

Governance

Executive management

As at 30 June 2020

Board of Management profiles

Greg Leach

MBA MEmergMgt MIFireE GAICD

Commissioner

The Commissioner is responsible for leading and managing the efficient and effective functioning of FRS, RFS and SES, and emergency management and disaster mitigation programs and services throughout Queensland.

Greg Leach was appointed Commissioner on 2 December 2019.

With 33 years' experience in the emergency services, Greg is a highly-regarded emergency services executive with both country and metropolitan fire and ambulance services.

Greg began his career with the Country Fire Authority, Victoria where he held a number of senior operational roles. Greg then spent eight years with Rural Ambulance Victoria and then Ambulance Victoria, following the merger of the state's three ambulance services into a single service in 2008.

In 2014, Greg joined the Metropolitan Fire and Emergency Services Board as a Deputy Chief Officer and Executive Director, Organisational Learning and Development. During this time, Greg led the implementation of significant reform to the fire services in Victoria.

As an experienced and accredited Level 3 Incident Controller, Greg managed responses to some of the nation's worst fires, including responses to large wildfires, major structure fires and other emergencies including the Longford Gas Plant explosion in 1998.

As Commissioner, Greg is the Chair of the QFES BoM. He is also the Chair of the PSBA Board of Management, the service agency for the public safety portfolio (the position of Chair is rotated with the QPS Commissioner annually with the QFES Commissioner in the role until September 2020).

The Commissioner represents the department at local, community, state, national and international forums including as a member of the ANZEMC and represents Queensland at the AFAC Commissioners and Chief Officers Strategic Committee.

Greg has a Master of Business Administration and a Master of Emergency Management, is a Graduate of the Australian Institute of Company Directors and a member of The Institution of Fire Engineers.

Mike Wassing, Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience was appointed Acting Commissioner for the period 6 June 2019 to 1 December 2019.

Mark Roche

AFSM GradCertAppMgmt GAICD

Deputy Commissioner, Readiness and Response Services Chief Officer, FRS

The Deputy Commissioner, Readiness and Response Services and Chief Officer, FRS is responsible for the leadership and management of regional operations for FRS, RFS and SES across QFES' seven regions and the FRS Directorate.

Mark Roche was appointed as Deputy Commissioner on 24 August 2015.

Commencing his career in Ipswich as an auxiliary firefighter in 1979, Mark joined the permanent firefighter ranks in 1980.

In 2006, Mark was appointed Assistant Commissioner, Far Northern Region, before returning to Brisbane in 2008 to take up the role of Assistant Commissioner, Community Safety and Training where he was responsible for Professional Development, State Community Safety Operations, and Training and Emergency Management.

Mark has seen the fire service roles change from an internal focus responding to grass fires, structural fires and limited road crash rescues, to what is now a multi-agency integrated approach to incident and disaster management encompassing the FRS, RFS and SES.

Mark is 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.

In 2014, Mark was awarded the Australian Fire Service Medal (AFSM). He also has a Graduate Certificate in Applied Management, is a Graduate of the Australian Institute of Company Directors and has a Diploma in Frontline Management Initiative.

Adam Stevenson

BEc

Deputy Commissioner, Strategy and Corporate Services (Acting) Chief Strategy Officer (Acting)

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 providing the tools and systems for frontline service delivery integrated capability across QFES. The division includes the Executive, Ministerial and Corporate Services; Human Capital Management; and Strategic Services Directorates, and works closely with the public safety agencies.

Adam Stevenson was appointed as Acting Deputy Commissioner on 8 July 2019.

Adam began his career in the private finance sector prior to joining the Queensland Government in 1993. Throughout his public sector career, Adam has held a series of executive leadership positions in areas including employment services, ICT strategy, Indigenous economic participation, corporate services, industry development, international trade and investment, strategic policy and planning, industrial relations, training, and workplace health and safety (WHS).

As Acting Deputy Commissioner, Adam chairs the QFES Strategy and Budget Committee and the Communication and Information Committee.

Adam has a Bachelor of Economics and is completing an Executive Masters of Public Administration.

Mike Wassing

AFSM BAppSc (EnvMgt & LandUsePolicy) GradDipBusiness (StratMgt) GAICD

Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience Chief Officer, RFS Chief Officer, SES

The Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience, Chief Officer, RFS and Chief Officer, SES is responsible for the SES, RFS and Emergency Management and Community Capability within the department, including supporting approximately 37,000 volunteers.

The Deputy Commissioner has oversight of disaster and emergency management including the QERMF, emergency management planning before and after disasters, volunteerism, and strengthening community partnerships to build safe, healthy, confident and connected communities across Queensland.

Mike Wassing was appointed as Deputy Commissioner on 21 September 2015.

Serving in emergency services in both Queensland and Victoria for more than 30 years, Mike has extensive experience leading the management and coordination of disaster management for all hazards as well as strategic control and coordination for major disasters including the Black Saturday Fires (Victoria—7 February 2009), Tropical Cyclone Debbie (Queensland—March 2017), North Queensland Floods (January—February 2019) and most recently, as the Acting Commissioner, Queensland's Bushfires (2019).

Mike is committed to enhancing volunteerism, strengthening QFES' capabilities and promoting an inclusive and supportive culture that enriches the department's ability to support local communities.

Mike is a member of the NAFC Board of Directors and also represents QFES on a number of state and national bodies.

Mike holds a Bachelor of Applied Science in Environmental Management and Land Use Policy, a Diploma in Firefighting Operations and Fire Management, and a Graduate Diploma of Business (Strategic Management).

Mike was awarded the AFSM in 2019 for consistently demonstrating exceptional leadership to enhance volunteerism in emergency services and driving positive and inclusive organisational change. He was also awarded the National Emergency Medal—Vic Fires 09 (Victorian Bushfires 2009).

Mike Wassing was appointed Acting Commissioner for the period 6 June 2019 to 1 December 2019.

John Bolger, Assistant Commissioner, RFS, was appointed Acting Deputy Commissioner for the period 6 August 2019 to 1 January 2020.

