

# About the department

## Our purpose

To help the community to prevent, prepare for, respond to and recover from the impact of fire and emergency events.

## Our commitment to Queenslanders

To achieve the Queensland Fire and Emergency Services' (QFES) *Strategy 2030* and our vision for a connected and capable Queensland, we commit to helping Queenslanders—as individuals and members of a community—before, during and after a wide range of emergency and disaster events. We will connect people with the right knowledge, practical skills and resources to strengthen their community's capability and adaptive capacity. We will respect, protect and promote human rights in our decision-making and actions.

## Overview

**QFES was established as a department on 1 November 2013 under the *Public Service Act 2008 (Public Service Departmental Arrangements Notice (No. 8) 2013*).**

QFES is responsible for ensuring the capacity of operational staff and volunteers to respond in emergent situations as legislated in the *Fire and Emergency Services Act 1990*.

QFES is the primary provider of fire and rescue, emergency services and disaster management capability services throughout Queensland. The department encompasses the Fire and Rescue Service (FRS), disaster management services, the Rural Fire Service (RFS) and State Emergency Service (SES). The department works with community and partners to minimise the impacts and consequences of disasters and emergencies on persons, property and the environment. This is supported by assisting communities to understand their local hazards and ensuring they have the right knowledge, information and resources to strengthen their capability and resilience.

QFES also has a strong focus on prevention and preparedness to avert emergency incidents as well as response and recovery. These activities include community education; fire safety; hazard identification and risk assessment; and working with communities to plan for and mitigate disasters.



Traditionally, the primary response for the FRS has been to fire in the built environment and landscape environments. However, this has evolved over time to meet the changing needs of the community to become a multi-hazard response which includes road crash rescue, bushfire, hazardous material, technical rescue including vertical and remote rescues and swiftwater rescue.

The RFS is the lead service for bushfire in Queensland and primarily composed of a volunteer workforce. The community-based RFS operates in rural, semi-rural and some urban fringe areas and provides firefighting; fire prevention and community education services; permits to light fires; and deployments and assistance during emergencies and disasters. The SES is a community-based, volunteer emergency service enabled by state and local governments. SES is the primary responder for cyclone, storm and flood events and provides road crash rescue, remote rescue and vertical rescue capabilities in specified areas of Queensland. It also provides support to other agencies such as the Queensland Police Service (QPS) by providing search and rescue.

The disaster management capability is responsible to ensure all aspects of prevention, preparedness, response and recovery (PPRR) arrangements between state and the commonwealth are effective and consistent with state policy, guidelines and the Queensland Disaster Management Plan. It works before, during and after disasters to ensure the department prevents and mitigates the impact on

communities with interventions such as better risk informed land use planning, local and state disaster risk assessments, and disaster management planning. QFES works to ensure communities are informed to understand and take actions to mitigate disaster risk and in the event of an emergency that the disaster system and disaster management partners are adequately trained and prepared to best support the community. QFES' disaster management capability works to educate the community on being better prepared for disasters and to take appropriate action when a threat is imminent through information and warnings and emergency alerts used across multiple platforms.

Corporate personnel within QFES provide a broad range of support including specialist operational support and corporate services. These frontline enablers are also able to transition to liaison, coordination and logistical roles to provide surge capacity during large-scale events and heightened response.

Through service agreements, QFES also supports other volunteer groups that provide emergency response to Queenslanders including:

- » Australian Volunteer Coast Guard Association (AVCGA)
- » PCYC Queensland Emergency Services Cadets
- » Royal Life Saving Society Queensland Inc. (RLSSQ)
- » Surf Life Saving Queensland (SLSQ)
- » Volunteer Marine Rescue Association Queensland (VMRAQ).

During 2020–21, the Public Safety Business Agency (PSBA) provided professional information and communications technology (ICT), financial, procurement, asset management and human resource services to the public safety agencies including QFES, QPS and the Office of the Inspector-General Emergency Management (Office of the IGEM). PSBA also provided ICT services to the Queensland Ambulance Service (QAS) and Queensland Corrective Services and network services to a number of agencies. The provision of these services by PSBA allowed frontline agencies to focus their efforts on delivering critical operational services to the community. In addition to providing corporate services, PSBA was responsible for the provision of Queensland Government air services.

PSBA was governed by a Board of Management comprising the QPS Commissioner (Chair), QFES Commissioner and an appointed external member. The role of Chair rotated annually in September between the QFES Commissioner and QPS Commissioner.

The Board's functions included providing leadership and oversight to PSBA and coordinating the provision of support services and any relevant programs to support the public safety agencies.

On 7 September 2020, the Queensland Government announced the intended disestablishment of the PSBA with functions and people transitioning into QFES and QPS as part of a wider strategy to structurally reform government statutory bodies and agencies and increase further efficiencies in the delivery of quality outcomes to the community of Queensland. The disestablishment of PSBA, as per the *Administrative Arrangements Order (No. 1) 2021* was completed by 30 June 2021.

The functions of Human Resources, Finance, Procurement, Assets, Fleet, Property and Facilities Management and staff from the Office of the Chief Operating Officer transitioned to the QFES operating model throughout the first half of 2021 and will officially transition to QFES from 1 July 2021.

