

Governance

Executive management

As at 30 June 2019

Board of Management profiles

Mike Wassing

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

Commissioner (Acting)



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 represents the department at local, community, state, national and international forums including the Board of AFAC and the Commissioners and Chief Officers Strategic Committee.

The Commissioner is a member of the PSBA BoM (the position of Chair is rotated annually with the Commissioner in the role for the period 16 September 2017 to 15 September 2018).

Katarina Carroll APM commenced relieving as Commissioner in December 2014 and was appointed as Commissioner on 1 August 2015. Commissioner Carroll served as the Chair of the QFES BoM and Vice President of AFAC until 27 June 2019 when she commenced special duties with the QPS before taking up her appointment as the Commissioner, QPS on 8 July 2019.

Mike Wassing was appointed Acting Commissioner on 6 June 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 operations for FRS and emergency management functions across the state incorporating seven regions as well as the Specialist Response and Planning functions of Specialist Response and Communications, Scientific and Research, and Community Infrastructure and the State Operational Coordination Branch.

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.

Kevin Walsh

AFSM



**Deputy Commissioner,
Emergency Management, Volunteerism
and Community Resilience (Acting)**

Chief Officer, RFS (Acting)

Chief Officer, SES (Acting)

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 of the National Aerial Firefighting Centre Board of Directors and also represents QFES on a number of state and national bodies.

Mike Wassing was appointed Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience on 21 September 2015 and was appointed Acting Commissioner on 6 June 2019.

Kevin Walsh was appointed Acting Deputy Commissioner for the period 10 June 2019 to 5 July 2019.

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 Executive, Ministerial and Corporate Services; HCM; Strategic Services; and Organisational Engagement 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 Bushfire and Natural Hazards Cooperative Research Centre and the AFAC/ Bushfire and Natural Hazards Cooperative Research Centre Joint Board Working Group.

Peter Griffin

BBus(Comm) GradDipAppFin
F Fin GAICD



Chief Operating Officer, PSBA

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.

The Chief Operating Officer 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 IGEM ARCC.

Jennifer Robertson

Independent Member



Ms Jennifer Robertson was appointed to the BoM in December 2018, attending her first meeting in February 2019.

Ms Robertson is a practising lawyer and has been working in the corporate governance space for more than a decade advising both public and private sector organisations on best practice.

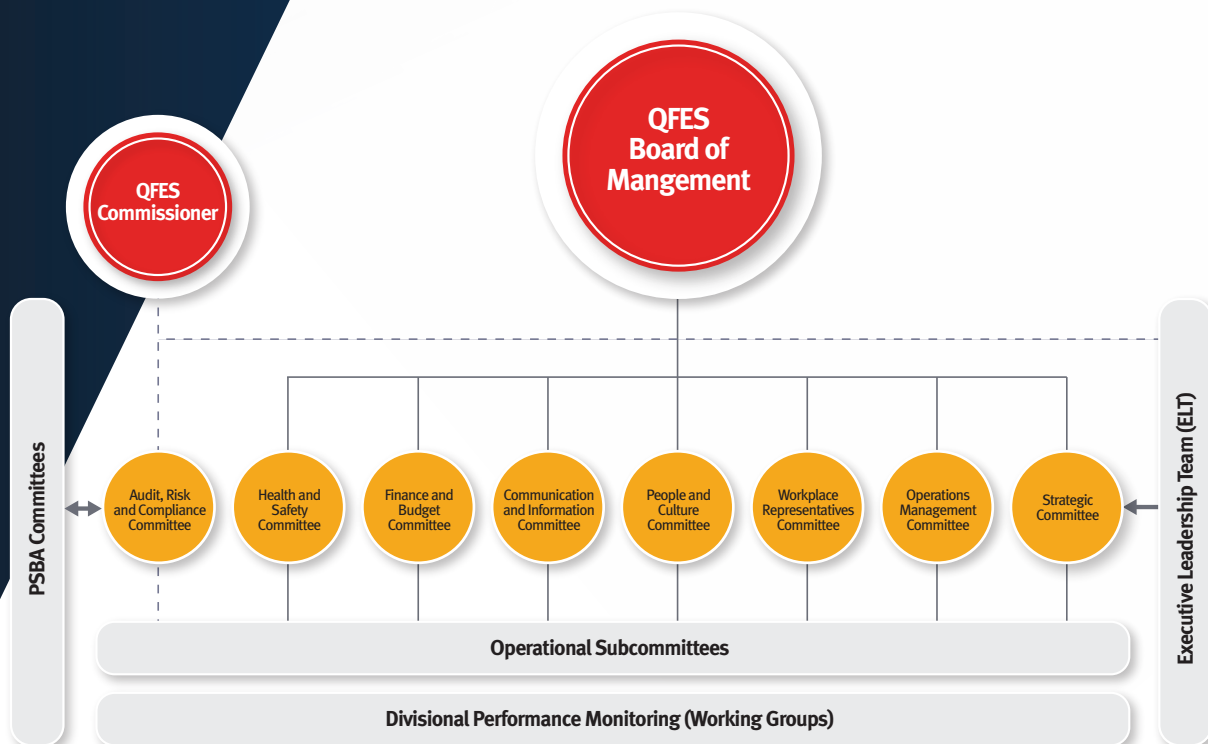
As well as sitting on several Boards, Ms Robertson is the Deputy Chair of the Queensland Building and Construction Commission and Chair of the Defence Reserves Support Council Queensland.