Kurt Marsden

BBus (Man)

Chief Operating Officer, PSBA (Acting)

The Chief Operating Officer reports to the PSBA's governing BoM and supports the Board in performing its functions and gives effect to any direction of the Board. The Chief Operating Officer is responsible for leading the PSBA in its provision of public safety corporate and air services.

Kurt Marsden was appointed as Acting Chief Operating Officer on 14 February 2020 from his substantive position as the General Manager, Human Resources within the PSBA.

Kurt has an extensive public sector career spanning more than 35 years holding positions in a number of service delivery and central agencies including Executive Director, Workforce Strategy in the Public Service Commission, Director, Human Resources and Communications in Queensland Treasury and the Director, Human Resources in the Department of Transport and Main Roads.

As Chief Operating Officer, Kurt represents the public safety agencies on a number of major committees and Boards including the Head of Corporate Working Group and the Queensland Shared Services Government Shared Services Customer Board as well as being a member of the PSBA and Office of the IGEN Audit, Risk and Compliance Committee.

Kurt has a Bachelor of Business Management from the Queensland Institute of Technology.

Doug Smith, the then QFES Deputy Commissioner, Strategy and Corporate Services, was appointed as the interim Chief Operating Officer on 8 July 2019 until his appointment as Deputy Commissioner, Strategy and Corporate Services, QPS on 14 February 2020.

Jennifer Robertson

LLB GradCertBus FAICD FGIA

Independent member

Ms Jennifer Robertson was appointed to the BoM in December 2018, attending her first meeting in February 2019. Jennifer is QFES' first independent member on its BoM.

Jennifer is the Managing Director of Board Matters, an Australia-wide corporate governance consulting firm. With a 20-year history, Board Matters is recognised throughout Australia for its leadership and commitment to the highest standards of governance.

Jennifer is a practising lawyer and over the last 15 years has sat on or chaired a number of Boards throughout Australia. These include statutory bodies, public authorities, an Australian Prudential Regulation Authority regulated superannuation fund, an Australian Securities and Investments Commission regulated financial planning entity and many not-for-profit organisations. Many of Jennifer's Board roles combine the complexity of large and diverse businesses whilst overseeing many millions of dollars in a highly accountable, transparent and regulated reporting environment.

Jennifer is the first non-pilot director on the Board of Brisbane Marine Pilots in its 30-year history and she also sits on the Board of and chairs the Audit and Compliance Committee for Queensland Independent Schools Block Grant Authority. Her previous roles have included Chair of the Defence Reserves Support Council Queensland and Deputy Chair of the Queensland Building and Construction Commission.

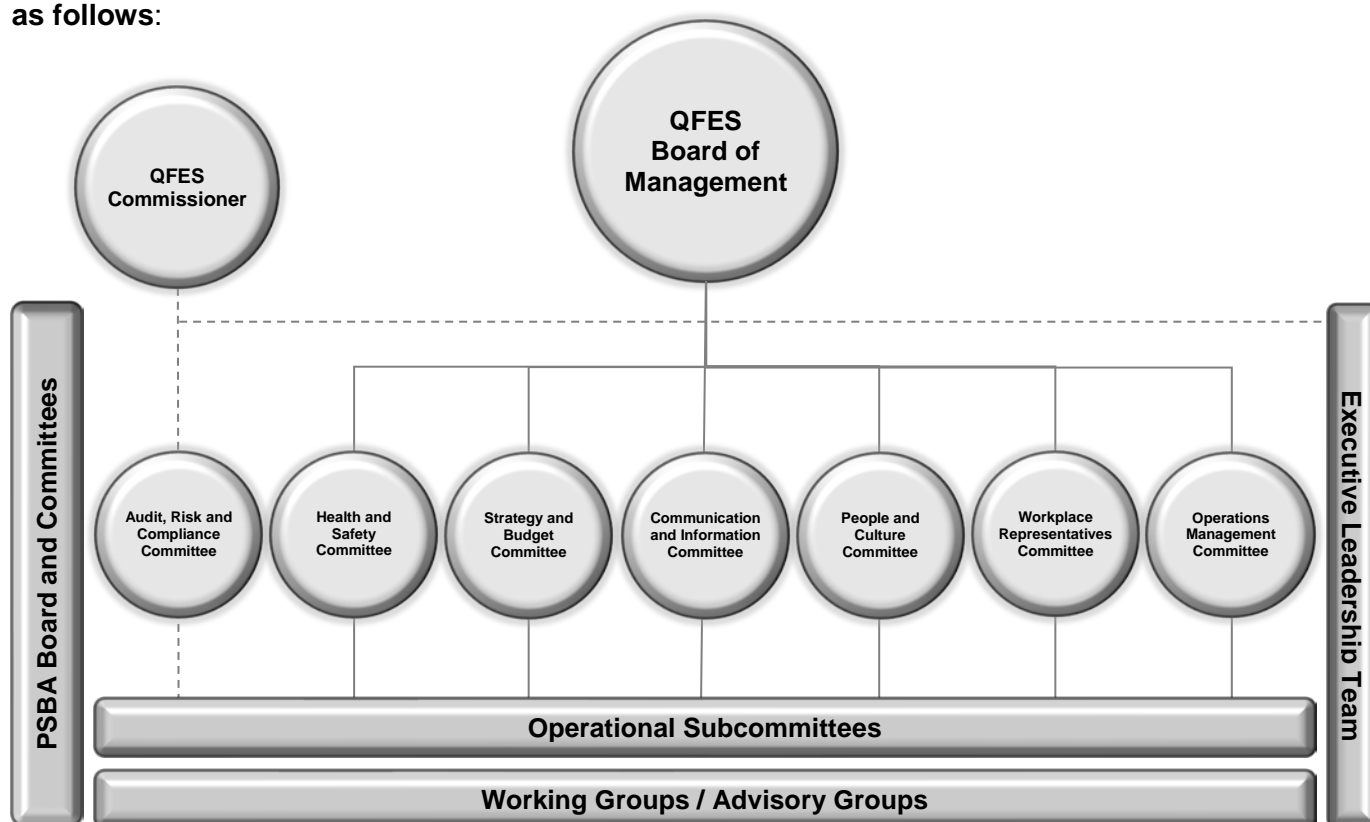
Jennifer has a Bachelor of Laws and Graduate Certificate in Business from the Queensland University of Technology. She is a Fellow of the Australian Institute of Company Directors and the Governance Institute of Australia. Jennifer also holds a Certificate in Foundations of Neuroscience from the NeuroLeadership Institute.