The Internal Audit function, including the Head of Internal Audit for QFES, moved in its entirety from PSBA to the administrative stewardship of the QPS on 30 November 2020, however will continue to provide a service to QFES.

PSBA Frontline and Digital Services will move in its entirety from PSBA to the administrative stewardship of QPS on 1 July 2021, however the transition of discrete Frontline and Digital Services functions to QFES will be ongoing.

To embed the former PSBA functions, QFES reviewed and realigned the Strategy and Corporate Services Division to ensure enhanced alignment of the department's support functions. This alignment will enable QFES to be agile to any recommendations from the independent review of QFES announced in December 2020. The independent review will examine the effectiveness, efficiency and sustainability of the department, including structure and funding in relation to its core services and associated volunteer entities.

## Legislation administered

In accordance with *Administrative Arrangements Order (No. 2) 2020*, the QFES Commissioner administers the following Acts, and subordinate legislation, on behalf of the Minister for Police and Corrective Services and Minister for Fire and Emergency Services:

- » *Fire and Emergency Services Act 1990*
  - *Fire and Emergency Services Regulation 2011*
  - *Building Fire Safety Regulation 2008*
- » *Disaster Management Act 2003*
  - *Disaster Management Regulation 2014.*

## Our accountabilities

The main functions of QFES under the *Fire and Emergency Services Act 1990* are to:

- a) protect persons, property and the environment from fire and hazardous materials emergencies
- b) protect persons trapped in a vehicle or building or otherwise endangered, to the extent that QFES' personnel and equipment can reasonably be deployed or used for the purpose
- c) provide an advisory service, and undertake other measures, to promote—
  - i) fire prevention and fire control
  - ii) safety and other procedures if a fire or hazardous materials emergency happens
- d) cooperate with any entity that provides an emergency service
- e) perform other functions given to QFES under this Act or another Act
- f) perform functions incidental to its other functions
- g) identify and market products and services incidental to its functions.

In addition, the Act includes functions of the SES. These are to perform:

- a) rescue or similar operations in an emergency situation
- b) search operations in an emergency or similar situation
- c) other operations in an emergency situation to—
  - i) help injured persons
  - ii) protect persons or property from danger or potential danger associated with the situation
- d) other activities to help communities prepare for, respond to and recover from an event or a disaster
- e) activities to raise the profile of the SES or raise funds to support the SES in the performance of its other functions.

Under the *Disaster Management Act 2003*, the chief executive of QFES has the following functions for the administration of the Act:

- a) to establish and maintain arrangements between the state and the commonwealth about matters relating to effective disaster management
- b) to ensure that disaster management and disaster operations in the state are consistent with the:
  - i) state group's strategic policy framework for disaster management for the state
  - ii) state disaster management plan
  - iii) disaster management standards
  - iv) disaster management guidelines
- c) to ensure that persons performing functions under the Act in relation to disaster operations are appropriately trained
- d) to provide advice and support to the state group and local and district groups in relation to disaster management and disaster operations.

## Queensland Government objectives

The Queensland Government's objectives for the community are built around Unite and Recover – *Queensland's Economic Recovery Plan* (August 2020).

QFES contributes to the government's objectives for the community as follows:

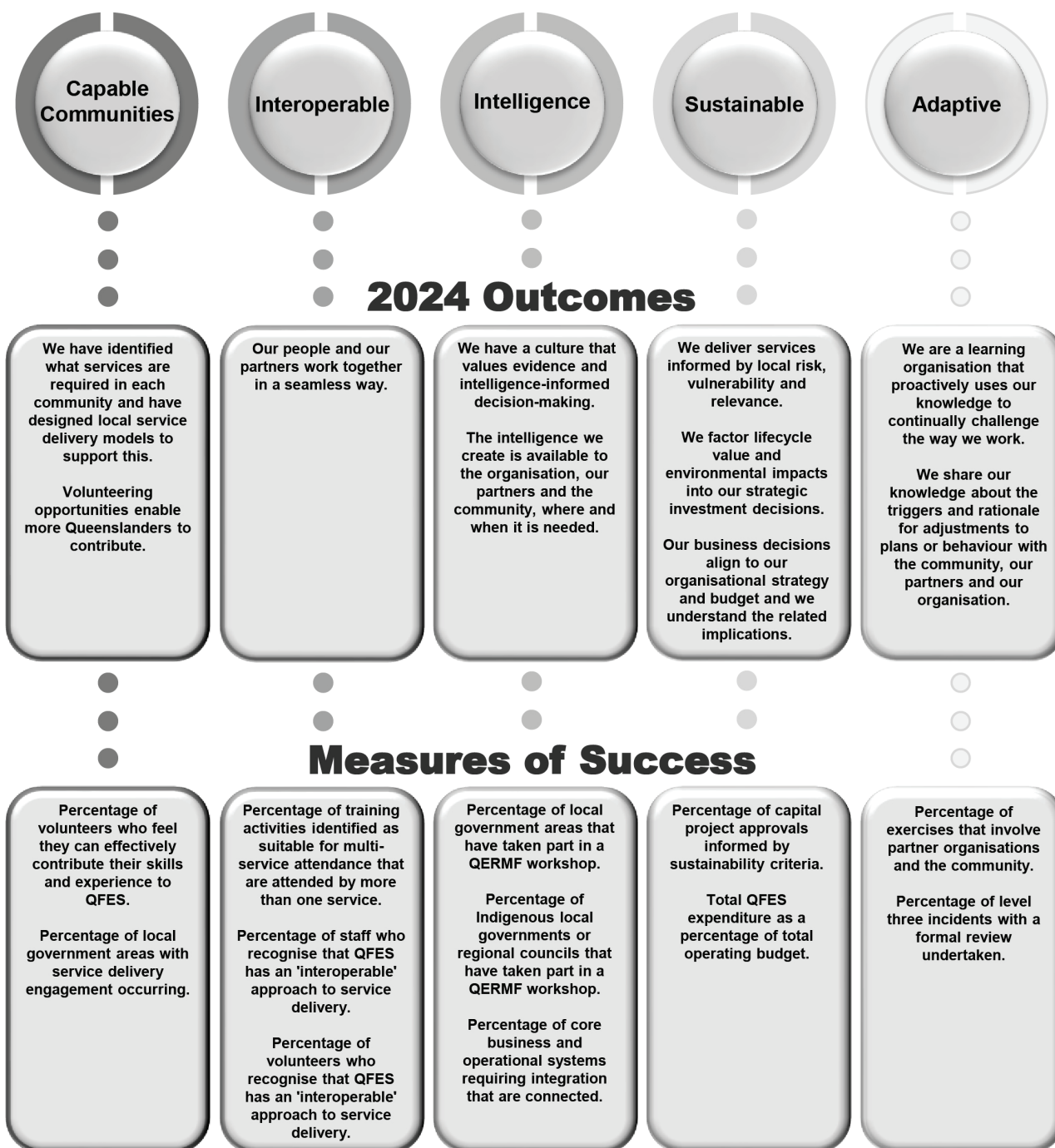
- » Safeguarding our health
  - Safeguard people's health and jobs by keeping Queensland pandemic-ready.
- » Backing our frontline services
  - Deliver world-class frontline services in key areas such as health, education and community safety.

