

Governance

Executive management

As at 30 June 2021

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 34 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 such as the Longford Gas Plant explosion in 1998.

As Commissioner, Greg is the Chair of the QFES Board of Management (BoM).

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.

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.

As the Deputy Commissioner, Readiness and Response Services, Mark chairs a number of internal committees including the QFES Honours, Reward and Recognition Advisory Panel and the QFES Capability and Service Delivery Committee (refer page 71).

Mark represents QFES at state and national forums including the Queensland Security and Counter Terrorism Network and AFAC Workforce Management Group.

In March 2021, Mark stood down from his position as 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 after serving in the role for six years.

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, EMPA

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 across QFES. The division includes the Executive, Ministerial and Corporate Services; QFES People; 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 across a range of Queensland Government departments in areas including managing state employment services, ICT strategy, Indigenous economic participation, corporate services, industry development and innovation, international trade and investment, strategic economic policy and planning, industrial relations, vocational education and training, and workplace health and safety.

As Acting Deputy Commissioner, Adam chairs the QFES Strategy and Budget Committee (refer page 71).

Adam has a Bachelor of Economics and 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 RFS, SES and EMCC within the department, including supporting approximately 36,000 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 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 Chair of the QFES People Committee (refer page 71).

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).

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)
- » Strategy and Budget Committee
- » Capability and Service Delivery Committee
- » People Committee.

The QFES governance committee structure at 30 June 2021 is as follows:



QFES committees support the Commissioner and BoM in managing their responsibilities of accountability, strategy, monitoring, policies, communication and resourcing. 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, implemented from June 2020, is based on a

reflection of organisational requirements to support the department's continued governance maturity.

The improvements focussed on the committees assisting the BoM to achieve the outcomes and initiatives outlined in the strategic plan.

As part of the review of the governance structure, an in-depth assessment of the ARCC was conducted in March-June 2021, incorporating best practice recommendations from the Queensland Audit Office (QAO) and Queensland Treasury, and fit-for-purpose for QFES. Amendments to the structure and function of the committee were approved by BoM in June 2021 with implementation to commence from July 2021.

The governance committee structure is underpinned by the executive leadership influence, the capability and investment model, strategic and corporate plans, support mechanisms and enablers, and explicit authority aligned with accountability and culture.

The governance structure is supported by the ELT comprised of the Commissioner, Deputy Commissioners, Assistant Commissioners and Executive Directors. The ELT cohesively drives achievement and actions towards the vision and priorities set by the Commissioner and drives

direction, delivery and performance for QFES. The ELT collectively provides information, advice and support on strategy development, innovation and risk identification and raises implementation issues for discussion that are of a high enterprise risk or strategic consequence to the department.

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 the department.
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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) » Jennifer Robertson, independent member. <p><i>Kurt Marsden, as the then Acting Chief Operating Officer, PSBA, was a BoM member for the period 14 February 2020 to 15 April 2021.</i></p>
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Remuneration	<p>The independent member earned \$14,850 (including GST) in remuneration for BoM member services provided in 2020–21.</p> <p><i>Remuneration of \$3,300 (including GST) for two meetings attended in 2019–20 was paid in 2020–21 due to late processing.</i></p>
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Meetings	<p>The BoM meets every six weeks with additional meetings convened as required.</p> <p>During 2020–21, the BoM met on nine occasions, excluding out-of-session meetings and workshops.</p>
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Audit, Risk and Compliance Committee

Role	<p>The ARCC provides independent assurance and advice to the Commissioner and BoM in discharging responsibilities under the <i>Financial Accountability Act 2009</i>, the <i>Fire and Emergency Services Act 1990</i>, <i>Disaster Management Act 2003</i> and subordinate legislation, in relation to the department's risk, internal controls, and compliance frameworks and systems.</p> <p>In addition, ARCC assists in the discharge of annual financial management responsibilities as required under the <i>Financial Accountability Act 2009</i> and the <i>Financial and Performance Management Standard 2019</i>.</p>
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Audit, Risk and Compliance Committee (cont'd)