Board and committees

The QFES governance structure comprises the:

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

The QFES governance structure and the line of reporting with other bodies at 30 June 2020 is as follows:



QFES committees support the Commissioner in decision-making or may play an assurance role. Each committee has a clear purpose that aligns with delivery 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 June 2020, BoM approved a modification of the corporate governance committee structure to better suit the purpose of QFES and enable flexibility to

meet future year commitments. The refreshed structure is based on a reflection of organisational requirements to support QFES' continued governance maturity. The new corporate governance committee structure includes an increased level of independence within the committee governance arrangements with an additional independent member on the BoM and independent expert members on each committee. The BoM Charter will undergo a review however, the overall role of the Board will not change.

The governance structure is underpinned by the executive leadership influence, the decision-making model, support mechanisms and enablers, explicit authority aligned accountability and the right culture.

The improvements are focussed on assisting BoM through the committees to achieve the strategic outcomes and commitments outlined in the strategic plan. During the reporting period, QFES merged the Strategic Committee and Finance and Budget Committee into the Strategy and Budget Committee. The Strategy and Budget Committee provides oversight of QFES' financial performance and provides advice on strategy development, and coordination and prioritisation of QFES' whole-of-organisation expenditure, while seeking to foster a culture of fiscal responsibility.

The new committee structure, to be implemented in 2020-21, includes four intersecting committees, being:

- » Audit, Risk and Compliance
- » Strategy and Budget
- » People, Culture, Safety and Wellbeing
- » Capability and Service Delivery.

There is no significant change to the functioning of the ARCC and Strategy and Budget Committee. The People, Culture, Safety and Wellbeing Committee will focus on QFES having the right workforce, paid and volunteer, with the right skills, operating in a safe environment, within an effective and appropriate workplace culture. The Capability and Service Delivery Committee will focus on the inputs to capability and capacity, including assets, ICT and equipment. It will also lead the core service delivery for performance, service strategy, strategic policy leadership, funding mechanisms, stakeholder engagement and include research and innovation.

The improvements involve a significant depth of work to be implemented including providing the right level of support, training, clear communication of the changes and embedding the processes for the committees.

Board of Management

Role	The BoM provides stewardship of QFES by providing advice and information to the Commissioner as the accountable officer for the department. The BoM assists the Commissioner with strategic leadership to meet QFES' outcomes including the vision, purpose and direction setting to ensure compliance and to improve performance. The Board provides direction and guidance, along with oversight of all governance committees within QFES.
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Membership	<ul style="list-style-type: none"> » Greg Leach, Commissioner (Chair) » Mark Roche, Deputy Commissioner, Readiness and Response Services » Mike Wassing, Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience » Adam Stevenson, Deputy Commissioner, Strategy and Corporate Services (Acting) » Kurt Marsden, Chief Operating Officer, PSBA (Acting) » Jennifer Robertson, Independent Member <p><i>Mike Wassing served as Chair of the BoM from 6 June 2019 to 1 December 2019 whilst fulfilling the role of Acting Commissioner.</i></p> <p><i>John Bolger, Assistant Commissioner, RFS was a member of BoM for the period 6 August 2019 to 1 January 2020 whilst fulfilling the role of Acting Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience.</i></p> <p><i>Doug Smith served as a member of BoM whilst Deputy Commissioner, Strategy and Corporate Services and then as the interim Chief Operating Officer, PSBA from 8 July 2019 to 13 February 2020.</i></p> <p><i>Kurt Marsden was appointed Acting Chief Operating Officer, PSBA on 14 February 2020.</i></p>
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Board of Management (cont'd)

Remuneration The Independent Member earned \$14,080 (including GST) in remuneration for BoM member services provided in 2019-20.

Remuneration paid in 2019-20 includes \$1,650 (including GST) for one meeting attended in 2018-19.

Remuneration of \$3,000 (including GST) for two meetings attended in 2019-20 will be paid in 2020-21 due to late processing.

Meetings From July 2019 to April 2020 the BoM met bi-monthly, post April 2020 the BoM met every six weeks with emergency or special meetings convened as required.

During 2019-20, the BoM met on seven occasions, excluding out-of-session meetings and workshops.

Audit, Risk and Compliance Committee

Role The ARCC provides independent assurance and advice to the Commissioner in discharging responsibilities under the *Financial Accountability Act 2009*, the *Fire and Emergency Services Act 1990*, *Disaster Management Act 2003* and subordinate legislation, in relation to the department's risk, audit, internal controls, and compliance frameworks and systems.

In addition, ARCC assists in the discharge of annual financial management responsibilities as required under the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*.

The committee operates in accordance with its Terms of Reference, having due regard for Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*.

Membership

- » Sue Ryan (Independent Chair)
- » Glenn Poole (Independent Member)
- » Adam Stevenson, Deputy Commissioner, Strategy and Corporate Services (Acting)
- » John Bolger, Assistant Commissioner, RFS
- » Stephen Smith, Assistant Commissioner, Human Capital Management (ELT member on a 12 monthly rotational basis)
- » Vacant

Mike Wassing, Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience will commence as a member of ARCC from 1 July 2020.

Remuneration The Independent Chair earned \$7,725 (including GST) in remuneration for services provided in 2019-20 and the Independent Member earned \$3,500 (including GST).

Two payments for 2019-20 totalling \$1,750 (including GST) will be paid to the Independent Member in 2020-21 due to late processing.

Meetings The committee meets quarterly with emergency or special meetings convened as required. In 2019-20, the committee met on five occasions including a combined meeting of the public safety agencies Audit, Risk and Compliance/Audit and Risk Committees.

