strategy
- Director, Professional Development and Training
- Chief Superintendent, Workplace Conduct Branch
- General Manager, Human Resources Division, PSBA
- Director, Workforce Strategy, Human Resources Division, PSBA

Achievements

In 2017–18, the committee's achievements include:

- endorsing the QFES Induction and Nexus Onboarding program
- endorsing the Workplace Conduct Branch's statement of intent
- approving the Allies of Inclusion program
- approving the Corporate Events Calendar
- endorsing a Discipline policy and a Cancellation of Honours and Awards procedure
- endorsing the continuation of the Emergency Services Cadets Program
- approving the creation of a Workforce Support Unit within the Workplace Conduct Branch
- endorsing the Stakeholder Engagement Regional Plan
- oversight of the department's overtime and absenteeism audits
- developing key sub-committees including Cultural Transformation, and Ethics and Integrity, as well as multiple working groups.

Workplace Representatives Committee

The Workplace Representatives Committee provides a consultation mechanism to monitor the progress and effectiveness of QFES programs, initiatives and culture, which connects to QFES' frontline workforce, both paid and volunteer. The objectives of the committee include:

- informing the long-term strategy of QFES in a manner consistent with the strategic plan to cohesively connect frontline workforce matters
- identifying deliverables that aid in the achievement of the strategic direction of QFES.

The committee meets two times a year at the discretion of the chair with emergency or special meetings convened as required. During 2017–18 the committee met on two occasions; its inaugural meeting was held on 23 October 2017, with QFES staff and volunteer members attending the second meeting on 18 June 2018 following their appointment.

Committee members

- Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience (Chair)
- Assistant Commissioner, HCM
- QFES staff (three)
- QFES volunteers (three).

Achievements

In 2017–18 the committee's achievements include endorsing the Terms of Reference and supporting guidelines.

Operations Management Committee

The Operations Management Committee provides strategic advice and reports to the BoM on operational matters of:

- organisational posture/position
- capability direction
- strategic operations management policy advice
- service delivery improvement
- operational efficiency and interoperability.

The committee works with all QFES committees to ensure alignment and the interoperability of all services to ensure the minimisation of duplicated service delivery. The committee provides a vehicle to explore service delivery planning, financial investment in frontline assets and alignment of capital investment whilst recognising individual service requirements.

The objectives of the committee include:

- developing the service delivery options for QFES with the community, with a focus on matching mitigation appropriate to hazards, balancing prevention and response
- delivering capabilities to the community in the most efficient method, maximising the capacity of all services within QFES
- identifying interoperability opportunities and minimising waste, overlapping and duplication of effort through standardisation of infrastructure, equipment and training of all services within QFES
- providing strategic operational input into the planning process to ensure the procurement strategies adopted are matched to business requirements
- providing direction into the medium and long-term strategy of QFES in a manner consistent with the strategic plan on service delivery and infrastructure planning
- valuing continuous improvement and innovation
- identifying projects that aid in the achievement of the strategic direction of QFES and referring these to the ELT.

The committee meets monthly with emergency or special meetings convened as required. In 2017–18 the committee met on 11 occasions.

Committee members

- Deputy Commissioner, Readiness and Response Services (Chair)
- Assistant Commissioner, Emergency Management and Community Capability
- Assistant Commissioner, HCM
- Assistant Commissioner, RFS
- Assistant Commissioner, SES
- Assistant Commissioner, Specialist Response and Planning
- Executive Director, Executive, Ministerial and Corporate Services.
- Regional Assistant Commissioners (two on a rotational basis)

Achievements

In 2017–18 the committee's achievements include:

- endorsing the formation of the Non-Conforming Building Products Working Group including its participation in the inter committee and associated work
- endorsing the Department of Foreign Affairs and Trade Grant Agreement for funding support 2017–2020 for the Queensland DART (AUS-1DART) for USAR operations
- endorsing the AFFF Sub-Committee Terms of Reference and guidelines and supporting a formal audit of QFES sites and decommissioning of in-ground water tanks
- endorsing Closure Reports on disaster management review recommendations for consideration of the Disaster Management Inter-Departmental Committee
- endorsing and implementing the QFES Capital Works Management Framework and Long-term Fleet Management Strategy principles
- endorsing the QFES Fleet Build program.