Membership

- » Sue Ryan, independent Chair
 - » Glenn Poole, independent member
 - » Adam Stevenson, Deputy Commissioner, Strategy and Corporate Services (Acting)
 - » Mike Wassing, Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience
 - » John Bolger, Assistant Commissioner, RFS
 - » David Hermann, Assistant Commissioner, South Western Region.
- Stephen Smith, Assistant Commissioner, QFES People was a member for the period 1 July 2019 to 31 August 2020.*
- Steve Barber, Assistant Commissioner, Northern Region was a member for the period 1 September 2020 to 31 March 2021.*
- David Hermann was appointed from 1 April 2021.*

Remuneration

The independent Chair earned \$11,586 (including GST) in remuneration for services provided in 2020–21 and the independent member earned \$5,250 (including GST).

Two payments for 2019–20 totalling \$1,750 (including GST) were paid to the independent member in 2020–21 due to late processing.

Meetings

In 2020–21, the committee met on five occasions with an additional meeting in August 2020 regarding the 2019–20 Financial Statements and Chief Finance Officer Assurance Statement.

A maximum of five committee meetings are held each calendar year plus an additional meeting in August to consider the financial reporting to inform the Financial Statements. Emergency or special meetings can be convened as required.

Key achievements

- In 2020–21, the committee's key achievements include:
- » overseeing delivery of the internal audit program and external audit plan
 - » overseeing implementation of agreed recommendations from internal and external audit activities with a continued focus on implementation of overdue and ageing recommendations
 - » overseeing implementation of recommendations made by regulatory authorities such as the Crime and Corruption Commission (CCC)
 - » overseeing the transition of relevant PSBA audit recommendations to QFES for continued implementation (following the announcement of the disestablishment of PSBA)
 - » 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 2019–20 Financial Statements and Chief Finance Officer Assurance Statement and providing recommendations to improve clarity and transparency
 - » noting and monitoring the 2020–21 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*

Audit, Risk and Compliance Committee (cont'd)

- Key achievements (cont'd)**
- » monitoring and reviewing accounting matters related to assets control
 - » undertaking a program of deep dives into Enterprise Risks including Climate Change and compliance activities including Work Health and Safety and frameworks to manage Fraud and Corruption
 - » reviewing and endorsing the QFES 2019–20 Information Security Management System attestation for Commissioner approval (Information security policy IS18:2018: Policy Requirement 5)
 - » addressing actions from the Auditor-General's Insights report: *Effectiveness of audit committees in state government entities* (2019–20) directed at audit committees
 - » overseeing key areas of compliance such as Business Continuity Management and providing recommendations to ensure the department's responsible officers are aware of their responsibilities under relevant legislation and providing the Commissioner and Minister with assurance that delegations are being applied appropriately, consistently and in the manner intended.

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 the department's 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.

Capability and Service Delivery Committee

The Capability and Service Delivery Committee provides stewardship of the appropriate QFES capability and capacity to ensure service delivery is being responsive to the current and future community needs and expectations. The role of the committee includes fostering strategies and activities that promote a positive organisational culture, while seeking to achieve the outcomes in the current QFES strategic plan whilst managing appropriate risk.

People Committee

The People Committee assists the BoM in fulfilling its statutory, corporate governance and oversight responsibilities relating to the people, safety and culture of the organisation. The committee fosters strategies and activities that promote a positive, diverse and safe organisational culture, aligned to the department's values of respect, integrity, courage, loyalty and trust.

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, promotes awareness of, and provides 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 personnel 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 Relations and Standards Branch.

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 2020–21, the following state bodies examined the operations of QFES or other agencies with findings or issues requiring consideration by, or impacting on, QFES—CCC, QAO and Office of the IGEM.

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.

CCC reports are accessible at: www.ccc.qld.gov.au

Assessing allegations of corrupt conduct: Recordkeeping under section 40A (of the Crime and Corruption Act 2001) (September 2020)

The CCC conducted a corruption audit to assess the reviewed entities' capacity to effectively capture complete and accurate records of their assessment decisions relating to complaints about corrupt conduct and correctly form conclusions that the allegations did not raise a reasonable suspicion of corrupt conduct, thereby not meeting the threshold for the complaints to be notified to the CCC. QFES was not a participating agency in this audit.

