

# ANNUAL REPORT 2021–2022



## **Acknowledgement of Country**

*Queensland Fire and Emergency Services acknowledges the Traditional Custodians of country throughout Queensland and their connections to land, sea and community. We pay our respect to the Elders—past, present and emerging—for they hold the memories, traditions, the culture and hopes of Aboriginal peoples and Torres Strait Islander peoples across the state. First Nations people have expert knowledge developed over thousands of generations in caring for country.*

*As an emergency services organisation, we look to our First Nations communities for their knowledge and wisdom—developed over tens of thousands of years—in caring for country, and to learn how we can support in healing country, now and into the future.*

This annual report provides information about Queensland Fire and Emergency Services' financial and non-financial performance for 2021–22. It has been prepared in accordance with the *Financial Accountability Act 2009*, *Financial and Performance Management Standard 2019* and *Annual report requirements for Queensland Government agencies (2021–22 reporting period)*.

The annual report includes significant highlights against the objectives and strategies, and service area detailed in the *Queensland Fire and Emergency Services Strategic Plan 2021–2025* and the 2021–22 Service Delivery Statement.

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This annual report is available on the Queensland Fire and Emergency Services website at [www.qfes.qld.gov.au](http://www.qfes.qld.gov.au) or a paper copy can be provided on request by calling (07) 3635 3859.

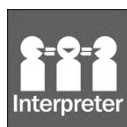
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# Letter of compliance



Queensland  
Government

Office of the  
**Commissioner**

**Queensland Fire and  
Emergency Services**

13 September 2022

The Honorable Mark Ryan MP  
Minister for Police and Corrective Services and  
Minister for Fire and Emergency Services  
1 William Street  
BRISBANE QLD 4000

Dear Minister

I am pleased to submit for presentation to the Parliament, the Queensland Fire and Emergency Services 2021-22 Annual Report including the financial statements.

I certify that this annual report complies with the:

- prescribed requirements of the *Financial Accountability Act 2009* and *Financial and Performance Management Standard 2019*
- detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual report requirements is included in the appendices of the annual report.

Yours sincerely

A handwritten signature in black ink, appearing to read 'G. Leach'.

Greg Leach AFSM  
**Commissioner**

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# Commissioner's message

I am pleased to present the Queensland Fire and Emergency Services' (QFES) 2021–22 annual report.

After moving into a third year of living with COVID-19, the State Disaster Coordination Centre (SDCC) was stood down on 29 April 2022. It was a marathon effort by the SDCC, which spent more than two years in activation and played an integral role in keeping Queenslanders safe throughout the pandemic response.

The second half of the 2021–22 financial year was dominated by the extreme wet weather caused by La Nina. From 22 February to 7 March, intense rain led to flooding across South East Queensland, Maryborough, Gympie and New South Wales (NSW). More than 7,000 QFES members responded, aided by 15 Fire Rescue Victoria personnel. During the course of the floods resulting from the South East Queensland Rainfall and Flooding natural disaster event, the Fire and Rescue Service (FRS) conducted water rescues and State Emergency Service (SES) volunteers responded to requests for assistance, including storm damage operations, chain sawing, sandbagging, temporary repairs and evacuations. Once the water receded, the recovery work began. Rural Fire Service (RFS) personnel, assisted by SES members, helped communities recover by washing out inundated houses and businesses and FRS staff worked with the Queensland Reconstruction Authority to conduct damage assessments.

Tragically, during the floods, we lost one of our own. Merryl Dray, a member of the Lowood SES and dedicated mum and grandmother. Merryl was travelling to a call for help with three other volunteers on 25 February when their vehicle became surrounded by fast-moving water at Coolana, north-west of Ipswich. Many of Merryl's colleagues paid their respects with a guard of honour at her funeral. Her loss is a sombre reminder of the dangers our frontline people face every time they respond to a call.

Severe wet weather continued to affect NSW during April and QFES deployed SES teams and FRS swiftwater rescue technicians to various locations including Mullumbimby, Lismore and Coraki to provide support. In Queensland, the prolonged wet season continued into May. With catchments already wet in many areas across the state, rivers flooded quickly and FRS swiftwater rescue crews and SES crews were again out in force across northern and south-east Queensland.

In contrast we experienced a relatively mild bushfire season. This enabled us to put a strong focus on Program Grass Tree, a new approach to managing bushfire on the land. Program Grass Tree, which takes its name from the native grass trees that symbolise a well-managed landscape, strikes a delicate balance between promoting biodiversity and keeping communities safe.

A key component of the program is Operation Sesbania, an annual cycle of mitigation and planning that aligns our mitigation programs with location, vegetation and bioregion management, as well as changes in weather patterns across the state. Program Grass Tree also integrates First Nations knowledge to better understand country and cultural burning techniques. To help accomplish this, in 2021–22 QFES appointed four of eight First Nations Bushfire Safety Officers. These roles focus on conducting mitigation activities, building links with First Nations communities and improving the understanding and use of cultural burning.

In the Queensland Government's June Budget announcement, QFES received more than \$900 million in funding, providing a record investment in the FRS of new firefighters, facilities and equipment and the historic additional commitment of funding to the RFS, SES and Marine Rescue Queensland. The extra funds allocated put QFES in an excellent position to increase capability across all services and ensure we can continue to serve Queensland communities as we face the challenges posed by a changing climate.

The work that began in 2020–21 to establish an integrated marine rescue service for Queensland has continued to gather speed. The new service name, Marine Rescue Queensland, was formally announced in May after being overwhelmingly supported by volunteers. QFES continues to engage with key stakeholders through the Marine Rescue Implementation Program to identify an implementation pathway for the service. Good progress is also being made in the areas of capability, engagement, operations and governance for the service, thanks to the dedicated Marine Rescue Implementation Working Group members.

QFES' strong focus on enhancing community resilience is being supported by the national changes to fire danger ratings and the warning system, outcomes of the *Royal Commission into National Natural Disaster Arrangements Report*. The Australian Fire Danger Rating System (AFDRS) is a nationally consistent system for communicating fire danger ratings to the community and forecasting fire behaviour for decision-makers. The Australian Warning System (AWS) includes built-in approvals and recordkeeping and ensures consistency of community bushfire warnings. QFES will be running public information campaigns in the second half of 2022 to support community understanding and knowledge of these important changes.

The mental health and wellbeing of all QFES personnel remains a top priority. In 2021–22 we continued to participate in important initiatives including *Are they Triple OK?*, *Movember* and *Darkness to Daylight*. The overwhelming support of our people for these initiatives is demonstrated through fundraising efforts. Across QFES, staff and volunteers raised more than \$40,000 for *Movember*, gaining second place among National First Responder agencies while raising awareness for men's mental and physical health. One hundred QFES members from across the state joined in *Darkness to Daylight* to build awareness about our role in ending domestic and family violence, and QFES raised more than \$17,000 during the event—the second highest on the fundraiser leader board. In addition, the Fire and Emergency Services Support Network (FESSN) implemented rapid responses to support members through COVID-19 and flood disasters through easy-to-access critical incident check-in services.

In June 2022, QFES provided the Pakistan Government with remote geo-strategic support during the country's devastating forest fires. Facilitated via the Department of Foreign Affairs and Trade (DFAT) and in association with Emergency Management Australia, it was the first time Queensland provided this form of support to a foreign country under the AUS-1 Disaster Relief Arrangement Taskforce. The remote support operation was successful with the Pakistan Government and DFAT giving positive feedback about QFES' assistance and leadership during this operation.

One of the most enjoyable aspects of my job is visiting regions and state directorates and spending time with staff and volunteers from all services. The visits are a great opportunity to learn first-hand about the local challenges and initiatives occurring across the state. I also schedule in meetings with stakeholders, such as local governments and other volunteer-based organisations, to discuss how we can continually improve the way we work together to serve Queensland's diverse communities. In May, I was also privileged to travel overseas and represent QFES, along with Assistant Commissioner John Cawcutt, at the Humanitarian Networks and Partnerships Weeks event in Geneva. It was a fantastic opportunity to share our world-class expertise in responding to disaster and humanitarian events. A highlight was the inter-network day, where I was in discussions with representatives from America about a potential joint exercise and met face-to-face with the Chief of Emergency Response Section and International Search and Rescue Advisory Group (INSARAG) secretary.

Thank you to each and every QFES member who helped keep Queenslanders safe through another physically and mentally demanding year of operations. It is through your dedication, persistence and camaraderie that we are able to work with communities and partners and build resilience for the future.



**Greg Leach AFSM**  
**Commissioner**  
*Queensland Fire and Emergency Services*

13 September 2022

# About the department

## Our purpose

Deliver contemporary and effective fire, emergency and disaster management services that meet Queensland communities' needs.

## Our vision

To create and sustain a safe and resilient Queensland in the face of fires, emergencies and disasters.

## Our commitment to Queenslanders

To achieve the Queensland Fire and Emergency Services' (QFES) *Strategy 2030*, 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 State 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).

An independent review of QFES concluded on 2 November 2021 with the final report provided to the QFES Independent Review Steering Committee. The review examined the effectiveness, efficiency and sustainability of the department, including structure and funding in relation to its core services and associated volunteer entities. The final report is being considered by government.

In March 2022, the Emergency Management, Volunteerism and Community Resilience Division was renamed as Capability and State Services. With this renaming, the FRS Directorate was moved from the Readiness and Response Division to Capability and State Services. The renaming and reporting change better reflects the functional responsibilities within the Capability and State Services Division.

In April 2022, the appointment of the Executive Director, Information and Technology was announced. This dedicated role is essential to ensure that QFES' information technology capabilities support contemporary service delivery and are developed in a sustainable way to reflect technological advances. This appointment led to some internal changes within the Strategy and Corporate Services Division with the Strategy Directorate and Assurance Directorate combining to form one Directorate under the Executive Director, Strategy and Assurance.

## Legislation administered

In accordance with *Administrative Arrangements Order (No. 2) 2021*, the Minister for Police and Corrective Services and Minister for Fire and Emergency Services administers the following Acts and subordinate legislation:

- *Fire and Emergency Services Act 1990*
  - *Fire and Emergency Services Regulation 2011*
  - *Building Fire Safety Regulation 2008* (responsibility is shared with the Minister for Energy, Renewables and Hydrogen and Minister for Public Works and Procurement)
- *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 the 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.

## Machinery-of-government changes

As a result of *Public Service Departmental Arrangements Notice (No. 2) 2021*, effective 1 July 2021, the Public Safety Business Agency (PSBA) was disestablished. As a consequence, parts of Human Resource Management, Asset Management and Financial Management services within PSBA transferred to QFES with the balance transitioning to the QPS.

Information and Communication Technology (ICT) and Internal Audit functions were transferred solely to the QPS, with QPS providing ICT and internal audit services to QFES.

## 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* 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.

Since *Strategy 2030* was first published in June 2019, Queensland experienced a severe bushfire season in late 2019 and major flooding in February 2022 as well as the impacts of coronavirus (COVID-19). As such, a review of *Strategy 2030* is underway to test its validity as a strategy for beyond 2030, especially in light of Brisbane's successful campaign to host the Olympics in 2032.

The review entails:

- research in the form of a survey, utilising a representative sample of community members
- a qualitative piece, comprising interviews with internal QFES stakeholders
- a scenario workshop with the QFES Climate Change Advisory Group in which transformative scenarios developed with the former Bushfire Natural Hazard Cooperative Research Centre (BNHCRC—now known as Natural Hazards Research Australia (NHRA)) will be applied to test *Strategy 2030* in a climate-challenged world.

The scenario workshop is an action of the *QFES Climate Action Plan 2022–26* and is being conducted in partnership with NHRA as part of QFES' research utilisation program. The scenario workshop is designed to test the efficacy of *Strategy 2030* in a climate-challenged world, applying four transformative scenarios developed through an intensive research project with BNHCRC/NHRA.

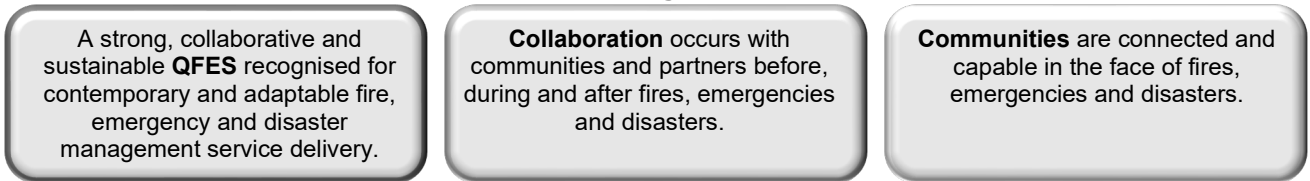
The review is expected to be finalised by November 2022.

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

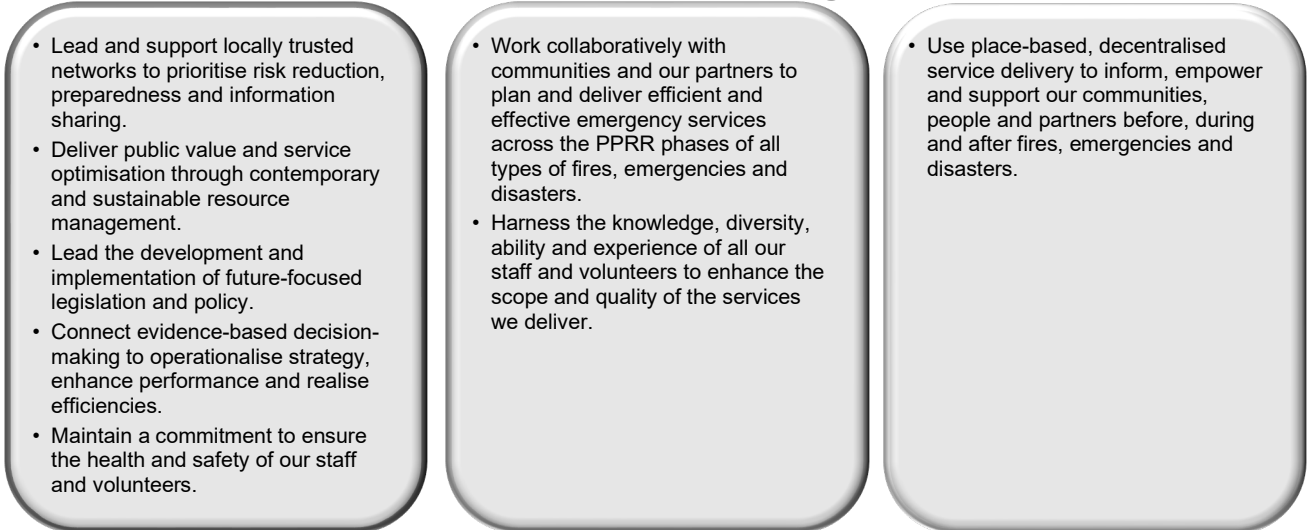
# QFES Strategy 2030 Guiding Principles



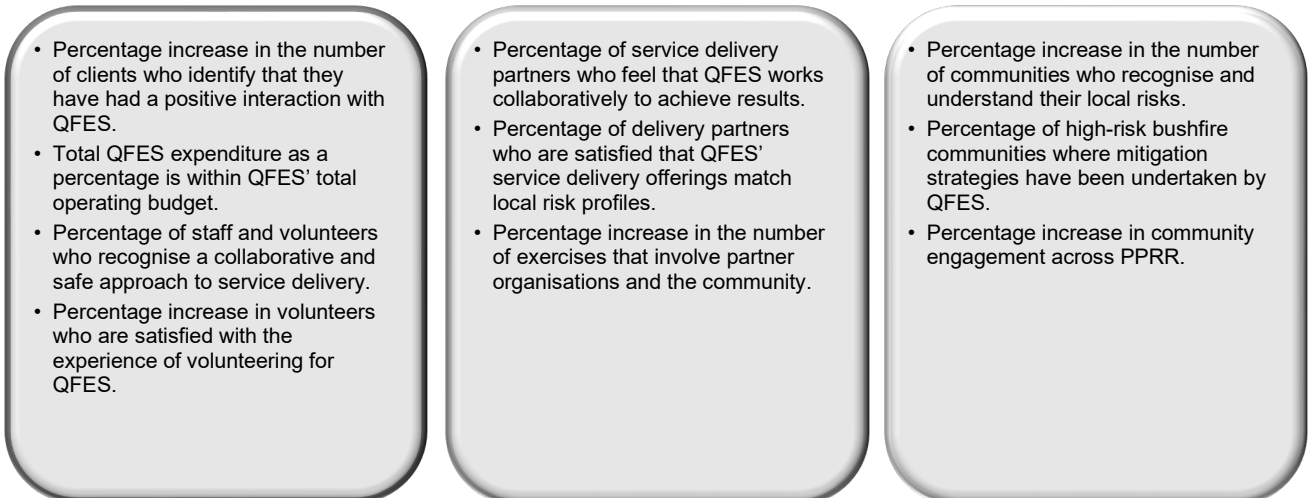
## 2025 Objectives



## 2021–2025 Strategies



## Measures of success



Refer to Key performance measures on pages 23–26.

## 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. Through active environmental and horizon scanning activities, QFES monitors external trends that have the potential to shape or influence future service delivery needs to ensure QFES is well-positioned to continue to meet the challenges shaping the environment.

Some of the strategic environmental factors QFES is working to address include:

- the effects of COVID-19 on Queensland's population which will be felt over the medium term (through to 2031), including 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 rural and peri-urban locations across 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.

QFES also actively participates in a range of national forums including the Commissioners and Chief Officers Strategic Committee, Australia-New Zealand Emergency Management Committee and its sub-committees, and the Australasian Fire and Emergency Service Authorities Council (AFAC) to inform and influence the development of future focused operational and strategic research and policy.

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

## Our challenges

- Continue to meet community, stakeholder and government expectations.
- Continue 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.
- Continue to ensure the 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 and is a continuous focus for QFES leadership.

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

## Our opportunities

- Optimise existing and leverage emerging partnerships to enhance community connectedness and capability to manage risk and enhance resiliency.
- Harness research and enable technological and innovative advancements to deliver more sustainable services.
- Adapt our workforce arrangements to provide greater flexibility and budget sustainability and comply with COVID-19 directives as we transition to living with COVID-19.

## Outlook

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

Key priorities for the department during 2022–23 include:

- Continue to maintain a responsive FRS delivering state-of-the-art response, rescue, scientific and specialist capabilities to Queensland communities.
- Continue to work in collaboration with local governments and partners across Queensland to operate an effective SES.
- Continue to focus on reducing bushfire risk through year-round planning and conducting mitigation activities through Operation Sesbania; improving community safety awareness and knowledge in relation to bushfire safety and prevention; and increasing the skills and experience of RFS volunteers.

- Continue the commitment to establish an integrated volunteer marine rescue service to ensure a sustainable model which will enhance marine rescue volunteer capability for on-water safety across Queensland.
- Continue to promote the home fire safety message highlighting the importance of fire escape plans; the roll out of smoke alarm legislation milestones; the Bushfire Safety campaign to educate Queenslanders on how to prepare their property and family for bushfire; and the Fight Fire Fascination (FFF) initiative designed to support parents and guardians educate children to remain safe from fire.
- Continue to educate the community on road safety through the *If It's Flooded, Forget It* campaign which spotlights the dangers of flooded roads; and the Road Attitudes and Action Planning (RAAP) program delivered to Year 11 and 12 students in Queensland schools to promote safe driving practices.
- Continue to lead Queensland's response to key priority actions addressing relevant recommendations from the Royal Commission into National Natural Disaster Arrangements (RCNDA), including enhancing hazard and risk management, implementing the new national fire danger rating system and emergency warning activities to enhance the natural disaster preparedness capabilities of Queensland communities.
- Continue to support Queensland Disaster Management Arrangements (QDMA) stakeholders to reduce climate and disaster risk to communities.

## 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
- 1,397 volunteer-based rural fire brigades including 525 which have a station or shed
- 75 SES units consisting of 297 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 located at the Queensland Combined Emergency Services Academy (QCESA) 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 contributing to the strength of QFES and are essential in building community capacity and enhancing community resilience. QFES is one of the largest volunteer organisations in the state with approximately 34,500 dedicated volunteers in the RFS, SES, Research and Scientific Branch Volunteer Scientific Officer network and AUS-1 Disaster Assistance Response Team (DART), and Auxiliary Support Officers and Peer Support Officers.

As Queensland is the most disaster-prone state in Australia, communities rely on volunteers to deliver frontline operations and support before, during and after an emergency.

### 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 2022, there are 1,397 rural fire brigades and 2,300 Fire Warden Districts across the state, supported by approximately 28,400 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 2022, there are approximately 5,850 SES volunteers including Active, Probationary and Reserve 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 2021–22, the branch responded to a range of incidents including chemical reactions and spillages; gas and vapor cloud releases; clandestine drug and home-made explosives laboratories (in support of the QPS); incidents involving radioactive substances; and fires involving hazardous materials. These incidents ranged in circumstances from domestic situations and transport settings, through to large scale industrial chemical emergencies. The branch contributes to the safe resolution of approximately 500 incidents per year with up to ten per cent of these requiring the activation of regional volunteers.

As at 30 June 2022, there are 52 research and scientific volunteers including 47 regional-based Volunteer Scientific Officers and five 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, 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 handlers. These specialists come from private industry, local governments and tertiary institutions across Queensland.

As at 30 June 2022, the AUS-1 DART has 24 volunteers including doctors, engineers and canine teams (including handlers and canines).

## **Auxiliary Support Officers**

Auxiliary Support Officers are volunteers who provide non-operational support and assist with a range of duties depending on their skills, knowledge and abilities. Auxiliary Support Officers may assist with a range of duties including community education and messaging activities, maintenance and repair of station facilities, training activities, and administration and recordkeeping.

As at 30 June 2022, there are 32 Auxiliary Support Officers.

## **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 151 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 2021–22, more than 4,000 hours was invested in peer support activities.



# Structure

As at 30 June 2022

QFES comprises the:

- Office of the Commissioner
- Capability and State Services 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 **Capability and State Services Division** is responsible for providing overall strategic leadership, direction and support to FRS, RFS, SES and other volunteer groups involved in emergency response. (This division was formerly known as Emergency Management, Volunteerism and Community Resilience – refer to page 5 for further information.)

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 28,400 RFS volunteers and approximately 5,850 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 **Rural Fire Service** Directorate incorporates the Office of the Assistant Commissioner; Rural Regional Coordination; Office of Bushfire Mitigation; Volunteer and Frontline Support Services Branch; and the Australian Fire Danger Rating System (AFDRS) Implementation Team. The Office of the Assistant Commissioner sets the strategy and policy position for the RFS at state level in support of regional operations. Rural Regional Coordination 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, 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 AFDRS Implementation Team was established in February 2022 to effectively deliver against the Queensland Government's response to the RCNNDA Report recommendations relating to the AFDRS.

The **State Emergency Service** 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 **Fire and Rescue Service** Directorate includes the Office of the Assistant Commissioner, the FRS Branch and the specialist services of Community Infrastructure; Research and Scientific; and 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 **Readiness and Response Services Division** is responsible for coordinating the regional services and interoperability of QFES capabilities including ensuring the response readiness and 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 strategic leadership, coordination and direction through its contribution to disaster management and fire and emergency service activities across Queensland.

The **seven regions** statewide comprise over 4,000 permanent and auxiliary firefighters, approximately 28,400 RFS volunteers and approximately 5,850 SES volunteers and are supported by fire communications officers, emergency management coordinators, community engagement officers and corporate staff.

Each region is led by a regional Assistant Commissioner who focuses 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.

Each region has an established Regional Leadership Team consisting of the regional Assistant Commissioner and individual Service leaders to effectively coordinate QFES capabilities across regions. The Regional Leadership Teams use an all hazard and all services approach as the foundation for planning, managing emerging issues and working collaboratively to improve service delivery to Queensland communities.

The regions work in partnership with other state government departments, local governments and communities to improve resilience and enhance operational capacity during times of emergency.

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 Finance, Procurement and Levy; Strategy and Assurance; Asset Services; Information and Technology; and QFES People Directorates.

The **Finance, Procurement and Levy** Directorate provides a range of financial services including budget preparation, financial reporting, financial systems training, and financial risk management and compliance; and monitors local government administration of the Emergency Management Levy to ensure compliance with the *Fire and Emergency Services Act 1990* and *Fire and Emergency Services Regulation 2011*. The directorate also leads the department's procurement and travel functions and is responsible for procurement governance, sourcing and contract management.

The **Strategy and Assurance** 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, assurance and compliance functions, and capability development and review.