Audit, Risk and Compliance Committee (cont'd)

Key Achievements

In 2019-20, the committee's key achievements include:

- » overseeing key areas of compliance such as WHS and the business continuity framework
- » providing advice on enhancements to the risk management framework and commencing a program of deep dives into Enterprise Risks
- » overseeing delivery of the internal audit program and external audit plan
- » overseeing the implementation of agreed recommendations from internal and external audit activities with an increased focus on the implementation of overdue and ageing recommendations
- » overseeing the implementation of recommendations made by regulatory authorities such as the Crime and Corruption Commission (CCC) and Ombudsman
- » monitoring the delivery of projects identified as at-risk such as Blue Cards and P3 Masks
- » monitoring the effective control of QFES' financial performance and financial position
- » reviewing and endorsing the 2018-19 Financial Statements and Chief Finance Officer's Statement of Assurance
- » noting and monitoring the 2019-20 financial statements project plan and financial statements preparation and providing recommendations to improve clarity and transparency
- » noting current and future accounting standard changes, impacts and disclosure enhancements relating to Queensland Treasury's *Financial Reporting Requirements for Queensland Government Agencies*
- » monitoring and reviewing accounting matters related to assets control.

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 by connecting regional health and safety committees, QFES executive management, BoM and the Commissioner.

Strategy and Budget Committee

The Strategy and Budget Committee provides stewardship of finance, investment and budgetary related matters and oversight of the relevance and integration of strategy development and strategic alignment within QFES.

The committee oversees QFES' financial and strategic investment planning and budget performance, and provides advice on effective strategy development, and the coordination of financial management and budget policy while seeking to foster a culture of fiscal responsibility.

Communication and Information Committee

The Communication and Information Committee provides stewardship of ICT pathway related matters within QFES including the development of corporate level ICT strategies and plans that ensure the cost-effective application and management of ICT systems and resources throughout the department.

People and Culture Committee

The People and Culture Committee provides stewardship of people and culture related matters within QFES. The committee maintains broad oversight, evaluation and monitoring of the development and implementation of strategies and activities to promote a positive organisational culture and alignment of QFES' human resource capacity and capabilities.

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.

Operations Management Committee

The Operations Management Committee provides strategic oversight and an advisory role to the BoM to ensure operational efficiency and effectiveness is maximised. The committee oversees the organisational posture and capability direction, provides policy advice and seeks to foster a culture that promotes strategies and activities for service delivery improvement, operational efficiency and interoperability.

Executive Leadership Team

The ELT leads the stewardship of QFES by providing information, advice and support to the BoM and working to translate the BoM's strategic vision and direction for QFES into operations, while having regard to the BoM's appetite for risk.

Ethics and Code of Conduct

Public sector ethics

The *Code of Conduct for the Queensland Public Service* applies to all QFES personnel whether permanent, temporary, full-time, part-time or casual including volunteers, contractors and consultants or anyone who works with QFES in any capacity.

The Code of Conduct is based on the ethics, principles and their associated set of values prescribed in the *Public Sector Ethics Act 1994* (the Act). It also contains standards of conduct for each of the ethics principles:

- » Integrity and impartiality
- » Promoting the public good
- » Commitment to the system of government
- » Accountability and transparency.

Employees are required to undertake public sector ethics education and training upon commencement of their employment with the department. This training relates to the operation of the Act, the application of ethics principles and obligations to employees' daily work, and the contents of the Code of Conduct.

The QFES *Think. Say. Do.* awareness package, available to all QFES personnel, was launched in August 2018 to promote awareness of and provide information about positive workplace behaviour. The package combines workplace behaviour and Code of Conduct awareness training into one, easy to follow interactive package. Modules include:

- » Code of Conduct
- » Ethical decision-making
- » Positive workplace behaviours
- » Complaint management and reporting
- » Financial management
- » Conflicts of interest
- » Diversity and inclusion
- » Social media.

To maintain currency, all staff and volunteers are required to complete *Think. Say. Do.* every three years.

As well as ensuring employees are aware of their ethics related rights and obligations through targeted education and training, these principles are embedded in the department's strategic plan, operational plans, personal achievement and development plans (PADPs), policy instruments and procedures.

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 QFES Ethical Standards Unit.

Accountability and risk management

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 2019-20, the following state bodies examined the operations of QFES or other agencies with findings or issues requiring consideration by, or impacting on, QFES: Coroner, CCC, QAO and Office of the IGEM.

Coroner

Under the whole-of-government coronial reporting arrangements, Ministers are required to inform the Attorney-General and Minister for Justice within six months of coronial findings being handed down as to whether the recommendations are supported. Six monthly progress updates must also be provided to the Department of Justice and Attorney-General until the accepted recommendations are implemented.

Inquest findings and implementation progress updates are accessible at www.courts.qld.gov.au

Inquest into the deaths of Thomas Hunt and Youngeun Kim

On 18 October 2019, the Northern Coroner delivered the inquest findings into the deaths of Mr Thomas Hunt and Ms Youngeun Kim. The Coroner determined that Mr Hunt died on 23 February 2016 as a result of accidental drowning and Ms Kim died on 23 January 2018 due to drowning/immersion with head injury nominated as an underlying condition. Mr Hunt and Ms Kim died at Josephine Falls located within the Wooroonooran National Park.

The Coroner made a number of recommendations including that the working group established to improve visitor safety comprising QFES, QAS, QPS and the Queensland Parks and Wildlife Service within DES, continue to be supported financially and administratively by their respective agencies, and that the group be enlarged to include local Ngadjon-ji Elders. The working group would enable the continuation of education programs, training exercises and recommendations for the enhancement of visitor safety at Josephine Falls. The Coroner also suggested the working group consider measures such as additional signage to encourage visitors to respect the Traditional Owners and Elders Past and Present.

The lead agency for the implementation of the recommendation relating to the working group is DES through the Queensland Parks and Wildlife Service, with support from QFES, Queensland Health (QAS) and the QPS.

QFES is represented on the working group and continues to be committed in its support of the working group.

An invitation has been extended to local Ngadjon-ji Elders to participate as members of the working group.

Installation of additional signage requesting respect for the Traditional Owners and Elders Past and Present will be considered by the working group. Existing messages on signs located at Josephine Falls will be reviewed in consultation with local Ngadjon-ji representatives.

Inquest into the death of Lee Edward Parker

On 20 February 2020, the Deputy State Coroner delivered the inquest findings into the death of Mr Lee Edward Parker. The Coroner determined that Mr Parker died from smoke inhalation and the effects of fire on 19 August 2016.