The report contains three key recommendations requiring action from all government entities to more effectively and correctly capture records to meet the recordkeeping requirements of section 40A of the *Crime and Corruption Act 2001*. QFES has implemented two of the recommendations and is progressing the final recommendation to ensure alignment with the Act.

Managing corruption risks associated with timesheet and leave activities (July 2020)

The CCC conducted this audit to assess if employee fraud in public sector agencies is adequately prevented through timesheet and leave processes. The objectives were to ensure agencies appropriately dealt with allegations of corruption and ensure agencies are appropriately reducing the incidences of timesheet and leave fraud. QFES was not an audited entity.

The report contains four key recommendations directed at all government entities to improve their corruption investigation and prevention capabilities. QFES has implemented the four key recommendations.

Queensland Audit Office

The QAO supports the role of the Auditor-General of Queensland in providing Parliament with an independent assessment of financial management and reporting, and performance activities of public sector entities. Performance audit reports may also be in the form of Insights, Information Briefs or Overviews.

QAO reports are accessible at: www.qao.qld.gov.au

State entities 2020 Report 13: 2020–21

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.

The report also provides the results of an assessment of the effectiveness of internal controls across the sector and provides six actions for all entities to consider to decrease the risk of fraud or improve other internal controls. QFES has implemented the six actions.

Delivering successful technology projects Report 7: 2020–21

The Auditor-General's Insights report highlights recurring risks and issues that agencies need to manage, and shares learnings with the wider public sector, in the delivery of technology projects.

QFES was a contributing agency to inform the evaluation.

The report identified four actions for public sector boards and executives to consider to ensure technology projects meet their deadlines, stay within budget and achieve their objectives. QFES continues to develop maturity in relation to project governance and delivery of ICT projects. The department's comments on the actions are included in the report.

Awarding of sports grants Report 6: 2020–21

This information brief presents facts relating to the awarding of sports grants by the then Department of Housing and Public Works, and the then Minister for Housing and Public Works, Minister for Digital Technology and Minister for Sport, in the period 1 July 2017 to 29 February 2020. It focusses on whether the awarding of sports grants was in accordance with documented processes that were appropriate and resulted in the impartial awarding of grants.

The report directed two recommendations at all departments relating to financial accountability and ongoing compliance.

QFES administers two annual grant programs—the SES Support Grant Program and the RFS Grant Program. In line with the recommendations, these programs are compliant with the *Financial Accountability Act 2009* and the *Queensland Treasury Financial Accountability Handbook* (October 2019)—such that complete records are retained to support all decisions made in awarding grants and there is clear responsibility for approval of grant recipients.

Effectiveness of audit committees in state government entities Report 2: 2020–21

The objective of the report is to provide insights on the profile and practices of audit committees in the Queensland public sector and to identify actions that can enhance their performance and effectiveness.

The report provides six actions for entities to consider in order to enhance the effectiveness of a committee in supporting the success of an entity's governance framework.

QFES has implemented five of the actions and finalised a review of the ARCC identifying areas of continuous improvement and associated action which will support delivery of the final recommendation relating to training to support committee members in achieving their role and responsibilities.

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

K'gari (Fraser Island) Bushfire Review Report 1: 2020–21

This review focused on effectiveness of preparedness and response to the K'gari bushfire event. The review identified opportunities for QFES and the QPWS to better engage with relevant stakeholders, the Butchulla people and the community, to plan and undertake hazard mitigation activities. This was particularly relevant across multiple land tenures with different landowners, which could benefit from further engagement as part of a reinvigorated Locality Specific Area Fire Management Group on K'gari.

The IGEM acknowledged the commitment and fortitude of fire management and response agencies, rural fire brigades, the Butchulla people and community associations on the island in responding to this highly complex and challenging bushfire event.

The review report provides 38 recommendations for the Queensland Government. The government's response to the report supports or supports in principle the recommendations. As at 30 June 2021, QFES has implemented one recommendation and developed a series of action plans to support implementation of the remaining recommendations within its area of responsibility.