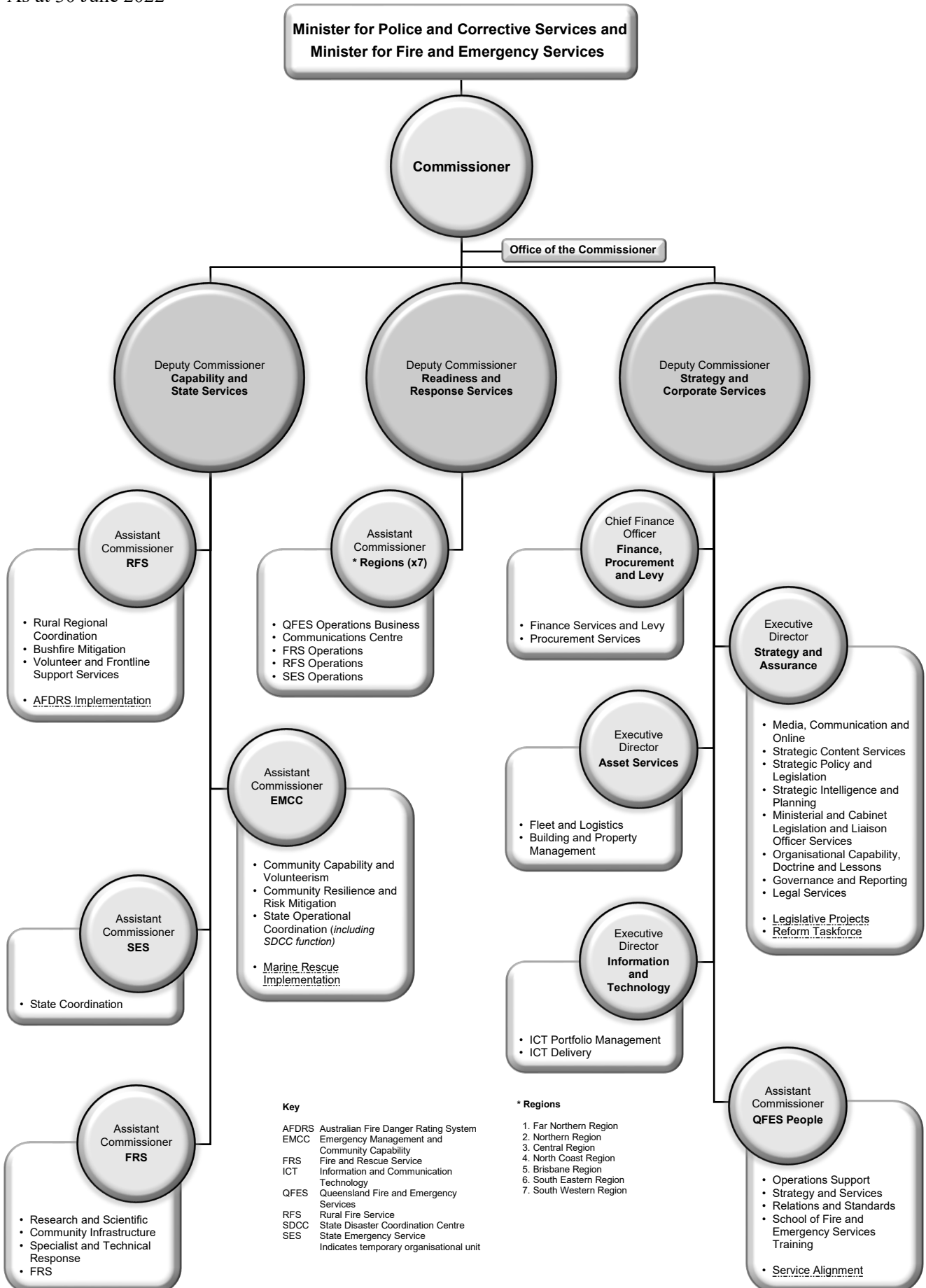
The **Asset Services** Directorate comprises the Building and Property Management Branch and the Fleet and Logistics Branch. The directorate is responsible for managing the delivery of the department's Capital Investment Programs for Built Infrastructure and Fleet. The Building and Property Management Branch is responsible for managing all QFES property interests including land and building assets. The Fleet Unit provides oversight on the department's fleet related matters notably the fleet delivery and fleet maintenance programs. The Uniform and Logistics Unit is responsible for the provision of uniforms, personal protective equipment and equipment to the QFES workforce.

The **Information and Technology** Directorate supports operations and organisational capability through the facilitation, development and management of technological solutions and initiatives that help solve ICT business problems. This includes the provision of advice, analysis and governance for ICT projects, programs and portfolio management frameworks, and oversight of the ICT functions delivered by the Frontline and Digital Division of QPS.

**QFES People** supports and improves the end-to-end workforce experience by providing strategic and value-added people-focused programs and services. The directorate spans the entire workforce lifecycle including attraction, recruitment, training and support with specific focus on workforce safety and wellbeing, conduct, culture and development.

# Organisational structure

As at 30 June 2022



# Regions

As at 30 June 2022



	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>	297	53	40	68	47	21	26	42
<b>Rural fire brigades</b>	1,397	179	178	392	203	29	79	337
<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 \* 5,265,043**

\* Source: Australian Bureau of Statistics catalogue no. 3101.0 National, state and territory population (December 2021 quarter)

# Financial summary

## Summary of financial performance

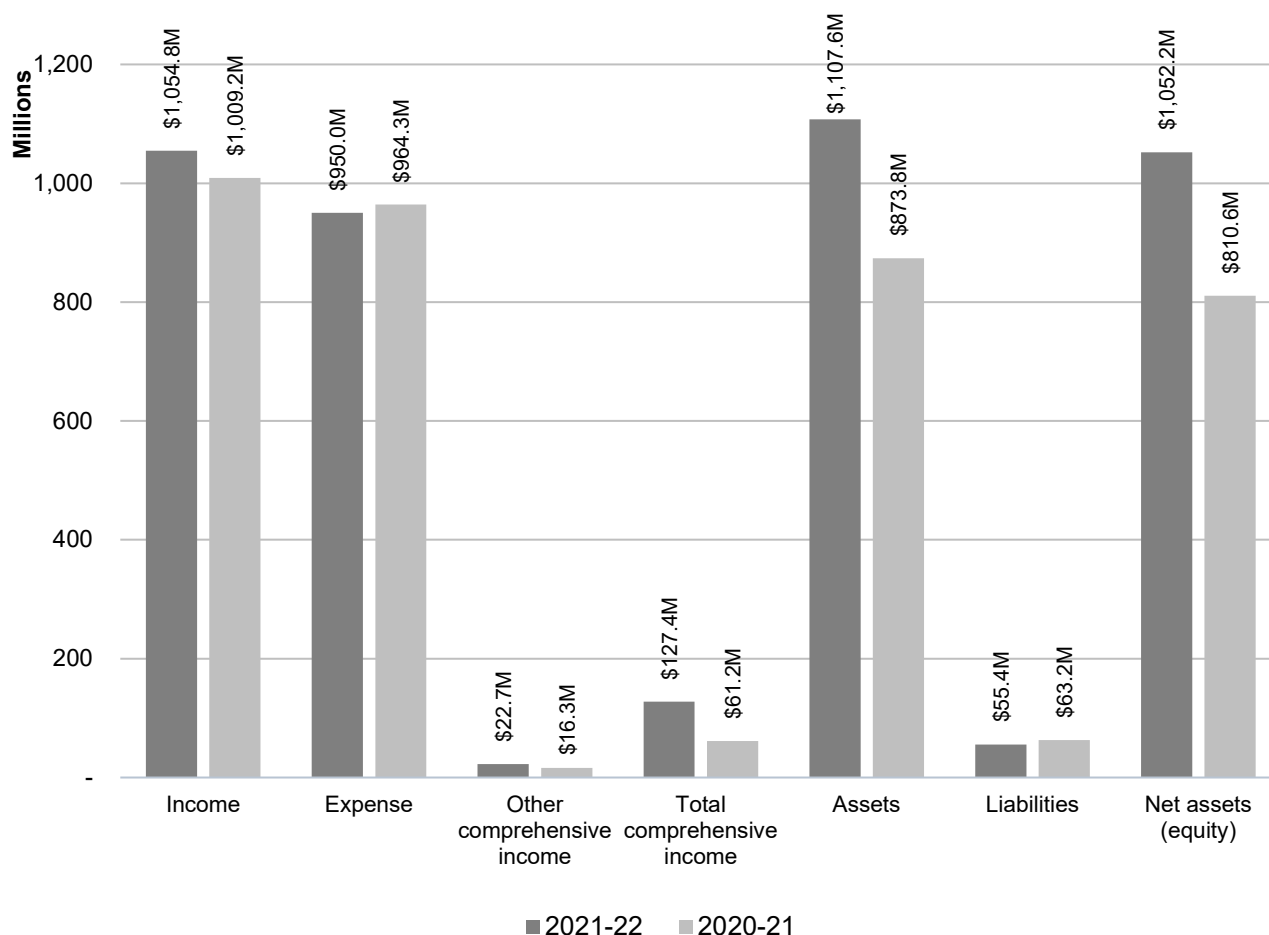
The following table summarises the operating result and financial position for QFES 2021–22 and 2020–21.

<b>Statement of comprehensive income</b>	<b>2021–22 \$'000</b>	<b>2020–21 \$'000</b>
Total income from continuing operations <sup>1</sup>	1,054,797	1,009,248
Total expenses from continuing operations <sup>2</sup>	950,049	964,266
Other comprehensive income	22,684	16,255
<b>Total comprehensive income</b>	<b>127,432</b>	<b>61,237</b>
<b>Statement of financial position</b>	<b>2021–22 \$'000</b>	<b>2020–21 \$'000</b>
Total assets	1,107,622	873,759
Total liabilities	55,429	63,189
<b>Net assets (equity)</b>	<b>1,052,193</b>	<b>810,570</b>

Notes:

- 1 2021–22 total income includes \$193.9 million for recovery of COVID-19 quarantine accommodation, quarantine logistics support and border control costs incurred (2020–21: \$190.3 million).
- 2 2021–22 total expenses includes \$179.2 million for COVID-19 quarantine accommodation related expenses (2020–21: \$179.6 million).

## The operating result and financial position are represented below:



- 2021–22 total income includes \$193.9 million for recovery of COVID-19 quarantine accommodation, quarantine logistics support and border control costs incurred (2020–21: \$190.3 million).
- 2021–22 total expenses includes \$179.2 million for COVID-19 quarantine accommodation related expenses (2020–21: \$179.6 million).

## Income and expenses from continuing operations

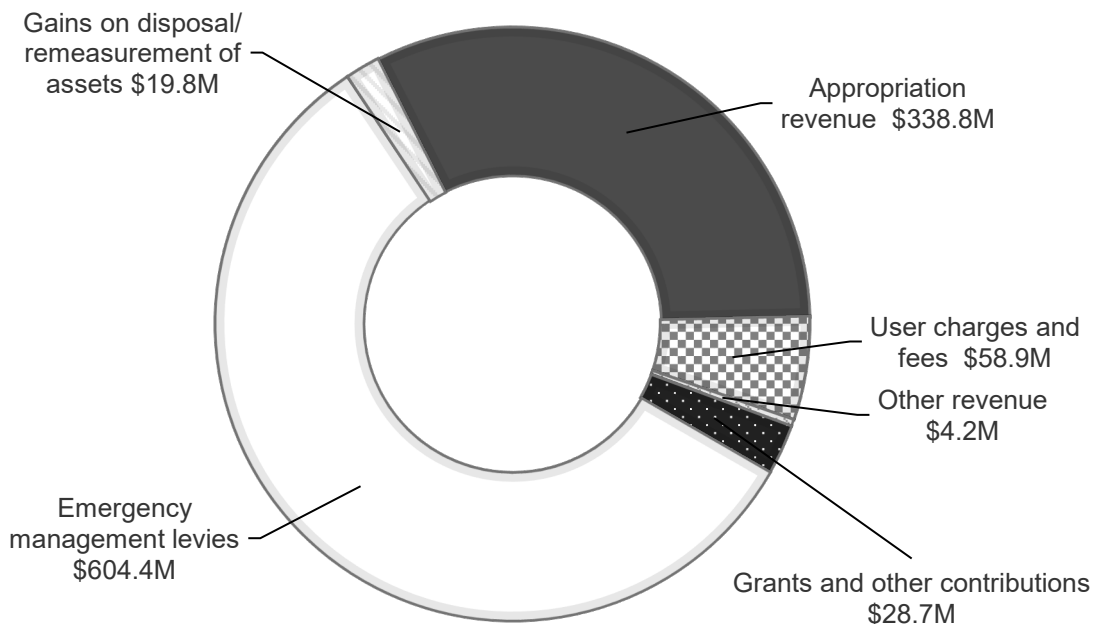
QFES is funded to deliver a wide range of fire and emergency management and recovery services through the Emergency Management Levy paid by prescribed property owners across the state.

QFES also receives income from other revenue sources including user fees and charges from building and infrastructure fire safety and alarm monitoring services, charges for attendance at incidents, parliamentary appropriations, and Australian government grants and contributions.

QFES aims to protect persons, property and the environment through the delivery of emergency services, awareness programs, response capability and capacity and incident response and recovery for a safer Queensland. The expenses incurred in the delivery of these services are summarised further on page 20.

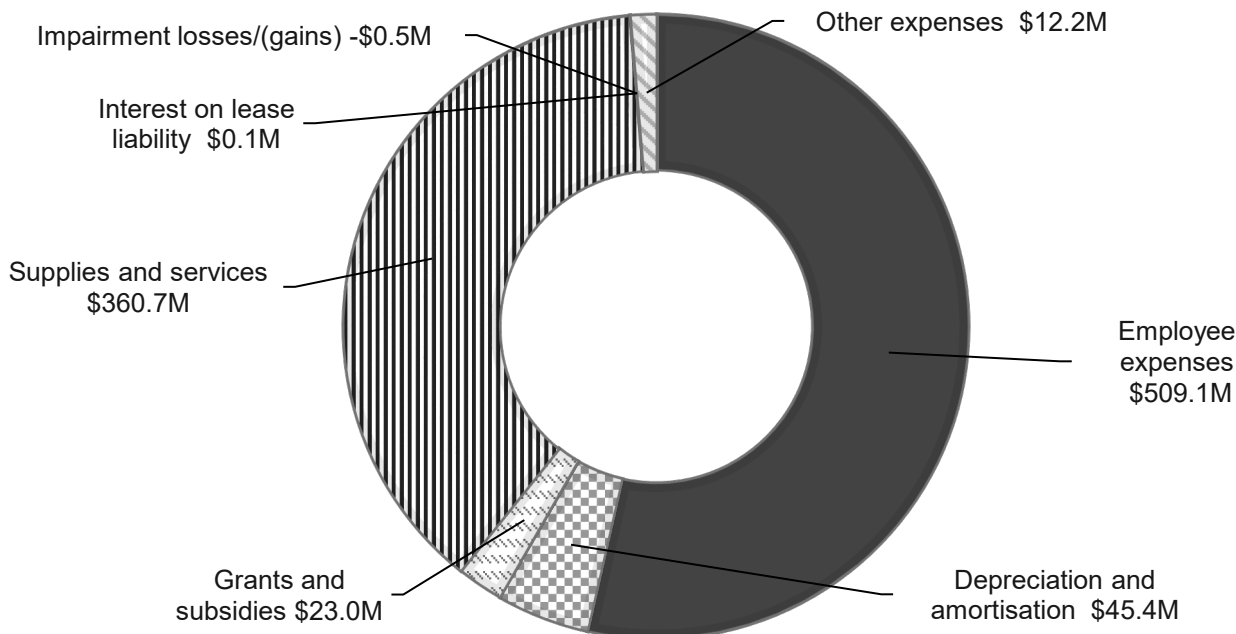
For 2021–22, QFES received income from continuing operations totaling \$1,054.8 million and incurred total expenditure from continuing operations of \$950.0 million. This comprises:

### Income



Note: Appropriation revenue includes \$193.9 million for recovery of COVID-19 quarantine accommodation, quarantine logistics support, and border control costs.

### Expenses



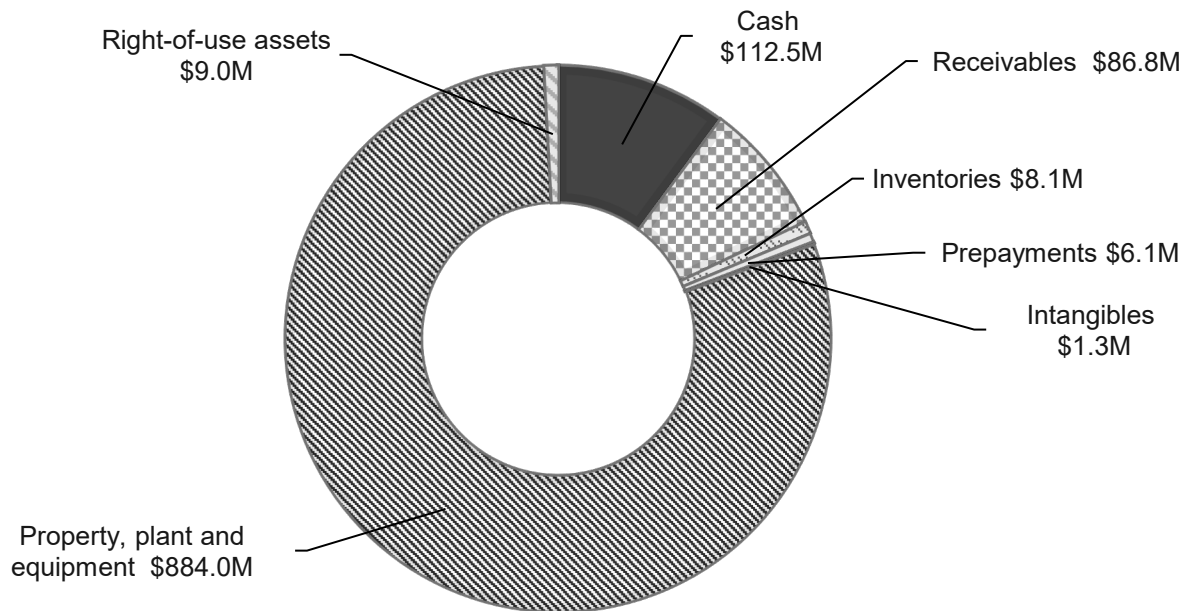
Note: Supplies and services includes \$179.2 million for COVID-19 quarantine accommodation related expenses.



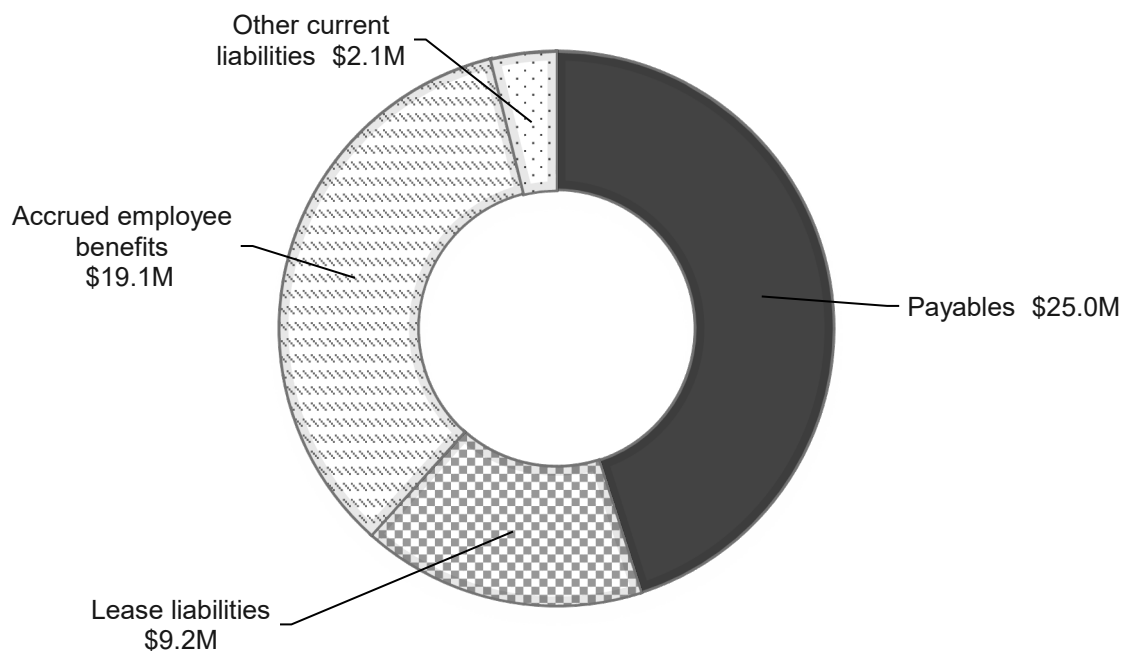
# Summary of financial position

QFES was in a positive financial position at the end of the financial year. The total equity (assets less liabilities) of QFES at the end of 2021–22 was \$1,052.2 million. This is a substantial increase from the prior year predominately due to an increased cash position of \$112.5 million which is required for future capital investment; property, plant and equipment increase predominantly due to the machinery-of-government asset transfer from PSBA of \$97.7 million; and upward revaluation of assets of \$41.7 million. The financial position predominately comprises:

## Assets



## Liabilities



## **PSBA disestablishment**

As a result of *Public Service Departmental Arrangements Notice (No. 2) 2021* effective 1 July 2021, the PSBA was disestablished and, as a consequence, parts of Human Resource Management, Asset Management, and Financial Management services within PSBA transferred to QFES with the balance transferring to QPS. ICT and Internal Audit functions were transferred solely to QPS, with QPS providing ICT and internal audit services to QFES.

## **Post balance date events**

There are no other significant events after balance date that could be expected to impact the reported operating result for QFES for the year ended 30 June 2022.

# Performance

## Key performance measures

QFES enhances community resilience, mitigates risk and contributes to safer and sustainable communities through disaster management, community assistance, response to structure and landscape fires, and rescue across all hazards.

The service area objective is to enhance community safety by minimising the impact of fire, emergency events and disasters on the people, property, environment and economy of Queensland.

The table below provides an overview of the key performance measures for QFES for 2021–22.

Service area: Fire and Emergency Services						
Performance measures	Notes	Strategic plan	2021–22 SDS	2020–21 Actual	2021–22 Target/ Estimate	2021–22 Actual
Rate of accidental residential structure fires reported (per 100,000 households)	1, 2, 3		✓	56.8	<60	51.1
Response times to structure fires including call taking time:	3, 4, 5		✓			
• 50 <sup>th</sup> percentile	6			8.1 minutes	<7.8 minutes	8.3 minutes
• 90 <sup>th</sup> percentile	7			12.8 minutes	<14 minutes	12.9 minutes
Percentage of building and other structure fires confined to room/object of origin	3, 4, 8		✓	82.5%	≥80%	81.6%
Estimated percentage of households with smoke alarm/detector installed	9		✓	97.8%	95%	-
Percentage of building premises inspected and deemed compliant at first inspection	10		✓	56.6%	50%	57.5%
Rate of Unwanted Alarm Activations per Alarm Signalling Equipment	11		✓	2.1	<4	2.5
Percentage of volunteers satisfied with the experience of volunteering for the Rural Fire Service	12		✓	73%	75%	75%
Percentage of volunteers satisfied with the experience of volunteering for the State Emergency Service	12		✓	76%	75%	78%
Percentage of state-wide State Emergency Service volunteers that meet minimal operational training requirements	13		✓	71%	65%	69%
Percentage of disaster management training participants with enhanced capability	14		✓	91%	80%	91%

## Service area: Fire and Emergency Services

Performance measures	Notes	Strategic plan	2021-22 SDS	2020-21 Actual	2021-22 Target/ Estimate	2021-22 Actual
Fire and Emergency Services expenditure per person	15		✓	\$159	\$162	\$156
Percentage increase in the number of clients who identify that they have had a positive interaction with QFES	16	✓		-	-	+ 2 percentage points
Total QFES expenditure as a percentage is within QFES' total operating budget	17	✓		103%	100%	96%
Percentage of staff and volunteers who recognise a collaborative and safe approach to service delivery	18	✓		-	-	86%
Percentage increase in volunteers who are satisfied with the experience of volunteering for Queensland Fire and Emergency Services	19	✓		-	-	+2 percentage points
Percentage of service delivery partners who feel that QFES works collaboratively to achieve results	20	✓		-	-	91%
Percentage of delivery partners who are satisfied that QFES' service delivery offerings match local risk profiles	21	✓		-	-	83%
Percentage increase in the number of exercises that involve partner organisations and the community	22	✓		-	-	+1 percentage point
Percentage increase in the number of communities who recognise and understand their local risks	23	✓		-	-	+3 percentage points
Percentage of high-risk bushfire communities where mitigation strategies have been undertaken by QFES	24	✓		-	-	-
Percentage increase in community engagement across prevention, preparedness, response and recovery	25	✓		-	-	Nil – no change

### Key

- Not available/not applicable

SDS: Service Delivery Statement

Strategic plan: *Queensland Fire and Emergency Services Strategic Plan 2021-2025*

## Notes:

1. Accidental residential structure fires are those fires in a residential structure that are not deliberately lit and with effective educational programs can be reduced or prevented from occurring. Household data is sourced from the Australian Bureau of Statistics *Household and Family Projections, Australia*, catalogue no. 3236.0. The Report on Government Services (RoGS) uses a different methodology to calculate this measure.
2. A residential property is one in which sleeping accommodation is provided for normal living purposes, for example family dwelling, units, flats and apartments.
3. Structure fires are fires in housing and other buildings.
4. Only incidents occurring within the Levy District Boundaries (Class A-D) are included. Excluded are non-emergency calls and those where the department experienced delays due to extreme weather conditions or where the initial response was by another agency or brigade. Only primary exposure incidents are included. The location of incidents in relation to the levy district boundary is identified using the latitude and longitude of where the incident occurred or originated from.
5. Response times are measured from either alarm time or the point at which the incident is verified as requiring QFES attendance, to the time in which the first responding vehicle arrives at the scene. Response times can be affected by road congestion, driver behaviour (distraction and inattention to emergency responder) and high density urban residential designs. This measure is reported in RoGS.
6. This measure reports the time within which 50 per cent of the first responding fire appliances arrive at the scene of a structure fire.
7. This measure reports the time within which 90 per cent of the first responding fire appliances arrive at the scene of a structure fire. QFES has a long-established service delivery model for responding to 90 per cent of structure fires within 14 minutes.
8. Only structure fires where the confinement has been determined are included in the calculations. This measure is reported in RoGS.
9. This measure provides an indication of the effectiveness of smoke alarm legislation and awareness raising campaigns represented by the percentage of households with smoke alarms installed. Results are derived from the annual QFES Community Insights survey and published on the QFES and Queensland Government Open Data websites. The 2021–22 result is expected to be available by 31 December 2022.
10. This measure reports the percentage of building premises inspected and deemed compliant with building fire safety regulations (*Fire and Emergency Services Act 1990*, *Building Act 1975* and *Building Fire Safety Regulation 2008*) and fire safety procedures on first inspection.
11. This measure indicates the effectiveness of QFES strategies to help reduce the number of unwanted alarm activations. This measure compares the number of system initiated false alarms responded to by departmental fire personnel with the number of connected alarm signalling equipment devices per annum. Unwanted alarm activations are defined as any activation of the fire alarm and detection system that could have been avoided. The *Fire and Emergency Services Act 1990* (section 104DA) provides a legislated target of no more than four unwanted alarm activations per alarm signalling equipment per annum.
12. Data is sourced from the QFES Volunteering for Queensland (VfQ) survey. The VfQ survey measures the percentage of volunteers who indicated they were either ‘very satisfied’ or ‘satisfied’ based on the question ‘all things considered, how satisfied are you with your volunteering?’.
13. This measure represents the percentage of active SES volunteers who have completed the most common minimum training competency of Storm Damage Operations and have a current Storm Damage Operator appointment. The 2021–22 Target/Estimate is set at 65 per cent in recognition of the dynamic nature of volunteering including turnover and the varying risk profiles of localities. All active SES volunteers have been trained in various functions such as land search, road crash rescue, vertical rescue, flood boats, traffic management, agency support, incident management and/or specialist rescue.
14. This measure is sourced from the annual Queensland Disaster Management Training Framework (QDMTF) Satisfaction and Capability Enhancement Survey. It assesses the efficacy of QDMTF training by measuring the percentage of participants who self-indicated that their capability to carry out their disaster management role was enhanced either ‘somewhat’ or ‘significantly’. The *Disaster Management Act 2003* (section 16A(c)) provides the legislative requirement for those with a role in disaster operations to be appropriately trained. In accordance with this requirement, training for Queensland disaster management stakeholders is undertaken in accordance with the QDMTF. Participants undertaking QDMTF training include officers from local, state and Australian Government agencies, non-government organisations and volunteer groups. Participant disaster management roles include, but are not limited to, Local Disaster Coordinators, Local Disaster Management Group (LDMG) Chairs, District Disaster Coordinators and District Disaster Management Group (DDMG) Executive Officers. The 2020–21 Actual was above the Target/Estimate of 75 per cent. The higher than anticipated results in 2020–21 and 2021–22 can be partially attributed to the delivery of further sessions in the Operational Leadership and Crisis Management Masterclass series. Masterclass sessions are specifically designed to build on other QDMTF programs, extend learning and enhance the capability of disaster management stakeholders.