## Strategy 2030

*Strategy 2030*, launched in June 2019, reflects how QFES proposes to meet future challenges and realise the opportunities that will present in Queensland through to 2030. The five guiding principles of *Strategy 2030* are embedded across governance, risk, planning and performance mechanisms to further support and ensure alignment and execution.

*Strategy 2030* can be accessed at [www.qfes.qld.gov.au](http://www.qfes.qld.gov.au)

## QFES Strategy 2030 Guiding Principles

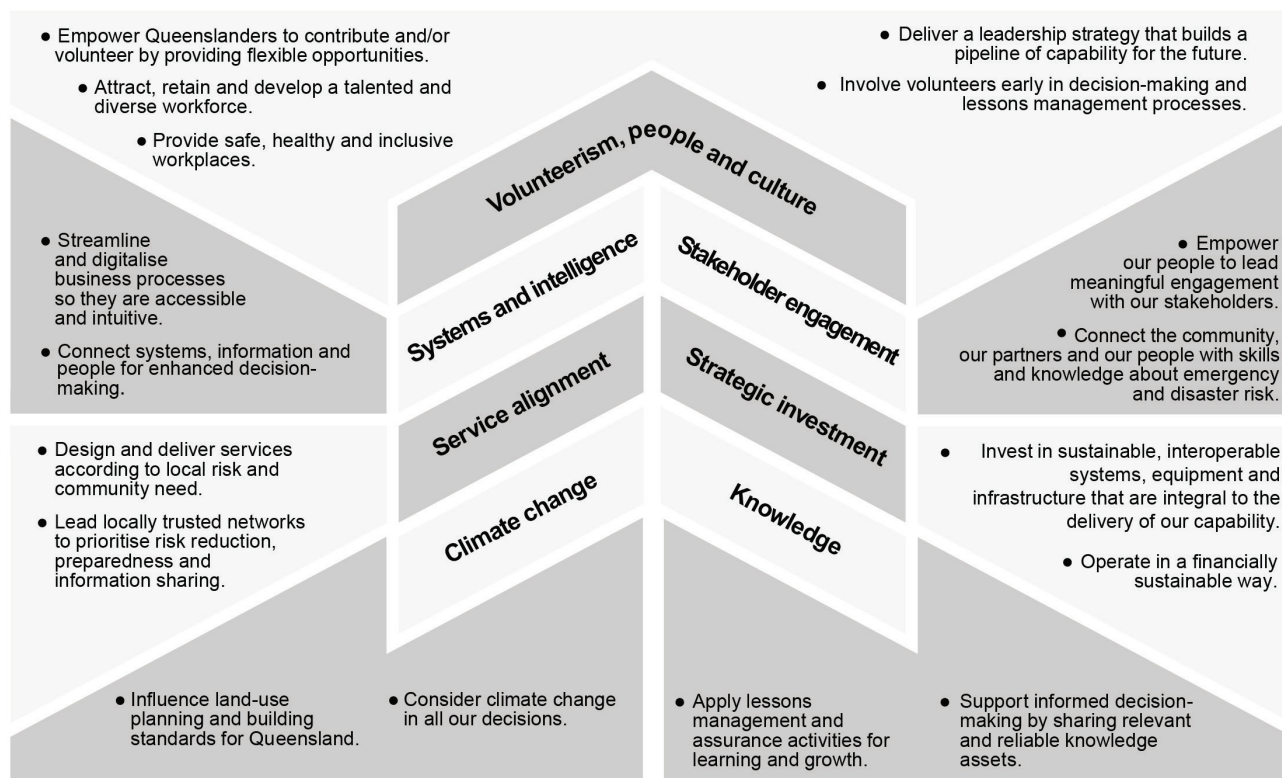


QERMF - Queensland Emergency Risk Management Framework

Refer to Key performance measures on pages 23–26.