Board and committees

The QFES governance structure comprises the:

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

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.

Following the annual review of the Charter of the Public Safety Agencies Audit and Risk Committee which had primary responsibility for audit and risk matters as they related to PSBA and the Office of the IGEM, the committee was renamed and repurposed as the PSBA and Office of the IGEM ARCC effective 11 January 2019. Part of this review was a change in the membership composition which included the cessation of partner agency representation including QFES representation. QFES and QPS continue to maintain their own ARCC and Audit and Risk Committee respectively.

Board of Management

Role and Responsibilities	<p>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 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.</p> <p>The objectives of the BoM include:</p> <ul style="list-style-type: none"> » approving the strategic narrative, directions and priorities of QFES, enabling coherent messaging with the Minister for Fire and Emergency Services and QFES workforce » adopting a long-term perspective, anticipating and responding to changes in the external environment to ensure responsiveness to change in community need and expectation » ensuring investment planning and capability development and costing is appropriately embedded into organisational decision-making » 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' outcomes » monitoring QFES' performance and compliance assurance » considering, approving and communicating the QFES risk appetite » ensuring alignment between QFES' risk appetite and strategy » continuing a focus on cultural transformation » reviewing and approving strategy referred by the Strategic Committee » reviewing and approving expenditure referred by the Finance and Budget Committee » embedding a coordinated research and innovation capability in QFES.
Membership	<ul style="list-style-type: none"> » Mike Wassing AFSM, Acting Commissioner (Chair) » Mark Roche AFSM, Deputy Commissioner, Readiness and Response Services » Kevin Walsh AFSM, Acting Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience » Doug Smith APM, Deputy Commissioner, Strategy and Corporate Services » Peter Griffin, Chief Operating Officer, PSBA » Jennifer Robertson, Independent Member <p><i>Katarina Carroll APM commenced relieving as Commissioner in December 2014 and was appointed as Commissioner on 1 August 2015. Commissioner Carroll served as the Chair of the QFES BoM until 27 June 2019 when she commenced special duties with the QPS before taking up her appointment as the Commissioner, QPS on 8 July 2019.</i></p>
Remuneration	<p>The Independent Member received \$3,300 in remuneration (including GST) in 2018–19. There were no other on-costs.</p>
Meetings	<p>The BoM meets bi-monthly with emergency or special meetings convened as required. During 2018–19 the BoM met on six occasions.</p>

Achievements

In 2018–19, BoM's achievements include approving:

- » QFES BoM Strategic Outcomes
- » QFES Strategy 2030
- » *Queensland Fire and Emergency Services Strategic Plan 2019–2023*
- » QFES Fiscal Sustainability Strategy 2019–2023
- » *Queensland Fire and Emergency Services Annual Report 2017–18*
- » QFES Engagement Strategy
- » QFES Risk Appetite Statement
- » QFES Visual Identity Manual (July 2018)
- » QFES ISDM
- » GWN SES On-Boarding Project
- » Remote Piloted Aircraft System Capability
- » a number of departmental policies including:
 - Supporting Employees affected by Domestic and Family Violence
 - Information Privacy
 - Emergency Management Professionalisation Scheme
 - Transfers.

Audit, Risk and Compliance Committee

Role and Responsibilities

The ARCC provides independent assurance and assistance to the Commissioner in discharging responsibilities under the *Financial Accountability Act 2009* and subordinate legislation, 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, internal controls and compliance frameworks and systems
- » 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
- » internal and external audits including identifying internal audit topics, endorsing final reports and overseeing the adequate implementation of recommendations.

Membership

- » Sue Ryan (Independent Chair)
- » Glenn Poole (Independent Member)
- » Doug Smith APM, Deputy Commissioner, Strategy and Corporate Services
- » Adam Stevenson, Executive Director, Executive, Ministerial and Corporate Services
- » Gary McCormack, Acting Assistant Commissioner, RFS
- » Neil Reid, Assistant Commissioner, South Eastern Region (ELT member on a 12 monthly rotational basis)

Remuneration	The Independent Chair received \$7,725 (including GST) in remuneration for services provided in 2018–19 and the Independent Member received \$3,500 (including GST). There were no other on-costs.
Meetings	The committee meets quarterly with emergency or special meetings convened as required. In 2018–19, the committee met on five occasions.
Achievements	<p>In 2018–19, the committee's achievements include:</p> <ul style="list-style-type: none"> » overseeing the delivery of the internal and external audit programs including monitoring compliance with the Annual Internal Audit Plan 2018–19 and the status of open recommendations » endorsing the Annual Internal Audit Plan 2019–20 and Strategic Internal Audit Plan 2020–2023 » endorsing the QFES Risk Management Framework » monitoring the establishment of a central repository for other reviews, reports and government inquiries » overseeing key areas of compliance including the RFS volunteer application and recordkeeping processes; SES Support Groups; workplace health and safety; and departmental application of blue card accreditation » reviewing and endorsing the 2017–18 financial statements and Chief Finance Officer's Statement of Assurance » noting the 2018–19 financial statements project plan and financial statements preparation and providing recommendations to improve clarity and transparency » noting current and future accounting standard changes and disclosure enhancements relating to Queensland Treasury's <i>Financial Reporting Requirements for Queensland Government Agencies</i>.

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.

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.

Communication and Information Committee

The Communication and Information Committee provides stewardship of information management pathway related matters within QFES and holds accountable those who have responsibility for delivering these requirements.

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 also fosters strategies and activities that promote a positive organisational culture, while seeking to achieve the outcomes in the QFES strategic plan and manage appropriate risk.

Strategic Committee

The Strategic Committee provides oversight of the relevance and integration of strategies developed within QFES. The committee assesses the impact of programs and strategies against QFES' ability to deliver and keep the community safe, remaining balanced against fiscal responsibility and accountability. The committee is the executive review panel for matters relating to strategic projects within QFES.

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. The ELT provides the BoM with accurate, timely and clear information, advice and support to enable the BoM to perform its responsibilities.

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. The ethics principles are:

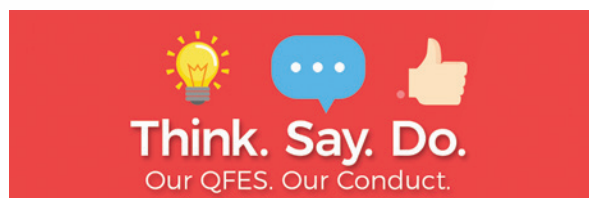
- » Integrity and impartiality
- » Promoting the public good
- » Commitment to the system of government
- » Accountability and transparency.