Strategic Projects Committee

The Strategic Projects Committee provides oversight of and drives accountability within major projects that deliver the strategic direction and investment priorities of QFES. The objectives of the committee include:

- providing strategic leadership, direction and oversight of major projects and initiatives within QFES, and referring matters of high risk or importance to the BoM for further deliberation
- identifying and promoting initiatives that align to the QFES strategic plan
- appropriately referring requests for action or expenditure to the relevant QFES committee
- fostering a performance-based culture across QFES, reviewing, championing and where appropriate endorsing strategic projects and referring those with merit to the BoM for further review and consideration
- identifying emerging issues and risks hindering achievement of the strategic direction of QFES.

The committee meets as required with meetings driven by the emergence or progress of agenda items. During 2017–18 the committee met on five occasions.

The Strategic Projects Committee will be replaced by the Strategic Committee in 2018–19. The Terms of Reference for this committee is under development at 30 June 2018.

Committee Members

- Deputy Commissioner, Strategy and Corporate Services (Chair)
- Deputy Commissioner, Readiness and Response Services
- Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience
- Assistant Director-General, Strategic ICT, Department of Housing and Public Works (independent member)

Achievements

During 2017–18 the committee's achievements include:

- approving the outcomes and closure of the QFES Capability Realignment Project
- approving the QFES Project Classification Guidelines
- approving the commencement of strategic projects in relation to Automatic Fire Alarm Monitoring and Information Management
- endorsing the progression of QFES Office 365 implementation.

Public Safety Portfolio Audit and Risk Committee

The Public Safety Portfolio Audit and Risk Committee is established under and operates in accordance with the terms of its charter which were developed in line with Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*; the *Financial Accountability Act 2009*; and the *Financial and Performance Management Standard 2009*. The charter is reviewed annually by the committee to ensure it remains consistent with the committee's authority, objectives and responsibilities.

The committee has primary responsibility for audit and risk matters as they relate to PSBA and the Office of the IGEM. It provides relevant information to the standalone Audit and Risk Committees established by QFES and QPS when required. It provides independent assurance and assistance through prompt and constructive reports directly to the accountable officers from the public safety agencies, particularly when issues identified present material risk or threat to those agencies.

The committee is chaired by an independent external expert appointed to the role. Each public safety agency is represented by one member. A second external member also forms part of the committee. The Chair may invite or give approval for other persons to attend a committee meeting.

The committee meets quarterly and met on five occasions during 2017–18.

The independent Chair received \$9,622.75 (including GST) in remuneration for services provided in 2017–18 and the second external member received \$4,812.50 (including GST). There were no other on-costs.

Committee Members

- Graham Carpenter, Chair (independent Chair)
 - Ian Stewart APM, Commissioner, QPS represented by Tracy Linford APM, Deputy Commissioner, Strategy, Policy and Performance, QPS
 - Katarina Carroll APM, Commissioner, QFES represented by Doug Smith APM, Deputy Commissioner, Strategy and Corporate Services, QFES
 - Iain MacKenzie AFSM, Inspector-General Emergency Management
 - Peter Griffin, Chief Operating Officer, PSBA
 - Marita Corbett (external member)
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Achievements

During 2017–18 the committee's achievements include:

- overseeing progress on Queensland Audit Office (QAO) issues and the status of the QAO audit program
 - considering all audit reports and providing direction regarding implementation of report recommendations and actions
 - monitoring compliance with the PSBA Annual Internal Audit Plan 2017–18 and Strategic Internal Audit Plan 2018–2021 and overseeing the status of open recommendations
 - contributing to the development of the PSBA Enterprise Risk Management Policy
 - endorsing the:
 - PSBA Financial Statements 2017–18
 - PSBA Annual Internal Audit Plan 2018–19 and Strategic Internal Audit Plan 2019–2022
 - PSBA and Office of the IGEM Fraud and Corruption Prevention and Control Policy and Fraud and Corruption Prevention and Control Plan.
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Ethics and Code of Conduct

Ethical Standards

The QFES Workplace Conduct Branch established on 1 July 2017 consists of the Conduct Intelligence Unit, the Ethical Standards Unit, the Workforce Liaison Unit and the PSBA Employee Relations Unit.