## 2020–2024 strategic initiatives

The department's strategic initiatives for achieving the 2024 outcomes as outlined in the 2020–2024 strategic plan are:



## Our shared values

Our behaviour and the way we do business are guided by our shared values:





QFES is equally committed to upholding the Queensland public service values of:



#### Customers first

- » Know your customers
- » Deliver what matters
- » Make decisions with empathy



#### Ideas into action

- » Challenge the norm and suggest solutions
- » Encourage and embrace new ideas
- » Work across boundaries



#### Unleash potential

- » Expect greatness
- » Lead and set clear expectations
- » Seek, provide and act on feedback



#### Be courageous

- » Own your actions, successes and mistakes
- » Take calculated risks
- » Act with transparency



#### Empower people

- » Lead, empower and trust
- » Play to everyone's strengths
- » Develop yourself and those around you.

## Our environment

The environment in which QFES operates is changing. Some of the strategic environmental factors QFES is working to address include:

- » the effects of coronavirus (COVID-19) on Queensland's population, which will be felt over the medium term (through to 2031), with reduced international migration leading to an increased ageing population and an increase in interstate migration in the short-term (2023–2024) with greater numbers moving to coastal locations within Queensland
- » a predicted increase in the severity, frequency and duration of natural disasters
- » an increased likelihood of multiple large-scale events occurring simultaneously
- » changing community expectations around government services
- » changes in the volunteer landscape
- » the impacts of COVID-19 on demand, service delivery and engagement.

QFES responds to these environmental factors through the delivery of its strategic plan. Importantly, QFES works collaboratively with public safety agencies, local governments and other non-government and community organisations such as Red Cross, Rotary Australia and The Salvation Army, to enable it to respond to these factors whilst continuing to deliver frontline fire and emergency services.

Further information about how QFES is responding to these environmental factors can be found in Our performance (refer pages 27–63).

## Our challenges

- » **Climate change:** Increases in the frequency, severity and location of weather events caused by climate change may lead to an increased demand on QFES and reduced ability to service communities.
- » **Service delivery:** Failure to adapt the QFES service delivery model—caused by the increasing complexity and scope of the operating environment and changes in demographics and community needs—may result in a reduction in our ability to provide services to communities.
- » **Digital and information systems:** Damage or loss to QFES' digital and information systems, caused by unauthorised or inappropriate access, use or disclosure, may impact QFES' ability to respond to emergencies in a timely manner, putting the community at risk.

Information about how QFES is responding to these challenges can be found in Our performance (refer pages 27–63).

## Our opportunities

- » **Our people:** If our paid and volunteer workforce continues to develop capability, adaptivity and interoperability due to enhanced skills, knowledge and information, communities may be more capable and connected in the face of emergencies and disasters.
- » **Technological advances:** If technological solutions to existing and new problems emerge due to technological advances, they could result in more effective and timely decision-making and responsive service delivery.
- » **Capable communities:** If communities develop greater capability through preparation, participation and knowledge sharing, the impacts of emergencies and disasters could be reduced.

## Outlook

The future focus of QFES is reflected in the strategic plan. The strategic plan provides a four-year blueprint for the department and communicates QFES' priorities to staff, stakeholders and clients.

Key priorities for the department during 2021–22 include:

- » continuing to support the Queensland Government's response to COVID-19 including coordination of hotel quarantine accommodation, supporting border control measures and other operational and logistical supports
- » continuing to deliver contemporary and effective fire, emergency and disaster management services that meet Queensland communities' needs
- » continuing to minimise the impact on and protect the lives and properties of Queensland communities in the face of fires, emergencies and disasters
- » leading Queensland's response to key priority actions to address relevant recommendations from the Royal Commission into National Natural Disaster Arrangements (refer page 63), with a focus on hazard reduction, intelligence gathering, mapping and planning, warnings and preparedness
- » continuing to support rural fire brigade and SES volunteers, providing grants, equipment and vehicles
- » continuing to partner with SLSQ via a three-year Service Level Agreement
- » continuing to work with marine rescue volunteers to ensure a sustainable capability to respond to the emergency needs of Queenslanders on the water (refer page 49)

- » continuing to be fiscally responsible and support delivery of *Queensland's Economic Recovery Plan*.

During 2021–22, key strategic challenges for the department include:

- » continuing to meet community, stakeholder and government expectations
- » continuing to ensure information technology infrastructure and information management enable us to continue to adapt to new and emergent technology while reducing impacts on future efficiency and effectiveness
- » continuing to ensure QFES' service delivery model meets the shifts in demographic and workplace trends, and the global threat of climate change.

In addition, fiscal sustainability remains an ongoing challenge for the department.