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.

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, and Social media.

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, individual employee performance plans, policy instruments and procedures.

The QFES Gateway (staff intranet) 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.



Ethical Standards

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

During 2018–19, the branch worked on initiatives 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 continued its focus on 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.

QFES personnel 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 learned.

A two-day Ethical Decision-Making workshop was held in April 2019 bringing together senior managers and the ELT. Workshop participants heard from the Queensland Ombudsman and Queensland Integrity Commissioner 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 as well as community perceptions and expectations to arrive at appropriate decisions.

The Workplace Support Unit, established in April 2018 within the Workplace Conduct Branch, 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's seven Workplace Conduct Consultants located throughout the state, coach and mentor managers to effectively handle and supervise workplace conduct and diminished performance matters. In addition, they collate conduct intelligence and implement conduct related training within their respective regions.

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 2018–19, the following state bodies examined the operations of QFES or other agencies with findings or issues requiring consideration by, or impacting on, QFES.

Coronial inquests

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. Ministers must also provide six monthly progress updates until the accepted recommendations are implemented.

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

Inquest into the death of Miss Holly Winta Brown

On 12 June 2019, the Northern Coroner delivered the inquest findings into the death of Miss Holly Winta Brown at the Laura Horse Sports, Races and Rodeo on 27 June 2015.

The Coroner determined that Miss Brown died from a fatal arrhythmia caused by heart muscle scarring as a result of a previously undiagnosed rheumatic fever whilst camping at the Laura Rodeo and Race grounds for an annual horse event.

The Coroner found that the emergency medical response provided to Miss Brown was inadequate and was a result of an absence of appropriate protocols in relation to event planning and risk assessment in the context of a mass gathering event.

The Coroner recommended that within six months of the delivery of findings, an interagency executive group be convened to consider reform for mass gathering events in Queensland and specifically to establish a standardised protocol to provide for an out-of-hospital emergency medical response at the annual Laura Rodeo and Race event. The Coroner directed a number of organisations and state government departments be represented on the interagency executive group including QFES.

The Coroner also recommended that Miss Holly Brown's name be attributed to the standardised process.

The lead agency for the interagency group is the Department of Health. QFES will support the Department of Health and other agencies including QAS and QPS, in considering the Coroner's recommendations.

Crime and Corruption Commission

Each financial year the Crime and Corruption Commission (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.

Managing corruption risks associated with secondary employment (Summary audit report) October 2018

In October 2018, the CCC finalised an audit undertaken in 2017–18, examining how effectively departments and statutory bodies manage corruption risks associated with secondary employment. QFES was a participating agency in the audit. The objectives of the audit were to, as related to secondary employment:

- » assess whether agencies adequately identified, analysed and evaluated the corruption risks
- » evaluate the adequacy of agencies' control frameworks for mitigating corruption risks
- » evaluate the effectiveness of agencies' risk management strategies in controlling corruption risks
- » assess how each agency appropriately dealt with allegations of corrupt conduct.

QFES prepared and sought to implement a Secondary Employment Policy and Procedure for the mandatory reporting and management of secondary employment. To facilitate this, the Secondary Employment Working Group was established in 2017 to ensure that relevant stakeholders were involved in a collaborative approach to deliver workable, agreed and compliant outcomes.

The draft Secondary Employment Policy and Procedure and a Declaration Form address the recommendations of the CCC report. Consultation will be undertaken with stakeholders to finalise and progress implementation.

In addition, in support of the CCC's recommendations with regards to the engagement of external contractors, QFES works closely with PSBA to ensure procurement practices are accountable and transparent and is committed to ongoing process refinements and improvements. All QFES and PSBA officers undertaking or involved with procurement activities must do so in accordance with the *Queensland Procurement Policy*, the PSBA Procurement and Contracts Practice Manual, and all other relevant government legislation, policies and agreements.