15. This measure reports the fire and emergency services' expenditure divided by the estimated population of Queensland. Population data is sourced from the Australian Bureau of Statistics catalogue no. 3101.0 Australian Demographic Statistics. This measure is a proxy measure for efficiency, reported in line with the RoGS methodology. The 2021–22 Target/Estimate is based on Queensland Treasury population estimates. Expenditure includes QFES operating expenditure plus a calculated user cost of capital for property, plant and equipment assets excluding land assets. The 2021–22 Actual is below the 2021–22 Target/Estimate as QFES has been significantly impacted by the ongoing global supply chain challenges, workforce impacts associated with COVID-19 and vendors not being able to supply services. The 2020–21 Actual was below the Target/Estimate of \$162 due to the timing of COVID-19 related hotel quarantine expenditure. The 2020–21 Target/Estimate included an estimate of COVID-19 related hotel quarantine expenditure, whereas the 2020–21 Actual was adjusted to exclude all reimbursable hotel quarantine costs.
16. New strategic plan measure. Data is sourced from the annual QFES Community Insights Survey. Values calculated for 2020–21 and 2021–22 were 81 per cent and 83 per cent respectively.
17. In 2021–22, QFES expenditure was within the total operating budget. QFES did not fully expend the planned budget due to being significantly impacted by the ongoing global supply chain challenges, workforce impacts associated with COVID-19, and vendors not being able to supply services. The 2020–21 additional expenditure was funded by additional income received in that financial year.
18. This measure has been amended from 'Percentage increase in our Working for Queensland and Volunteering for Queensland surveys of our people, who recognise a collaborative and safe approach to service delivery' – a new strategic plan measure. Data is sourced from the QFES WfQ and VfQ surveys. The 2021–22 result is the average of the results of two questions: 'People in my workgroup are committed to workplace safety' and 'I respect and value the contribution of all QFES services'. The 2021–22 Actuals were 86 per cent for both the WfQ and VfQ surveys.
19. New strategic plan measure. Data is sourced from the VfQ survey and shows the change in results for the questions detailed in note 12.
20. New strategic plan measure. Data is sourced from the annual QDMTF Satisfaction and Capability Enhancement Survey.
21. New strategic plan measure. Data is sourced from service delivery partners in relation to the QDMTF, Queensland Disaster Management Guideline and *Queensland State Disaster Management Plan*. These surveys measured the percentage of respondents who indicated they were either 'very satisfied' or 'satisfied' across a number of items.
22. New strategic plan measure. The 2021–22 Actual has been determined from the percentage of exercises that QFES participated in that involved QFES partner organisations and the community (a multi-agency exercise)—2020–21 result of 91 per cent and 2021–22 result of 92 per cent.
23. New strategic plan measure. Results are derived from the QFES Community Insights Survey. The 2021–22 Actual has been determined from the percentage of communities who recognise and understand their local risks—2020–21 result of 47 per cent and 2021–22 result of 50 per cent.
24. On 15 January 2022, QFES and its partners transitioned to a year-round mitigation program known as Operation Sesbania which replaced Operation Cool Burn (a period of heightened mitigation activity generally held from the beginning of April to the end of August each year). The Operation Sesbania Dashboard went live on 2 May 2022. The dashboard supports reporting and recording of community education and bushfire mitigation activities with appropriate performance measures under development.
25. New strategic plan measure. Community engagement activities included FFF, RAAP and disaster mitigation activities. Community engagement activities completed in 2020–21 totalled 7,820 and in 2021–22 totalled 7,797.

# Our performance

This section reports on the objectives and strategies of the QFES strategic plan 2021–2025 and is a sample of the department’s performance highlights from 2021–22. It is not representative of all work undertaken during this period.

## 2025 Objective

**1. A strong, collaborative and sustainable QFES recognised for contemporary and adaptable fire, emergency and disaster management service delivery.**

### 2021–2025 Strategies

- » Lead and support locally trusted networks to prioritise risk reduction, preparedness and information sharing.
- » Deliver public value and service optimisation through contemporary and sustainable resource management.
- » Lead the development and implementation of future-focused legislation and policy.
- » Connect evidence-based decision-making to operationalise strategy, enhance performance and realise efficiencies.
- » Maintain a commitment to ensure the health and safety of our staff and volunteers.

QFES has worked on many fronts to build a strong, collaborative and sustainable department. Delivering public value is paramount, whilst at the same time ensuring the capabilities of the department, service delivery partner agencies and the community remain strong. Effort during 2021–22 has resulted in good progress in achieving fiscal sustainability, with continued focus on building a stronger fiscally responsible culture. This comes as investment in ICT, fleet and our people continues to ensure QFES staff, volunteers and partners are supported to do what they do best in what has been a challenging year due to natural disasters and other challenges.

The annual QFES Community Insights Survey found a two-percentage point increase in the number of clients who have had a positive interaction with QFES. Volunteers also rated their satisfaction with volunteering for QFES, through the annual Volunteering for Queensland (VfQ) survey with a two-percentage point improvement in satisfaction with an average result of 76 per cent.

The annual VFQ and the Working for Queensland (WfQ) surveys also provide insight into the extent to which staff and volunteers recognise a collaborative and safe approach to service delivery. This measure found that 86 per cent of staff and 86 per cent of volunteers recognised a collaborative and safe approach to service delivery at QFES.

QFES operationalises its strategic plan through an annual organisational plan. Through 2021–22, the majority of activities that helped progress this strategic objective were completed or on schedule. Activities not completed or on schedule had corrective strategies identified and implemented.

## Fiscal sustainability

The QFES *Fiscal Sustainability Strategy 2019–2023* is a five-year blueprint to support a fiscally responsible culture across the department. The fundamental principles of the strategy include good governance; leadership; stewardship; efficiency; accountability; transparency; integrity; public defensibility; and performance.

During 2021–22, QFES continued activities which align with the strategy’s principles with incorporation of outcomes from the Implementation Roadmap into business-as-usual activities, including financial reporting and training products as well as enhanced governance and asset management mechanisms.

A review of the strategy has commenced and is expected to be completed by December 2022. Fiscal sustainability is an ongoing focus for the department.

## Volunteerism Strategy

Volunteers are critical to the successful delivery of fire and emergency services in Queensland and are essential in building community capacity and enhancing community resilience.

QFES has approximately 34,500 dedicated volunteers across the state in the RFS, SES, Research and Scientific Branch Volunteer Scientific Officer network and AUS-1 DART, and Auxiliary Support Officers and Peer Support Officers.

The QFES Volunteerism Strategy, launched in October 2018, aims to support a robust and flexible contemporary volunteer model which reflects best practice, innovation and social trends across volunteerism and embed these models in the QFES culture and ethos.

The Volunteerism Strategy's implementation program contains nine key themes with 27 initiatives that align with the strategy's strategic priorities and guiding principles. The key themes are:

- Recruitment and Onboarding
- Leadership Development
- Honours and Awards
- Training
- Engagement
- Sustainability
- Identity and Communication
- Wellbeing
- Consultation.

The implementation program has been developed to realise the intention of the Volunteerism Strategy through tangible projects that will strategically and sequentially facilitate the improvements that have been identified as priorities for volunteers, volunteering and volunteerism within the department and the Queensland community. The department will undertake an evaluation in 2023 post the implementation program to inform the pathway forward that recognises the dynamic environment in which emergency response volunteers operate and a contemporary volunteerism culture.

During the reporting period, the department:

- Continued the development and implementation of the foundation programs that underpin the QFES Leadership Framework with Leading-Self fully implemented and the first Leading-Others pilot program completed. Volunteers were included in the pilot program as well as involved in content development workshops for the Leading-Leaders Program (refer to page 79 for further information).

- Launched Mindarma in May 2022 during National Volunteer Week. Mindarma as in 'mind armour' is one of the largest proactive psychological wellbeing program rollouts in Australia. Mindarma is an online evidence-based learning program that supports the psychological wellbeing of QFES' volunteers and is proven to enhance psychological resilience. The program teaches mindfulness and a range of cognitive strategies to help learners manage any stressors they may encounter while volunteering and during daily life. The program has been customised for volunteers from FRS, RFS and SES and Peer Support Officers, ensuring the message resonates with each participant and identifies service specific scenarios.
- Developed the Volunteer Onboarding Project to achieve shorter timeframes for onboarding completion for volunteers in each of the services (FRS, RFS and SES) and increase consistency and reliability in onboarding systems and processes. New streamlined volunteer application forms with standardised questions have been developed and scoping of a digital solution has been completed.
- Continued to support delivery of the Emergency Service Volunteer Pin launched in 2019.

The QFES Volunteerism Strategy is available at: [www.qfes.qld.gov.au](http://www.qfes.qld.gov.au)

## Information and Communication Technology Investment Plan

The QFES ICT Investment Plan plays an important role in supporting and enabling operational and business requirements in the mitigation, preparedness, response and recovery of fires, emergencies and disasters.

Following the PSBA disestablishment effective 1 July 2021, ICT support functions for QFES were transitioned to QPS. Since that time, QFES has been in the process of stabilising internal ICT capacity and capability in preparation for functions to transition from QPS to QFES.

The investment plan process has matured significantly during the reporting period to build a program of work and future ICT investment roadmap which aligns to the department's strategic direction and Queensland Government priorities. The activities in the program of work represent a balance of managing ICT risk, expanding existing business and operational capabilities and driving new capabilities in support of frontline service delivery.



The program of work was prioritised based on a QFES assessment of risk and capability growth and in alignment with the Office of Assurance and Investment criteria.

As at 30 June 2022, ICT projects underway include:

- Information and Technology Directorate Transition Project
- Nexus Continuous Improvement Project
- Field Mobility Emergency Services
- Digital Breathing Apparatus Control Board
- State Radio Upgrade Project (business case only)
- Alarm Signaling Equipment Replacement Project.

## Computer Aided Dispatch

Computer Aided Dispatch (CAD) is a mission and safety critical system that supports contact (Triple Zero 000), dispatching, mobilisation, operations and coordination capabilities by enabling rapid deployment of resources to emergency incidents and situations.

The CAD Upgrade project successfully delivered the upgrade of QFES Inform CAD (v5.7.28) to CAD Enterprise (v21.1.2.2) on 24 November 2021. The CAD Upgrade project delivered an enhanced CAD system coupled with a change management strategy that has produced clear benefits to the department's service delivery including guaranteed vendor support.

## Information Management Framework

The QFES Information Management Framework underpins information management practices across the department. The framework ensures that information and data resources are managed as a strategic asset, are trusted and accurate, support service delivery, are managed securely, meet compliance requirements, support decision-making, provide predictive insights and help measure the department's performance.

During 2021–22, QFES continued to leverage the Information Management Framework to guide information management practices across the department, including embedding information governance, identifying and registering information assets and assigning information asset custodians, data management, information security and facilitating information access and use. The framework undergoes periodic reviews to ensure that the policies and supporting doctrine remain contemporary and aligned to whole-of-government policy compliance requirements.

QFES also continued to progress the Queensland Disaster Management Data Coordination Framework. The framework is a QFES-led initiative to improve disaster management data coordination activities across all disaster management groups, including all levels of government, non-government organisations and private entities, with the aim of improving Queenslanders' ability to better plan, manage and respond to disaster events. To operationalise the data sharing initiative, QFES developed a framework to facilitate information sharing. The framework is aligned to the Queensland Government *Information sharing authorising framework* and the *Information security classification framework*.

To support disaster information sharing, QFES maintains the Queensland Disaster Management Portal as the platform to deliver on the data coordination and sharing activities across disaster management stakeholders.

As part of the department's goal of building organisational information management capabilities, QFES is progressing an assessment to determine implementation options for a solution to support the department with managing its documents and records. An enterprise-wide electronic Document and Records Management System (eDRMS) will enable QFES to maximise the value of documents and records with consistent and timely capture and compliance management. The department anticipates several benefits from the new system including improving accessibility, reduction in duplication and promoting information sharing across the department. The eDRMS solution will also enhance life-cycle management of records by automating controls governing information security and disposal.

QFES is committed to embedding strategic, consistent and structured enterprise-wide information security practices that align with the Queensland Government *Information security policy (IS18:2018)*. The policy requires that all agencies must implement an Information Security Management System (ISMS) based on ISO 27001 Information Security Management. The function of an ISMS is to protect the confidentiality, integrity and availability of information.

Throughout 2021–22, QFES focused on maturing its ISMS and building on the progress achieved in previous years. Furthermore, the QFES ISMS was independently audited against the requirements of ISO 27001 Information Security Management. The findings provide the basis for the department to further mature the operation of the ISMS and enhance QFES information security practices. The audit findings will be addressed through the QFES ISMS Corrective Action and Improvements Register.

Additionally, the QFES ISMS complements the Frontline and Digital Division, QPS ISMS. Information communication technology and cyber security services are provided to QFES by the QPS Frontline and Digital Division under a shared services arrangement. The Frontline and Digital Division is operating a certified ISMS and the scope includes critical assets both physical, information and data.

In line with policy requirements, during the mandatory annual information security reporting process, the Commissioner attested to the appropriateness of the information security risk management within QFES. Formal notification will be provided to the Queensland Government Chief Information Security Officer by 30 September 2022 in accordance with IS18:2018, noting that appropriate assurance activities have been undertaken to inform this opinion and the department's information security risk position.

## Capital program

Significant capital works initiatives were delivered or progressed during 2021–22 including:

- **completion** of the:
  - replacement QFES complex at Maleny
  - replacement auxiliary fire and rescue stations at:
    - Gracemere
    - Rainbow Beach
    - Rosewood
  - replacement composite fire and rescue station at Charter Towers
- **commencing (includes planning) or continuing** the:
  - new permanent fire and rescue stations at:
    - Caloundra South
    - Mount Cotton (known as the Mount Cotton Road Fire and Rescue Station)
    - Springfield and Narangba (known as the Moreton Bay Central Fire and Rescue Station)
  - replacement regional QFES headquarters and auxiliary fire and rescue station at Maryborough
  - replacement auxiliary fire and rescue station at Loganlea
  - relocation and upgrade of the Mossman auxiliary fire and rescue station
  - replacement QFES mechanical workshop in South East Queensland (Pinkenba).

The QFES asset investment framework underwent significant reform during the reporting period for 2022–23. This reform brings greater alignment to the

department's capability framework, integrated resource management and better links capital investment to the achievement of strategic capability objectives.

## Fleet management

The department's 2021–22 fleet budget provided \$30.5 million, almost double the 2020–21 investment. This included \$18 million for the delivery of FRS appliances and \$12.5 million for the delivery of RFS appliances in 2021–22. From this budget, QFES delivered a total of 50 fit-for-purpose appliances (12 FRS appliances and 38 RFS appliances).

QFES, like all organisations that operate large fleets, has been significantly impacted by global supply chain challenges. These supply challenges have impacted the delivery of vehicle chassis to QFES as well as the body build industry that completes fit-out of FRS and RFS appliances. These supply challenges are ongoing. As a result, a total of 57 appliances (29 FRS and 28 RFS appliances) will be carried over for delivery from 2021–22 into 2022–23.

QFES is undertaking ongoing research and analysis into an alternative fuels fleet transition strategy which will align with a future delivery procurement strategy. This will assist the department to support the *Queensland Climate Action Plan 2020–2030* (QCAP) and inform the identification of opportunities to consider lower carbon emission vehicle options where appropriate across the QFES fleet (pool cars, Emergency Response Vehicles and light, medium and heavy appliances—FRS and RFS).

Lower carbon emission vehicles are being introduced into the department's leased fleet, which includes seven hybrid vehicles and three electric vehicles. QFES continues to assess replacement options on a case-by-case basis with one of the new electric vehicles undergoing significant engineering to convert it into the department's first electric Emergency Response Vehicle to be trialled by RFS.

In preparation for the introduction of an expanded electric vehicle fleet, the department installed five charging bays at the Emergency Services Complex at Kedron in late 2021. This charging infrastructure is solely for the use of QFES' electric vehicles and is in addition to the Queensland Electric Superhighway which includes fast-charging sites from Coolangatta to Port Douglas and Brisbane to Toowoomba. The superhighway will extend to link with regional and rural locations, connecting electric vehicle drivers from Brisbane to Mount Isa, Goondiwindi to Emerald and Longreach to Cairns with location planning underway.

## Aerial firefighting capability

During 2020–21 a Large Air Tanker (LAT) aircraft was introduced to boost the department's aerial firefighting capability for the first year of a five-year contract for use throughout the bushfire season. In addition, a contract through the National Aerial Firefighting Centre (NAFC) was established for the following four-year period (commencing 2021–22) with Field Air for the Bombardier Dash-8 Q400AT LAT and AgAir for the Air Attack Supervision platform.

During the 2021–22 bushfire season, the LAT returned from Canada and began its contract on 1 September 2021. The four-year contract is a collaboration between the Queensland and Victorian governments with the follow-on contracted period in Victoria referred to as a 'dovetail' service. The aircraft remains in Australia for the entire four-year period reducing the mobilisation and demobilisation costs.

The Q400AT aircraft is one of the most innovative emergency response air tankers in the world. The aircraft can drop 10,000 litres of firefighting gel or fire retardant to reinforce fire break activities and protect structural or economic assets. The LAT flies at up to 670 kilometres an hour with a maximum range of approximately 1,800 kilometres. The LAT drops water mixed with fire retardant or gel depending on the situation. The LAT is supported by a LAT Lead Plane contracted service that performs the Air Attack Supervision duties to ensure safety of the LAT operations. Both aircraft are based in Bundaberg.

During the 2021–22 bushfire season, there were eight aircraft engaged on the penultimate year of a NAFC contract for service, with the 2022–23 bushfire season being the final year of the contract. The eight aircraft comprised fixed wing and rotary wing, with capability for air attack and observation. These aircraft are located at Toowoomba and Bundaberg air bases. NAFC and QFES will undertake a procurement process at the end of 2022 for the 2023–24 bushfire season contracted aircraft.

## Remotely Piloted Aircraft Systems (drones)

QFES has a fleet of more than 85 Remotely Piloted Aircraft Systems (RPAS) available for operations across Queensland. Within QFES, approximately 50 RPAS pilots have completed approved pilot training courses and 12 Senior Remote pilots are working towards being authorised to approve flights.

Operating pilots have also undertaken specialised operations training in night operations, dropping and discharging items, indoor capability and operations in controlled airspace.

During the reporting period, RPAS were predominantly utilised in searches, fire investigations, flood response and investigation, hazard reduction burns and hazard investigations.

## Other key achievements include:

- Delivered the first *QFES Strategic Workforce Plan 2021–2024* (refer page 77). The plan details the department's workforce future outlook; workforce profile; values; workforce environment; and strategic workforce activities.
- Finalised the Safe Crewing Task Force final report in October 2021. The task force was created to advise on safety and wellbeing matters for employees covered by *Queensland Fire and Emergency Services Certified Agreement 2019*, including FRS personnel, QFES Communications Centre officers and RFS employees. The report is an important benchmark to underpin planning across QFES, such as the new FRS Station Crewing Model. It will help ensure the services the department delivers provide the best outcomes for the Queensland community and the safety of the workforce.
- Recruited 145 additional firefighters at 30 June 2022 under the 2020 Government Commitment to provide an additional 357 frontline firefighters over five years (commencing 2020–21), with 97 firefighters appointed in 2021–22. The additional firefighters will enhance crewing numbers in some existing locations and provide the additional resources to implement a new FRS Station Crewing Model. It is proposed to recruit a further 97 firefighters in 2022–23 to continue delivery of this commitment.
- Launched the 2023 Firefighter Recruitment Campaign to fulfill 2023–24 requirements.
- Produced the Recruit Course 113 documentary which showcases a rare behind the scenes view into the firefighter recruit training course at the Queensland Combined Emergency Services Academy in Brisbane. The documentary is designed to increase exposure to the reality of the recruit course and increase attraction to the firefighter role, aligned with the ALL IN. ALL FRONTS. attraction strategy (refer page 77).
- Continued review of portfolio legislation and progression of legislative amendments to support government outcomes.

- Progressed the *Fire and Emergency Services (Annual Contributions) Amendment Regulation 2022* and the *Building Fire Safety (Fee Unit Conversion) Amendment Regulation 2022* to commence on 1 July 2022 to apply annual indexation of fees and charges in accordance with the Queensland Government indexation policy to the *Building Fire Safety Regulation 2008* and *Fire and Emergency Services Regulation 2011*.
- Promoted and encouraged workers to pursue workplace health initiatives through the delivery of online information sessions from the Heart Foundation, Workplace Health and Safety Queensland, QSuper, My health for life and Wellbeing Australia.
- Promoted and raised awareness to reduce stigma towards mental illness through activities such as R U OK? Day (9 September 2021) and Mental Health Week (9–15 May 2022).
- Introduced a new fit-for-purpose station wear uniform which is progressively being rolled out to all permanent and auxiliary firefighters.
- Delivered an additional five Motorised Swiftwater Rescue Craft bringing the total to 31 across the state including five at the State Deployment Centre in Brisbane for training and deployment as required.
- Trained an additional 17 Swiftwater Rescue Technicians across the state, providing a total of 448 trained personnel within FRS.
- Provided six floodboats and eight trailers to support 14 SES groups across Queensland. SES floodboats are purchased and registered by QFES and owned by local governments. SES trailers are purchased by QFES and owned by local governments with the majority registered by SES.
- Finalised the QFES Capability Map and Matrix with approval from BoM in December 2021. The map and matrix identify the department's capabilities and associated activities, while also identifying the roles and responsibilities for the development and delivery of the department's capabilities. The next step is to baseline capability, creating greater alignment between the department's risks, capability and strategic objectives.
- Input into the fire safety related provisions of the National Construction Code 2022 via engagement with key stakeholders such as the Department of Energy and Public Works; AFAC's Built Environment and Planning Technical Group; who in turn engage with the Australian Building Codes Board (ABCB) Building Codes Committee, which is the ABCB's primary technical committee for building code matters. Specialist input related to future-proofing new buildings for electric vehicles and battery energy storage systems; fire safety requirements for childcare centres and primary schools in multi-storey buildings; non-combustibility requirements for external walls/cladding; and bushfire provisions for certain Class 9 buildings such as schools, aged-care and health-care buildings.
- Continued membership of the Safer Buildings Taskforce (Department of Energy and Public Works) providing specialist input into building fire safety strategies, subject matter expertise in fire behaviour and risk mitigation, and fire brigade intervention for buildings that have non-conforming cladding.
- Continued participation in fire safety research activities with various external stakeholders aimed at increasing the department's knowledge and understanding of innovative and emerging building products, technologies, and methods of construction. This included collaboration, research and policy development relating to electric vehicles and battery energy storage systems, and fire safety principles.
- Renewed a Memorandum of Understanding (MoU) with the Department of Environment and Science surrounding the management of potential fire risk from waste stockpiles.
- Commenced planning for three RFS Volunteer Summits to be held in 2022–23. The summits are a biennial event that bring together staff and volunteers from across the state to discuss a range of topics within QFES including RFS. The event provides volunteers with the opportunity to hear from key stakeholders on a range of topics relevant to the work of rural fire brigades. Offering three events with a more regional approach will allow for greater attendance by volunteers who live in rural and remote Queensland communities and assist RFS to appeal to the broader volunteer workforce providing an opportunity to increase overall attendance.
- Conducted the 2022 SES Leadership Conference from 27–29 May 2022 in Brisbane with more than 130 delegates from around the state including Local Controllers, volunteer emerging leaders and SES staff. The theme of the conference was *Leading together through challenge*.
- Released the first issues of the monthly Branch newsletters—*Fire and Rescue Service Branch Burning Issues Update*, *RFS ON Fire*, and *SES State Coordination Branch Newsletter*. The newsletters aim to streamline and enhance the communication between regional, area and state offices by providing information on policy and procedure updates and reviews, equipment enhancements, and information on new and ongoing initiatives and activities.