## Our locations

QFES delivers its services from seven regional locations throughout the state (Far Northern, Northern, Central, North Coast, Brisbane, South Eastern and South Western). This includes:

- » 244 FRS stations
- » 46 Area Offices
- » 1,396 volunteer-based rural fire brigades including 495 which have a station or shed
- » 75 SES units consisting of 298 SES groups
- » seven fire communication centres (one located in each QFES region)
- » Special Operations Centre located at Cannon Hill, Brisbane
- » State Deployment Centre located at Morningside, Brisbane.

Frontline staff and volunteers are trained throughout the state in various education and training campuses including the School of Fire and Emergency Services Training (SFEST) located at the Queensland Combined Emergency Services Academy at Whyte Island (Port of Brisbane) and the Northern Region Training and Operations Support Complex in Townsville.

In addition, the Emergency Services Complex in Brisbane's northern suburbs houses emergency services including the QFES State Operations Centre (SOC), State Disaster Coordination Centre (SDCC) and Brisbane Region Fire Communication Centre.

A list of key locations including contacts details for QFES is available at [www.qfes.qld.gov.au](http://www.qfes.qld.gov.au)

## Volunteers

Volunteers are critical to the successful delivery of frontline services and are essential in building community capacity and enhancing community resilience. QFES has approximately 36,000 dedicated volunteers across the state in the RFS, SES, Research and Scientific Branch Volunteer Scientific Officer network and AUS-1 Disaster Assistance Response Team (DART), and Auxiliary Support Officers, Chaplains and Peer Support Officers.

### Rural Fire Service

The RFS provides services and support to its volunteers with regional offices and area offices throughout the state ensuring operations are coordinated and managed within the region.

Volunteer rural fire brigades provide fire management services for rural and semi-rural communities and some urban fringe areas across approximately 93 per cent of the state. In addition to responding to fires in their local area and in surrounding areas in support of other brigades and emergency services, volunteer brigades undertake a range of planning, preparation and response and recovery activities to ensure communities are well prepared for the bushfire season. This includes community education, and hazard reduction and mitigation activities to reduce the risk from fire to people and property. Volunteer Community Educators also play a key role in their local community, promoting and delivering safety and bushfire preparedness education packages.

The Permit to Light Fire system, which ensures the controlled use of fire across the state, is also largely implemented by volunteer fire wardens.

Volunteer brigades are often called upon to assist other emergency service agencies during disasters such as floods and storms and may be deployed to assist other states during fire disasters.

As at 30 June 2021, there are 1,396 rural fire brigades and 2,312 Fire Warden Areas across the state which are supported by approximately 30,000 RFS volunteers.

### State Emergency Service

The SES is a community-based, not-for-profit, volunteer emergency service enabled by state and local governments and sponsor partnerships. It plays a vital part in Queensland's emergency management approach and provides assistance to Queensland communities in times of disaster or emergency.

The Queensland Government works in partnership with local governments through providing shared support and services that make a significant contribution to the ongoing effectiveness of the SES. This important partnership assists SES volunteers to provide a valuable volunteer emergency service to their local communities.

SES groups perform search and rescue, storm damage and floodboat operations, road crash rescue, emergency traffic management and vertical rescue, and protect persons and property from danger in disaster and emergency situations. They also perform incident management and agency support. The SES maintains a high level of cooperation and support to the QPS. The SES also provides bespoke support for RFS during bushfires such as airbase management capabilities.

The SES also provides valuable assistance to other emergency services and helps communities prepare for, respond to, and recover from an event or a disaster. The SES is the primary response agency for cyclone, storm and flood events within Queensland and may be deployed to assist other states during disasters.

As at 30 June 2021, there are approximately 6,000 SES volunteers.

### Research and Scientific Branch Volunteer Scientific Officer network

The Research and Scientific Branch consists of a core of permanent staff and a network of volunteers who respond to fire and hazardous materials incidents across Queensland. The volunteer network is a critical component of the branch's expert operational response and advice service. The network includes chemists and chemical engineers who provide prompt, at-the-scene responses to emergency incidents involving chemical hazards. These specialists are drawn from private industry, local governments and tertiary educational institutions across Queensland.

During 2020–21, a range of incidents were attended including chemical reactions, gas releases, spillages, discoveries of suspicious substances and fires causing hazardous materials releases.

As at 30 June 2021, there are 55 research and scientific volunteers including 49 regional based Volunteer Scientific Officers and six Queensland Health Brisbane-based Scientific Support Officers.



## **AUS-1 Disaster Assistance Response Team**

The AUS-1 DART includes the Queensland Urban Search and Rescue (USAR) Team. This is a multi-jurisdictional, multi-disciplinary USAR Team made up of full-time and volunteer members, including firefighters, paramedics, doctors, engineers, HazMat (hazardous materials) specialists, volunteer canine handlers, mechanics and communications operators, who respond to natural and human-induced disasters across Queensland, Australia and internationally. The volunteer network within this team is a critical component comprising doctors, engineers and canine specialists. These specialists come from private industry, local governments and tertiary institutions across Queensland.

As at 30 June 2021, the AUS-1 DART has 26 volunteers including five doctors, five engineers and four canine handlers, with a further 12 canine handlers undergoing training.

## **Auxiliary Support Officers**

Auxiliary Support Officers are volunteers who provide non-operational support and assistance at/or in relation to their designated station such as Chinchilla, Kilcoy, Mission Beach, Rosewood, Springsure, Tara and Woodford stations.