Queensland Audit Office

The QAO supports the role of the Auditor-General of Queensland in providing the Parliament with an independent assessment of the financial management and performance activities of public sector entities.

The QFES ARCC oversees the implementation of QAO recommendations and actions that have been accepted by management.

Follow-up of Bushfire prevention and preparedness Report 5: 2018–19

In 2014–15, the QAO undertook a performance audit *Bushfire prevention and preparedness Report 10: 2014–15*. The report made two key recommendations with seven parts. Of these recommendations, QFES agreed in full with five of the seven parts and partially agreed with two parts (refer Appendix A of the 2014–15 report for QFES' response to the recommendations).

In 2018–19, QAO conducted a follow-up audit of the 2014–15 audit, assessing the progress toward completion of the initial audit report recommendations. The *Follow-up of Bushfire prevention and preparedness Report 5: 2018–19* was tabled on 9 October 2018.

In response to the follow-up audit, QFES undertook a further analysis of the department's bushfire prevention and preparedness activities since its inception in November 2013, to help inform continuous improvement and increase stakeholder awareness of the current and future state. The department's progress, status and plans as at January 2019 are addressed in the *Bushfire Prevention & Preparedness: Current & future state analysis: January 2019*. The report also examines the operating and authorising environment between 2014 and 2018.

The report is available at:
www.qfes.qld.gov.au

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 (PSA) 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 PSBA Annual Internal Audit Plan 2018–19 and Strategic Internal Audit Plan 2019–2022 was endorsed by the QFES ARCC and approved by the Chair of the PSBA BoM on 29 May 2018.

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 2018–19 include:

- » progressed delivery of the approved annual internal audit plan 2018–19 through a combination of inhouse and co-sourced delivery. Specific QFES audit coverage included:
 - an overtime review
 - a community safety operations system review
 - a security culture review
- » commenced a number of ad-hoc or unplanned reviews within QFES including:
 - governance and decision-making
 - risk framework maturity assessment.
- » indirect audit coverage provided to QFES through the following audit activities within the PSA or PSBA:
 - social engineering review (PSA)
 - data breach readiness (PSA)
 - open data (PSA)
 - social media (PSA)
 - cloud computing governance and cybersecurity (PSA)
 - procurement (PSBA)
 - construction and capital projects (PSBA)
 - build and maintenance program delivery (PSBA)
 - Chief Finance Officer Assurance Statement 2018–19 (PSBA)
 - core controls (PSBA)
- » no carry forward of 2018–19 audit activities into 2019–20. For all planned reviews, fieldwork is completed and reports are being finalised. All reports are expected to be issued by 30 September 2019.

Risk management

QFES' 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 department to deliver its strategic objectives.

QFES manages risks at the strategic and operational level through ongoing scanning of the risk environment, risk discussion in committees and decision-making processes, 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 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 2018–19 the department:

- » redrafted its Risk Management Framework to allow the transition to an enterprise risk management approach and the ability to consider positive risk in addition to negative risk
- » undertook an extensive review of previous internal and external reports, risk scanning of the state, national and global risk environment, interviews with subject matter experts within QFES and targeted research to identify emerging risks
- » held a series of consultation sessions and opportunities for feedback with various levels of the organisation including ELT on existing and proposed risks
- » developed an enterprise risk register which includes significant strategic, external and operational risks and replaces the previous strategic risk register
- » held workshops around the state to support regions and directorates in reviewing their operational risk registers
- » supported the ARCC to provide independent oversight of QFES' risk management activities.

Information systems and recordkeeping

The PSBA provides support, advice and assistance to QFES in relation to its recordkeeping procedures and information management systems. During 2018–19, PSBA worked closely with the Queensland State Archives to deliver improved efficiencies for QFES and enabled the digitisation of QFES records to be expanded into the regions.