The coroner recommended that QFES give consideration to the mandatory installation of smoke alarms in new and existing moveable dwellings including on-site and park vans.

QFES is considering the recommendation and developing options for consideration.

Crime and Corruption Commission

Each financial year the CCC conducts a program of audits to examine how agencies have responded to particular types of complaints and the robustness of their complaints management and corruption prevention frameworks. The CCC also undertakes audits aimed at controlling the risks of corruption.

Operation Impala Report on misuse of confidential information in the Queensland public sector

In February 2020, the CCC tabled in Parliament *Operation Impala Report on misuse of confidential information in the Queensland public sector*. The report examined the impacts of unauthorised access to and disclosure of confidential personal information on agencies and the people whose information is accessed or disclosed to third parties without their knowledge or consent.

QFES was not subject to examination by the CCC, however, the report directs nine recommendations at all public sector agencies. The recommendations are designed to ensure that Queenslanders' confidential information is less vulnerable to inappropriate access by staff of public sector agencies.

In accordance with the Queensland Government's *Information security policy* (IS18:2018), QFES is embedding an *Information Security Management System* (ISMS) aligned to ISO/IEC 27001 *Information Security Management*. The function of an ISMS is to protect the confidentiality, availability and integrity of information through risk management.

In addition, QFES has an embedded strategy where any reports of misuse of confidential information are dealt with in accordance with the QFES Management of Complaints Policy and Procedure, including assessment by the Workplace Conduct Branch's Complaints Assessment Team and referral to QPS for investigation or advice to the Workplace Conduct Branch's Ethical Standards Unit if required. All records of the complaints management processes and decisions are recorded centrally in the QFES complaints management system.

Where appropriate, the QFES decision-maker may consider post-separation discipline for matters involving the mis-use of confidential information.

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.

Managing cyber security risks: Report 3: 2019-20

The QAO examined whether entities effectively manage their cyber security risks. Three unidentified entities were selected for this audit. QAO assessed whether the entities understand and assess the extent to which their information assets and organisational processes are exposed to cyber security risks and whether entities design and implement effective

information controls to mitigate identified cyber security risks.

The QAO directed 17 recommendations drawn from the audit learnings to all entities. The QAO acknowledged that implementing effective controls for cyber security should be performed on a cost-benefit analysis and that all entities firstly assess themselves to help them ensure they have a framework for managing cyber security risks, know what information assets they have and know to what extent those information assets are exposed to cyber security risks. Then, based on the results of these activities, entities should consider how relevant the recommendations are for their risk appetite and exposure.

QFES ICT and related cyber security services are provided by PSBA under a shared services arrangement.

PSBA, in partnership with QFES, completed a self-assessment exercise against recommendations 1-3, which are considered completed. Following this review exercise, it was determined that PSBA on behalf of QFES provides a sufficient level of cyber security that fulfills the intent of recommendations 4-17.

QFES is continuing to work on a range of additional initiatives to enhance cyber security risk management that complement the intent of the recommendations. These developments are being progressed and are expected to be finalised in 2021.

Queensland state government entities: 2018-19 results of financial audits Report 8: 2019-20

Most public sector entities prepare annual financial statements. The Auditor-General is responsible for providing Parliament with an independent assurance of the financial management of public sector entities by auditing these financial statements.

The report summarises the QAO's assessment of the financial position, performance and assurance process of the Queensland Government, and the timeliness and quality of financial reporting by public sector entities.

QFES received an unmodified audit opinion, with no significant issues or findings identified.

The report also provides the results of an assessment of internal controls across the sector and identifies eight actions for all entities to consider to decrease the risk of fraud or improve other internal controls. QFES has reviewed these actions and is progressively implementing enhanced controls where internal control improvement opportunities have been identified.

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. IGEM reports are accessible at www.igem.qld.gov.au

Review — Efficacy of recovery governance Report 1: 2018-19

This review focused on identifying those aspects of recovery arrangements that could be enhanced leading to better local community recovery and outcomes. QFES is the lead agency or joint-lead agency in the implementation of three of the nine recommendations relating to:

- » greater clarity about responsibilities for recovery at the community, local and district levels in any future review of the *Disaster Management Act 2003*
- » participatory leadership models forming the basis of recovery leadership training and education to support and enhance community-led recovery including the development of mechanisms to evaluate the effectiveness of recovery leadership and capture relevant learnings
- » maximising the effect of all offers of assistance to recovering communities including the updating and exercising of the Queensland Offers of Assistance Policy.

Delays in addressing the recommendations were experienced in 2020 due to planning and response to COVID-19, however, action is expected to commence by 31 December 2020.

The 2018 Queensland Bushfires Review Report 2: 2018-2019 and Queensland Bushfires Review Report 2: 2019-20

The 2018 Queensland bushfires review assessed the effectiveness of preparedness activities and response to the major bushfires and heatwave that occurred across the state toward the end of 2018. The review noted there is scope for improvements and specifically identified:

- » the need for Queensland Government agencies, local government, non-government agencies and the Australian Government to work together to manage the risk of intense fires
- » the need to convey the risk, and the best information about it, to the community
- » the need for the disaster management system to adapt when the hazard needs the technical capability of a large hazard-specific agency to respond to the disaster.

The review report made 23 recommendations to guide future actions. QFES was nominated in the Queensland Government Action Plan as a lead agency in 22 recommendations—of these 14 recommendations were accepted and eight were accepted in principle by the Queensland Government. QFES established a program of work to develop and manage action plans for the implementation of the recommendations.

As at 30 June 2020, QFES has completed planned activities for 14 recommendations and made significant progress towards the remaining eight recommendations. Whilst there have been some minor delays in completing some activities due to COVID-19, it is expected that the majority of the remaining planned activities will be completed by 1 December 2020.

In September 2019, the Office of the IGEM conducted a further review following a challenging start to the 2019-20 bushfire season—*Queensland Bushfires Review Report 2: 2019-20*. The report did not include any recommendations but instead highlighted a range of findings and observations which provided additional context to work being undertaken in relation to the 2018 review report.