The Branch worked on initiatives in 2017–18 to ensure a safe, secure and positive workplace that allows people to perform at their best and enjoy coming to work. As QFES grows and evolves to meet emerging local and global challenges, it is important that a wide range of support services are provided to its diverse and widespread workforce.

The Branch focused on several priorities including providing staff with tools to support responsible and ethical decision-making in the workplace and encouraging a culture of honesty and respect where staff have the courage to stand up and speak out about unethical, dishonourable behaviour and poor conduct.

Staff and volunteers can be confident that any complaint they lodge about inappropriate behaviour or misconduct in the workplace will be taken seriously and dealt with appropriately. To reinforce this, the outcomes of a range of disciplinary matters are published on the QFES Gateway. This ensures accountability and transparency, demonstrates QFES takes workplace conduct seriously and gives an insight into the range of issues that emerge, what leads to these situations, the process involved and the lessons learnt.

A two day Ethical Decision-Making workshop was held in December 2017 bringing together senior managers and the ELT. Workshop participants heard from the Crime and Corruption Commission (CCC) Chairperson and Public Service Commission Chief Executive and tested their decision-making with a series of complex workplace scenarios that challenged them to weigh up regulations, morals, ethics and the QFES values (refer page 8), as well as community perceptions and expectations to arrive at appropriate decisions.

The Workplace Support Unit established in April 2018 consists of the Conduct Intelligence and Workforce Liaison Units. Conduct intelligence involves proactively analysing data to form meaningful intelligence that can be acted upon by managers in the workplace. Workforce liaison involves formal correspondence and advice on high level disciplinary and industrial matters. The Workplace Support Unit has appointed seven Workplace Conduct Consultants located throughout the state to coach and mentor managers to effectively handle and supervise workplace conduct and diminished performance matters. In addition, they will collate conduct intelligence and implement conduct related training within their respective regions.

Workplace behaviour and Code of Conduct

QFES continued to promote a high standard of workforce conduct and behaviour during 2017–18 ensuring full-time paid staff and volunteers are trained and understand the standards and expectations of them regarding workplace behaviour and conduct.

Since the establishment of the Workplace Conduct Branch on 1 July 2017 a number of organisational policies and procedures have been developed or revised including the Management of complaints, Conflict of Interest and Personal Use of Social Media policies and associated procedures.

A QFES workplace behaviour and code of conduct awareness training package ‘Think. Say. Do.’ has been designed to influence and inform QFES staff and volunteers in relation to community and government expectations of standards of behaviour in the public service. The training package will be released in August 2018 and is expected to be rolled out across the organisation throughout 2018 and 2019. The training package will be augmented with a series of publications and materials to remind staff and volunteers of the department’s expected standards of performance and behaviour.

Commencing December 2017, the Branch conducted several Ethical Decision-Making workshops both on a state and regional level. The workshops are designed to influence managers to think ethically about making decisions, rather than rules and systems based decision-making. The workshops have been reinforced with statewide publications available via the QFES Gateway, volunteer portals, email and the Response Magazine (QFES’ official magazine). In addition, a series of videos have been produced to influence staff and volunteers to make ethical rather than rules-based decisions in the workplace. The videos are expected to be released to the workforce in August 2018.

The QFES Gateway contains information about the *Code of Conduct for the Queensland Public Service*, Ethics, and Probity and Conflicts of Interest. Links are also provided to external sites such as the *Public Interest Disclosure Act 2010* and *Public Sector Ethics Act 1994* as well as contact details for the Ethical Standards Unit.

Risk management and accountability

External scrutiny

A number of state bodies have been established by legislation to provide independent views and/or assurance of the government's performance. During 2017–18 the following state bodies examined the operations of QFES or other agencies with findings or issues requiring consideration by, or impacting on, QFES.