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

- » continuing development of a Records Management Framework and supporting processes and procedures which will identify areas of non-compliance with records management policies and legislative requirements. This includes a risk assessment and the development of options to mitigate the risk
- » commencement of an upgrade of RecFind (the department's recordkeeping database) to the latest version
- » development of a Corporate Card Source Records Policy which will enable scanned hard copy invoices and receipts to be destroyed after being stored electronically, resulting in savings on resources, off-site storage costs and hard copy file folders

- » drafting of a Central Region Source Records Policy to support the digitisation of Community Safety records such as building plans. On approval of the policy and completion of the digitisation project, the hard copy building plans and records will be destroyed. Assistance will be provided to South Western Region for the development of a Source Records Policy to enable digitising of its building plans and records
- » drafting of an annexure to the new digitisation policy for Community Safety (Brisbane Region) which will enable access to QFES building plans and records maintained on microfiche
- » continuing identification of Emergency Management function record categories to be incorporated into the QFES retention schedule
- » defining user requirements and identifying suitable options for an eDRMS or an Electronic Content Management System
- » determining how systems such as SharePoint and MinCor (the department's information systems) can be utilised to meet business needs and enhance compliance with applicable legislation and regulatory instruments that relate to recordkeeping.

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 delegate. No QFES records were transferred to Queensland State Archives during 2018–19.

Human resources

Strategic workforce planning and performance

Workforce profile

The total number of full-time equivalent (FTE) staff for QFES including auxiliary firefighters was 3,337.85 at 30 June 2019 (due to the on-call nature of auxiliary firefighters, they are represented as 0.1 of an FTE).

The increase of 104.23 FTE staff from 2017–18 is mainly attributable to 159 new permanent staff that commenced in 2018–19 of which 115 were firefighting staff. The FTE total was further impacted by separations and other FTE changes over the period.

Between 1 July 2018 and 30 June 2019, the QFES permanent separation rate was 3.6 per cent, with 56 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 2018–19.

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

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. The website can be accessed at www.qfes.qld.gov.au/employment

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 attract a larger number of candidates.

Employee performance management framework

Nexus is a contemporary HCM platform providing QFES with the ability to manage its human resources over the entire lifecycle of an employee or volunteer. With configuration of the Nexus performance and goals module, and succession and development modules completed in January 2018, a graduated implementation plan will commence in July 2019. Implementation will include information forums, face-to-face training and system familiarisation prior to the official launch to the first target groups in late 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.

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 website to ensure accessibility to all QFES personnel and includes links to nomination forms.

Fairness, equity and inclusion

QFES implemented the Fairness, Equity and Inclusion Framework in May 2019. The framework supports a whole-of-government effort to improve diversity and inclusion across several priority areas to promote and support safe, healthy and inclusive workplaces. The framework sets the foundation for specific annual plans and programs to promote and support greater diversity in the department.

In May 2019, QFES released its Inclusion and Diversity Policy, which provides direction to QFES personnel on the requirements for how QFES engages with communities and partners and how the QFES workforce engages with each other.

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*. Negotiation of employment conditions for QFES employees is subject to the collective good faith bargaining provisions within this 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 2016* or in the *State Government Entities Certified Agreement 2015*). 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 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 for Award, Agreement or Industrial Matters as described in the Industrial Relations 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

The intent of the QFES Leadership Framework is to establish a contextualised, whole-of-workforce leadership development continuum that complements current specific to service programs. This will include consulting with QFES' volunteers to design and package the programs for delivery in a volunteer environment.

Coaching and mentoring will feature prominently within the framework. As part of this work, the Step-Up program successfully delivered training to 270 executive and senior leaders between January 2018 and June 2019. Step-Up is designed to provide executive and senior leaders coaching and mentoring capability across the department. Effective coaching and mentoring can shift teams towards being more cohesive, curious and collaborative.

The Step-In program, which commenced in January 2018, is a one-day coaching program specifically designed for QFES' frontline leaders to have more connected conversations with their team members and stakeholders. The number of Step-In participants to 30 June 2019 was 360 including 82 volunteers.

Both programs will provide the basis for the development of the future QFES mentoring program.