There are also a number of common themes and topics that have arisen in the Royal Commission into National Natural Disaster Arrangements which was established on 20 February 2020 in response to the extreme bushfire season of 2019-20. QFES has actively contributed to the Royal Commission by way of notices and appearances at hearings which have included topics directly or indirectly linked to the 2018 review report. The Royal Commission is due to hand down its final report on 28 October 2020.

2019 Monsoon Trough Rainfall and Flood Review Report 3: 2018-19

This review assessed the effectiveness of preparedness and response activity surrounding the monsoon trough rainfall and flood event that occurred in northern Queensland in January and February 2019.

The report made 14 recommendations and QFES was identified as a lead agency in six of these with five accepted and one accepted in principle by the Queensland Government. Topics covered in the six recommendations include:

- » climate change and the integration of the eight EM-SAP priorities into the disaster management planning cycle
- » Disaster Management Group activation levels
- » development and promotion of local disaster dashboards for community information and messaging
- » managing requests for assistance including system wide tools, education, guidance and testing.

At 30 June 2020, QFES has completed planned activities for three of the recommendations and is actively progressing remaining activities.

Risk management

The *Financial Accountability Act 2009* requires government departments to provide the necessary foundations and organisational arrangements for managing risk at a strategic and operational level. In response to this requirement, QFES developed a risk management framework which outlines the minimum requirements for the department's management of risk to position QFES to achieve better outcomes for our people, partners and the community and to ensure the sustainability of the department. The RMF was approved in August 2019 by BoM and quarterly risk reports are provided to the QFES ARCC.

QFES manages enterprise, operational and project risks utilising risk registers and the RMF outlines the escalation of risk to the enterprise risk register and to the BoM and Commissioner based on a standardised risk assessment process. Quarterly enterprise risk reports and a deep dive into a single enterprise risk are provided to ARCC to ensure effective and independent risk oversight.

In 2019-20 QFES further developed its risk maturity by:

- » finalising an internal audit into QFES Risk Maturity. The report provides 18 recommendations to improve QFES' risk management. As at 30 June 2020 six recommendations have been closed and implementation of the remaining recommendations is ongoing.
- » implementing the RMF, QFES Risk Appetite Statement and QFES Business Continuity Management Frameworks.
- » commencing collaboration with other public safety agencies to integrate risk management practices to streamline the risk management approach to shared assets and risks.

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 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 2019*, an annual internal audit plan and three-year strategic audit plan sets the direction of the unit. The *Public Safety Business Agency Annual Internal Audit Plan 2019-20 and Strategic Internal Audit Plan 2020-23* was endorsed by the QFES ARCC and approved by the then Chair of the PSBA BoM on 4 June 2019.

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 2019-20 include:

- » progressed delivery of the approved annual internal audit plan 2019-20 with specific QFES audit coverage including:
 - an assessment of community engagement processes (final report)
 - an assessment of the controls for issuing, recording and monitoring fire permits (draft report)
 - a review of the processes for managing the return to work of sick or injured workers (draft report)

- an assessment of the design and operating effectiveness of controls to ensure compliance of critical equipment with QFES Doctrine and regulatory requirements (fieldwork).
- » indirect audit coverage provided to QFES through the review of the:
 - design and operating effectiveness of ICT project governance, processes and controls managed by PSBA Frontline and Digital Services (PSBA - final report)
 - current state of risk management processes at PSBA and the interaction with the risk management practices of the public safety agencies (public safety agencies - final report)
 - design and operating effectiveness of system access controls for critical systems (public safety agencies - draft report)
 - design and operating effectiveness of controls over selected third-party service providers (public safety agencies - draft report)
 - design effectiveness of fraud and corruption frameworks (public safety agencies - draft report)
 - effectiveness of physical security controls and security awareness (public safety agencies - draft report)
 - design and operating effectiveness of key controls of processes that inform the Chief Finance Officer Assurance Statement (public safety agencies - draft report).
- » no carry forward of 2019-20 audit activities into the internal audit plan for 2020-21.

Delivery of the 2019-20 annual internal audit plan was impacted by QFES' and the other public safety agencies' planning and response to COVID-19. During this time, Internal Audit redirected its focus to be a trusted advisor and assisted public safety agency management with checks of internal controls such as risk management, procurement and cyber security.

It is expected that the final reports for all audit reviews will be issued by 31 October 2020.

Information systems and recordkeeping

PSBA, as the provider of corporate services to Queensland's public safety agencies including QFES, is responsible for recordkeeping and information systems across the public safety agencies. PSBA has a dedicated records management team, the Information Management Unit, which provides advice and assistance to QFES on matters related to effective and compliant recordkeeping processes, resulting in improved operational efficiencies.

PSBA provided advice on all aspects of recordkeeping and provided training in the RecFind System (the department's recordkeeping database). In addition, to inform an upgrade of this recordkeeping database, an analysis was undertaken of how QFES utilises and accesses RecFind and other information management systems. Obtaining an accurate 'snapshot' of system use, enabled the identification of options and opportunities for use of emerging electronic content technologies, such as SharePoint Online, to contribute to efficient support and maintenance of departmental records.

Further initiatives which support QFES' recordkeeping procedures and information management systems include:

- » promotion of effective digital recordkeeping governance including the provision of advice on technologies and concepts, enabling use of electronic approval processes and development of suitable approaches to facilitate continued progression to more efficient electronic information management practices.
- » provision of advice relating to recordkeeping functions and processes required to be supported remotely due to COVID-19 operating environment restrictions. This included completion of a Source Records Policy for Central Region that provides for the digitisation of Community Safety records such as building plans, enabling hard copy versions of the records to be destroyed. Flexible procedures within the policy enabled project activities and operations to be undertaken across multiple sites, including remote workplace environments. Key outcomes include reduction in on-site storage requirements and/or costs associated with use of a commercial secondary storage provider to manage and store physical records.

- » completion of a procedure enabling physical receipts and invoices associated with corporate card transactions to be disposed of once digitised in line with whole-of-government policy. This will reduce off-site physical storage costs and overall time spent supporting the corporate card process.
- » commencement of a review of the *Fire and Emergency Services Retention and Disposal Schedule*. The schedule is expected to be submitted to Queensland State Archives in 2020-21 for approval.
- » completion of a procedure for digitising microfiche Building Fire Safety records managed by Community Safety (Brisbane Region).