As at 30 June 2021, there are 33 Auxiliary Support Officers.

## **Chaplains**

The QFES Chaplaincy Service works collaboratively with other QFES support services and local community networks to strengthen corporate and operational capability and ensure appropriate holistic support.

Across the state, the QFES Chaplaincy Service support network provides personal support services to our members and their families, both current service and retired, relating to both personal and work life. Support is also available to community members who are victims or witnesses of incidents or disasters involving a QFES response. Our volunteer Chaplains are available 24-hours a day, seven days a week through personal contact, incident response systems or referrals.

Services include pastoral care, crisis response, ceremonial involvement and community engagement.

At 30 June 2021, there are 19 Chaplains.

## **Peer Support Officers**

QFES is committed to providing a broad range of support options for QFES members and their immediate family to promote mental health and wellbeing. The Fire and Emergency Services Support Network (FESSN) is responsible for coordinating the delivery of peer support and counselling services for QFES.

The QFES Peer Support Program comprises 146 active Peer Support Officers from various roles, ranks and positions across the state. Peer Support Officers are selected and trained to support colleagues who may be experiencing work or personal difficulties. By virtue of a common working environment and shared experiences, they are equipped to provide early intervention, social support, understanding, practical assistance and links to professional services if necessary. Peer Support Officers are involved in supporting members following exposure to critical incidents, as well as informal individual support and delivering education sessions to promote mental health and wellbeing.

During 2020–21, a total of 3,688 hours was invested in peer support activities and peer support was provided to a total of 1,507 people.

# Structure

As at 30 June 2021

QFES comprises the:

- » Office of the Commissioner
- » Emergency Management, Volunteerism and Community Resilience Division
- » Readiness and Response Services Division
- » Strategy and Corporate Services Division.

The **Office of the Commissioner** provides support and advice to the Commissioner and QFES Executive Leadership Team (ELT) to support decision-making and ensure achievement of key commitments and objectives.

The **Emergency Management, Volunteerism and Community Resilience Division** is responsible for providing overall strategic leadership, direction and support to RFS, SES and other volunteer groups involved in emergency response.

The division is responsible for introducing innovative strategies to support the recruitment and retention of a sustainable, skilled volunteer workforce that meets the increasing demand from more frequent and severe disasters and emergencies. It works in partnership with local governments to develop management and volunteer capability, and through the provision of high-quality services, support and advice, ensures safer and more resilient communities across Queensland. This includes the provision of operational and volunteering support services supporting a unique mix of approximately 30,000 RFS volunteers and approximately 6,000 SES volunteers.

The Emergency Management and Community Capability (EMCC) Directorate provides strategic oversight for all aspects of disaster management, incident management and community engagement for the department and works collaboratively with the emergency management community and stakeholders to guide, contribute to and support the resilience of local communities across the phases of PPRR. The directorate adopts a broad multi-hazard approach to its work that is based on supporting communities to mitigate, prevent and deal with the consequences of disaster. The EMCC Directorate maintains whole-of-government operational readiness and operational response of the SDCC and the QFES SOC. In addition, the EMCC Assistant Commissioner represents QFES' whole-of-government disaster management responsibilities as co-Chair of the State Disaster Coordination Group.

The RFS Directorate incorporates the Office of the Assistant Commissioner, Operations Branch, Office of Bushfire Mitigation, and Volunteer and Frontline Support Services Branch. The Office of the Assistant Commissioner sets the strategy and policy position for the RFS at state level in support of regional operations. The Operations Branch manages a range of operational and organisational functions on a statewide basis that are principally directed at supporting volunteers in the provision of fire mitigation and response activities to the Queensland community including operational policy, brigade equipment and appliances, Personal Protective Equipment (PPE), communications, reporting and liaison with other agencies. The Office of Bushfire Mitigation is responsible for the statewide strategic management, promotion and expansion of preventative bushfire mitigation strategies and education programs. The Volunteer and Frontline Support Services Branch aims to support volunteers, staff and management through the provision of business functionality for the RFS including volunteer recruitment and marketing, finance and grants, information management, governance and compliance and volunteer support services.

The SES Directorate provides strategic oversight and supports SES regions. The SES State Coordination Branch delivers on the department's organisational priorities and objectives, providing management of SES governance, business improvements, capability functions and implementation of new projects and initiatives. This is achieved through the provision of business support to SES regions and volunteers, delivering on the Commissioner's responsibilities as described in the *Fire and Emergency Services Act 1990*.

The **Readiness and Response Services Division** is responsible for ensuring the response capacity of QFES operational staff and volunteers in emergent situations as legislated in the *Fire and Emergency Services Act 1990* and *Disaster Management Act 2003*.

The division provides sustainable leadership and direction through its contribution to fire and emergency service operational activities across Queensland.

The division comprises skilled fire and emergency service staff and volunteers across seven regions statewide, working in partnership with other state government departments, local governments and communities to improve resilience and enhance operational capacity during times of emergency.

Each region is led by a Regional Assistant Commissioner who focusses on coordination across services, connecting with stakeholders and ensuring the needs of the community are met through local decision-making and place-based service delivery.

An integral area of the division is the FRS Directorate which includes the Office of the Assistant Commissioner, FRS, the FRS Branch and the specialist services of Community Infrastructure, Research and Scientific, Specialist and Technical Response.