- **Crime and Corruption Commission**

The CCC is a statutory body set up to combat and reduce the incidence of major crime and corruption in the public sector in Queensland. Its functions and powers are set out in the *Crime and Corruption Act 2001*. The CCC investigates crime and corruption, has oversight of both the police and the public sector and protects witnesses.

- *Official corruption investigation*

In December 2016 QFES referred a matter to the CCC involving possible corrupt conduct by two QFES officers. Both officers were suspended from duty pending the outcome of an investigation into the matter.

Following a joint investigation led by the CCC and assisted by officers from QFES and QPS, the two QFES officers were charged with official corruption contrary to the *Queensland Criminal Code*, with one also being charged with money laundering contrary to the *Criminal Proceeds Confiscation Act 2002*.

At 30 June 2018 the criminal charges remain before the courts. One of the officers has been terminated from employment with QFES and the other remains on suspension without pay pending the finalisation of court proceedings.

QFES is committed to ensuring gaps in governance, fraud identification and detection and prevention regarding fraud risk management are identified and that appropriate measures are taken. QFES has taken the following actions to prevent incidents occurring:

- implementation and review of the QFES Governance Framework
- implementation of the QFES committee structure including the establishment of the QFES ARCC
- approval and publication on the QFES Gateway, as well as ongoing communication and review, of the:
 - QFES procurement policy and procurement practices procedure
 - QFES Procurement Plan 2017–2021
 - QFES Fraud and Corruption Control policy and Fraud and Corruption Control Plan
 - Conflict of Interest policy and procedure
- nomination of a Fraud Control Officer who is responsible for maintaining a fraud risk register and reporting all significant issues to the BoM and the QFES ARCC
- provision of training to staff on procurement activities to ensure compliance with procurement practices and policies.

- **Queensland Audit Office**

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

The following audit reports provided recommendations requiring implementation by QFES to improve the effectiveness of risk management, control and governance processes. The QFES ARCC oversees the implementation of recommendations and actions accepted by management.

- Report to Parliament No. 6: *Fraud risk management*

The QAO assessed if agencies appropriately identify and assess fraud risks, and apply appropriate risk treatments and control activities to adequately manage their exposure to fraud risk; and if agencies' risk management plans effectively target and address fraud risks and if there were any obvious omissions from risk registers.

QFES was one of five agencies included in the audit.

The review identified that:

- the audited agencies have established a system and process for enterprise risk management; however, none has effectively integrated fraud risk assessments into its existing practices
- the audited agencies consider fraud risk on an ad hoc basis, if at all, and only assess it at a high level rather than through detailed analysis
- some elements of better practice have been included in the agencies' fraud and corruption control policies and plans, however, some gaps and opportunities to improve were identified
- agencies' fraud and corruption control plans need to be implemented and monitored
- better information is required from staff to know what fraud risks are emerging and whether their controls to prevent fraud are working.

The audit directed three recommendations at all public sector agencies. QFES agreed with the three recommendations and developed an implementation plan to address the recommendations which is included in the QAO report.

To address the audit recommendations, QFES will conduct an in-depth fraud risk that will enable the department to have the tools to conduct its own assessments annually or as needed. This is expected to be completed by 30 September 2018.

The QFES Fraud and Corruption Control policy and Fraud and Corruption Control plan will be updated accordingly with the list of potential fraud risks and all other required elements identified for improvement on completion of the assessment.

– Report to Parliament No. 8: *Confidentiality and disclosure of government contracts*

This audit examined the use of confidentiality provisions in Queensland Government contracts. It assessed whether selected departments met contract disclosure requirements and included the:

- adequacy of current guidance available to aid staff in these activities
- impact of these activities on accountability and transparency.

QFES was not an audited entity; however, the report included two recommendations directed at all government departments.