Training and advice are provided by PSBA in all aspects of recordkeeping to ensure QFES staff are aware of their recordkeeping responsibilities.

Public records are kept for the periods specified in both the general and core retention schedules and only destroyed once the owner agrees and approval is received from the authorised QFES nominee.

No QFES records were transferred to Queensland State Archives during 2019-20.

Human resources

Strategic workforce planning and performance

Workforce profile

The total number of full-time equivalent (FTE) staff in QFES, including auxiliary firefighters, was 3,357.94 at 30 June 2020. Due to the on-call nature of auxiliary firefighters, they are represented as 0.1 of an FTE. The FTE figure is calculated using the Minimum Obligatory Human Resource Information (MOHRI) aligned information.

The increase of 20.09 FTE staff from 30 June 2019 (3,337.85) to 30 June 2020 is due in part to joiners offset by separations and other changes in individual FTE arrangements (for example leave without pay, half pay adjustments, changes to hours worked as well as changes to the MOHRI counting methodology). The impact of the induction of firefighter and fire communications officer recruits over the period, as well as fluctuations in the usage of the casual workforce, is also particularly influential to the regular adjustments in total headcount and actual FTE.

Between 1 July 2019 and 30 June 2020, the QFES permanent separation rate (excluding auxiliary, temporary and casual employees) was 3.7 per cent, with 55 per cent of the number of permanent staff separations due to retirements.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QFES staff during 2019-20.

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.

Attraction and recruitment

The QFES recruitment attraction campaign ALL IN. ALL FRONTS., launched in February 2018, is designed 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.

QFES offers a diverse range of careers and roles across numerous disciplines including firefighting personnel, emergency management experts, scientists, building fire safety engineers, and communication officers through to personnel in finance, budgeting, staff welfare and building design. Attraction techniques and activities for employment are focused on increasing diversity and attracting and engaging the best candidates possible.

Through ALL IN. ALL FRONTS., the department showcases the many roles and careers available for both paid and volunteer positions. QFES' goal is to highlight the many roles within the department as rewarding and attractive careers to entice a larger number of candidates.

ALL IN. ALL FRONTS. can be accessed at www.qfes.qld.gov.au

Employee performance management framework

QFES initiated the roll-out of electronic PADPs to all applicable staff utilising the Performance and Goals module in the Nexus platform. Roll-out is expected to be completed in 2021. PADPs are designed to ensure clear goals and objectives are created and agreed between manager and employee and professional development goals are identified. Constructive feedback on employee performance is provided through regular formal and informal conversation and outstanding performance is recognised.

QFES is committed to flexible working arrangements and work-life balance. A series of podcasts titled *Make Work Life for You* were developed to encourage employees and managers to start conversations to consider the way we work, when we work and how we work. The podcast series is available on the QFES Gateway.

QFES has a wide range of flexible work options to encourage staff to have a balance between their work and personal life including job-sharing, telecommuting and flexible leave options. QFES continues to review the arrangements for flexible work practices to ensure it continues to improve as a contemporary workplace.

QFES conducted a workforce survey in June 2020 to enable a better understanding of individual and

shared work experiences during COVID-19. The survey results indicate that the QFES workforce showed great resilience and collaboration to overcome the challenges faced during the peak period of the pandemic. The insights from the survey provided an understanding of areas of strength and identified opportunities for improvement. These learnings are important as QFES continues to become more resilient, sustainable and adaptable in times of adversity. The insights have also helped the department to plan, inform and shape its strategic future direction, operating environment, positive workplace experiences and safe work environments.

QFES values, supports and promotes the recognition of its workforce, paid and volunteer, across the department for their bravery, dedication and outstanding service above and beyond what is expected of their role. The QFES Honours and Awards suite continues to provide an extensive range of reward and recognition offerings to highlight and celebrate the achievements and successes of the QFES workforce. As well as the suite of awards available, the Commissioner's Awards for Excellence are held each year to recognise outstanding achievements or significant contributions that further QFES' values and goals. The QFES Honours and Awards booklet is available on the QFES Gateway and website to ensure accessibility to all QFES personnel and includes links to nomination forms.

On 30 March 2020, the Assistant Minister to the Prime Minister and Cabinet announced that the Tropical Cyclone Debbie 2017 and the North Queensland Floods 2019 have been declared nationally-significant emergencies for the purpose of the National Emergency Medal. Specific criteria must be met to be eligible for this clasp. QFES is working to recognise its members who responded to these National Emergency Medal events.

QFES Resourcing

In order for QFES to be agile to changing environments, the department adopted an enhanced strategic focus to resource allocations. This has been achieved through:

- » the implementation of a current State Human Capital Optimisation Matrix (HCOM) to identify a single point of truth for all QFES paid staff across all services. This supersedes the Resource Allocation Model (RAM) which reflected FRS resources only.
- » the establishment and implementation of the QFES Establishment, Resource and Vacancy Management (ERVM) Strategy approved by the BoM in February 2020, which provides informed, fair, evidence-based decisions on

establishment matters and ensures resources are directed to priority areas.

Industrial and employee relations framework

QFES appoints employees pursuant to either the *Fire and Emergency Service Act 1990* or the *Public Service Act 2008*.

As a State of Queensland employer, QFES' industrial and employee relations framework is established to comply with the *Industrial Relations Act 2016* (IR Act) which includes the Queensland Employment Standards, Modern Awards and a range of directives also apply. Negotiation of employment conditions for QFES employees is subject to the collective good faith bargaining provisions within the state's IR Act.

Consultative arrangements for QFES employees and their respective unions are outlined in Certified Agreement provisions (in either the *Queensland Fire and Emergency Service Certified Agreement 2019* or in the *State Government Entities Certified Agreement 2019*). These arrangements provide for regularity of consultative committee meetings (bi-monthly or quarterly with each union) and terms of reference outline the nature of matters which can be tabled for discussion.

The four unions, who are registered industrial organisations under the IR Act, representing the various employment streams within QFES are:

- » United Firefighters Union Queensland
- » Queensland Fire and Rescue Senior Officers' Union of Employees
- » Together Queensland
- » Rural Fire Service Branch of Together Queensland.