- Implemented and progressed 19 initiatives from the RFS Blueprint into business-as-usual activities including the development of a multi-agency firefighting capability with the Queensland Parks and Wildlife Service and implementation of bushfire specific digital interfaces to improve sharing of field intelligence. An additional eight initiatives are progressing. The RFS Blueprint defines RFS's future destination and what its objectives for success in 2030 will look like.
- Commenced work on the Online Permit to Light Fire System project which will increase automation of permit systems and processes and reduce the amount of paperwork and timeframe required for applicants and fire wardens. It is envisaged that this process will also improve the oversight for the Chief Fire Warden and provide opportunities to diagnose training requirements and opportunities to provide better support to volunteer fire wardens.
- Completed the Fire Mapping Tablet rollout to all eligible brigades through a partnership with the Rural Fire Brigades Association Queensland Inc through the Rural Fire Brigade Appliance Technology Grant. The tablets will assist with brigade mapping during preparation and response activities. QFES continues to work with regions and area offices to roll out new initiatives and interfaces to improve field intelligence.
- Approved the QFES Human Rights Information Awareness Strategy on 16 December 2021. The strategy has delivered multiple activities to increase awareness of and build a culture of human rights within the department including launching an e-learning product in March 2022. The e-learning product explores human rights from the perspective of the responsibilities of staff and volunteers to respect, promote and protect the human rights of all Queenslanders.
- Continued to maintain the currency of fire investigation training with a cohort of 12 candidates from around the state undertaking the nationally recognised qualification of Advanced Diploma of Public Safety (Fire Investigation) offered by the Canberra Institute of Technology. A further 12 candidates will commence the course in July 2022.

## Celebrating our volunteers

QFES and the community recognise and celebrate the contribution of the approximately 34,500 volunteers that are critical to the delivery of frontline services and who support the people and communities we live in, enhancing community resilience and community safety. QFES volunteers include RFS, SES, Research and Scientific Branch Volunteer Scientific Officer network and AUS-1 DART, and Auxiliary Support Officers and Peer Support Officers.

During 2021–22, QFES celebrated:

- SES WOW Day on 18 May 2022 (Wear Orange Wednesday) during National Volunteer Week with regional events held across the state such as barbeques and shared stories. WOW day is the national day to celebrate and thank SES volunteers for their hard work and dedication to the community. SES Principal Community Partner, Suncorp, also supported celebrations through its network. The SES has been an integral part of Queensland’s emergency response for more than 47 years.
- Peer Support Week (14–20 March 2022) which provided an opportunity to promote the QFES Peer Support Program and recognise the valuable contribution made by Peer Support Officers to the wellbeing of QFES and its members.
- SES Week (9–17 October 2021) which honoured the hard work and celebrated the outstanding efforts of SES volunteers and staff across the state. SES Week events included regional events and award presentations for volunteers, groups and units who provided outstanding service to their community in times of need. SES Week 2021 also included an inaugural Partners Breakfast which returns in 2022.
- Yellow Ribbon Day on 14 September 2021 in support of RFS volunteers committed to keeping their local communities safe. RFS volunteers provide a range of services from frontline firefighting to behind-the-scenes community education and support.
- RFS Week (1–7 August 2021) which recognised and acknowledged the dedication of RFS volunteers and their commitment to helping keep Queensland communities safe. In 2021, RFS introduced the State Young Volunteer of the Year Award and Regional Young Volunteer of the Year Awards with one state level award and seven regional awards presented to RFS volunteers across the state. These awards will continue in 2022 and are open to volunteers aged between 16 and 25 years of age and acknowledge the achievements and contribution of young people.

## Climate change

The changing climate is a major challenge for the emergency and disaster management sector. An appreciation of climate science and the lived experience of staff, volunteers and the communities QFES serves motivates the department's commitment to being a contemporary and adaptable fire, emergency and disaster management service provider that regularly examines its service offerings to ensure they meet current and future needs, and to reduce the department's carbon footprint.

### **Effective governance to enhance climate-related decision-making**

QFES has enhanced its governance arrangements to ensure climate-related considerations are factored into its decision-making. The QFES Climate Change Advisory Group began as a working group in 2018, delivering the QFES Climate Change Position Paper and QFES' first climate-focused action plan in 2020. The advisory group provides advice and support to assist decision-making in relation to climate change transition and adaptation and in consideration of the *Queensland Climate Action Plan 2020–2030* (QCAP) in 2021.

### **QFES Climate Action Plan 2022–26**

The QCAP was released in July 2021 as an online plan outlining Queensland's roadmap to meet its emissions and renewables targets. The release of the QCAP was an impetus to renew the department's climate-related work plan and ensure that it aligned to the climate change transition and adaptation actions outlined in the QCAP ([www.des.qld.gov.au](http://www.des.qld.gov.au))

The *QFES Climate Action Plan 2022–26* was released in April 2022. The plan articulates the department's approach to aligning its climate change transition and adaptation actions with the QCAP and contains 13 actions.

The department's action plan is available at [www.qfes.qld.gov.au](http://www.qfes.qld.gov.au)

### **Preparing QFES for operations in a climate-challenged world**

The *QFES Climate Action Plan 2022–26* includes actions that prepare the department for operations in a climate-challenged world. A discrete action completed in May 2022 was the application of climate and socio-economic scenarios to long term strategy. *Strategy 2030* is QFES' long-term strategy designed to define and unite QFES through articulating a vision for a preferred future. The efficacy of *Strategy 2030* as a strategy for beyond 2030 is being reviewed in the aftermath of significant local and global events that have occurred since its release in 2018. In partnership with NHRA, the impact of four transformative scenarios on *Strategy 2030* in a climate-challenged world was considered. This research utilisation project applied a wind tunnelling approach using transformative scenarios developed over the last 18 months through a partnership between NHRA, AFAC and fire and emergency services agencies across Australia and New Zealand. The transformative scenarios were themselves co-designed to help agencies better understand the driving forces in the world that interact to shape the future in unpredictable and volatile ways. The application of the transformative scenarios proved an engaging method of exploring strategy implications of a climate-challenged world beyond 2030 and provides early indications of scenarios that may test emergency and disaster management sector strategy.

### **Disaster and emergency risk management**

QFES is responsible for statewide disaster risk assessments which factor in the impacts of climate change. The Queensland Emergency Risk Management Framework (QERMF) is Queensland's endorsed approach to disaster and emergency risk management. Through QERMF, QFES upholds international best practice as championed by the:

- United Nations Office for Disaster Risk Reduction
- Global Facility for Disaster Reduction and Recovery
- Sendai Framework for Disaster Risk Reduction.

The QERMF tangibly supports local and district disaster management planning by providing scientifically underpinned, lead agency risk information that can be rationalised to each local government area. For further information regarding the QERMF refer to page 46.

### **Providing disaster management training to the sector**

Disaster management training is an especially important activity undertaken to maintain and enhance the QDMA and is a capability enabler as the department prepares for operations in a climate-challenged world. QFES provides disaster management training to QDMA stakeholders under the Queensland Disaster Management Training Framework (QDMTF) (refer to page 57 for further information).

## Bushfire season 2021–22—Operation Paratus

QFES' response to the 2021–22 Queensland bushfire season was known as Operation Paratus, meaning being prepared and equipped. The bushfire season ran from 1 August 2021 to 4 January 2022.

The mission for Operation Paratus was to minimise the impacts and consequences of bushfires upon Queensland communities during the 2021–22 bushfire season in the context of the global COVID-19 pandemic.

During the 2021–22 bushfire season, QFES undertook more than 7,400 responses to over 2,800 bushfire incidents contributing to at least 18,000 vehicle hours, with 280 bushfire warnings issued.

During Operation Paratus, 1.9 million litres of water were dropped from aircraft attacking the fires.

Operation Paratus saw a return to a more benign bushfire season compared with the previous three bushfire seasons. To put this into context, between 1 August and 30 September 2021, QFES had 62 aircraft dispatches however, in the same period in 2020, there were 123 aircraft dispatches.

The LAT was utilised twice during Operation Paratus—once at Shannon Creek (Central Region) and once at Carnarvon Gorge (South Western Region)—dropping a total of 40,000 litres of fire retardant.

During the operational period, there was no loss of life and no loss of dwellings reported.



## Severe weather season—Operation Kurrabana

QFES' response to the 2021–22 Queensland severe weather season (1 October 2021 to 30 April 2022) was known as Operation Kurrabana (pronounced Gurrabana). Kurrabana is an Indigenous term from Yirrganydji language. The Yirrganydji traditional lands and waters extend along the coastal plains from Cairns to Port Douglas in Far North Queensland. The Yirrganydji seasonal calendar shows two major seasons, with one being the Kurrabana (wet season) spanning November to May. The severe weather season occurred concurrently with COVID-19 operations (Operation Exigent—refer page 40) and within COVID-19 restrictions.

QFES' approach facilitated preparation, rapid planning, mobilisation, response during events and the reduction of impacts to communities post event.

QFES planned for the severe weather season by facilitating high-level initiatives focused on preparation which included connecting with key disaster management stakeholders across Queensland and ensuring they were adequately informed and prepared to help protect Queenslanders. This included the annual jurisdictional High Risk Weather Season preparedness briefing in September 2021 in partnership with Emergency Management Australia. The briefing provided disaster management stakeholders with information on jurisdictional activities over the previous 12 months and highlighted important changes in the QDMA and strategic direction of the Australian Government.

Disaster Recovery Funding Arrangements (financial assistance and relief provided to disaster affected communities) were activated for nine natural disaster events in Queensland during 2021–22:

- Southern Queensland Flooding (6–20 May 2022)
- Northern and Central Western Queensland Rainfall and Flooding (21 April – 12 May 2022)
- South East Queensland Rainfall and Flooding (22 February – 5 April 2022)
- Cape York Tropical Low and Rainfall (22–28 February 2022)
- Far North Queensland Low Pressure Trough (1–7 February 2022)
- Western Queensland Low Pressure Trough (19 January – 4 February 2022)
- Tropical Cyclone Tiffany (10–11 January 2022)
- Ex-Tropical Cyclone Seth (29 December 2021–10 January 2022)
- Central, Southern and Western Queensland Rainfall and Flooding (10 November–3 December 2021).

Queensland's disaster management arrangements were activated for a number of these events, including at local, district and state levels.

During the severe weather season, the SES received approximately 18,650 tasks and approximately 1,200 requests for assistance through TAMS (Task and Management System).

FRS swiftwater rescue personnel responded to approximately 900 swiftwater rescue and water rescue events to support the community. Several of these high intensity rescues were credited with lifesaving interventions. Additional resource surge capacity was implemented in multiple regions to increase service delivery capacity for swiftwater rescue operations over the Operation Kurrabana period.

During the weather events, RFS volunteers and rural fire brigades provided assistance within their local communities with various tasks including sandbagging and aiding other response agencies. In the days and weeks following the events, RFS volunteers supported recovery activities including removal of damaged items from homes and businesses, and conducting washouts.

QFES worked with Neighbourhood Centres Queensland to supply *Get your kit together* materials to centres across the state, including household emergency plans, emergency checklist fridge magnets, pocket torches and stickers with *SES assist 132 500*, for distribution to community members, aged-care centres and local community groups. The resources are supplied as part of the SES Principal Community Partnership with Suncorp.

QFES regional staff and volunteers also worked closely in supporting local governments to deliver disaster awareness and preparedness messages through various community activities and events.

QFES continues to support the *Get Ready Queensland* program in partnership with local governments to build the state's resilience to dealing with natural disasters and to encourage local community participation in preparedness and resilience building ([www.getready.qld.gov.au](http://www.getready.qld.gov.au)).

## South East Queensland Rainfall and Flooding: 22 February 2022–7 March 2022

From 22 February to 7 March 2022, a strong La Niña weather pattern caused a low-pressure system over Queensland's southern coast, resulting in South East Queensland and parts of New South Wales (NSW) experiencing unprecedented rainfall and subsequent flooding. Large areas of South East Queensland, including the Brisbane, Maryborough, Gympie, Sunshine Coast, Caboolture, Toowoomba, Ipswich, Logan and Gold Coast areas experienced major flash and riverine flooding. Tragically the 2022 rainfall and flood event resulted in the loss of 13 lives, including the life of SES volunteer Merryl Dray.

The event evolved rapidly and placed considerable and complex demands on emergency services over a sustained period. Rainfall totals for the six days ending on 28 February were at least two and a half times the February average rainfall across parts of South East Queensland, with some parts of Queensland receiving more than five times their monthly average rainfall.

During the event, a total of 23 Local Disaster Management Groups (LDMGs) and nine District Disaster Management Groups (DDMGs) were activated, with QFES Regional Operations Centres activated in each of the four impacted regions. The intensity and extended duration of the event resulted in approximately 1,600 SES volunteers delivering and supporting emergency services activities which totalled over 36,200 hours of effort. FRS swiftwater crews were also heavily involved in the event. In total approximately 8,100 tasks including temporary repairs, sandbagging, debris clean-up, floodboat operations and water rescues were completed by QFES staff and volunteers. In addition, 16,485 damage assessments were carried out during the period 22 February to 7 March 2022, with many more conducted in the days after.

Historically, this type of geographically isolating event hampers attendance to certain locations and some communities become increasingly isolated during the event. Consequently, QFES adopted a multi-model approach to emergency communications through the utilisation of social media including Facebook, Twitter, websites and Instagram, that supported the use of Emergency Alerts. During the event, 94 Emergency Alert campaigns were issued (the first alert was issued on 23 February and the final alert was issued on 3 March 2022), and a total of 530 posts to the various social media platforms, with a reach of

over 27 million and an engagement of approximately 300,000.

A coordinated effort across the disaster management arrangements was maintained with effective online and in-person communications via online updates and daily briefings and debriefings. The inclusion of QFES Emergency Management Coordinators and Liaison Officers was critical in supporting the coordinated effort from LDMGs and DDMGs to QFES incident command, and the situational awareness and ability to extend communication supported an efficient and coordinated response. Once the intense rain across the state ceased, riverine flooding remained a concern for several days as the water slowly receded and water continued to be released from the dams. Over 170 suburbs in the greater Brisbane region were impacted; almost double the impact of the 2011 floods<sup>1</sup>.

The Minister for Police and Corrective Services and Minister for Fire and Emergency Services declared disasters in the Disaster District of Gympie on 26 February 2022, and the Brisbane Local Government Area and Disaster District of Maryborough on 27 February 2022.

On 15 March 2022, the Premier and Minister for the Olympics announced that the Inspector-General Emergency Management (IGEM) would undertake a review of Queensland's response to the rainfall and flood event and assess the effectiveness of preparedness activities. The IGEM's Review Report will be finalised by 31 August 2022.

<sup>1</sup> *Brisbane City Council 2022 Flood Review* [www/brisbane.qld.gov.au](http://www/brisbane.qld.gov.au)

The following table demonstrates the scale of the event:

<b>Event Scale—22 February – 7 March 2022</b>	
<b>13 lives lost</b>	<b>5,664 QFES staff and volunteer shifts conducted 15 fire and rescue personnel deployed from Victoria</b>
<b>Multiple agencies—local, district and state level 23 LDMGs, nine DDMGs, one SOC, four Regional Operations Centres and nine Incident Control Centres</b>	<b>16,485 damage assessments completed</b>
<b>94 Emergency Alert campaigns</b> (first alert issued on 23 February 2022 and final alert issued on 3 March 2022) <b>More than 9.5 million text messages delivered successfully</b>	<b>FRS 655 tasks completed SES 7,529 tasks completed and 428 Agency Support Requests received</b>
<b>Three Disaster Declarations—Brisbane, Gympie and Maryborough</b>	<b>331 people evacuated</b>

## **COVID-19—planning and response—Operation Exigent**

QFES' planning and response to COVID-19, known as Operation Exigent, recognised the requirement for urgent and immediate action to address the demanding, evolving and significant impacts of the pandemic.

During the pandemic, QFES played a significant role in supporting the strategic planning and operational response through leading state planning and logistics functions including quarantine hotel contract management, the operation of the SDCC capability, providing frontline support to the QPS with border control operations and to Queensland Health at vaccination and testing sites as well as issuing COVID-19 related Emergency Alerts.

During the reporting period, QFES also coordinated the reception of evacuees from Afghanistan to Queensland, as the lead agency under the State Reception Plan. This included a quarantine period of 14 days for the evacuees oversighted by QPS and Queensland Health.

QFES concluded Operation Exigent with the coordination of the quarantine hotel management being transferred to the Quarantine Taskforce within the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP) on 1 April 2022.

The SDCC was continuously activated from 2 February 2020 to 29 April 2022, totalling 817 days, in support of Queensland Health's State Health Emergency Coordination Centre.

In addition to supporting the Queensland response to COVID-19, QFES implemented a range of internal response strategies to maintain continuity of service to the Queensland community and ensured the health, safety and wellbeing of staff and volunteers. This included working with key internal and external stakeholders to ensure prompt communication and implementation of advice issued by Queensland Health.

## Exercises

QFES personnel participate in exercises to increase their competency levels in major, joint agency and small routine incidents through hands-on training.

Exercises enable testing of factors including:

- interoperability across QFES services
- ability to liaise with external agencies
- appropriate response and operational procedures
- communication plans
- response times
- suitability and effectiveness of equipment and personal protective equipment
- operational preparedness.

Exercises conducted by QFES or that QFES participated in include:

- Exercise Aurruncus—an interagency exercise held in June 2022 aimed at exploring the preparation for, response to, and initial recovery from a simulated South-East Queensland tropical cyclone. The scenario focused primarily on the impacts to the community, residential buildings and critical infrastructure resulting from severe winds, storm surge and riverine flooding. The objective of the exercise was to understand the capability gaps in collective risk management strategies, identify significant challenges for the emergency management sector and challenges which may not currently have a solution. The exercise was attended by approximately 120 stakeholders and supported by several subject matter experts relating to hazard, evacuation management, the built environment, and critical infrastructure, including the Australian Defence Force, Geoscience Australia, James Cook University Cyclone Testing Station, Department of Environment and Science, Department of Health and local governments.
- Exercise Arras Sprint—a joint exercise involving local and federal defence military bases, Queensland Ambulance Service, QPS, QFES and Toowoomba Regional Council LDMG. This exercise, held 16–19 May 2022, tested interagency interactions including communications in multiple media formats. The Regional Operations Centre in the South Western Region was utilised as the central coordination centre with several other locations as control points, including Oakey RAAF Base, QPS Regional Headquarters and Toowoomba Wellcamp Airport. Local FRS crews were involved in local scenarios outside of the coordination centre.
- Mackay Ready—a multi-agency functional exercise held in November 2021 on a private property near Eton (west of Mackay). QFES helped plan and facilitate the exercise and engaged the LDMGs, DDMG, local emergency services and the community. The aim of the exercise was to test multi-agency interoperability between the Australian Defence Force and DDMG stakeholders during a severe weather event including communication, command structures and deployment of resources. As part of the exercise, QFES members formed the incident management team, land search operations, swiftwater rescue, exercise control and safety functions.
- Operation Thanos—a joint-agency exercise held in November 2021 at Wharf 10 (a liquid product berth for petroleum products and gas) in Cairns to practise the interoperability between QFES, Ports North, Atom, Origin Energy and other agencies to effectively control an incident involving a large diesel spill and a fire on the wharf with a liquid petroleum gas tanker alongside.
- the Asia–Pacific Regional Earthquake Response Exercise conducted in November 2021 with participation of the QFES AUS-1 DART in this multi-national rescue exercise. This exercise was conducted over three days using an online format. The exercise tested the interoperability and coordination capability of AUS-1 DART when working with international teams.
- a multi-agency training exercise held at the Gold Coast Airport in October 2021. Crews from Aircraft Rescue and Firefighting, Fire and Rescue NSW and QFES shared their knowledge and experience for responding to emergencies at the facility. The purpose of the training was to better understand the resource capabilities available in emergencies and to continue building the relationship between the three fire services. Current and future communications capabilities were also discussed.

## Major deployments

Deployments can be an opportunity to gain personal and professional development including learnings around fire management and resourcing systems, as they often involve an integration of QFES permanent, auxiliary, civilian and volunteer staff and resources. International deployments provide an opportunity to share knowledge with fire service professionals and dedicated USAR teams from across the globe.

Due to protracted or complex national and international operations, QFES may be requested to deploy officers through the National Resource Sharing Centre to participate in interstate or international deployments as a member of a QFES Strike Team or taskforce for the purpose of an emergency.

Depending on the nature of the emergency, an inter-agency response may also be required.

During 2021–22, more than 1,000 QFES members including FRS swiftwater crews and RFS and SES staff and volunteers were deployed across Queensland and into NSW to provide support to flood response. Duties undertaken by QFES members included addressing storm damage, SES floodboat rescues and water rescues using FRS Motorised Swiftwater Rescue Craft, as well as undertaking damage assessments.

QFES also helped to move 59 motorhomes over two days to support the flood recovery efforts within Northern NSW. The motorhomes supported families who had been affected by the flooding event.

The QFES SOC has been continuously activated since 5 August 2019 in response to COVID-19 and ongoing significant events. In addition, the SOC facilitated requests for assistance from QFES' counterparts in NSW for flood response in March and early April 2022 following impacts from NSW flooding in February 2022.

## Working for Queensland and Volunteering for Queensland surveys

QFES is committed to positive workforce experiences and conducts annual workforce experience surveys, such as the Working for Queensland (WfQ) survey and the Volunteering for Queensland (VfQ) survey to measure and monitor staff and volunteer experiences.

The annual surveys are a confidential forum enabling QFES to gauge its performance collectively and in each division and region and down to the work unit level.

QFES considers the survey an opportunity to hear the views of the workforce and understand their lived experiences. The results are taken seriously and are used as a key evidence base for decision-making at all levels in the department.

The results are considered and progressed to key actions (both strategically and tactically) designed to focus on positive work environments and experiences that are centred around shared values.

Approximately 4,600 staff and volunteers responded to the surveys conducted in September 2021.

The results of the WfQ and VfQ surveys revealed 95 per cent of staff and 93 per cent of the department's volunteers understand the importance of behaviours aligned to QFES' values. The results showed that QFES continued to be focused on positive experiences for its people with 82 per cent of staff and 86 per cent of volunteers proud to tell others they work for QFES.

The following key areas were identified for continued development and require further attention:

- Leadership
- Health and Wellbeing
- Learning and Development
- Workplace Behaviour
- Diversity, Equity and Inclusion.

As well as developing action plans in response to survey feedback, Values in Action activities were conducted across QFES. The Values in Action chart displays a team's overall experience score along with the scores received for each of QFES' values. The chart acts as a conversation starter about what is working well and what can be improved.

The surveys enable the department to continuously strengthen and improve as an organisation. Forums continue to involve staff and volunteers in developing actions to respond to the survey results.