PSBA, as the provider of procurement services to QFES, reports contract disclosure in accordance with the Queensland Government's *Contract disclosure guidelines*; this is completed within the limitations of available systems and data. All awarded contracts and standing offer arrangements of \$10,000 and over are disclosed unless non-disclosure is required due to the sensitivity of the information (e.g. covert operations). Non-disclosure is very rare and is always documented. PSBA also has a manual detailing the relevant work instructions regarding this process to ensure compliance with the disclosure guidelines.

• **Office of the Inspector-General, Emergency Management**

The Office of the IGEM provides independent assurance and advice about Queensland's emergency management arrangements, with a focus on a risk-based approach. It also provides authoritative reporting to enhance accountability and improve outcomes for the community.

The Office undertakes targeted reviews and system analysis to identify risks to emergency management planning, preparedness, response and recovery arrangements and recommends evidence-based improvements.

In 2017–18 the following review reports were released; these reports are available at www.igem.qld.gov.au

– Report 1: 2017–18 *The Cyclone Debbie Review*

Severe Tropical Cyclone Debbie crossed the coast in the Whitsunday area on 28 March 2017 and resulted in three events which at times were concurrent:

- cyclonic impact and consequential damage including major flooding
- rapid-onset flood events in the south eastern corner of the state
- slow-onset flood events in Central Queensland, particularly Rockhampton.

The Office of the IGEM was tasked with examining these three events and how the disaster management system as a whole responded including:

- providing assurance that there is a robust approach to continuous improvement across all aspects of the disaster management system in Queensland
- ensuring lessons from these events are captured, common themes for improvement are identified and the sharing of good practice is enabled
- ensuring any issues that arose during Tropical Cyclone Debbie are fully understood and improvement strategies identified.

Overall the review found the disaster management system in Queensland performed well in preparing for, responding to, and recovering from Tropical Cyclone Debbie. The review produced 18 recommendations and identified a significant number of good practice actions taken by state government agencies and councils. QFES is either leading or providing support in the implementation of 10 recommendations; two of which are delivered with the remaining eight progressing.

- Report 2: 2017–18 *Review of capability at a district and local level: Townsville disaster district*

The purpose of this review was to:

- assess district and local level capability to deliver legislated disaster management outcomes against the Standard for Disaster Management in Queensland (the Standard)
- develop an integrated capability strategy for the Townsville Disaster District.

The review assessed the individual and collective capability of Townsville's seven local disaster management groups across all facets of the disaster management system. Review participants included QFES, LGAQ, QPS, QRA, the Department of Communities, Disability Services and Seniors and the Disaster Management Inter-Department Working Group.

Overall the Townsville disaster district's capability was assessed as highly effective with many examples of good practice found that would benefit Queensland's disaster management sector. The groups across the district demonstrated that they met the requirements of the Standard.

The review directed one recommendation to the chairpersons of disaster management groups within the Townsville Disaster District, supported by QFES and QRA, to develop a district action plan based on the capability enhancement strategy.

The QPS is leading the development of a district action plan with QFES supporting the districts as required.

Internal audit

The PSBA Internal Audit Unit is an independent unit that provides advice across a wide range of disciplines including risk, assurance, information technology, finance, compliance and general consulting activities for the public safety agencies including QFES.

The Head of Internal Audit, PSBA is also the nominated Head of Internal Audit for QFES in accordance with the *Financial Accountability Act 2009*.

The work of the Internal Audit Unit is undertaken in accordance with the Institute of Internal Auditors' standards and under an approved charter which is consistent with relevant audit and ethical standards.

In accordance with the *Financial and Performance Management Standard 2009*, an annual internal audit plan and three year strategic audit plan sets the direction of the unit. The PSBA annual internal audit plan 2017–18 and strategic internal audit plan 2018-2021 was endorsed by the QFES ARCC and approved by the Chair of the PSBA Board of Management on 25 September 2017.

The Internal Audit Unit ensures all relevant guidelines, particularly Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*, are adhered to, and the functioning of the unit complies with these guidelines in all material respects.