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 its people, partners and the community and to ensure the sustainability of the department. The framework was updated and approved in March 2021 by BoM.

QFES manages enterprise, operational and project risks utilising an in-house ICT Risk Solution (Risk App). The Risk Management Framework outlines the escalation of risk to the enterprise risk register (enabling line of sight reporting using a standardised risk assessment process), defines accountability of risk and ensures the BoM maintains assurance through effective risk management. Enterprise risk reports and targeted enterprise risk deep dives are provided to the ARCC to ensure effective and independent risk oversight for the BoM.

In 2020–21, QFES further enhanced its risk maturity by:

- » finalising implementation of recommendations from a Risk Framework Maturity Assessment (internal audit), completed in December 2019, aimed to improve QFES' risk management
- » developing the Risk App to allow for a decentralised approach for the coordination of risk management
- » redesigning the QFES Risk Appetite Statement and associated appetite levels with BoM approval in April 2021
- » developing a suite of key risk indicators and associated tolerance levels (upper and lower) to facilitate a proactive and future focussed approach to risk management which can be embedded within decision-making
- » supporting operational and corporate functions to implement and integrate QFES risk and business continuity management practices
- » preparing enterprise risk reports to inform risk-based decisions for each QFES governance committee.

Internal audit

Following the announcement in September 2020 to disestablish the PSBA, the PSBA Board of Management resolved that the PSBA Internal Audit Unit would transition in its entirety to the QPS with a portfolio service delivery model to remain for internal audit services. The transition of Internal Audit to QPS occurred on 30 November 2020. Prior to that, the QFES internal audit function was provided to QFES by PSBA Internal Audit.

The 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 QFES, QPS and the Office of the IGEM.

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

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 2020–21 and Strategic Internal Audit Plan 2021–24* was endorsed by the QFES ARCC and approved by the then Chair of the PSBA BoM on 4 September 2020.

The Internal Audit 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 2020–21 include:

- » finalisation of internal audit reports from the 2019–20 annual audit plan including:
 - QFES Fire Permits—an assessment of the controls for issuing, recording and monitoring fire permits
 - QFES Management of Sick and Injured Workers—a review of the processes for managing the return to work of sick or injured workers

- QFES Compliance of Critical Equipment—an assessment of the design and operating effectiveness of controls to ensure compliance of critical equipment with QFES Doctrine and regulatory requirements
 - PSA System Access Controls—an assessment of the design and operating effectiveness of system access controls for critical systems
 - PSA Third Party Contract Management—an assessment of the design and operating effectiveness of controls over selected third-party service providers
 - PSA Fraud and Corruption—an assessment of the design and effectiveness of fraud and corruption frameworks
 - PSA Security Awareness Review—an assessment of the effectiveness of physical security controls and security awareness
 - PSA Chief Finance Officer Assurance Statement—an assessment of the design and operating effectiveness of key controls of processes that inform the Chief Finance Officer Assurance Statement.
- » progressed delivery of the annual internal audit plan 2020–21 with specific QFES audit coverage including:
- an assurance mapping exercise (final report)
 - an assessment of the design, implementation and operating effectiveness of workplace stress management (report drafting)
 - an assessment of the design and operating effectiveness of processes around proactively capturing knowledge, trends and practices to minimise the risks of latent disease (draft report)
 - an assessment of the financial governance and compliance of QFES funding arrangements for the AVCGA and VMRAQ under the Volunteer Marine Rescue Support Package program (draft report)
 - an assessment of the design and operating effectiveness of key payroll processes and internal controls (fieldwork)
 - an assessment of the appropriateness of the Fraud and Corruption Control work program in achieving the objectives of the Fraud and Corruption Control Plan (report drafting)
 - an assessment of the susceptibility and awareness of QFES senior executives to attack vectors such as whaling (scoping).
- » indirect audit coverage provided to QFES through:
- an assessment of the cyber security risk exposure associated with non-core systems and the degree of visibility QFES has into system use and associated risks (fieldwork).
- » no carry forward of 2020–21 audit activities into the internal audit plan for 2021–22.