Generally, consultative committees deal with matters of collective importance to groups of workers.

Where employees are unable to resolve individual complaints or grievances with their supervisor at the local level, grievances and industrial disputes may be accessed in the manner set out in the Awards or Agreements within the scope of Industrial Matters as described in the IR Act.

The employee complaints process and fair treatment appeals may be accessed for other matters.

The QFES Gateway provides employees with ready access to policies and procedures pertaining to Human Resource Management and Employee Relations topics.

Leadership framework

To support delivery of the strategic plan, the QFES Leadership Framework was approved for implementation by the BoM on 22 May 2020. Aligned to the human capital lifecycle, the framework will provide a continuum of leadership development from emerging leader through to executive. A series of foundation programs will be developed in 2020-21 to provide a pipeline of learning for full-time staff and volunteer leaders.

The framework supports the themes of the Queensland Government's 10-year human capital outlook and three-year human capital strategic roadmap.

Recognising the disparate locations and often time poor nature of the QFES workforce, the development of modularised programs will provide the ability for place-based delivery to meet the specific needs and requirements of the workforce. These will be delivered through a blended approach utilising existing internal resources as well as partnering with external providers on a needs basis. The Framework utilises the QFES values as its foundation through a leadership philosophy. These are the critical and underpinning attributes and expectations of all QFES leaders. The framework is linked to the QFES Performance Framework through the *Leadership competencies for Queensland* and the annual PADP process providing the opportunity for QFES leaders and their team members to develop bespoke development plans to support individual development needs.

The framework will leverage existing programs and resources such as those provided by the Public Service Commission through the Leadership and Learning Hub and the Australia and New Zealand School of Government.

Workplace health and safety

QFES treats the health, safety and wellbeing of its personnel as a high priority with this commitment articulated in *Strategy 2030* and the implementation of a QFES Safety and Wellbeing Policy.

QFES has a dedicated team to support the health, safety and wellbeing of its members via delivery of the following services:

- » safety alerts and bulletins
- » facilitation of work health and safety risk assessments and task analyses
- » subject matter input into WHS investigation findings and reports
- » workplace safety inspections and audits
- » analysis of WHS related data
- » involvement in multi-disciplinary working groups or advisory groups related to WHS issues
- » training related to WHS
- » safety leadership and culture interventions
- » health and wellbeing advice and programs
- » injury and illness management advice, case management and support
- » research related to work health, safety and wellbeing issues or concerns.

It is vital that the QFES Work Health and Safety Management System (WHSMS) is contemporary and reflects the business of QFES and emerging risks. During 2019-20, QFES developed a new WHSMS that provides a single source of reference for members to easily identify the necessary requirements to execute work and be confident they are performing in a compliant and safe manner. Other achievements include:

- » delivery of comprehensive Safety and Wellbeing Plans for bushfire and severe weather events and pandemic response
- » management of the flu vaccination program
- » perfluorooctance sulfonate (PFOS)/per- and polyfluoroalkyl substances (PFAS) testing
- » delivery of due diligence training
- » extensive contributions to various internal and external committees and working groups.

Not Now, Not Ever to domestic and family violence

Domestic and family violence can affect people of all cultures, religions, ages, genders, sexual orientations, education backgrounds and income levels. Domestic and family violence is a workplace issue as it can affect the attendance, performance, productivity, wellbeing and safety of the person experiencing violence as well as their work colleagues. QFES is dedicated to raising awareness of this important issue across its workforce and the wider community.

During the reporting period:

- » QFES participated in Domestic and Family Violence Prevention Month during May 2020 to raise awareness amongst the QFES workforce. Due to COVIDSafe measures, an online campaign was run featuring rotating messaging and communications from the Commissioner. In addition, QFES participated virtually in the Candle Light Vigil hosted by Domestic Violence Connect (DVConnect) on 6 May 2020 to remember those who have passed as a result of domestic and family violence.
- » a red bench was installed at the Emergency Services Complex at Kedron (December 2019), as part of the Red Rose Foundation's Red Bench Project. The project aims to raise awareness and encourages conversations about domestic and family violence and the need to keep addressing this important issue.
- » QFES again partnered with Zephyr Education to provide new lunchboxes for children living in domestic and family violence shelters with collection points around the state. Approximately 800 lunchboxes were collected.

The White Ribbon Workplace Accreditation Project Team was awarded a Commissioner's Award for Excellence (2019) in Leadership for empowering QFES to lead the way in achieving White Ribbon Workplace accreditation, creating a safer, more respectful workplace and community by demonstrating a culture of zero tolerance towards domestic and family violence.

Supporting mental health and wellbeing

QFES is committed to providing a broad range of support services for members to promote mental health and wellbeing.

FESSN delivers the following support services to assist QFES members and their immediate family with personal or work-related challenges:

- » confidential professional counselling is available to all QFES members and their immediate families—delivered by a network of independent, external professional mental health practitioners in various locations across the state
- » 24-hour telephone counselling—after hours telephone support is available to all QFES personnel and their immediate families
- » Peer Support Program—a network of specially trained QFES Peer Support Officers who assist colleagues with personal or work-related difficulties
- » information and education sessions tailored to address a range of mental health topics
- » advice and support services for leaders and managers.

Highlights during the reporting period include:

- » completion of a 12-month project delivering highly valuable education and skills relating to mental health to all QFES leaders equivalent or above AO7, Station Officer or Regional Manager.
- » participation in the final phase of the Beyond Blue *Answering the call* national research project investigating mental health across first responder agencies
- » participation in the launch of *Are they Triple OK?* An initiative by R U OK? which specifically recognises the mental health challenges faced by first responder agency members
- » holding more than twenty R U OK? Day events across the state
- » recording the fifth highest amount of money raised by a first responder organisation in support of Movember (raising funds and awareness for men's health).

In addition, FESSN was awarded the Commissioner's Award for Excellence (2019) in the Leadership category for outstanding coordination of the QFES Peer Support Program and guidance to Peer Support Officers to continually evolve and support the dynamic needs of QFES (refer page 11).