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

Achievements for 2017–18 include:

- progressed delivery of the approved annual internal audit plan 2017–18 through a combination of in-house and co-sourced delivery. Specific QFES audit coverage included:
 - a fraud controls review
 - a procurement assessment
 - an SES Support Group review
 - a review of RFS Volunteers Membership.
- commenced a number of ad-hoc or unplanned reviews within QFES including:
 - staff exit procedures
 - QFES data review.
- indirect audit coverage provided to QFES through the following audit activities:
 - review of cyber-crime prevention
 - social engineering review
 - review of open source intelligence
 - review of commonwealth games
 - delegations review
 - fraud risk assessment exercise.
- no carry forward of 2017–18 audit activities. All planned QFES reviews have commenced, fieldwork completed and are at either draft or final report stage. All planned reviews are expected to be finalised by 30 September 2018.

Information systems and recordkeeping

PSBA as the provider of support services to QFES is responsible for recordkeeping and information systems. PSBA has a dedicated records management team, known as the Information Management Unit (IMU), which provided advice and assistance to QFES in the reporting period resulting in improved efficiencies.

A review of record categories relating to emergency management was continued during 2017–18. On completion of consultation with stakeholders responsible for overseeing emergency management functions within QFES, a revised QFES retention and disposal schedule incorporating fire service and emergency management terms will be submitted to State Archives for approval.

During 2017–18 an audit of regional off-site storage accounts identified records past their retention date. These records were recalled and application of the relevant retention periods resulted in approval to destroy. This action will result in savings of approximately \$2,000 per year. This ongoing audit is expected to continue to provide efficiencies for QFES.

The IMU continued working with the Community Safety Operations Command (Brisbane Region) to assist with digitising building fire safety records. Digitisation of approximately 15,000 drawings was completed with scans uploaded to the PSBA electronic document and records management system (eDRMS). The drawings were subsequently disposed of under a digitisation policy developed for the command. As digitisation of all physical records is now complete, IMU has commenced working with the command to develop an annexure to this policy to digitise records maintained on microfiche.

Following the digitising of building fire safety physical records in Brisbane Region, IMU commenced a detailed assessment of the requirements to support and undertake the expansion of digitisation of these records to other QFES regions. Expansion will require the development of a high-level policy to be administered by the QFES Community Infrastructure Branch in addition to a framework designed to be utilised on a 'region by region' basis to develop localised procedures, facilitating compliance with whole-of-government recordkeeping policy.

IMU also commenced working with QFES to assist in defining options for expanded access to recordkeeping systems including eDRMS.

Training was provided to QFES officers in the RecFind recordkeeping database and in recordkeeping procedures to ensure new staff understand their recordkeeping responsibilities, with IMU staff providing advice on recordkeeping procedures that relate to day-to-day tasks.

No QFES records were transferred to Queensland State Archives during 2017–18.

Risk management

The department's risk management framework provides a consistent and effective approach to identifying, mitigating and monitoring organisational risks. It also ensures QFES complies with the risk management requirements documented in the *Financial Accountability Act 2009* and appropriately positions the organisation to deliver its strategic objectives.

QFES manages risks at the strategic and operational level through the development of risk registers and by reviewing the effectiveness of identified controls. To support this approach, the ELT and BoM play an active role in the management of the department's risks through risk identification and participation in regular reviews of the existing risk registers.

The ARCC provides independent oversight of the department's risk management approach and ensures the management of strategic and operational risks is appropriate and effective.

In 2017–18 the department:

- refreshed its Risk Management Framework and guidelines to ensure they reflect current practice
- continued to undertake staff training on QFES' approach to risk management and ensured staff and management understand their roles and responsibilities
- held a workshop with ELT representatives to identify any emerging risks and to review QFES' existing Strategic Risk Register
- held workshops around the state to support regions and directorates in reviewing their operational risk registers
- undertook regular reporting against strategic and operational risk registers to ensure risks were being effectively mitigated
- supported the ARCC to provide independent oversight of QFES' risk management activities.

Human resources

Strategic workforce planning and performance

Workforce profile

The total number of full-time equivalent staff for QFES including auxiliary firefighters was 3,233.62 as at 30 June 2018. The increase of 0.49 full-time equivalent staff from 2016–17 is mainly attributable to the reduction in auxiliary and temporary firefighters; however, this was offset by the increase in permanent staff and separations over the period.