The services and capabilities provided include standards and policies, operational response, technical support and coordination of training and support to all regions to deliver their services to the community. These services and capabilities are also provided in many instances directly to other agencies and stakeholders at a state, national and international level.

The capabilities are wide-ranging from statewide fire communications, building fire safety, building compliance, fire investigation, chemical emergency management, HazMat, state air operations, technical rescue, USAR and the internationally deployable AUS-1 DART. The directorate also manages the State Deployment Centre and the Special Operations Centre.

The **Strategy and Corporate Services Division** 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 works closely with the other public safety agencies to ensure the department's planning and policy enhances the capability of its people, and services and equipment are contemporary, agile and able to meet the service delivery needs of Queensland communities.

The division comprises Executive, Ministerial and Corporate Services, Strategic Services and QFES People Directorates.

The Executive, Ministerial and Corporate Services Directorate leads the planning and delivery of executive, ministerial and corporate services across QFES as well as supporting the Office of the Minister for Police and Corrective Services and Minister for Fire and Emergency Services. The directorate maintains strategic partnerships with service delivery providers and contributes to the department's strategic direction.

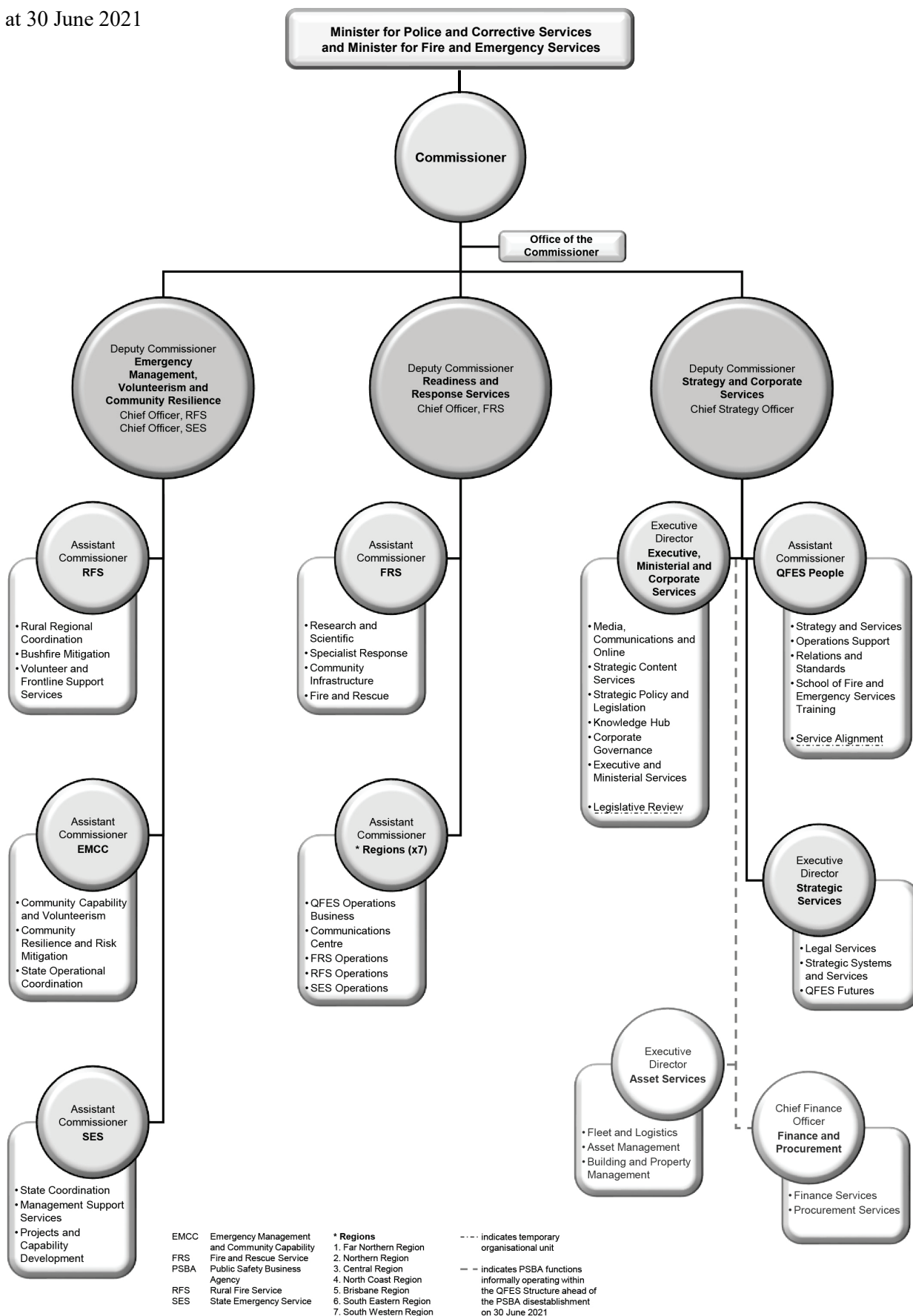
QFES People is responsible for engaging and supporting the QFES workforce throughout their careers with QFES. The directorate spans attraction, recruitment, conduct, training and development and is focussed on being connected and responsible to the QFES business and enhancing workforce experiences where possible.