It is expected that the final reports for all audit reviews will be issued by 31 October 2021.

Information systems and recordkeeping

PSBA, as the provider of corporate services to Queensland's public safety agencies during 2020–21, was responsible for recordkeeping and information systems across the public safety agencies including QFES. From 1 July 2021, with the disestablishment of PSBA, this service will be provided by QPS to QFES. The records management team and the Information Management Unit continue to provide advice and assistance to QFES on matters related to effective and compliant recordkeeping processes, resulting in improved operational efficiencies.

During the reporting period, the Information Management Unit:

- » provided advice on all aspects of recordkeeping, including the development of the QFES Information Management Framework
- » delivered training in the RecFind System (the department's recordkeeping database)
- » undertook an analysis of recordkeeping systems accessed and utilised by PSBA staff within work units transitioning to QFES, in line with the disestablishment of PSBA, ensuring staff continued to have access to records required to perform their duties.

New and ongoing initiatives supporting the department's recordkeeping and information management activities 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 to the QFES Compliance and Prosecution Unit regarding document retention periods for records relating to periodic and routine servicing and maintenance of prescribed fire safety installations. The process of assessing occupier compliance with the *Fire and Emergency Services Act 1990* and *Building Fire Safety Regulation 2008* includes servicing and maintenance records being made available to QFES officers. Recommendations provided to the QFES Strategic Policy and Legislation Unit regarding the review and updating of the *Building Fire Safety Regulation 2008* included recommended changes to retention periods for these records. Updating retention periods to align with QFES inspection protocols and clarifying occupier obligations to maintain these records,

will assist QFES in undertaking assessment of fire safety installations and confirm they are in a suitable working condition.

- » development of clearly defined record classes and recommended document management strategies for all types of footage recorded during the operation of RPAS (drones). Pending formal approval by Queensland State Archives, these record classes will be incorporated into an updated version of the *Fire and Emergency Services Retention and Disposal Schedule*. The schedule is expected to be submitted to Queensland State Archives in 2021–22 for approval.
- » engaged with QFES South Western Region Community Safety and SES business units to identify and implement suitable methodologies for reducing the quantity of physical records required to be maintained on site and to facilitate relocation of these functions to the new regional headquarters at Charlton.
- » commenced re-appraisal of QFES' physical records stored within commercial secondary storage facilities that have not being recalled for access for an extended period (more than five years). This process has been completed for a significant proportion of records within this category and is expected to be finalised within 2021–22. Key outcomes include optimising the process of future retrieval processes via transitioning all archived materials to a single storage provider and the ability to apply updated retention periods to records originally sentenced under previous versions of the Queensland Government's General Retention and Disposal Schedule.

Training and advice are provided by the Information Management Unit 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 2020–21.

Human resources

Strategic workforce planning and performance

Workforce profile

The total number of full-time equivalent (FTE) staff in QFES, including auxiliary firefighters, was 3,408.97 at 30 June 2021. 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 MOHRI (Minimum Obligatory Human Resource Information) aligned methodology.

The increase of 51.03 FTE staff from 30 June 2020 (3,357.94) to 30 June 2021 was predominantly due to new firefighter and communication officer recruits that commenced in the period. 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 fluctuations in the usage of casual workforce) also impacted the FTE variation.

Between 1 July 2020 and 30 June 2021, the QFES permanent separation rate (excluding auxiliary, temporary and casual employees) was 4.2 per cent, with 52 per cent of the number of permanent staff separations due to retirements.

Early retirement, redundancy and retrenchment

No redundancy, early retirement or retrenchment packages were paid to QFES staff during 2020–21.

Strategic workforce planning framework

The first QFES Strategic Workforce Plan (2021–2024) is in development and is anticipated to be approved by 31 December 2021. This plan explores the key levers of change identified in the Queensland Government 10-year human capital outlook and aligns these levers with workforce challenges unique to QFES.

The department is also developing a bespoke strategic workforce planning framework, inspired by the Public Service Commission's framework, to match its service delivery with organisational strategy. The tailored framework will enable QFES to realign its strategic workforce planning function to ensure a future-focused, whole-of-department approach to attracting and recruiting talent (for both a paid and volunteer workforce), to develop our people, and to retain and support our people, in accordance with *Strategy 2030*. It is anticipated that the framework will be approved and implementation commenced by 31 December 2021.