### Our most favourable responses

#### Working for Queensland



#### Volunteering for Queensland



#### Response scale

FAVOURABLE	NEUTRAL	UNFAVOURABLE
POSITIVE	NEUTRAL	NEGATIVE
Agree Strongly Agree	Neither agree nor disagree	Disagree Strongly disagree

## Supporting inclusion and diversity

Queensland has an increasingly diverse population which QFES seeks to consider in the development and delivery of its programs and services to build safe and resilient communities and ensure community preparedness for disaster events. QFES values the inclusion of individuals who contribute to the department through their diverse skills, knowledge and experience. During the reporting period, initiatives and activities included:

- Development of the QFES Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2022–2025 which is expected to be published by 31 August 2022. The plan supports the implementation and delivery of the Queensland Government Cultural Capability Framework, ensuring First Nations perspectives are an inherent part of core business.
- Appointment of four of eight new First Nations Bushfire Safety Officers, recognising the cultural and ecological importance of Indigenous land and fire management practices and ensuring traditional learnings are embedded into QFES into the future.
- Commencement of a two-year trial of a Volunteer Cultural Engagement Officer (Identified) role within RFS, Far Northern Region, with the view to enhancing traditional fire management practices in the region through stronger engagement with Traditional Owners during bushfire PPRR phases within rural and remote communities in the Far Northern Region.
- Participation by QFES staff and volunteers in several cultural burns with QFES officers engaging with and learning from Traditional Owners about cultural fire management practices.
- Continued delivery of the *Starting the Journey* learning program providing insight into interpreting people's own culture as well as the lived experiences of First Nations peoples.
- Adopted the practice of recognising the Traditional Owners into the plaque naming of QFES newly constructed facilities to recognise and increase knowledge and understanding of First Nations cultures, such as the replacement Maleny QFES complex recognising the Jinibara People, replacement Rainbow Beach auxiliary fire and rescue station recognising the Butchulla People, and Rosewood replacement auxiliary fire and rescue station recognising the Yuggera Ugarapul People.
- Continued QFES' partnership with CareerTrackers. CareerTrackers is a national not-for-profit charitable organisation that supports First Nations university students by connecting them with employers for internship opportunities. This partnership continues to have meaningful outcomes for the department and the student interns by building cultural capability and networks within the workforce and providing accelerated career opportunities in the interns' chosen field. For the 2021–22 CareerTrackers Summer program, QFES supported two CareerTrackers Interns within the department and continues to engage with the QFES CareerTrackers Alumni as mentors for new interns and to build on the connections which have resulted from the program.
- Established the Gender Equity Advisory Group. The advisory group, which meets every two months, supports the empowerment, development and retention of women and others within the paid and volunteer workforce who are from under-represented groups. The advisory group will achieve this by encouraging and connecting the QFES workforce to support women, providing training and development in relation to gender equity, advocating and advising on issues affecting women and gender equity, and promoting initiatives that support diversity and inclusion. The advisory group has received presentations from a number of guests including the Special Commissioner Equity and Diversity, Public Service Commission and is working closely with the department's ELT. The advisory group has identified key areas to review with research underway to inform matters for consideration in 2022–23.
- Participation in the development of the *Queensland Women's Strategy 2022–27*, launched on 31 March 2022. This is the next iteration of the government's policy approach to address equity and gender imbalance in Queensland.
- Commenced a partnership with *Job Access*; a disability employment service provider, to work with QFES to ensure all recruitment processes are being driven through a disability employment lens.
- The successful completion of a pilot program of an adapted Fire Ed Program targeted at learning facilities working with autistic children. The program was developed in collaboration with the AEIOU Foundation for Children with Autism and is planned to be rolled out across Queensland in late 2022. The Fire Ed Program is delivered by operational firefighters and teachers to year one students to develop an understanding of the dangers of fire and the appropriate response.



- Continued delivery and expansion of the RAAP program throughout Queensland and into more diverse areas and education settings, with delivery of the program into a number of First Nations led youth intervention initiatives including Kurbingui Youth and Family Development as well as in youth detention centres and in conjunction with youth justice programs such as Transition 2 Success. RAAP is a practical lifesaving road safety awareness program for young drivers, facilitated by operational firefighters.
- Celebrated International Women’s Day on 8 March 2022 with events across the state. QFES hosted a live stream event from Brisbane with special guests including a representative from Small Steps 4 Hannah and the Special Commissioner Equity and Diversity, Public Service Commission. The event included the Women in Fire and Emergency awards which are presented to staff and volunteers for their contributions to embracing gender equality and promoting the rights and wellbeing of women in QFES. There were eight awards with recipients from state, South Western, Central, Northern and South Eastern Regions.
- Establishment of a partnership between SES and Girl Guides Australia Queensland to encourage young women to improve general life skills around severe weather preparedness and to consider volunteering with SES.
- Delivering resources for SES volunteers within the *Get your kit together* range including a visual preparedness guide aimed at supporting culturally and linguistically diverse communities and those with limited language.
- The provision of assistance to members of the deaf community and people who have a hearing impairment to install specialised smoke alarms through the Smoke Alarm Subsidy Scheme managed by Deaf Services Queensland. In 2021–22, a total of 198 deaf and hard of hearing smoke alarms were provided.
- Provided Auslan interpreters when broadcasting fire and emergency safety information.
- Participated in the Disability Inclusive Disaster Risk Reduction focused discussion groups within the North Coast Region for the implementation of Person-Centred Emergency Preparedness (P-CEP). The P-CEP implementation has commenced across the disability sector on the Sunshine Coast, Noosa and Gympie, where QFES partnered with local government in presenting P-CEP to varied audiences, including service providers and people with disability.
- The development and delivery of a presentation to Asia–Pacific representatives on Diversity and Child Protection in earthquake and disaster events.
- Continued delivery of QFES Allies of Inclusion program that builds an internal network of staff and volunteers committed to their workplaces being safe, healthy and inclusive of everyone. The network has grown by 21 per cent since 30 June 2021.
- The development of a cultural awareness video presentation for AUS-1 DART to raise awareness of cultural considerations and social norms in discrete or international settings. This presentation was shared with the AUS-2 DART team, Fire and Rescue NSW and the Department of Foreign Affairs and Trade (DFAT) as part of the department’s ongoing engagement for international rescue deployments.
- Celebrated NAIDOC week 4–11 July 2021 with the theme *Heal Country!*—calling for stronger measures to recognise, protect and maintain First Nations culture and heritage.
- Participated in an LGBTQIA+ Awareness Training session delivered by Lifeline Darling Downs and South West Queensland Ltd in June 2022. The workshops, attended by QFES officers from the South Western Region, explored inclusive, non-oppressive language and highlighted best practice for those working with and supporting LGBTQIA+ people.
- Participation by staff and volunteers in the Brisbane Pride March in August 2021 to show support for LGBTIQ+ people and communities.
- Celebrated Multicultural Queensland Month in August 2021 with the theme of *Inclusion in action*. QFES held events to engage with Queensland’s diverse communities including the department’s collaboration with the Rockhampton Regional Council to hold educational sessions with the Rockhampton Chinese community. Presentations included home fire safety, smoke alarm legislation, bushfire safety and severe weather preparations.
- Hosted, in partnership with QPS, Multicultural Australia, the Queensland Human Rights Commission and Rockhampton Regional Council, the fifth annual Multi-Faith Dinner on 17 June 2022. The event supported existing community relationships through dialogue and partnership and centred around community and religious leaders standing together and promoting the shared values of all faiths. Sixteen cultures and six named religions represented by 95 guests attended the event.

Target group data is available on page 76.

## 2025 Objective

**2. Collaboration** occurs with communities and partners before, during and after fires, emergencies and disasters.

### 2021–2025 Strategic initiatives

- » Work collaboratively with communities and our partners to plan and deliver efficient and effective emergency services across the PPRR phases of all types of fires, emergencies and disasters.
- » Harness the knowledge, diversity, ability and experience of all our staff and volunteers to enhance the scope and quality of the services we deliver.

Activations of the Queensland Disaster Management Arrangements (QDMA) through 2021–22 have exercised QFES' relationships with our service delivery partners and communities in the face of natural disasters. The ongoing activities associated with COVID-19 were added to by remarkable flooding events. The rapid accumulations of rainfall across many river, stream and creek catchments provide an insight into conditions that may impact populated areas more frequently in the future as a function of climate change and demography. In building our emergency and disaster management capability, we have collaborated with experts from scientific fields, our partners and the community to think beyond what we have seen, to imagine plausible scenarios.

QFES stepped up its collaboration throughout 2021–22, especially in relation to understanding, preparing for and responding to current and future disasters and emergencies. As always, our partners, staff and volunteers are vital to effective PPRR. Progress was made in improving the management of disaster risk, in the provision of information before, during and after events, and in the support provided to our workforce. The natural disasters of 2021–22 reiterated how key collaboration is to effective disaster management, with further support to volunteer emergency services to occur in subsequent years.

## Queensland Emergency Risk Management Framework

The *Queensland Emergency Risk Management Framework* (QERMF) was endorsed by the Queensland Disaster Management Committee in 2017 as Queensland's approach to current and future disaster and emergency risk management.

The framework allows disaster management stakeholders to identify, assess, manage, and if required, communicate their disaster risks to the state and federal levels of government.

QFES continued to provide advice and support the implementation of the QERMF across Queensland's disaster management arrangements including the First Nations communities within Woorabinda, Cook, Wujal Wujal and Hope Vale.

An independent review of the QERMF was commissioned by QFES in 2020–21. The review included an online survey and detailed stakeholder interviews with local and DDMGs and state government agencies to obtain detailed views on the design and implementation of the framework. As a result, a QERMF Review Action Plan Working Group, formed under the State Disaster Coordination Group, was established in June 2021 to address the 15 findings and 12 recommendations from the review.

The action plan aims to deliver on the review findings and recommendations and improve the way that the current disaster risk management framework enables the prevention of new disaster risks, reduction of existing risks and management of residual risks. This includes the development of a Queensland Risk Information Portal (Q-RIP) to replace current risk assessment tools, spreadsheets and workflows with a database and online web application/s to provide a clear conduit for risk information and reporting across Queensland's disaster management arrangements.

During 2021–22, the working group met on five occasions and pilot workshops for the updated QERMF methodology were held across multiple locations within Queensland between March and June 2022. These locations included Mackay District, Moreton Bay, Longreach District, and Far North Queensland across 18 local governments and North Queensland across eight local governments.

## Australian Fire Danger Rating System

The Australian Fire Danger Rating System (AFDRS) will enhance public safety and reduce the impacts of bushfires by improving the scientific accuracy behind fire danger predictions and improving how fire danger is communicated. The AFDRS is a first of its

kind nationally consistent system for communicating fire danger ratings to the community and forecasting fire behaviour for decision-makers. The AFDRS will deliver on recommendation 13.1 of the RCNDA Report, which called for state and territory governments to expedite the development and implementation of the AFDRS.

The AFDRS Implementation Team was established in February 2022 to oversee the introduction of the AFDRS into Queensland which includes community education programs and upgrading of systems and functions for frontline response activities.

At 30 June 2022, a series of community events have been held, supported by the roll-out of a suite of community engagement products including information sheets. The removal of outdated roadside fire danger rating signage is underway with completion expected in August 2022. Queensland is opting to install the latest technology electronic signage which includes a function to automatically update daily, increasing the effectiveness of the signage and ensuring higher community safety standards and awareness of fire danger ratings.

A suite of decision-support tools are also under development to improve QFES' ability to respond to and manage large scale bushfire events including fire behaviour quick guides and the introduction of the Fire Danger Viewer, an interactive mapping toolset to support decision-makers in making timely and accurate decisions on potential fire behaviour and risk areas on days of increased fire behaviour.

The implementation of AFDRS will continue into 2022–23 with the national program scheduled to go live on 1 September 2022.

## Community safety advertising campaigns

Community safety advertising campaigns continued to be developed and promoted statewide to build resilience in the community and enable members of the public to better prevent, prepare for, and respond to fire and emergency events. These campaigns included:

- *If It's Flooded, Forget It*: this campaign targeted drivers who could be tempted to drive on flooded roads, putting themselves and potentially their rescuers at risk. The campaign launched in late October 2021 and ran throughout the extended summer wet season, ending in late May 2022. Extra placement of advertising occurred during major flood events from February to May 2022

which impacted large areas of the state. The campaign featured the *Back it Up* tagline and used television, radio, social and digital advertising ([www.qfes.qld.gov.au](http://www.qfes.qld.gov.au))

- **Bushfire Safety campaign**: this campaign ran from mid-July 2021 to late October 2021 and began again in late June 2022 to align with the latter part of the mitigation season, prompting residents to prepare themselves and their properties for bushfire season. Advertisements linked to a bushfire risk postcode checker to raise awareness of widespread potential for fire and motivate residents to prepare ([www.qfes.qld.gov.au](http://www.qfes.qld.gov.au))
- **Home Fire Safety**: this campaign was delivered in winter when Queensland typically records a peak in the number of house fires. The campaign encouraged residents to prepare their home for a quick escape, create an escape plan and practise it, and check and maintain their smoke alarms. The 2021 campaign ran from late May to late August and the 2022 campaign started in mid-June, with advertising on social media and digital channels. Advertising linked to the Home Fire Safety website features specific tips for parents of young children as well as older Queenslanders and their carers ([www.qfes.qld.gov.au](http://www.qfes.qld.gov.au)).

## Social media

QFES continues to engage with the community and disseminate important safety messages through its social media channels. Across 2021–22, the department's Facebook page reached more than 16.5 million people. People visited QFES' Twitter account more than 8.2 million times, while QFES' Instagram posts and stories reached more than one million unique users.

The community continues to use QFES' social media as a source of accurate information during times of heightened operational activity and severe weather events. Significant activity was recorded on QFES' social media platforms throughout the severe weather season. More than 270 preparedness posts were published to the QFES Facebook page between October 2021 and May 2022, these posts were collectively viewed more than 34 million times.

The number of people choosing to engage with QFES through its social media channels continues to grow. Followers of the QFES Facebook page increased to more than 500,000 followers, and followers of the QFES Instagram account increased to approximately 43,200 followers. QFES' Twitter account also experienced a steady increase to approximately 86,300 followers.

## Emergency Volunteers Advisory Forum

The Emergency Volunteers Advisory Forum (EVAF) met on four occasions during 2021–22. The aim of the forum is to strengthen the Queensland Government’s commitment to engaging with emergency services volunteers and enables representatives to provide advice on issues impacting and emerging on the sector to the Minister for Police and Corrective Services and Minister for Fire and Emergency Services.

Membership of the forum consists of emergency service organisations across government and the not-for-profit sector. In 2021–22, the forum welcomed new members—St John Ambulance Queensland (October 2021) and The Salvation Army Queensland (May 2022).

Topics explored by the forum included:

- a review of the forum’s strategic alignment and identification of ways to strengthen the collaborative solutions that emerge from the EVAF to ensure innovation and sustainability
- discussion on the *State of Volunteering in Queensland 2021 Report* which highlights the immense fiscal and social contributions that Queenslanders bring through their volunteering
- a focus on consultation for the National Blueprint for Sustainable Volunteering, which QFES has input into as the department seeks to advocate for strategic, national-level collaborative action to support sustainable volunteering to 2040
- a proposal to establish a volunteer training subgroup to share and explore best practice in the emergency services volunteer sector
- consultation on the National Strategy for Volunteering
- impacts of COVID-19 and associated vaccinations on the emergency volunteer workforce and services
- impacts and responses to severe weather events.

## Bushfire resilient communities

QFES continued to deliver bushfire prone area mapping and development advice to meet the department’s responsibilities for the bushfire state interest (Natural hazards, risk and resilience—Bushfire) under the *State Planning Policy* (July 2017). This is enabled by implementation of the QFES *Bushfire Resilient Communities* technical document (October 2019) used by local governments, state agencies and land use planning practitioners.

QFES is leading a four-year program of work (commenced June 2022) with partners from the State Bushfire Committee, to improve the reliability of Bushfire Prone Areas mapping and the implementation and alignment of state planning policies and building design standards to mitigate or avoid bushfire risk. Particular consideration will be given to the effects of climate change and vegetation hazard as they affect vulnerable developments.

## Grants—FRS

QFES continued a collaboration arrangement with DFAT during 2021–22 for the availability of internationally deployable DART personnel and equipment if required for international deployment assistance. An annual grant of \$475,000 to QFES provides assistance for the development and maintenance of AUS-1 DART capability, along with international engagement activities.

QFES maintains a residual component of an initial grant of \$87,000 from DFAT for the provision of assistance to the Papua New Guinea Fire Service (PNGFS). This grant was used during 2021–22 to provide ongoing assistance to three PNGFS candidates who are completing external educational study through the Canberra Institute of Technology in Fire Investigation and to support the training of two PNGFS personnel as Safety Assessment Officers in Brisbane.

## Grants—RFS and SES

QFES continued to provide support to rural fire brigades and SES groups and units to identify, plan, apply for and complete grant applications.

During the reporting period:

- Through the annual RFS Grant Program, RFS presented 43 grants to rural fire brigades totalling \$768,025. This funding provides for the installation of toilets and washing facilities, new station builds and extensions, improvements to training facilities and the installation of solar systems to reduce emissions and alleviate expenses in utilities.
- QFES sponsored 16 successful external grant applications for SES groups and units with successful applicants jointly awarded more than \$200,000. Grants projects include facility upgrades, computer equipment, vehicles, trailers, vehicle shelters, air conditioners, whitegoods, generators and equipment for training and emergency activations.

Refer to Local governments and the SES (page 49) for information regarding the SES Support Grant Program.

## Local governments and the SES

QFES works with local governments across the state to ensure and enable SES unit and group capability. As the SES plays an integral role in supporting local governments' disaster response capability, the development of a MoU between QFES and each local government is a way to clarify the relationship.

The MoUs, developed in collaboration with several local government Disaster Management Officers and the IGEM, establish the collaborative approach between QFES and local governments for the management and support of the SES and detail responsibilities for funding and support arrangements. This ensures the delivery of an effective emergency service that contributes to a safer more resilient community.

The SES Support Grant Program is an annual QFES funded program offered to local governments to receive grant funding towards SES facilities and vehicles. Facility grants are 75 per cent of the total project cost and up to \$75,000, with vehicle grants offered at a dollar-for-dollar basis up to \$30,000.

During the reporting period:

- Twenty local government applications were successful under the 2021–22 round of the SES Support Grant Program which contributed more than \$586,000 towards local government projects in support of SES facility upgrades and vehicles.
- Twenty-three local government applications were awarded grants under the subsequent 2022–23 round of the SES Support Grant Program. This funding will provide approximately \$840,000 towards future local government projects for SES facility upgrades and vehicles. Projects for the 2022–23 round will commence from 1 July 2022.
- QFES distributed \$1.65 million across 75 local governments with active SES units or groups as part of the SES annual Local Government Subsidy Program. Funding is provided to assist local governments in defraying administrative and operational costs as a result of supporting their local SES.

The SES Gift Fund received two significant bequests totalling approximately \$227,000 in 2020–21. These bequests enabled the establishment of a bursary for professional development opportunities for SES volunteers with \$100,000 added from the 2022 flood donations. The bursary is expected to be launched in September 2022. The February 2022 severe weather resulted in a significant increase in donations to the SES Gift Fund with more than \$1.3 million received from community members, small businesses and corporate organisations. A total of \$500,000 from flood donations will be spent on first-aid resources

and an all-terrain vehicle for regional use with the balance of the flood donations directed to a program that enables SES groups to apply for communications and technology equipment to improve their training and communications capabilities.

## National and international engagement—AUS-1 DART team

QFES continues to develop and maintain an internationally recognised Disaster Assistance Response capability through the AUS-1 DART team. This team is managed through FRS and is made up of full-time and volunteer members, to provide an internationally deployable disaster assistance team that is classified under the United Nations. The responsibility to maintain this capability is a shared initiative by QFES and DFAT.

QFES also continues to provide personnel for international working groups, team leader engagements and mentor activities for the development of global rescue capability that directly increases the capabilities of the Queensland DART for response activities in Australia and abroad.

AUS-1 DART representatives participated in multiple international engagement opportunities throughout the reporting period including:

- The Los Angeles County Fire Department international annual USAR team training exercise as mentor and lead instructor providing instruction, mentoring, review and critique of the team's capability prior to the team's reclassification exercise in 2023.
- The Humanitarian Networks and Partnerships Weeks event held in Geneva in May 2022 to engage with global disaster and humanitarian leadership and build United Nations relationships.
- A regional earthquake simulation exercise to test a new Incident Coordination and Management System for international disaster response to earthquakes conducted online in November 2021.
- A three-day Asia–Pacific regional Earthquake Exercise in November 2021, conducted online, to test and practise coordination and control of major international disaster events and earthquakes.
- The 2021 Asia–Pacific regional meeting in September 2021 with the International Search and Rescue Advisory Group (INSARAG). This two-day meeting, conducted online and in hybrid mode, included presentations by QFES DART personnel to international participants on working group outcomes, the development of international standards for USAR, and input to the five-year work plan for INSARAG.

- A two-day annual Team Leaders' meeting in February 2021, conducted online, to maintain engagement with international USAR leadership and international team engagement.

In addition, AUS-1 DART personnel led the development and delivery of a presentation to Asia-Pacific representatives on Diversity and Child Protection in earthquake and disaster events. The presentation, conducted in December 2021, provided awareness to Asia-Pacific USAR teams regarding the international standards for rescue teams, under the United Nations Office for the Coordination of Humanitarian Affairs guidelines.

## State disaster risk assessments

The Queensland 2021/22 State Disaster Risk Report and Severe Wind Hazard Assessment for Queensland (SWHAQ) will be published in August 2022. The report and assessment will be accessible at [www.disaster.qld.gov.au](http://www.disaster.qld.gov.au)

The State Disaster Risk Report is an update to the *QUEENSLAND State Natural Hazard Risk Assessment 2017*. It builds on the previous report by assessing a broader range of natural and human-induced hazards at the state and regional planning levels and includes more comprehensive information on climate change for the relevant hazards. The report was a collaborative effort led by QFES that involved 54 disaster management entities including 30 local governments and 24 other government and non-government entities.

The SWHAQ provides a comprehensive assessment of tropical cyclone risk for Queensland. The project involved consultation with eight local governments and 35 state, commonwealth and private sector entities.

A collaborative follow-on project, the Severe Wind Hazard Assessment for South-East Queensland, has been delivered in partnership with six local governments in South-East Queensland, other Queensland Government departments and the insurance sector, to build on the findings and better understand and address the risks from severe wind (including severe thunderstorms and tropical cyclones) for South-East Queensland. This project is expected to be finalised by 31 December 2022.

QFES is undertaking a Critical Infrastructure Disaster Risk Assessment to review and identify the key climate and disaster risks to critical infrastructure in Queensland. As well as identifying risks to critical infrastructure at a state level, the project will analyse the interconnectedness and interdependencies between different types of critical infrastructure through scenario analysis. The assessment is expected to be finalised in 2022–23.

## Sponsorships

Queensland's emergency services are supported by sponsors whose continued generosity helps to make Queensland a safer place. During 2021–22:

- a new partnership was launched in October 2021 with National Australia Bank (NAB) to support the wellbeing of RFS volunteers with practical personal resilience tools and other supports. The partnership will deliver two new programs worth more than \$300,000 including the RFS Volunteer Wellbeing Project. The RFS Volunteer Wellbeing Project will provide online mindfulness and resilience tools to volunteers that will increase the likelihood of early intervention and encourage help-seeking initiatives. The partnership also supports the NAB Community Strategy Challenge with NAB employees working with the RFS to improve the onboarding process for new volunteers.
- in partnership with NAB and Suncorp, QFES launched Mindarma (as in mind armour) in May 2022. Mindarma is a new online learning program that supports the psychological wellbeing of volunteers from FRS, RFS and SES and Peer Support Officers.
- Suncorp, the Principal Community Partner of SES, supported a new volunteer-led severe weather preparedness initiative—*Get your kit together*. The initiative was launched providing community engagement resources, such as pocket torches, household emergency plans, magnets and visual guides, to support SES volunteers to engage with their communities and deliver emergency preparedness. During SES Week volunteers were provided with face masks and cool towels, and a supply of new deployment bags were delivered to volunteers who may be deployed to support communities throughout the state or interstate. Suncorp and SES collaborated on a range of topics including Severe Wind Hazard Assessment and SES volunteers helped support Suncorp's Resilience Road campaign as an extension of their award winning One House project to increase community flood, storm and cyclone resilience and education.
- Energy Queensland through the brands of Energex and Ergon Energy, renewed the partnership with RFS with three solar-powered, trailer-mounted repeaters delivered to the North Coast, Central and Northern Regions and renewed the partnership with SES with a range of significant small equipment items provided to SES groups throughout the state.

- Powerlink Queensland partnered with Energy Queensland to sponsor the SES equipment program providing items to SES groups such as battery-powered lighting and chainsaws, rescue items, thermal imagers, and CPR and water rescue training items.
- QSuper continued to sponsor the QFES Australia Day Achievement Awards which were delivered in each region throughout the state to recognise the outstanding achievements of QFES staff and volunteers.

## Predictive services capabilities

QFES has an expanding Fire Behaviour Analysts (FBAN) capability. This role is crucial in the generation of simulation-based intelligence products to support small and large-scale campaign fires as well as prescribed burns. To assist with growing this capability, the Predictive Services Unit (PSU) is working with the QFES regions to establish the FBAN regional service delivery requirements and operating model. The service delivery model is focused on providing operational support at the three levels of operations (tactical, operations and strategic levels) and ongoing expansion of qualified FBANs across Queensland. To achieve this, PSU has commenced Project Uplift, which is a focused body of work to develop the training framework and commence delivery of a national program.

The Predictive Services Intelligence Coordinator, located within each region, is working with the QFES Regional Leadership Teams to build the FBAN capability across the state, whilst the PSU works to further enable and develop training and systems capabilities.

During the reporting period QFES:

- continued to work collaboratively to further develop the multi-hazard impact forecast modeling capabilities
- enhanced decision-making during cyclone and flood events with the development of predictive services capabilities
- engaged FloodMapp to provide historical, real time and forecast flood extents based on the Bureau of Meteorology flood gauge and rainfall data.

In addition, in partnership with Geoscience Australia and the Western Australia Department of Fire and Emergency Services, QFES developed the Tropical Cyclone Impact Model bringing together the forecasting capability of the Bureau of Meteorology with the impact modelling capability of Geoscience Australia to provide nationally consistent and near real-time quantitative guidance on the expected impacts of tropical cyclones on residential dwellings.

These capabilities support intelligence gathering and decision-making during cyclones and floods, such as evacuations, community messaging, resupply operations and positioning of resources to keep communities safe.

## Rural Fire Development Framework

The Rural Fire Development Framework (RFDF) builds skills and knowledge to understand firefighting equipment, fire behaviour, strategies and tactics for bushfire suppression and prescribed burning principles.

Phase 1 of the RFDF, which includes QFES Foundation Skills and Firefighter Minimum Skills, was launched in April 2021 to regional Training and Support Officers.