The Strategic Services Directorate leads and drives performance and accountability through strategy, systems, standards, performance and legal services. The directorate, by improving QFES' strategy and performance, is responsible for maximising best outcomes for the department and its partners.

With the disestablishment of PSBA, to embed the PSBA functions, QFES reviewed and realigned the Strategy and Corporate Services Division to ensure enhanced alignment of the department's support functions – refer the organisational structure as at 1 July 2021 on page 16.

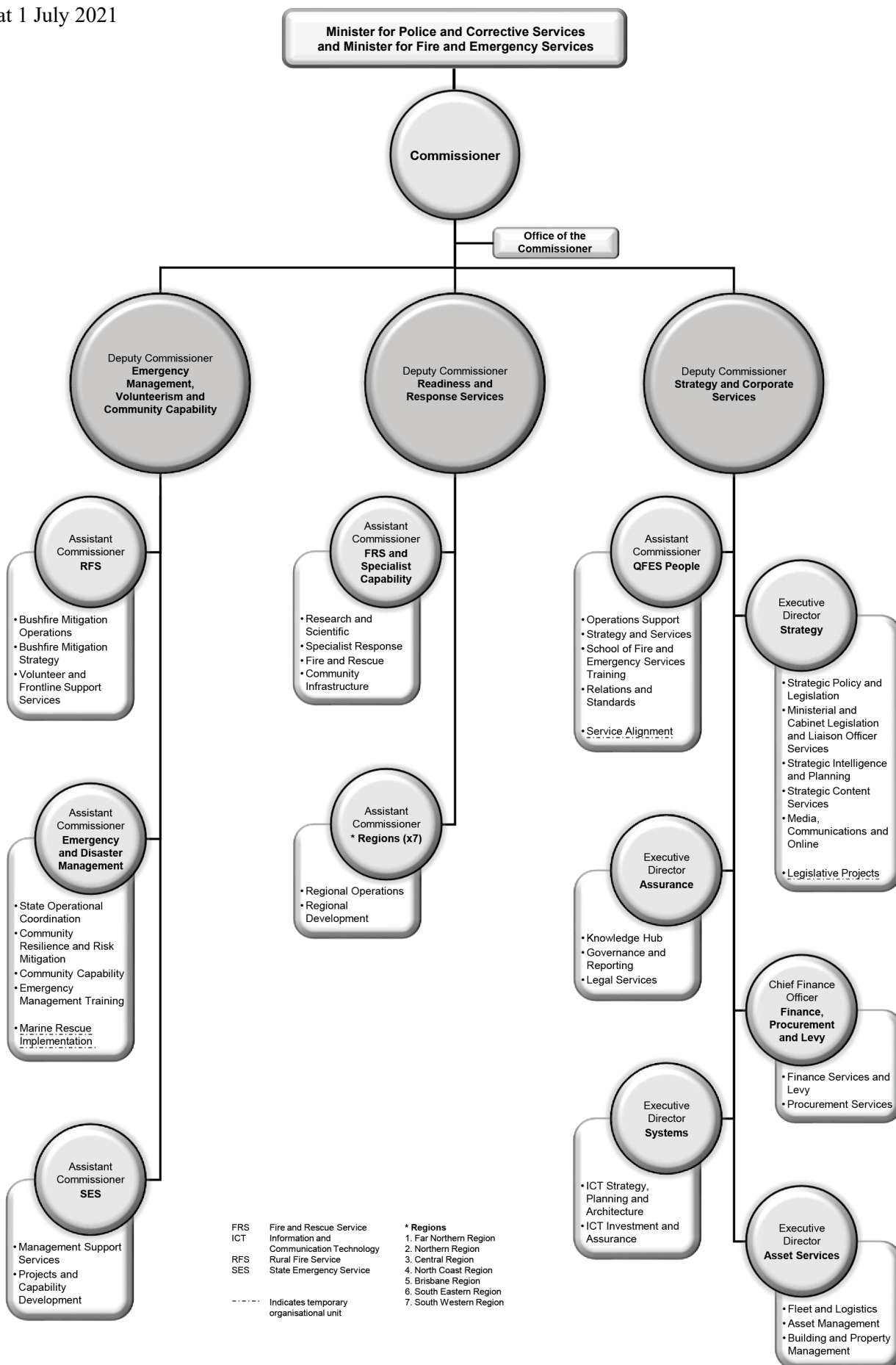
# Organisational structure

As at 30 June 2021



# Organisational structure (cont'd)

As at 1 July 2021



# Regions

As at 30 June 2021



	State Total	Far Northern	Northern	Central	North Coast	Brisbane	South Eastern	South Western
<b>Fire and rescue stations</b>	244	25	20	38	46	38	37	40
<b>SES units</b>	75	19	16	14	7	3	5	11
<b>SES groups</b>	298	53	40	68	47	22	26	42
<b>Rural fire brigades</b>	1,396	178	180	391	203	29	79	336
<b>Regional offices</b>	7	1	1	1	1	1	1	1
<b>Communication centres</b>	7	1	1	1	1	1	1	1

**Queensland population \*** 5,194,879

\* Source: Australian Bureau of Statistics catalogue no. 3101.0 Australian Demographic Statistics (December 2020 quarter)