QFES Resourcing

An enhanced strategic focus to meet whole-of-government requirements for the department's resource allocations was adopted during the reporting period. This was achieved through:

- » the implementation of a current state Human Capital Optimisation Matrix (HCOM) and the review of the regional HCOMs to create a single point of truth for all QFES paid staff across all services. This supersedes the Resource Allocation Model which reflected FRS resources only.
- » the QFES Establishment, Resource and Vacancy Management Committee (ERVMC) continues to provide enhanced governance of vacancy and position management ensuring there is a strategic and evidence-based view across the department, so that resources are directed to priority areas. The committee processes were reviewed to ensure enhanced alignment with the Strategy and Budget Committee, with the ERVMC providing the resourcing requirements to implement the Strategy and Budget Committee strategic decisions.

Attraction and recruitment

The QFES recruitment attraction campaign ALL IN. ALL FRONTS. is designed to attract new members to the workforce and promote QFES as an employer of choice. The department's website contains detailed information on a variety of career and volunteer 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 department 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.

QFES employs a blind selection methodology in the firefighter recruitment process, whereby all personal and identifiable information such as name, age and gender are redacted ensuring all applicants are selected for offer of employment purely based on merit. Candidates successful in a recruitment process where all entry standards and requirements are the same for everyone, regardless of gender, age or background, ensures future recruit firefighters possess and are acknowledged by their peers as having the requisite skills and ability to completely perform the role of a QFES firefighter. The current requirements of the firefighter recruitment assessments reflect the minimum standards required of all operational firefighters on entry, regardless of gender, age or background.

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

Employee performance management framework

Implementation of electronic PADPs for all eligible staff utilising the Performance and Goals module in the Nexus platform continues. PADPs ensure regular informal and formal reviews that promote constructive communication, reflecting positive performance management principles to assist the employee to meet and exceed work performance expectations.

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. The department 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 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, Rewards and Recognition suite continues to provide an extensive range of reward and recognition offerings to highlight and celebrate the achievements and successes of the department's 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, Rewards and Recognition booklet is available on the QFES Gateway and website to ensure accessibility to all QFES personnel and includes links to nomination forms. The nomination process was streamlined during the reporting period to ensure an easier process for QFES' volunteers and staff to nominate and to allow

for greater accountability for progression of those nominations.

On 30 March 2020, the Assistant Minister to the Prime Minister and Cabinet announced that Tropical Cyclone Debbie 2017 and North Queensland Floods 2019 were 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 continuing work to recognise its members who responded to these National Emergency Medal events, including hosting medal celebrations and coordinating additional retrospective nominations.

In December 2020, the Bushfires 2019–20 was declared a nationally-significant emergency for the purpose of the National Emergency Medal by the Australian Honours and Awards, The Governor-General of the Commonwealth of Australia. QFES is working to recognise its members who responded to this event with the QFES Honours and Awards Advisory Panel coordinating nominations for eligible staff and volunteers.

Industrial and employee relations framework

QFES appoints employees pursuant to either the *Fire and Emergency Services 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 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 (including using alternative dispute resolution options), grievances and industrial disputes may be accessed in the manner set out in the Awards, Agreements or Directives 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.

QFES Leadership Framework

The QFES Leadership Framework, approved by BoM in May 2020, supports delivery of key initiatives within the department's strategic plan. Aligned to the human capital lifecycle, the framework provides a continuum of leadership development from emerging leader through to executive. The first of four foundation programs, Leading Self, was developed and piloted in 2020–21 establishing the first step of a pipeline of learning for emerging and current staff and volunteer leaders across the department.

The framework supports the themes of the Queensland Government's 10-year human capital outlook and three-year human capital strategic roadmap. It leverages internal resources and existing whole-of-government programs such as those provided by the Public Service Commission through the Leadership and Learning Hub and the Australia and New Zealand School of Government.