Achievements during the reporting period included:

- Completion of the Firefighter Minimum Skills program by 125 staff and volunteers. Upon completion of this Minimum Skills component, participants are awarded the Certificate II in Public Safety (Firefighting Operations).
- The launch of phase 2 of the RFDF—Firefighter Advanced Skills in April 2022. This program develops skills and knowledge in hazard mitigation, scene preservation, operational mapping and operational driving principles. On completing the Firefighter Advanced Skills program, volunteers are eligible for appointment to the rank of Senior Firefighter, and the units of competency awarded go towards a Certificate III in Public Safety (Firefighting and Emergency Operations).

## Other key achievements include:

- Extensive engagement with a range of partner agencies from across the state to inform Queensland's implementation of the new Australian Warning System (AWS). The multi-hazard AWS will deliver on recommendation 13.3 of the RCNDA Report to equip Queensland communities with the most accurate, timely and consistent action-based warnings to help keep communities safe during disasters and emergencies including bushfires, storms, cyclones, floods and severe heat. Queensland bushfire warnings are compliant with the AWS and implementation for other hazards will occur progressively over the coming years.
- Facilitated the live streaming of press conferences for QFES, QPS and in support of the Department of the Premier and Cabinet across the major incidents of floods to relay live public safety updates to Queenslanders and up-to-date disaster and recovery plans from a state level.

- Streamlined bushfire warnings dissemination and reduced administration with the use of a more user-friendly cloud-based Operational Coordination System (OCS). QFES staff use OCS to implement the AWS for bushfire warnings. The new warnings process includes built-in approvals and recordkeeping and ensures community bushfire warnings consistency. OCS enables QFES staff to simultaneously publish warnings via its website, social media, email, and other data feeds. Importantly, the new system enables QFES to create and issue bushfire warnings regionally in support of a regional resourcing model.
- Prepared for and supported major outback Queensland events such as the Birdsville Big Red Bash (July 2021) and Birdsville Races (April 2022). To minimise risk to the community, QFES deployed personnel from FRS and SES to create a surge capacity to manage the increased number of visitors to the community. QFES crews ensure the safety of the community and its visitors and take the opportunity to engage with local stakeholders, conduct recruitment drives, undertake training and conduct building fire safety inspections.
- Continued the Live Vision Capability trial, with 41 field content operator deployments gathering over 295 minutes of video, close to 1,400 photographs and capturing 22 gigabytes of data relevant to operational incidents and events. Six field content operators from RFS and SES delivered raw vision, edited stories, intelligence capability and newsworthy content using Axon and Dejero live devices and field content kits as part of the ongoing trial.
- Designed and delivered close to 300 unique commissions for clients across QFES, QPS and the Office of the IGEM by six specialist producers within the department's Strategic Content Services Branch. These consisted of campaign-oriented web series, social media content, breaking news, live news vision and live event coverage both external and internal.
- Responded to 75,320 incidents including FRS and RFS response (206 incidents per day on average):
  - 2,294 structure fires including 1,640 residential structure fires
  - 4,452 landscape fires
  - 14,985 mobile property crashes
  - 53,589 other incidents (includes other fires and explosions, rescues, hazardous conditions incidents, false alarms and good intent calls, storm and natural disaster response incidents and other situations).
- Continued to deliver timely response times to structure fires including call taking time with 8.3 minutes at the 50th percentile and 12.9 minutes at the 90th percentile.
- Received 21,252 SES tasks and 1,918 Agency Support Requests.
- SES volunteers performed approximately 159,400 operational hours and approximately 315,400 hours in preparation and training.
- Commenced a review of *Strategy 2030* to test its validity as a strategy for beyond 2030, considering Brisbane's successful campaign to host the Olympics in 2032. The review is expected to be finalised by November 2022.
- Continued to work collaboratively with all stakeholders including government agencies, industry providers and the public to provide information and education to ensure the highest level of fire safety is achieved in Queensland buildings.
- Appointed four of the eight new First Nations Bushfire Safety Officers to be located in regions and state office, recognising the cultural and ecological importance of Indigenous land and fire management practices and ensuring traditional learnings are embedded into QFES into the future. These officers will engage with rural fire brigades and other QFES staff and volunteers to support increased understanding and application of traditional cultural burning practices, including engagement with custodians of traditional knowledge. The creation of these roles is supported by recommendations from the RCNDA Report.
- Participation by QFES staff and volunteers in several cultural burns with QFES officers learning from Traditional Owners about cultural fire management practices. QFES' engagement with First Nations communities included training with Indigenous fire practitioners
- Continued to develop and evaluate the implementation of a remote area firefighting capability with additional capability being introduced into Central Region, adding to the teams already established in Brisbane and South West Regions. This capability enables appropriately trained and equipped QFES officers to undertake bushfire firefighting activities in locations where access via firefighting vehicles is restricted. The underpinning training course provides specialist firefighters instruction on how to operate in remote environments and includes remote camping, navigation, survival, communication and dry firefighting techniques.



- Continued to educate the community to raise awareness about the services provided by QFES and promote action on improving home and personal safety. Methods of education included attendance at displays, schools, presentations and workshops at local community events. QFES personnel provided information to help residents better prepare for, respond to, and recover from emergency events, to help foster a more resilient community by discussing smoke alarm legislation, home fire safety, bushfire safety and severe weather safety.
- Continued to work with local governments to provide customised community education and engagement resources to assist in targeted emergency preparedness, response, and recovery.
- Amended Emergency Management Levy districts to commence on 1 July 2022 following service enhancement at Charters Towers changing from a five-day to seven-day, day-work station, the appointment of a Station Officer at the Tully auxiliary fire and rescue station and the auxiliary positions against Wallaville being permanently redesignated to best service other areas across QFES. As part of the change process, the department engaged with local Members of Parliament, local governments for the areas, rural fire brigades and other key stakeholders. Information mail outs advising of the changes to the Emergency Management Levy were undertaken for all affected property owners.
- Continued to deliver the FFF program supporting parents and guardians with their efforts to educate children and young people (three to 17 years), who have been involved in at least one concerning fire incident, about fire safety. During the reporting period, 100 FFF cases were received with 23 related to Restorative Justice Conferencing under a working arrangement with the Department of Children, Youth Justice and Multicultural Affairs. At 30 June 2022, 42 FFF enquiries were completed, 35 were active, 20 enquiries were cancelled and three were in the enquiry phase. There were 44 trained FFF practitioners located throughout Queensland who receive ongoing, regular training and support to maintain effective education and engagement skills.
- Continued to deliver the RAAP program with the delivery of 289 program presentations to approximately 24,800 young persons across Queensland in mainstream and non-traditional schooling systems, restorative justice programs, and in partnership with the PCYC and community youth organisations. RAAP is a practical lifesaving road safety awareness program for young drivers facilitated by operational firefighters. As of 30 June 2022, there are 161 trained RAAP presenters located throughout Queensland.
- Worked with Griffith University and key Australian Government stakeholders, to test the SurgeImpact (storm surge) model developed in 2014 with recent data and undertake a comprehensive end-user co-design approach to create a useful interface available to disaster managers across state government and local governments. The project will significantly extend the modelling capability across Queensland. Key agencies and community stakeholders will have access to evolving predictions and forecasts about local impacts from storm surge including the ability to visualise the extent of inundation, identify areas of risk and prioritise action plans.
- Continued to deliver the Safehome program with more than 200 Safehome visits where firefighters visit households to assist in recognising and eliminating fire and safety hazards in and around the home and provide information and tools to support people in increasing home fire and emergency preparedness measures. QFES also collaborated with the Department of Communities, Housing and Digital Economy to provide home fire safety information targeted towards Queensland social housing tenants.
- Continued the partnership with the Department of Agriculture and Fisheries and the Department of Tourism, Innovation and Sport to deliver the Shark Control Program, particularly the SharkSmart Campaign. The primary aim of the Shark Control Program is to protect people swimming and recreating at Queensland beaches from negative encounters with sharks. QFES is a member of the SharkSmart Working Group and SharkSmart Steering Committee and plays a role in linking the program up with key marine rescue organisations whilst also providing community engagement and communications input and support.
- Commenced the review and update of the *Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline* and Support Toolkit suite (the guideline), and the *Queensland State Disaster Management Plan* in consultation with key stakeholders across Queensland's disaster management arrangements. The guideline and state plan are fundamental documents that provide guidance and direction, supporting the implementation of the *Disaster Management Act 2003* and the associated disaster management policy, plans and standards. The review and update of the guideline and plan are expected to be finalised in 2023.

- Representation at the INSARAG Steering Group meeting in Geneva between 7 and 15 May 2022 at the Humanitarian Networks and Partnerships Weeks event. The event included more than 300 sessions organised by 44 networks, which addressed several areas of common interest that contributed to Queensland and Australia's response to disaster and humanitarian events, with a focus on the Asia-Pacific region.
- Provided remote support via DFAT in June 2022, in association with Emergency Management Australia, to the Government of Pakistan in response to a bushfire natural disaster. This is the first time Queensland, under the AUS-1 Disaster Relief Arrangement Taskforce has provided this form of remote geo-strategic support to a foreign country. The support was in the form of a series of strategic and operational level documents that provided insight into Queensland's service delivery capabilities and the internal community safety operations. The remote support operation was successful with positive feedback received from the Government of Pakistan as well as DFAT regarding QFES' assistance and leadership of this operation.
- Donated eight portable pump kits and portable tanks to Tonga, in partnership with DFAT, following an undersea volcanic eruption in Tonga that caused widespread devastation. The pumps were delivered on the HMAS Adelaide II and were used to support washouts and cleaning of homes and businesses. The pumps and hoses can be re-purposed to provide additional firefighting capability to the island nation.
- Established a partnership, in December 2021, between SES and Girl Guides Australia Queensland that supports the development of girls now and into the future. The SES is supporting a badge program with Girl Guides Australia Queensland that provides an opportunity for Girl Guides around the state to learn more about volunteering for the SES. The girls complete a skills education program and undertake age-appropriate tasks relevant to SES volunteers. The badge the girls receive is added to their 'blanket badge' collection.
- Continued to support whole-of-government disaster management data sharing through the QDMA Data Sharing Group on ArcGIS Online. The group allows data across PPRR phases of disaster management to be shared amongst members. At 30 June 2022, there are more than 260 members from local, state and Australian Government bodies as well as non-government organisations, with more than 430 shared datasets. This data helps inform the SDCC Situational Awareness Platform which is made up of eight operational situational awareness web maps and dashboards. Governance for the QDMA Data Sharing Group is continually managed through the QFES Disaster Management Data Coordination Initiative.
- Celebrated the 20<sup>th</sup> anniversary of QCESA in October 2021. This multi-function campus at the Port of Brisbane is home to the School of Fire and Emergency Services Training (the school) and is the base for a variety of the Queensland Ambulance Service's skills training. The school facilitates a range of training capabilities across QFES including recruit firefighter education, developing RFS and SES training products and resources, and virtual and extended reality-based exercises. The Live Fire Campus provides firefighter recruits with realistic fire training in a safe and controlled environment.
- Introduced the Digital Resource Hub to host online learner guides to increase support and accessibility for volunteer trainers and learners.
- Launched aXcelerate in June 2022, an easy-to-use QFES student management system that ensures the department meets its obligations as a Registered Training Organisation (RTO). aXcelerate reduces the administrative overhead for trainers and training administrators and significantly improves the experience of learners by providing a one-stop platform to access, deliver, assess and record training activities. aXcelerate is also accessible outside of the QFES ICT network, enabling and allowing the department's diverse workforce to learn from remote locations and stay engaged and connected.
- Finalised a joint initiative with Queensland Rail for the installation of a three-carriage suburban electric passenger train prop at QCESA—the first installation of a full-size train-on-track in Queensland. This initiative is the culmination of three years planning and collaboration between QFES and Queensland Rail with the installation taking approximately six months to be completed. The train prop was utilised for the first-time during Exercise Goldfish, a major multi-agency exercise conducted in October 2021 to test response and interagency cooperation between emergency services including QPS and Queensland Rail. The exercise utilised the services of approximately 80 defence force personnel who participated as passengers and casualties. The train prop will benefit QFES and other agencies, including Queensland Rail, as a facility to train and test operational response to a variety of train and rail-related incidents, increasing the effectiveness and safety of staff and volunteers.

- Embedded the QFES Methods of Instruction within the department improving the capability and capacity of appointed RTO Trainers. The product has assisted to build the department's regional capability of skills delivery through train the trainer, without the requirement to undertake further training external to the department. QFES Methods of Instruction was awarded in the Commissioner's Awards for Excellence in the Sustainable category.
- Developed a First Aid/CPR course under the QFES RTO which resulted in 150 RFS and SES trainers upskilled. The advanced skills will increase service delivery across the state and minimise the reliance upon external providers for this training.
- Configured and deployed the Disaster Management Portal, a repository where local governments and dam managers can submit Emergency Alerts for testing, emergency action plans for dams and other disaster management related material. This implementation provides a single stable location for QFES, state government agencies and local governments to access and share information.
- Configured and deployed the Pandemic module of the Emergency Management System for hotel quarantine tracking during COVID-19. This module was primarily used by the Pandemic Task Force (QFES and QPS, and later DSDILGP) as a point of truth for the tracking of hotel quarantine information (e.g. hotels used and individuals accommodated). DSDILGP is continuing to utilise the module following the transfer of the coordination of quarantine hotel management to that department on 1 April 2022.
- Developed and deployed an advanced fire behaviour ensemble modelling tool which allows FBANs to describe the probability of a fire impacting a point in the landscape by a given time. This is a capability developed over and above the use of traditional fire behaviour simulators which do not account for uncertainty or probability.
- Updated the SABRE (Simulation Analysis-Based Risk Evaluation) platform integrating updated data practices and permitting the ingestion of new data from the AFDRS. This capability will keep SABRE current for the near future, as further developments are made in AFDRS.

# Royal Commission into National Natural Disaster Arrangements

The Royal Commission into National Natural Disaster Arrangements (RCNDA) was established in February 2020 in response to the extreme bushfire season of 2019–20 which resulted in loss of life, property and wildlife, and environmental destruction.

The Royal Commission’s final report was tabled in the Parliament of Australia on 30 October 2020 following its examination of the coordination, preparedness for, response to and recovery from disasters, improving resilience and adapting to changing climatic conditions and mitigating the impact of natural disasters. The legal framework for commonwealth involvement in responding to natural emergencies was also considered.

The report contains 80 recommendations directed at the commonwealth, state, territory and local governments and a number of other disaster support entities.

The Royal Commission’s final report can be accessed at [www.royalcommission.gov.au](http://www.royalcommission.gov.au)

The Queensland Government’s response to the Royal Commission’s final report was tabled in the Queensland Parliament on 16 July 2021 and is available at [www.disaster.qld.gov.au](http://www.disaster.qld.gov.au). The Queensland Government supports, or supports in-principle, the majority of the Royal Commission’s recommendations.

A Royal Commission Implementation Unit was established within QFES in September 2021 to guide and oversee implementation of the Royal Commission’s recommendations across the Queensland Government. At 30 June 2022, Queensland has delivered 14 of the 69 recommendations directed at state and territory governments—a 20 per cent completion rate.

During the reporting period, the Queensland Government continued to work with the commonwealth and other state and territory governments to progress implementation of recommendations prioritised by the National Federation Reform Council. These priority recommendations relate to:

- the Australian Warning System (AWS) (refer page 51)
- the Australian Fire Danger Rating System (AFDRS) (refer pages 46–47)
- disaster recovery funding arrangements
- a review of the path to expeditiously deliver Public Safety Mobile Broadband
- a reform of fundraising laws
- improvements to natural disaster risk information
- classification, recording and sharing of fuel load data
- national air quality forecasting.

QFES will receive funding of \$10.8 million over four years, commencing 2021–22, and \$1.27 million per annum ongoing to address Queensland’s response to recommendations to enhance hazard and risk management, the fire danger rating system and emergency warning activities to support the natural disaster preparedness capabilities of Queensland communities.

QFES will continue to work with state government agencies, the commonwealth and its local government and non-government agency partners, to deliver Queensland’s response to the Royal Commission’s final report and place Queensland in the best position to prepare for, respond to and recover from natural disasters.

The Queensland Government’s implementation progress reports are available at [www.disaster.qld.gov.au](http://www.disaster.qld.gov.au)

## Disaster management stakeholder capability development

Disaster management training, education and capability development is a key element of QFES' responsibility and commitment to Queensland disaster management stakeholders. Training for disaster management stakeholders is provided in accordance with the Queensland Disaster Management Training Framework (QDMTF). The QDMTF has been designed to meet the requirements of the *Disaster Management Act 2003* (section 16A(c)) to ensure that those with a role in disaster operations are appropriately trained.

QFES delivered a total of 8,980 units of QDMTF training across 2021–22 demonstrating the commitment to ensuring continuity in training delivery to disaster management stakeholders despite the challenges of COVID-19.

COVID-19 restrictions required QFES to continue the availability of virtual, trainer led delivery options. The virtual delivery mode was offered in addition to traditional face-to-face and existing eLearning options. During 2021–22, there was a continued higher reliance on eLearning modules with 34 per cent of all training completions undertaken online by stakeholders through the Disaster Management Learning Management System.

Reflective of their key role in disaster management, 44 per cent of the total training in 2021–22 was delivered to local government stakeholders. Importantly, local governments have continued to engage in the department's trainer led delivery options with only 16 per cent of local government completions undertaken through eLearning.

The Operational Leadership and Crisis Management Masterclass series is a component of the QDMTF and forms a critical element of QFES' capability development program for key disaster management stakeholders. During 2021–22, QFES offered two Masterclass sessions:

- *Leadership in Disaster, Crisis and Adversity Masterclass*: focuses on enhancing disaster manager capability in managing power, teams and change to build and leverage networks and relationships through effective crisis communication and engagement.
- *Disaster Planning in Dynamic Environments Masterclass*: focuses on dynamic planning in an operational disaster management context including strategies to monitor and manage dynamic events to achieve enhanced community outcomes.

QFES presented the two Masterclass sessions face-to-face with 366 participants across 20 sessions conducted in Beenleigh, Brisbane, Bundaberg, Cairns, Gympie, Mackay, Rockhampton, Roma, Toowoomba and Townsville during May and June 2022.

## Bushfire Mitigation

On 15 January 2022, QFES and its partners transitioned to a year-round mitigation program known as Operation Sesbania which replaced Operation Cool Burn (a period of heightened mitigation activity generally held from the beginning of April to the end of August each year).

Bushfire mitigation and preparedness continues to be a shared responsibility between many partners, especially land management agencies and local government. QFES continues to place a critical priority on maintaining and supporting these partnerships.

Operation Sesbania is a year-round mitigation program enabling greater flexibility for land managers and owners to conduct mitigation activities in a changing climate, which is leading to more protracted bushfire seasons and often limiting windows for hazard reduction burning. Operation Sesbania will empower mitigation to be undertaken in an informed, planned and coordinated manner.

A number of factors can influence the undertaking of planned activities. These include the requirement for ideal weather conditions if the activity involves burning an area of land. In 2021, a wetter than average autumn and winter across Queensland meant that in many instances hazard reduction burns were unable to be completed as the vegetation and soil remain too moist to burn.

On 2 May 2022, the Operation Sesbania Dashboard went live. The dashboard is designed as a mitigation, planning and activity management tool to support the prevention and preparation of bushfire safety and the response and recovery phase of operations through real-time situation awareness and hazard identification. The dashboard will synchronise and display one visual platform and provide up-to-date reports. The new Operation Sesbania dashboard is one initiative to support reporting and recording of community education and bushfire mitigation activities.

Operation Sesbania will run for the duration of Program Grass Tree or until advised otherwise. Program Grass Tree is a three-year bushfire mitigation program focused on creating a workable balance between establishing and sustaining a safe living environment for Queensland communities.

## Marine rescue implementation

In 2020–21, QFES commenced work to establish an integrated and legislated marine rescue service in Queensland, in line with a 2020 Government Commitment, that will provide Marine Search and Rescue capability in support of the QPS and the Queensland boating community.

With more than 4,000 activations by Australian Volunteer Coast Guard Association (AVCGA) and Volunteer Marine Rescue Association Queensland (VMRAQ) occurring in a financial year, together with an increase in boat ownership and participation in recreational aquatic activities across Queensland, the demand on public safety services supports an ongoing investment by QFES in sustainability of marine rescue services and supporting proactive reform by the sector.

During the reporting period, QFES continued to engage with key stakeholders through the Marine Rescue Implementation Program (MRIP) to identify an implementation pathway for the service, including the development of a Concept of Operations.

In addition, work with respect to capability, engagement, operational and governance for the service progressed through the Marine Rescue Implementation Working Group (MRIWG).

On 31 May 2022, the Minister for Police and Corrective Services and Minister for Fire and Emergency Services announced that the new service would be known as Marine Rescue Queensland (MRQ).

During the reporting period:

- Twenty-five VMRAQ squadrons and 20 AVCGA flotillas applied and utilised the Direct Unit Support Grants to enhance support to the frontline, including the purchase of vital equipment to enhance search and rescue capability. This Direct Unit Support Grants program provided additional funding of up to \$10,000 for each of Queensland's VMRAQ squadrons and AVCGA flotillas.
- QFES progressed the vessel replacement program, resulting in tangible outcomes including the first vessel build initiated in May 2022, which when complete in 2022–23 will be delivered to Thursday Island. Branding and livery elements, including the logo for MRQ, have advanced with stakeholder engagement and consultation planned in 2022–23.
- The MRIWG met on six occasions providing key insights and advice to the MRIP.
- Six sub-working groups and one reference group were established to ensure volunteers, kindred emergency service agencies and the boating public are represented in the establishment of the new service. These stakeholder groups provide strategic direction and sector expertise, across the 14 projects within the program, including fleet, training, systems and capability, volunteerism, finance, legislation, policy and marketing.
- The Resource to Risk project for VMRAQ was completed. This project implemented a standard approach to risk evaluation across existing service capability and assessing future capability needs for each squadron across Queensland. The outputs of this assessment will act as a guideline for assessing future squadron needs, prioritising investment and developing capability. Assessments were completed through direct engagement with frontline marine rescue volunteers providing supporting information.
- A review was conducted of the current state and composition of available development and training for marine rescue volunteers, synthesising the information into options analysis for consideration for the new service.
- Development of components of the operating model and supporting procedures for the new service continued in consultation with volunteers.

The department also continued to provide support to the AVCGA and VMRAQ through Service Agreements that have been in effect since the 1990s (refer pages 62–63 for further information).

QFES acknowledges the support provided by QPS, Maritime Safety Queensland, the Queensland Ambulance Service, VMRAQ, the Queensland Recreational Boating Council and independent sector volunteers for their participation and commitment to the work program of advisory groups for the establishment of the new service.

The work ahead will continue to focus on the proposed establishment of MRQ to enhance services to the boating public and communities of Queensland.

## Commissioner's visits

During the reporting period, Commissioner Greg Leach continued visiting regions and state directorates, taking time to speak with many staff and volunteers across all services. The Commissioner's visits provide the opportunity to share his vision for QFES from a service delivery and workforce experience perspective, as well as learn about the local challenges and initiatives occurring across the state. The visits also enable opportunities to meet with key QFES stakeholders, such as local governments and other volunteer-based organisations; as well as provide an opportunity to see the different facilities, equipment and capabilities.

The Commissioner's visits include question and answer (Q&A) sessions, with a live streamed Q&A session trialled in Central Region. The Q&A sessions provide the Commissioner with the opportunity to discuss concerns directly with staff and volunteers in a relaxed environment, with some of the most important conversations taking place over a cup of tea or barbeque. While in the regions, Commissioner Leach also acknowledged some of our hardworking staff and volunteers through the presentation of various medals and Australia Day Award certificates.

The sheer size and diversity of Queensland means the many smaller communities that make up our regions have a need for specific solutions to solve local problems. Being on the ground to listen to the experiences of our people—to discover what motivates them and where they need help—builds trust within our organisation and drives actions to continuously improve our services to communities.

The visits, coupled with the annual WfQ and VfQ surveys, help guide QFES' organisational direction. Significant outcomes from Commissioner visits have included an overhaul of the volunteer onboarding program where a working group was mobilised to complete a '100-day sprint' with the aim to make the process more efficient, consistent and reliable. The Commissioner also established the Gender Equity Advisory Group with the aim of improving the inclusion and representation of women and others within both the paid and volunteer workforce in QFES.

QFES is fortunate to be made up of paid staff and volunteers who are dedicated to serving their local communities. Commissioner Leach says, "One thing that stands out for me each time I visit our people on the ground is their collective commitment to delivering for Queenslanders and their pride in being able to serve."

The Commissioner says the questions and suggestions gathered during the visits help inform decision-making. "As an organisation we do a lot of great work, but there are always things we could be doing better. By engaging directly with the workforce, it helps to identify themes and areas for improvement to ensure we provide a service that is fit for the community."

These valuable visits are scheduled to continue throughout 2022–23, allowing the Commissioner the opportunity to visit all regions, state service directorates and meet more of the workforce.



## 2025 Objective

### 3. Communities are connected and capable in the face of fires, emergencies and disasters.

#### 2021–2025 Strategic initiative

- » Use place-based, decentralised service delivery to inform, empower and support our communities, people and partners before, during and after fires, emergencies and disasters.