Between 1 July 2017 and 30 June 2018, the QFES permanent separation rate was 3.86 per cent, 44.74 per cent of the number of permanent staff separations were due to retirements.

Corporate Induction Forum

In 2017–18 two QFES Corporate Induction Forums were held at Kedron with 67 new staff from across the state participating as part of the pilot for a new corporate induction program. The induction program is designed to provide new staff with the information they need on commencing employment with QFES.

Participants learn about the services and capabilities that QFES provides to the community. It also provides an opportunity for new staff to hear about QFES' values, how their role contributes to the broader purpose and vision of QFES, the expectations of staff behaviour and the support services available to staff.

Emerging leaders

The Challenge of Leadership program develops effective leaders who can implement and drive improvement and innovation, measure team performance and understand what motivates their team members. The program provides an education in the fundamental concepts of leadership and management and an opportunity for participants to apply what they have learned in the classroom back in their workplaces.

Employees who complete the program, which runs over approximately nine months, will be equipped with the knowledge and skills to become competent and confident leaders who can motivate their teams to be innovative and produce measurable results.

A group of 26 operational and non-operational staff commenced the Challenge of Leadership program run by Leadership Management Australia in November 2017.

In addition, 11 emerging leaders and seven executive leaders attended the Executive Challenge Academy Emerging Leaders Program for 2017–18 offered by Archersfield Consulting and Management. This program commenced in October 2017 and exposes QFES leaders to a learning community where they look at new ways of thinking and approaching challenges and new connections with other leaders from across sectors and the world. Participants undertake an intensive 12 month leadership journey including executive coaching. Program topics include public leadership; changing cultures; cross-sectoral problem-solving; social change; governance and leadership; policy and strategy development; social, economic, environmental and justice reform; transformational leadership and change; organisation design and development; and creating desired futures for organisations and communities.

Employee performance management framework

With configuration of the Nexus performance and goals, and succession and development modules completed in January 2018, a graduated implementation plan will commence in August 2018. The implementation plan will include information forums, face-to-face training and system familiarisation prior to the official launch to the first target groups commencing 1 July 2019.

The underpinning performance achievement and development framework supports the modules through a non-punitive and contemporary approach focusing on employer and employee expectations, employee success and recognition of employee achievement.

QFES is committed to flexible working arrangements and work-life balance. It offers whole-of-government flexible work practices including job-sharing, telecommuting and family-friendly work arrangements and a wide range of whole-of-government leave arrangements. QFES continues to review the arrangements for flexible work practices to ensure it continues to improve as a contemporary workplace.

In 2017–18 QFES was formally recognised as a Work180 accredited workplace. Work180 is a global jobs platform which pre-screens employers to identify the level of support they provide employees through paid parental leave, flexible work arrangements, leadership programs and much more. QFES has successfully passed the Work180 screening process and is now formally recognised as an employer of choice.

QFES values, supports and promotes the appropriate recognition of its workforce, paid and volunteer, for their bravery, dedication and outstanding service above and beyond what is expected in their roles. The QFES Honours and Awards system continues to provide rewards and recognition offerings to highlight and celebrate the achievements and successes of the QFES workforce. The QFES Honours and Awards booklet is available on the QFES Gateway and QFES website to ensure accessibility to the volunteer workforce and includes links to nomination forms.

Leadership and Management Framework

With a strong focus on organisational transformation through its leaders, QFES continues to develop the Leadership and Management Framework. The development of a leadership continuum will seek to embed a consistent and contextualised QFES leadership philosophy across all levels of the department's leadership.

In addition, the Executive and Corporate Professional Development Framework will complement and mutually support the Leadership and Management Framework by providing managers with the ability to build bespoke leadership development pathways for current and future leaders. The framework is expected to be released in the latter half of 2018.

This work will align directly with the Nexus performance and goals, and succession and development modules providing QFES with a fully comprehensive and integrated leadership model.