Work health, safety and wellbeing

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 Health, Safety and Wellbeing Policy and associated procedures.

The department 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 (WHS) 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 the department and emerging risks. During 2020–21, QFES implemented the WHSMS. The system 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 during the reporting period include:

- » management of a health monitoring program which incorporates availability of perfluorooctance sulfonate (PFOS)/per- and polyfluoroalkyl substances (PFAS) testing for operational staff and volunteers and access to suitable testing following exposure to hazardous substances such as lead and asbestos.
- » access to and communication of the vaccination programs related to influenza and COVID-19 for staff and volunteers and hepatitis B for relevant staff.
- » expansion of the Fitness Passport program to all regions allowing staff and volunteers to access a network of gymnasiums at a discounted rate.
- » refresh of the internal intranet pages related to health, safety and wellbeing to provide further information and guidance to staff, volunteers and leaders.
- » development and communication of a leadership toolkit and health and safety representative toolkit to support leaders and health and safety representatives to effectively identify, assess and manage risk.
- » facilitation of various statewide risk assessments related to high-risk plant, equipment and operational activities such as technical rescue, bariatric patient lifts and training.
- » contribution to various internal and external committees and working groups.
- » delivery of a new learning program titled *Introduction to health, safety and wellbeing for workers*. The program supports the implementation of the WHSMS. The courses are tailored to leaders, staff and volunteers and

provide an overview of the policies, procedures, tools and resources available to support everyone in managing health, safety and wellbeing risks.

- » contribution to workers' compensation laws that mean first responders' diagnosed post-traumatic stress disorder claims will be deemed work-related and they can get immediate treatment and benefits under the workers' compensation scheme. The changes apply to frontline first responders including firefighters, RFS and SES volunteers and departmental employees who are exposed to traumatic incidents such as fire communications officers.

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 Fire and Emergency Services Support Network (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.
- » critical incident and disaster support services promoting psychological first-aid for members exposed to emotionally challenging experiences.
- » systematic training and education sessions promoting mental health and resilience.
- » leadership advice services to inform and assist all leaders in managing the mental health of their people as they carry out the duty of care for QFES.
- » mental health awareness material/pathways and promotion of available support networks.

Highlights during the reporting period include:

- » participation in the *After the Fires* national research project investigating mental health across first responder agencies with particular attention to the psychological outcomes of the 2019–20 bushfires.
- » participation in the *Are they Triple OK?* initiative by R U OK? which specifically recognises the mental health challenges faced by first responder agency members.

- » raising approximately \$50,000 in support of Movember (raising funds and awareness for men's mental and physical health).
- » celebrating Peer Support Week including the awarding of 10 regional and one statewide award for exceptional commitment to the support of QFES members.
- » reviewing Critical Incident Response processes and delivering Critical Incident Response Management Training for Peer Support Officers with 20 Peer Support Officers approved for Peer Support Officer critical incident response activation.

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:

- » more than 100 QFES members participated in the Australian Chief Executive Officer Challenge Darkness to Daylight event held in October 2020. The event raises awareness and funds towards helping to end the cycle of domestic and family violence. Due to COVID-19, the event was held virtually with participants across the state logging steps through mobile applications and social media.
- » QFES again partnered with Zephyr Education to provide new lunchboxes and school supplies for children living in domestic and family violence shelters with collection points around the state. More than 400 lunchboxes, lunch bags and water bottles were collected.
- » QFES participated in Domestic and Family Violence Prevention Month during May 2021 to raise awareness amongst the QFES workforce through a number of initiatives including:
 - QFES representatives attended the Candle Lighting Vigil hosted by DV Connect on 5 May 2021 at Kangaroo Point, Brisbane as well as the Redlands Coast Candle Lighting Vigil at Cleveland.

- QFES participated in the 2021 Darkness to Daylight challenge throughout the month of May, for the fifth year. One hundred QFES members from across the state supported bringing an end to domestic and family violence through building awareness and fundraising. At the conclusion of the month, the department hosted a live panel to discuss how staff and volunteers could support victims of domestic and family violence in an emergency services context. The panel featured voices from within QFES, QPS, and the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships and was livecast across the state.