At the heart of our understanding of the impacts of emergencies and disasters on communities is an appreciation of the hazards communities face (how big and how often), what vital aspects of communities are exposed (including people, buildings and infrastructure) and vulnerability (how each exposed element responds to particular hazards). The richest understanding of these factors is created by working with community and our service delivery partners. Throughout 2021–22, QFES has striven to build up and build on extant capabilities across individuals, households, whole communities, and through our partners that operate within and across those communities. We have collaborated and cooperated with partners and communities to enhance disaster management arrangements that are effective and that work for those communities, exploring the strengths that can be levered off and weaknesses that can be lessened.

#### PCYC Queensland Emergency Services Cadets

QFES continued to support the Emergency Services Cadets Program (ESCP) aimed at building community resilience through the fostering of the next generation of emergency services personnel. As of 30 June 2022, the program has 458 young Queenslanders (aged 12 to 17 years) supported by 176 adult leaders and 102 active emergency services personnel in 24 cadet units.

During the reporting period:

- Three new cadet units were established in Emerald, Beaudesert and Woodford and one unit at Tara ceased operations.
  - Twenty cadets are undertaking the Certificate II in Public Safety (State Emergency Service) via a combination of online, virtual interactive and face-to-face learning experiences over 12 months.
  - The Brisbane Cadet Games were held in June 2022 with approximately 200 future emergency responders taking part. This is the largest games event ever held. The event included a QFES helicopter landing providing an opportunity for cadets to interact with the aircraft and personnel.
  - The annual Adult Leader Conference was held over two-days in Brisbane in November 2021. More than 40 volunteer adult leaders from across Queensland attended the conference which provided the opportunity to engage in peer-to-peer learning, interact with mentors, network, attend skill development workshops and celebrate their contribution and achievements.
- Seven teams of Emergency Services Cadets from across South-East Queensland came together at Cedar Creek Wolffdene Rural Fire Station to test their skills in The Rescue Games in November 2021. Teams competed in a range of life-like scenarios including burn-over technique, winching and turfing, and casualty handling, with 40 RFS and SES volunteers on hand to provide coaching and judging.
  - A total of 25 young people from the ESCP, RFS and SLSQ attended ESCape Week in October 2021 for a week-long adventure designed to be a ‘week in the life of an Emergency Services worker’. Cadets attended a different emergency service every day and gained once in a lifetime experiences and skills.
  - The Townsville Cadet Games were held in July 2021. Cadets competed from many different services including the RFS, ESCP, Australian Army, Australian Air Force, Military Cadets and SLSQ. The first all-female Emergency Services Cadets team joined the event from Thursday Island to participate in the games, with the RFS cadets celebrating their first ever victory.

A three-year Service Agreement between QFES and PCYC Queensland for the period 1 July 2021 to 30 June 2024 remains in place to continue delivery of the ESCP. Funding totalling in excess of \$2 million for the term of the agreement is the largest single investment in the program since its establishment in 2014 (refer pages 62–63). For 2021–22, a total of \$685,409 (including GST) was provided to PCYC under the agreement.

## Community Insights Survey

The Community Insights Survey undertaken annually with Queensland households explores a range of emergency and disaster events, preparedness activities and service expectations of QFES. In October 2021, more than 2,000 Queenslanders were surveyed across seven regions of Queensland.

The survey helps the department develop community education strategies including smoke alarm testing and legislation awareness, risk awareness and communication preferences.

Key results from the survey include:

- Storms (77 per cent), heatwaves (66 per cent) and pandemics (59 per cent) are perceived as the highest risk events (slightly or very likely). These are also the events that people feel the most prepared for.
- Six per cent of respondents had experienced a local emergency or disaster event in the past year, down from 2019 (nine per cent), with over half of these people feeling prepared for these events (65 per cent).
- Less than a third of Queenslanders have a home escape plan (31 per cent) or have prepared an emergency kit (29 per cent)—fewer than in 2019.
- While 98 per cent of Queenslanders have smoke alarms installed (consistent with the five-year average), only 76 per cent of these have been tested or maintained in the past 12 months—this is significantly fewer than previous years.
  - In relation to the interconnected smoke alarm legislation that commenced on 1 January 2017 and mandates that all Queensland domestic dwellings have interconnected photoelectric smoke alarms installed in each bedroom, in hallways connecting bedrooms and in the exit pathway on every level of the dwelling, over a staged period:
    - a third (33 per cent) of Queenslanders have interconnected smoke alarms installed—an increase from previous years
    - fifty-nine per cent of those who do not have interconnected smoke alarms installed say they are likely to install them in the next 12 months—also an increase from previous years.

- Queenslanders prefer that QFES be available to respond to events (68 per cent) as compared to providing individuals the skills to improve self-reliance (32 per cent)—this gap has widened since 2019.
- When looking at allocation of resources, Queenslanders would like to move towards a more flexible service (59 per cent) compared to a permanent presence in their local community (41 per cent)—this gap has decreased since 2019.
- Those respondents who received a QFES service in the last year (39 per cent) indicated they were overall satisfied with the service provided (71 per cent overall satisfaction score).

For further information refer to [www.data.qld.gov.au](http://www.data.qld.gov.au)

## Service Agreements

QFES supports other volunteer groups that provide emergency response to Queenslanders through Service Agreements including:

- The provision of \$30 million (GST exclusive) over four years through a Service Agreement with SLSQ commencing 2020–21 under a 2020 Government Commitment. A further Service Agreement was entered into with SLSQ for the period 1 July 2021 to 30 June 2024, aligned to the 2020 Government Commitment. Funding supports the operations of 57 surf lifesaving clubs, six branches and the state headquarters for the provision of beach safety services, white water safety programs and community education, and the SLSQ helicopter and RPAS (drones) capabilities.
- The provision of \$459,601 in 2021–22 as a part of RLSSQ Service Agreement 2019–2022 to support the operations of the Ithaca-Caloundra, Neptune (Palm Beach) and Airlie Beach clubs and the delivery of swim and survive programs, water safety programs and aquatic risk management. Support for RLSSQ will continue through funding of \$930,139 under a renewed Service Agreement for the period 1 July 2022 to 30 June 2024.
- A three-year Service Agreement is in place between QFES and PCYC Queensland for the period 1 July 2021 to 30 June 2024 to continue delivery of the ESCP (refer to page 61 for further information).

- Marine Rescue Service Agreements with AVCGA and VMRAQ totalled \$4.33 million in 2021–22 (including Direct Relief Support Grants) directly supporting over 3,000 volunteers from 47 units (21 flotillas from AVCGA and 26 squadrons from VMRAQ) to conduct over 4,000 activations, serving the Queensland boating public across 11,000 kilometres of coastline and ocean waters. QFES remains committed to supporting the provision of frontline marine rescue services and volunteers of AVCGA and VMRAQ under Service Agreements in 2022–23 (refer to page 59 for further information).
- Continued to Chair the Smoke Alarm Implementation Interdepartmental Committee and maintain oversight of the phased implementation of the domestic smoke alarm requirements contained in the *Fire and Emergency Services Act 1990*, which will make Queensland households the safest in Australia.
- Continued to promote the smoke alarm legislative changes introduced on 1 January 2017 that require dwellings to have interconnected, photoelectric smoke alarms installed in a phased implementation process, with all homes to comply by 1 January 2027. Activities included a targeted community education advertising campaign that focused on the second implementation phase of Queensland’s domestic smoke alarm legislation, requiring dwellings being tenanted or sold from 1 January 2022 to upgrade to the new requirements.
- Continued development of the department’s lessons management process. The lessons management process was connected to the department’s defined capabilities to enable insights gathered to be aligned to responsible capability owners for necessary consideration. Event debriefs were also conducted across QFES as necessary with support provided to disaster management stakeholders to conduct debriefs.

In addition, QFES has a Service Agreement with the Retired Firefighters Association of Queensland Inc (RFAQ), a non-profit association that provides wellbeing and related services to retired firefighters. The department provides an in-kind contribution to the RFAQ which supports the publication of its quarterly magazine *The Afterburners*. The RFAQ and QFES partnership provides retired QFES staff an avenue for social connectedness after their career with QFES.

### **Other key achievements include:**

- Continued to implement recommendations from the *K’gari (Fraser Island) Bushfire Review Report 1: 2020–21*. The review undertaken by the IGEM and finalised in March 2021 focused on the effectiveness of preparedness and response to the K’gari bushfire event. Of the 38 recommendations provided to the Queensland Government for implementation, QFES has been engaged in the delivery of 20 recommendations either as a lead or co-lead in implementation.

# Governance

## Executive management

### Board of Management profiles

#### **Greg Leach**

AFSM MBA MEmergMgt MIFireE GAICD

#### **Commissioner**

The Commissioner is responsible for leading and managing the efficient and effective functioning of the 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 35 years' experience in the emergency services, Greg is a highly regarded emergency services executive with both country and metropolitan fire and ambulance services.

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

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

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

As Commissioner, Greg is the Chair of the QFES BoM (refer Board and committees on pages 68–71).

The Commissioner represents the department at local, community, state, national and international forums including as a member of the Australia-New Zealand Emergency Management Committee and member of the AFAC Board. The Commissioner also represents Queensland at the AFAC Commissioners and Chief Officers Strategic Committee and the AFAC National Council.

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.

Greg was awarded the Australian Fire Service Medal (AFSM) in June 2022 in recognition of his leadership and distinguished service across both Queensland and Victoria.

## Mike Wassing

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

### Deputy Commissioner, Readiness and Response Services

The Deputy Commissioner, Readiness and Response Services is responsible for providing strategic leadership and coordination of regional disaster management functions and regional operations for the FRS, RFS and SES across the state's seven regions.

Mike Wassing commenced in the role of Deputy Commissioner, Readiness and Response Services on 7 March 2022 from the former Emergency Management, Volunteerism and Community Resilience Deputy Commissioner role.

Mike is Chair of the QFES People Committee and a member of the ARCC (refer Board and committees on pages 68–71).

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

Mike has served in emergency services in both Queensland and Victoria for more than 30 years and has extensive experience leading the management and coordination of PPRR for all hazards, as well as strategic control and coordination for major emergencies.

Mike's career with QFES began on 21 September 2015 as Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience where he was responsible for the accountabilities of EMCC, RFS and SES, including support to approximately 34,500 volunteers. Mike has strengthened climate adaptation and transition arrangements across the department by leading the development of climate action plans including the *QFES Climate Action Plan 2022–26*, was instrumental in driving *Strategy 2030* and the Volunteerism Strategy and has championed many initiatives in the workplace to positively change organisational culture. His most notable achievement has been increasing women's equality within the workplace by providing support, coaching and mentoring to many officers to guide their progression.

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 a participant in the Executive Fellows Program of Australia and New Zealand School of Government in 2017 and is a graduate of the Australian Institute of Company Directors and a graduate member of the Institution of Fire Engineers.

Mike was awarded the National Emergency Medal for the 2009 Black Saturday fires in Victoria, Tropical Cyclone Debbie in 2017 and the 2019 North Queensland monsoon event. In 2019, he was awarded the AFSM for consistently demonstrating exceptional leadership to enhance volunteerism in emergency services and driving organisational change.

*Mark Roche was Deputy Commissioner and a member of the BoM from 24 August 2015 until 4 March 2022, when he commenced pre-retirement leave.*

## **Stephen Smith**

AFSM EMPA MLshipMgt GAICD

### **Deputy Commissioner, Capability and State Services (Acting)**

The Deputy Commissioner, Capability and State Services is responsible for the EMCC, FRS, RFS and SES directorates within the department, including supporting approximately 34,500 volunteers.

The Deputy Commissioner is responsible for providing overall strategic leadership and coordination for the development and maintenance of state capability, strategy and policy for the service streams of QFES. The Deputy Commissioner has oversight of disaster and emergency management including the QERMF, operational response and emergency management planning before and after disasters, volunteerism, and strengthening community partnerships to build safe, healthy, confident and connected communities across Queensland.

Stephen Smith commenced as Acting Deputy Commissioner on 7 March 2022.

Stephen began his career in 1994 progressing through to the rank of Assistant Commissioner in late 2015 and has served in various regional and state roles in a variety of specialist areas. Stephen has extensive knowledge, skills and experience in emergency and crisis management, both domestically and internationally, with a particular interest in leadership and capability development.

As Acting Deputy Commissioner, Stephen is Chair of the Capability and Service Delivery Committee and a member of the Strategy and Budget Committee (refer Board and committees on pages 68–71).

Stephen was awarded the AFSM in 2011 for distinguished service and success in technical rescue with outstanding commitment and drive in improving the profile and capability of the Queensland USAR Taskforce. Stephen has completed an Executive Masters of Public Administration, a Masters of Leadership and Management, and is a graduate of the Australian Institute of Company Directors. His current area of particular interest is organisational level change, leadership influence, and the human factors that influence organisational behaviour.

*The former Emergency Management, Volunteerism and Community Resilience Directorate was renamed Capability and State Services in March 2022 (refer page 5).*

*Mike Wassing was the Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience from 21 September 2015 until he commenced in the role of Deputy Commissioner, Readiness and Response Services on 7 March 2022.*

## **Adam Stevenson**

Bec, EMPA

### **Deputy Commissioner, Strategy and Corporate Services (Acting)**

The Deputy Commissioner, Strategy and Corporate Services 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 directorates of Finance, Procurement and Levy; Strategy and Assurance; Asset Services; Information and Technology; and QFES People, and works closely with the public safety agencies including the Office of the IGEM and QPS.

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 Strategy and Budget Committee (refer Board and committees on pages 68–71).

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

## **Jennifer Robertson**

LLB GradCertBus FAICD FGIA

### **Independent member**

Ms Jennifer Robertson was appointed to the BoM in December 2018 and is QFES' first independent member.

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 for more than 17 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 sits on the Board of Queensland Independent Schools Block Grant Authority (and chairs its Audit and Compliance Committee), the Australian Centre for Philanthropy and Nonprofit Studies Advisory Board, and the Sunny Street Advisory Board. Her previous roles have included the first non-pilot director on the Board of Brisbane Marine Pilots in its 31-year history, Chair of the Defence Reserves Support Council Queensland and Deputy Chair of the Queensland Building and Construction Commission.

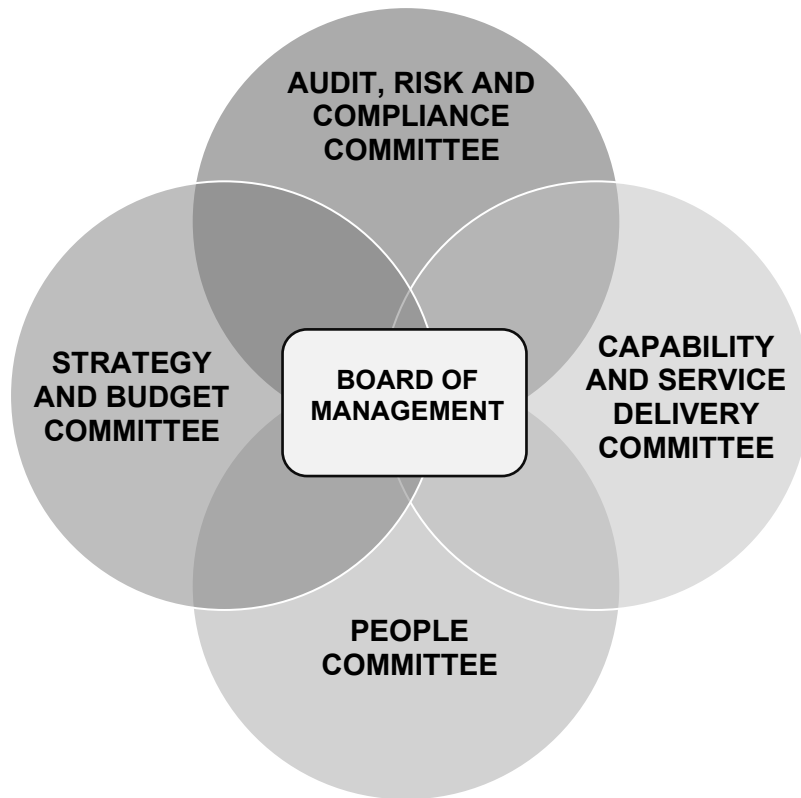
Jennifer has a Bachelor of Laws and Graduate Certificate in Business from the Queensland University of Technology. She is a Fellow of the Australian Institute of Company Directors and the Governance Institute of Australia. Jennifer also holds a Certificate in Foundations of Neuroscience with Distinction 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 2022 is as follows:



The department's 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 the department.

During the reporting period, the Strategy and Budget and Capability and Service Delivery Committees underwent continuous improvement processes. The identified areas for improvement focus on the committees assisting the BoM to achieve the strategic plan objectives.

The governance committee structure is underpinned by the executive leadership influence, the capability and investment framework, strategic and organisational 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 and purpose, and direction setting to ensure compliance and to improve performance. The Board provides direction and guidance along with oversight of the department's governance committees.

**Membership**

- Greg Leach, Commissioner (Chair)
- Mike Wassing, Deputy Commissioner, Readiness and Response Services
- Stephen Smith, Deputy Commissioner, Capability and State Services (Acting)
- Adam Stevenson, Deputy Commissioner, Strategy and Corporate Services (Acting)
- Jennifer Robertson, independent member.

*Mark Roche, as the Deputy Commissioner, Readiness and Response Services, was a BoM member until 4 March 2022.*

*Mike Wassing, former Deputy Commissioner, Emergency Management, Volunteerism and Community Resilience, commenced in the role of Deputy Commissioner, Readiness and Response Services on 7 March 2022.*

**Remuneration** The independent member earned \$18,150 (including GST) in remuneration for BoM member services provided in 2021–22.

**Meetings** The BoM meets every six weeks with additional meetings convened as required. During 2021–22, the BoM met on seven occasions, excluding out-of-session meetings and workshops.

## Audit, Risk and Compliance Committee

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

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

**Membership**

- Sue Ryan, independent Chair
- Glenn Poole, independent member
- Mike Wassing, Deputy Commissioner, Readiness and Response Services
- John Bolger, Assistant Commissioner, RFS
- David Hermann, Assistant Commissioner, South Western Region.

*Adam Stevenson, Deputy Commissioner, Strategy and Corporate Services (Acting) was a member for the period 1 July 2017 to 27 August 2021.*

## Audit, Risk and Compliance Committee (cont'd)

**Remuneration** The independent Chair earned \$11,586 (including GST) in remuneration for services provided in 2021–22 and the independent member earned \$5,250 (including GST).

**Meetings** In 2021–22, the committee met on five occasions with an additional meeting in August 2021 regarding the 2020–21 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.

**Key achievements** In 2021–22, the committee's key achievements include:

- overseeing the internal audit program including endorsing and monitoring delivery of the internal audit plan and reviewing the findings and recommendations of internal audits and assessing the adequacy of QFES' management response
- monitoring the external audit plan (Queensland Audit Office (QAO)) including oversight of the findings and recommendations
- overseeing the implementation of agreed recommendations from internal and external audit activities with a continued focus on the implementation of overdue and ageing recommendations
- overseeing the implementation of recommendations made by regulatory authorities such as the Crime and Corruption Commission, Coroner and the Office of the IGEM
- overseeing the transition to QFES and implementation of relevant PSBA audit recommendations (following the disestablishment of PSBA)
- monitoring the delivery of projects identified as at-risk
- monitoring the effective control of QFES' financial performance and financial position
- reviewing and endorsing the 2020–21 Financial Statements and Chief Finance Officer Assurance Statement and providing recommendations to improve clarity and transparency
- noting and monitoring the 2021–22 Financial Statements project plan and preparation
- noting current and future accounting standard changes, impacts and disclosure enhancements relating to Queensland Treasury's *Financial Reporting Requirements for Queensland Government Agencies*
- monitoring and reviewing accounting matters
- undertaking a program of deep dives into enterprise risks including Climate Change; Culture and Cohesion; and Workforce Capability and Capacity
- reviewing and endorsing the QFES 2020–21 ISMS attestation for Commissioner approval (Information security policy IS18:2018: Policy Requirement 5)
- overseeing key areas of compliance such as business continuity management and risk management and providing recommendations to ensure departmental officers are aware of their responsibilities under relevant legislation and providing the Commissioner 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 department's 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 department. 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* (Code of Conduct) 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 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 and organisational plans, personal achievement and development plans, policy instruments and procedures.

The QFES Gateway (staff intranet) contains information about the Code of Conduct, 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 including the Queensland Audit Office (QAO).

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.

QAO reports are accessible at: [www.qao.qld.gov.au](http://www.qao.qld.gov.au)

During 2021–22, the QAO tabled the following report in Parliament relevant to QFES:

### **State entities 2021 Report 14: 2021–22**

The Auditor-General is responsible for providing Parliament with an independent assurance of the financial management of public sector entities by auditing their 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.

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

## 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. QFES' Risk Management Framework is reviewed every two years. The framework outlines the department's requirements and approach to managing risk to position QFES to achieve better outcomes for its staff, volunteers, partners and the community and to ensure the sustainability of the department.

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.

QFES has an established Risk Management System (Risk App) to manage enterprise, operational and project risks.

In 2021–22, QFES further enhanced its risk maturity by:

- Undertaking a review of the QFES enterprise risks. The review included a workshop with the ELT in May 2022 to test the validity of the department's enterprise risks against the current and emerging environment and identify opportunities to close off, merge or add new risks.
- Enhancing quarterly risk reporting providing oversight of the enterprise risks including a risk analysis. The quarterly risk report and targeted enterprise risk deep dives are provided to ARCC to ensure effective and independent risk oversight for the Commissioner and BoM.
- Reviewing the Risk Appetite Statements in parallel with the Risk Management Framework which will provide guidance to staff and volunteers on the amount and type of risk QFES is willing to take in order to achieve its objectives. It is expected the Risk Management Framework and Risk Appetite Statements will be considered by the ARCC and BoM by 30 September 2022.
- Developing tools and templates to assist staff including risk owners to undertake a risk analysis and prepare risk deep dives for presentation to appropriate QFES governance committees.
- Developing fact sheets on Evaluating Risk Ratings and Risk Information Summary. The fact sheets are available on the QFES Gateway.
- Facilitating risk identification workshops across QFES regions and directorates.
- Developing the QFES Governance Committees Accountability Mapping which outlines the linkages between the enterprise risks and the oversight function of the relevant governance committees.
- Progressing implementation of the risk-related recommendation from the Fraud Management Post COVID-19 Internal Audit.

## Internal Audit

The QFES internal audit function is provided by the QPS Internal Audit Unit under a portfolio service delivery model.

Following ARCC consideration and approval by the Commissioner, it is expected that commencing 1 January 2023, the internal audit services will transfer to QFES with the establishment of an internal audit function within the department.

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 Portfolio Annual Internal Audit Plan 2021–22 and Strategic Internal Audit Plan 2022–25* was endorsed by the QFES ARCC and approved by the Commissioner, QFES on 8 July 2021.

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 2021–22 include:

- finalisation of internal audit reports from the 2020–21 annual audit plan including:
  - Payroll—an assessment of QFES’ payroll environment including the design and operating effectiveness of key payroll processes and internal controls
  - Work Health and Safety Stress Management—an assessment of the design, implementation and operating effectiveness of workplace stress management, including to what extent the department’s approach is preventative and proactive
  - Fraud Management Post COVID-19—an assessment of the appropriateness of the Fraud

and Corruption Control Work Program to achieve the objectives of the Fraud and Corruption Control Plan, including whether it is fit-for-purpose and whether it sets out the relevant controls and processes required to prevent and detect fraudulent activities post the onset of COVID-19

- Firefighters Compensation Scheme—assessed the design and operating effectiveness of processes around proactively capturing knowledge, trends and practices to minimise the risks of latent disease
  - AVCGA and VMRAQ Financial Governance and Compliance—assessed the financial governance and compliance of QFES funding arrangements for AVCGA and VMRAQ under the Volunteer Marine Rescue Support Package program
  - Executive Level Whaling Cyber Awareness Assessment—an assessment of the susceptibility and awareness of the department’s senior executives to attack vectors such as whaling
  - Public Safety Agency Cyber Non-Core Systems—an assessment, at a high level, of the cyber security risk exposure associated with the non-core systems and the degree of visibility that the public safety agencies have into the use of these systems and associated risks.
- progressed delivery of the annual internal audit plan 2021–22 including:
- a business continuity management review focusing on lessons learnt from COVID-19 (final report)
  - an assessment of the approach taken by QFES to maintain the financial sustainability of the department by reviewing the existing governance systems that support management in prioritising and managing investments (final report)
  - an assessment of the approach undertaken by QFES to prioritise its workload and strategic decision-making to define priorities and allocate resources at the committee level (final report)
  - an assessment of QFES’ approach to ICT governance and delivery and the adequacy and effectiveness of this across the teams involved in the delivery of these services (final report)
  - assessing whether the training practices operating within QFES are suitable to meet the needs and capability requirements of the department now and into the future (final report).

The following activities will continue into 2022–23 with final reports expected to be issued by 31 October 2022:

- design of methods for QFES to carry out payroll spot checks to capture exceptions for further investigation and management action
- an assessment of the department’s ISMS.

## Information systems and recordkeeping

Following the disestablishment of PSBA effective 1 July 2021, the QPS Information Management Unit operates and manages information and recordkeeping systems to support a number of specific recordkeeping functions in the public safety agencies including QFES. This unit also provides strategic recordkeeping advice to QFES.