Firefighter recruitment

In February 2019, following a feasibility study, a recruit firefighter training course commenced in Townsville, the first time this training has been conducted outside Brisbane. A further training course is scheduled to commence in Townsville in July 2019. The capacity to conduct training in Townsville has provided the opportunity for up to five training courses to be conducted per year, three in Brisbane and two in Townsville.

The recruit course is a four-month intensive course to prepare recruits for their role as operational firefighters. Those recruits completing their training in Townsville will complete all operational skills and drills in Townsville before travelling to Brisbane for a 15-day intensive live-fire program at the Queensland Combined Emergency Services Academy live fire campus. Brisbane-based recruits will complete all their training in Brisbane. Graduation ceremonies are held in Brisbane and Townsville.

Conducting recruit firefighter training in Brisbane as well as Townsville enables QFES to work collaboratively with other regionally-based services expanding recruits' knowledge and understanding of the range of services that QFES provides to the people of Queensland.

QFES monitors staffing levels, profiles of operational staff and current and projected attrition rates to identify accurate recruitment needs. In addition, a 2017 Government Commitment provides an additional 100 firefighters and 12 fire communications officers over the four-year period 2018–19 to 2021–22. As at 30 June 2019, an additional 49 firefighters have been appointed under this election commitment with the fiftieth commencing training on 8 July 2019. Planning is underway to fulfil the remaining additional 50 firefighter and 12 fire communications officer positions.

Highlights for the reporting period include:

- » four recruitment courses were held or commenced in 2018–19, with three courses in Brisbane and one course in Townsville
- » the 2018–19 recruitment courses are expected to deliver 119 recruit firefighters
- » the highest intake of female recruit firefighters commenced in January 2019 with 11 females or 34 per cent of recruits.

Workplace health and safety

QFES treats the health and safety of its personnel as a high priority with this commitment articulated in Strategy 2030 and the implementation of a QFES Safety and Wellbeing Policy. Workplace health and safety is an embedded consideration in all we do at QFES, and as a department ensures the continual improvement and maturing of its Safety Management System.



Creating safer workplaces

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.

In May 2019, QFES achieved accreditation as a White Ribbon Australia workplace. The 12-months of work undertaken by QFES built on the department's existing gender equality and diversity initiatives and strengthened QFES' culture of respect at all levels of the department. The work program included mandatory training for managers and supervisors, online training for QFES personnel, the provision of a range of resources, implementation of new policies and procedures, hosting events to raise awareness of violence and communicating with the workforce.

QFES is continuing work in this area developing training packages for its volunteers, providing ongoing education campaigns and continually improving policies, procedures and guidelines that support its workforce.

Supporting mental health and wellbeing

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

The 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 PSOs 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.

During the reporting period, QFES FESSN staff designed and delivered a mental health leadership training program – Careful Leaders: Mental Health Leadership. This training and awareness program is based on current, best practice methods to provide QFES leaders with the confidence and support they need in their role supporting teams to remain safe and well. This initiative provides QFES leaders with the ability to identify and prevent, intervene early, or relieve and manage the effects of mental health conditions.

QFES celebrated the fifth annual PSO Week in March 2019 recognising the important work PSOs do in improving the health and wellbeing of QFES' workforce.

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

QFES Chaplaincy Service

The QFES Chaplaincy 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 and victims or witnesses of incidents involving a QFES response. 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 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.

International recognition as an inclusive workforce

As part of the Women and Firefighting Australasia Conference held in New Zealand in September 2018, the QFES Transforms through Leadership Initiative was acknowledged with the Member Organisation Diversity, Fairness and Inclusion Award.

Three further awards were presented to QFES officers with Station Officer Quinn Cramer receiving the Outstanding Contribution by a Female Firefighter Award; Emergency Services Cadet Skye Bover-Groen was the recipient of the Youth Leadership Award; and Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience, Mike Wassing, receiving the Male Champion Award for his role in supporting and encouraging his female colleagues.