QFES Chaplaincy Support Service

The QFES Chaplaincy Support Service is a statewide, locally based, people-focused chaplaincy service that nurtures and supports the spiritual needs and holistic wellbeing of all active and retired members of QFES' paid and volunteer workforce, as well as their immediate and extended families. Services include pastoral care and visitation, crisis response, counselling support, ceremonial involvement and community engagement.

Chaplains work in conjunction with the QFES Safety and Wellbeing Unit and the Fire and Emergency Services Support Network (FESSN) to provide holistic care.

The statewide network of QFES chaplains ensures that these support services are available 24 hours a day, seven days a week.

Strategic workforce planning framework

QFES adopts the Public Service Commission's strategic workforce planning framework to align its service delivery with organisational strategy. In accordance with Strategy 2030, QFES will realign its strategic workforce planning framework with a future-focused, whole-of-department approach to attracting and recruiting talent (for both a paid and volunteer workforce), developing our people, and retaining and supporting our people.

In February 2018 QFES launched stage one of this approach with a recruitment attraction campaign 'ALL IN. ALL FRONTS.' to attract new members to the workforce and promote QFES as an employer of choice. The campaign website contains detailed information on a variety of roles, a tool to help members of the public find a role that suits their skills and experience and a range of videos featuring QFES members. The website can be accessed at www.qfes.qld.gov.au/employment

QFES is participating in the Queensland Public Sector Talent Now pilot scheduled to conclude in December 2018. This is an easy to use, integrated online talent solution which allows employees to find their next development opportunity across the sector and for managers to find the right talent for their team.

QFES released its Fairness, Equity and Inclusion Framework during the reporting period. The framework defines QFES' strategic direction and commitment to inclusion and diversity and helps shape the department's culture of inclusion. Initiatives of the framework include QFES support of the Queensland Government's Inclusion Champions of Change and the AFAC-led Fire and Emergency Male Champions of Change programs. A key feature of the framework is the QFES Allies of Inclusion Network — a visible distributed network of QFES staff and volunteers committed to a workplace culture that is fair, equitable and inclusive. The Allies of Inclusion Network provides a ground up approach to engaging staff and volunteers as agents of positive change within their workplace by exercising their circle of control and influence to help build an inclusive culture.

Supporting mental health and wellbeing

QFES supports and contributes to the Queensland government's *Early Action: Queensland Mental Health Promotion, Prevention and Early Intervention Action Plan 2015–17* and the *Queensland Suicide Prevention Action Plan 2015–17* by providing support to fire and emergency services staff with a focus on prevention and early intervention for mental health issues and providing support programs for frontline officers focusing on post-incident support.

FESSN is QFES' counselling and support program for personal or work-related challenges, designed specifically for staff, volunteers and their immediate family. Services include:

- confidential professional counselling available to all QFES staff and volunteers and their immediate families — an independent, external service, managed internally
- 24 hour telephone counselling — available to all QFES staff and volunteers and their immediate families.
- Peer Support Program — a team of specially selected and trained co-workers to help staff cope with personal or work-related difficulties known as Peer Support Officers
- information and education sessions tailored to leaders and general member audiences to develop awareness and skills on a range of mental health related topics
- advice and support services for leaders and managers.

FESSN's network of highly qualified external psychologists and counsellors are in private practices across the state. Each counsellor has been specifically selected for their experience working with emergency services workers and the challenges this can bring (e.g. relationship issues, post traumatic stress and depression). Each FESSN counsellor is registered with a relevant nationally recognised professional association that regulates the profession and monitors the quality of practice.

FESSN has sophisticated critical incident organisational directives and processes for notification and responding to operational experiences that present potential psychological risk. Leader advice services are typically provided by telephone and delivered by an organisational and clinical psychologist with extensive experience in leadership.

Peer Support Officers are selected and trained to relate to colleagues who may be experiencing difficulties across the state. Their experiences place them in a unique position to provide understanding and practical and timely support.

QFES is also an active contributor to the continual development of mental health within emergency services through groups such as AFAC, and actively participates in knowledge development through initiatives like the beyondblue National Mental Health and Wellbeing Study of Police and Emergency Services.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QFES staff during 2017–18.