The QPS Information Management Unit records management team provided advice and assistance to QFES during the reporting period resulting in improved efficiencies including:

- provided advice on recordkeeping and training in the use of the RecFind records management system, ensuring new users were made aware of, and understood, their broader recordkeeping responsibilities
- collaborated with the QFES Information Management Unit to identify opportunities to leverage off the Microsoft SharePoint Online functionality to support more efficient and effective approaches to managing digital records, including content (original physical) that has been digitised in accordance with policies and procedures set out within the whole-of-government recordkeeping governance framework
- provided advice to client areas regarding the use of Microsoft Office software and other frontline business applications and systems, to deliver business efficiencies and enhance compliance with recordkeeping governance principles

- completed 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). Consolidating all archived content to a single provider, applying updated retention periods and expanding item descriptions in line with contemporary standards enabling complex search requests to be undertaken within shorter timeframes delivering efficiencies to client areas
- provided strategic advice and guidance with respect to realigning and updating localised information and recordkeeping practices for corporate functions reintegrated to QFES as part of the disestablishment of PSBA
- created more than 1,700 hardcopy files and more than 850 new archive boxes registered on RecFind for QFES business units
- commenced a review to re-align the structure of the Fire and Emergency Services Retention and Disposal Schedule in line with the whole-of-government standardised format, including aggregation of multiple record classes to fewer categories, simplifying use of this resource for end users and identifying opportunities to align functional activities in QFES and QPS disposal schedules. The updated schedule will be submitted to Queensland State Archives for approval in 2022–23.

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.

There were no known breaches of Information Security with respect to records managed within RecFind during the reporting period.

No transfers of public records to Queensland State Archives occurred during the reporting period.

# Human resources

## Strategic workforce planning and performance

### Workforce profile data

	FTE
Total FTE for QFES	3,665.68

Notes:

1. The FTE (full-time equivalent) figure is calculated using the MOHRI (Minimum Obligatory Human Resource Information) aligned methodology.
2. MOHRI FTE data is as at fortnight ending 17 June 2022.
3. Due to the on-call nature of auxiliary firefighters they are represented as 0.1 of an FTE.

The increase of 256.71 FTE staff from 30 June 2021 (3,408.97) to 17 June 2022 was predominantly as a result of the 2020 Government Commitment to recruit additional paid firefighter positions to strengthen Queensland's frontline emergency response for fire and emergency services. The FTE transferred to QFES following the disestablishment of the PSBA also attributed to the FTE variation.

### Target group data

Workforce profile data	Number (headcount)	Percentage of total workforce unless otherwise indicated
<b>Gender</b>		
Woman	1,084	19.89
Man	4,363	80.07
Non-binary	<5	<5
<b>Diversity groups</b>		
Women	1,084	19.89
Women in leadership roles	12	17.9 <i>Percentage of the total leadership cohort</i>
Aboriginal peoples and Torres Strait Islander peoples	125	2.29
People with disability	79	1.45
CALD – Born overseas in mainly English-speaking country	57	1.05
CALD – Born overseas in mainly non-English speaking country	12	0.22
CALD – Speak a language at home other than English including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages	154	2.83

Notes:

1. Data is as at fortnight ending 17 June 2022 as per MOHRI reporting.
2. Percentage of total workforce and percentage of the leadership cohort is calculated on active paid headcount.
3. CALD—Culturally and Linguistically Diverse.
4. Women in leadership roles are considered those positions that are Senior Officer and equivalent and above. For QFES this includes Chief Executive Officer, Senior Executive Service, Senior Officer, Section 122 *Public Service Act 2008* Senior Executive Service/Senior Officer equivalent, and Chief Superintendent (FSCSI) classifications.



## Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QFES staff during 2021–22.

## Strategic Workforce Planning Framework

The first *QFES Strategic Workforce Plan 2021–2024* was approved by BoM on 27 August 2021. The plan supports the Queensland Government's *10-year human capital outlook*, the department's strategic plan and *Strategy 2030*. The plan details the department's:

- workforce future outlook
- workforce profile
- values
- workforce environment
- strategic workforce activities.

The department also developed a Strategic Workforce Planning Framework that was approved by BoM in December 2021, inspired by the Public Service Commission's framework, to match its service delivery with organisational strategy. The framework outlines a number of steps, objectives and activities to improve planning, increase collaboration, better understand workforce reporting and invest in human resource data and analytics from a strategic workforce approach.

The strategic workforce plan will be subject to an annual review, with the next iteration occurring in 2022–23. The review will reflect the changing workforce environment and its impact on QFES' strategic workforce demands and opportunities.

## QFES resourcing

The QFES Establishment, Resource and Vacancy Management Committee (the committee) continues to provide enhanced governance of vacancy and position management for the department's resource allocations to meet whole-of-government requirements. The committee ensures there is a strategic and evidence-based view across the department, so that resources are directed to priority areas. The committee processes are reviewed on an ongoing basis to ensure enhanced alignment with the Strategy and Budget Committee, with the committee providing the resourcing requirements to implement the Strategy and Budget Committee's 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](http://www.qfes.qld.gov.au)

## Employee performance management framework

Personal achievement and development plans 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. Electronic personal achievement and development plans are available to staff utilising the Performance and Goals module in the Nexus platform.

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.

QFES is continuing work to recognise its members who have responded to natural disasters and weather events.

## 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.

In compliance with IR Act provisions, 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 six unions, who are registered industrial organisations under the IR Act, representing the various employment streams within QFES are:

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

Generally, agency 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 heard in the Queensland Industrial Relations Commission may be accessed for other matters.

If internal resolution cannot be achieved, disputes can be referred to the Queensland Industrial Relations Commission for conciliation and if necessary, arbitration.

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 development and implementation of the foundation programs that underpin the QFES Leadership Framework continued during the reporting period with Leading-Self fully implemented and the first Leading-Others pilot program completed in June 2022. The third of the four foundation programs Leading-Leaders is under development with a stakeholder workshop held in April 2022 informing the content and delivery methodology.

The framework and foundation programs align to the themes of the revised Queensland Government *3-year Human Capital Strategic Roadmap 2022*. Through the utilisation of internal resources and existing whole-of-government programs, such as those provided by the Public Service Commission through the Queensland University of Technology and the Australia and New Zealand School of Government, current and emerging leaders have access to leading practice content and concepts.

The Workforce Development Unit was awarded under the Commissioner's Awards for Excellence – Intelligence – Highly Commended – for the development of the Leadership Framework and for providing a unique aspect on leadership designed to help individuals adapt to the challenges faced by the department in a fast-paced, changing environment.

## Health, safety and wellbeing

The department continues to treat the health, safety and wellbeing of its workforce as a high priority with this commitment articulated in the *QFES Health, Safety and Wellbeing Plan 2021–2024* and department's strategic plan which aligns with *Strategy 2030*.

The department has dedicated resources (state based and in each QFES region) to support the health, safety and wellbeing of its workforce 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 WHS and wellbeing issues or concerns.

Achievements during the reporting period include:

- The ongoing response to the COVID-19 pandemic, including:
  - working with internal and external stakeholders to ensure prompt communication and implementation of advice issued by Queensland Health
  - undertaking risk assessments on high-risk areas requirements for COVID-19 vaccination and Rapid Antigen Testing (e.g. border control, airport duties, COVID-19 testing clinics and quarantine hotels)
  - continuing to implement measures to support the physical and mental health of the QFES workforce during a dynamic and rapidly changing period of time
  - reviewing and providing advice on COVID-Safe Plans for QFES led events and training courses.
- Access to and communication of vaccination programs related to influenza and COVID-19 for staff and volunteers and hepatitis B for relevant staff.
- Undertaking a consultation process with staff, volunteers, unions and associations, and considered expert advice from stakeholders and relevant authorities regarding mandatory COVID-19 vaccination for paid QFES staff. Following the consultation process, an analysis of the pandemic situation (at that time) and advice from Queensland Health, it was determined that QFES would not require mandatory COVID-19 vaccination for paid staff.
- Contribution to various internal and external committees and working groups.

## Supporting mental health and wellbeing

QFES is committed to providing a broad range of support services for its workforce (paid staff and volunteers) to promote mental health and wellbeing.

The Fire and Emergency Services Support Network (FESSN) delivers the following support services to assist QFES staff and volunteers and their immediate family with personal or work-related challenges:

- Confidential professional counselling is available to all QFES staff and volunteers 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 staff and volunteers 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 staff and volunteers 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.

In addition, FESSN manages the chaplaincy network which provides proactive pastoral care to staff and volunteers.

Highlights during the reporting period include:

- continued 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 more than \$40,000 in support of Movember (finishing in second place amongst National First Responder agencies) and raising funds and awareness for men's mental and physical health
- celebrating Peer Support Week including the presentation of 11 awards to Peer Support Officers for extraordinary and exemplary support to QFES staff and volunteers
- reviewing Critical Incident Response processes and delivering Critical Incident Response Management Training for Peer Support Officers with 78 Peer Support Officers approved for Peer Support Officer critical incident response activation
- celebrating Peer Support Week in March 2022, acknowledging and thanking the department's Peer Support Officers for their contributions to the wellbeing of QFES and its members. The program consists of 132 active Peer Support Officers (at 30 June 2022) from a range of roles across the state, who volunteer to assist their colleagues with work or personal challenges
- investing more than 4,000 hours in peer support activities which include delivering presentations to local groups to raise awareness of the QFES support services
- delivering FESSN support training sessions including 'switching off' skills, looking after yourself and your mates, resilience, mental health awareness and mental health leadership.

## **Not Now, Not Ever to domestic and family violence**

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

During the reporting period:

- QFES was successfully reaccredited as a White Ribbon Australia Workplace (April 2022). The title affirms the department's continuing commitment to addressing domestic and family violence, by taking active measures to tackle gendered violence against women and ensure a safe, inclusive workplace. To achieve reaccreditation, QFES passed 15 criteria under three standards: leadership and commitment, violence prevention and violence response.
- The ELT completed a comprehensive training course covering the impacts of domestic and family violence in the workplace, focusing on recognising, responding and referring people who are affected by domestic and family violence.
- An updated online version of *Recognise, Respond, Refer: Domestic violence and the workplace* was released in Nexus in January 2022 for staff and volunteers.
- QFES, with Zephyr Education, provided new lunchboxes and school supplies for disadvantaged school children with collection points around the state.
- QFES participated in Domestic and Family Violence Prevention Month during May 2022, with the theme *All of us, together*, to raise awareness amongst the QFES workforce through a number of initiatives including:
  - attendance at the Candle Lighting Vigil hosted by DV Connect at Roma Street Parklands in Brisbane
  - hosted informative round table and online LunchBytes Sessions, that discussed the relevance of domestic and family violence activities to QFES and how the department offers support to those experiencing domestic and family violence

- a domestic and family violence (DFV) panel discussion, moderated by the Commissioner, and themed *DFV and frontline responders: managing the response and aftermath when confronting DFV on the job*. QFES representatives joined the Chief Executive Officer, Centre for Women in discussions
- participated in the 2022 Darkness to Daylight challenge throughout the month of May, for the ninth year with the Darkness to Daylight live event held on 28 June 2022. One hundred QFES members from across the state supported bringing an end to domestic and family violence through building awareness and fundraising. QFES raised over \$17,000—the second highest on the fundraiser leader board. This year there was increased involvement from across rural and remote areas, with Northern and Far Northern Regions personnel also completing a 110-kilometre relay
- QFES officially handed over a vacant building to the QPS (in April 2022) to be used as a specialised domestic and family violence service space in the Toowoomba community. The survivor-centric space will house specialist QPS domestic and family violence officers, staff from Queensland Health and the Department of Communities, Housing and Digital Economy, as well as staff and volunteers from non-government agencies
- the QFES Domestic and Family Violence Working Group renewed its Terms of Reference to extend membership to include regional QFES people—extending the reach and scope of the working group.

# Appendices

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**Queensland Fire and Emergency Services**  
**Statement of comprehensive income**  
**For the year ended 30 June 2022**

	Notes	2022 Actual \$'000	2022 Adjusted Budget \$'000	2022 Budget Variance * \$'000	2021 Actual \$'000
<b>Income from continuing operations</b>					
Appropriation revenue	4	338,769	137,838	200,931	233,451
User charges and fees	5	58,880	54,095	4,785	53,711
Emergency management levies	6	604,403	604,870	(467)	580,589
Grants and other contributions	7	28,740	15,680	13,060	134,389
Other revenue		4,175	2,664	1,511	5,869
<b>Total revenue</b>		<b>1,034,967</b>	<b>815,147</b>	<b>219,820</b>	<b>1,008,009</b>
Gains on disposal/remeasurement of assets	8	19,830	-	19,830	1,239
<b>Total income from continuing operations</b>		<b>1,054,797</b>	<b>815,147</b>	<b>239,650</b>	<b>1,009,248</b>
<b>Expenses from continuing operations</b>					
Employee expenses	9	509,145	499,411	9,734	452,911
Supplies and services	11	360,675	207,895	152,780	420,013
Grants and subsidies	12	23,047	38,077	(15,030)	22,841
Depreciation and amortisation	15-17	45,384	43,901	1,483	36,645
Impairment losses/(gains)		(498)	520	(1,018)	157
Revaluation decrement	16	-	-	-	19,402
Interest on lease liability		119	97	22	103
Other expenses	13	12,177	12,831	(654)	12,194
<b>Total expenses from continuing operations</b>		<b>950,049</b>	<b>802,732</b>	<b>147,317</b>	<b>964,266</b>
<b>Operating result for the year</b>		<b>104,748</b>	<b>12,415</b>	<b>92,333</b>	<b>44,982</b>
<b>Other comprehensive income not reclassified subsequently to operating result</b>					
Increase/(decrease) in asset revaluation surplus	16	22,684	-	22,684	16,255
<b>Total other comprehensive income</b>		<b>22,684</b>	<b>-</b>	<b>22,684</b>	<b>16,255</b>
<b>Total comprehensive income</b>		<b>127,432</b>	<b>12,415</b>	<b>115,017</b>	<b>61,237</b>

\* An explanation of major variances is included at Note 29.

*The accompanying notes form part of these statements.*



**Queensland Fire and Emergency Services**  
**Statement of financial position**  
**As at 30 June 2022**

	Notes	2022 Actual \$'000	2022 Adjusted Budget \$'000	2022 Budget Variance * \$'000	2021 Actual \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash		112,490	80,800	31,690	34,495
Receivables	14	86,762	87,841	(1,079)	85,177
Inventories		8,065	6,345	1,720	8,324
Prepayments		6,069	3,096	2,973	5,955
<b>Total current assets</b>		<b>213,386</b>	<b>178,082</b>	<b>35,304</b>	<b>133,951</b>
<b>Non-current assets</b>					
Intangible assets	15	1,254	3,510	(2,256)	2,131
Property, plant and equipment	16	884,031	848,906	35,125	731,391
Right-of-use assets	17	8,951	6,705	2,246	6,286
<b>Total non-current assets</b>		<b>894,236</b>	<b>859,121</b>	<b>35,115</b>	<b>739,808</b>
<b>Total assets</b>		<b>1,107,622</b>	<b>1,037,203</b>	<b>70,419</b>	<b>873,759</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Payables	18	24,985	76,589	(51,604)	37,204
Lease liabilities	17	2,507	2,182	325	1,434
Accrued employee benefits	19	19,145	20,425	(1,280)	17,639
Other current liabilities	20	2,117	1,537	580	2,002
<b>Total current liabilities</b>		<b>48,754</b>	<b>100,733</b>	<b>(51,979)</b>	<b>58,279</b>
<b>Non-current liabilities</b>					
Lease liabilities	17	6,675	4,867	1,808	4,910
<b>Total non-current liabilities</b>		<b>6,675</b>	<b>4,867</b>	<b>1,808</b>	<b>4,910</b>
<b>Total liabilities</b>		<b>55,429</b>	<b>105,600</b>	<b>(50,171)</b>	<b>63,189</b>
<b>Net assets</b>		<b>1,052,193</b>	<b>931,603</b>	<b>120,590</b>	<b>810,570</b>
<b>Equity</b>					
Contributed equity		833,423			719,232
Accumulated surplus		179,543			74,795
Asset revaluation surplus		39,227			16,543
<b>Total equity</b>		<b>1,052,193</b>			<b>810,570</b>

\* An explanation of major variances is included at Note 29.

*The accompanying notes form part of these statements.*

**Queensland Fire and Emergency Services**  
**Statement of changes in equity**  
**For the year ended 30 June 2022**

	Notes	2022 \$'000	2021 \$'000
<b>Contributed equity</b>			
Opening balance		719,232	26,081
Transactions with owners as owners:			
Appropriated equity adjustments	4	5,394	(6,515)
Net transfers from PSBA - 1 July 2020		-	699,666
Net transfers from PSBA - 1 July 2021	3	108,797	-
Closing balance		<u>833,423</u>	<u>719,232</u>
<b>Accumulated surplus/(deficit)</b>			
Opening balance		74,795	29,813
Operating result		104,748	44,982
Closing balance		<u>179,543</u>	<u>74,795</u>
<b>Asset revaluation surplus</b>			
Opening balance		16,543	288
Increase/(decrease) in asset revaluation surplus		22,684	16,255
Closing balance *		<u>39,227</u>	<u>16,543</u>
<b>Total equity</b>		<u><b>1,052,193</b></u>	<u><b>810,570</b></u>

\* Asset revaluation surplus is comprised of: Buildings \$38.759m (2021: \$16.531m) and Heritage and Cultural \$0.468m (2021: \$0.012m).

*The accompanying notes form part of these statements.*

**Queensland Fire and Emergency Services**  
**Statement of cash flows**  
**For the year ended 30 June 2022**

	2022 Actual \$'000	2022 Adjusted Budget \$'000	2022 Budget Variance * \$'000	2021 Actual \$'000
<b>Cash flows from operating activities</b>				
<i>Inflows:</i>				
Service appropriation receipts	356,209	137,838	218,371	215,249
User charges and fees	62,228	53,575	8,653	55,049
Emergency management levies	586,079	604,870	(18,791)	572,440
Grants and other contributions	11,671	5,580	6,091	122,689
GST input tax credits from ATO	44,606	24,572	20,034	40,352
GST collected from customers	4,017	6,545	(2,528)	7,736
Other	4,159	2,664	1,495	5,863
<i>Outflows:</i>				
Employee expenses	(510,576)	(499,411)	(11,165)	(461,553)
Supplies and services	(368,524)	(207,895)	(160,629)	(425,961)
Grants and subsidies	(23,049)	(38,077)	15,028	(22,842)
GST paid to suppliers	(43,523)	(24,572)	(18,951)	(43,040)
GST remitted to ATO	(4,017)	(6,545)	2,528	(7,736)
Other	(2,906)	(2,731)	(175)	(1,629)
<b>Net cash provided by/(used in) operating activities</b>	<b>116,374</b>	<b>56,413</b>	<b>59,961</b>	<b>56,617</b>
<b>Cash flows from investing activities</b>				
<i>Inflows:</i>				
Sales of property, plant and equipment	1,986	1,000	986	4,556
<i>Outflows:</i>				
Payments for property, plant and equipment	(50,004)	(58,702)	8,698	(63,173)
Payments for right-of-use assets	(4,893)	-	(4,893)	(1,209)
<b>Net cash provided by/(used in) investing activities</b>	<b>(52,911)</b>	<b>(57,702)</b>	<b>4,791</b>	<b>(59,826)</b>
<b>Cash flows from financing activities</b>				
<i>Inflows:</i>				
Equity injections	9,032	7,200	1,832	12,960
<i>Outflows:</i>				
Equity withdrawals	(3,638)	(3,638)	-	(19,475)
Lease payments	(2,174)	(1,198)	(976)	(1,447)
<b>Net cash provided by/(used in) financing activities</b>	<b>3,220</b>	<b>2,364</b>	<b>856</b>	<b>(7,962)</b>
Net increase/(decrease) in cash	66,683	1,075	65,608	(11,171)
Increase/(decrease) in cash from transfers between Government entities	11,312	11,313	(1)	17,252
Cash at beginning of financial year	34,495	68,412	(33,917)	28,414
<b>Cash at end of financial year</b>	<b>112,490</b>	<b>80,800</b>	<b>31,690</b>	<b>34,495</b>

\* An explanation of major variances is included at Note 29.

The accompanying notes form part of these statements.

**Queensland Fire and Emergency Services**  
**Notes to the statement of cash flows**  
**For the year ended 30 June 2022**

	2022 \$'000	2021 \$'000
<b>Reconciliation of operating result to net cash from operating activities</b>		
Operating result	104,748	44,982
<b>Non-cash items included in operating result:</b>		
Depreciation and amortisation expense	45,384	36,645
Revaluation decrement	-	19,402
Donated assets received	(6,895)	(1,673)
Assets written on	(17)	(6)
Assets donated	-	6
Net losses on disposal of property, plant and equipment	100	-
Net gains on disposal of property, plant and equipment	(819)	(839)
Revaluation decrement reversal	(19,011)	-
Impairment losses	(498)	140
Lease interest expense	119	103
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in emergency management levies	(18,324)	(8,149)
(Increase)/decrease in trade debtors	(73)	1,215
(Increase)/decrease in net GST receivable	1,083	(2,688)
(Increase)/decrease in annual leave receivables	(3,256)	(2,958)
(Increase)/decrease in long service leave receivables	(609)	80
(Increase)/decrease in departmental services revenue receivables	17,440	(17,963)
(Increase)/decrease in accrued debtors	2,538	(556)
(Increase)/decrease in other receivables	(384)	169
(Increase)/decrease in inventories	261	(1,979)
(Increase)/decrease in other current assets	(113)	(3,357)
Increase/(decrease) in payables	(7,103)	(3,541)
Increase/(decrease) in accrued employee benefits	1,503	(2,784)
Increase/(decrease) in other liabilities	300	368
<b>Net cash from operating activities</b>	<b>116,374</b>	<b>56,617</b>

**Accounting Policy - Cash**

Cash assets include cash on hand, and all cash and cheques receipted but not banked as at 30 June.

The department has an overdraft facility with Queensland Treasury Corporation (QTC) with an approved limit of \$180m. This facility is utilised periodically and is available for use in the next reporting period. As at the reporting date the facility remains unutilised.

**Reconciliation of liabilities arising from financing activities**

Opening balance as at 1 July	6,344	6,480
New leases acquired	4,893	1,208
<b>Non-cash changes:</b>		
Interest	119	103
<b>Cash flows:</b>		
Lease liability repayments	(2,174)	(1,447)
<b>Closing balance as at 30 June</b>	<b>9,182</b>	<b>6,344</b>

**Queensland Fire and Emergency Services**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

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**1 Basis of financial statement preparation**

**(a) General information**

The Queensland Fire and Emergency Services is a Queensland Government public sector department established on 1 November 2013 under the *Public Service Act 2008*.

The Queensland Fire and Emergency Services is a not-for-profit entity and has no controlled entities.

**(b) Statement of compliance**

The department has prepared these financial statements in compliance with section 38 of the *Financial and Performance Management Standard 2019*.

These financial statements are general purpose financial statements and are prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Queensland Treasury's Minimum Reporting Requirements for the reporting periods beginning on or after 1 July 2021.

**(c) Taxation**

The department is a State body as defined under the *Income Tax Assessment Act 1936 (Cwth)* and is exempt from Commonwealth taxation with the exception of Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

**(d) Basis of measurement**

The historical cost convention is used unless fair value is stated as the measurement basis.

**(e) Accounting estimates and judgements**

The preparation of financial statements necessarily requires the determination and use of certain accounting estimates, assumptions, and management judgements that have the potential to cause a material adjustment to the carrying amounts of assets and liabilities. Such estimates, judgements and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods as relevant.

Estimates and assumptions that have a potential effect on the financial statements are outlined in the following financial statement notes:

- Depreciation and Amortisation - Note 15, 16 and 17
- Revaluation of property, plant and equipment - Note 16

**(f) Presentation matters**

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is less than \$500, to zero, unless disclosure of the full amount is specifically required. Amounts shown in these financial statements may not add to the correct sub-totals or totals due to rounding.

Comparative information has been restated where necessary to be consistent with disclosures in the current reporting period.

**(g) Future impact of accounting standards not yet effective**

All Australian accounting standards and interpretations with future effective dates are either not applicable to the department or have no material impact.

**Queensland Fire and Emergency Services**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**2 Objectives and principal activities of the department**

Queensland Fire and Emergency Services (QFES) is the primary provider of fire and rescue, emergency services and disaster management capability services throughout Queensland. QFES encompasses the Fire and Rescue Service (FRS), disaster management services, the Rural Fire Service (RFS), and the State Emergency Service (SES). Through service agreements, QFES also supports other volunteer groups that provide emergency response.

QFES' purpose is to deliver contemporary and effective fire, emergency and disaster management services that meet Queensland communities' needs.

QFES delivers services in line with the priority areas of the Queensland's Economic Recovery Plan by continuing to provide fire and emergency services to Queensland communities with a focus on local risk and demand.

**3 Disestablishment of the Public Safety Business Agency (PSBA)**

**(a) Machinery-of-Government changes**

As a result of Public Service Departmental Arrangements Notice (No. 2) 2021, effective 1 July 2021, the Public Safety Business Agency (PSBA) was disestablished. As a consequence parts of Human Resource Management, Asset Management and Financial Management services within PSBA transferred to QFES with the balance transitioning to the Queensland Police Service (QPS). Information and Communication Technology (ICT) and Internal Audit functions were transferred solely to the QPS, with QPS providing ICT and internal audit services to QFES.

QFES provided funding to PSBA as part of a fee-for-service arrangement. Accordingly, the return of functions and associated funding is reflected as a reduction of payments within supplies and services rather than a transfer of appropriation funding.

The following assets and liabilities transferred at their book value from PSBA to QFES as at 1 July 2021:

<b>Assets</b>	<b>\$'000</b>
Cash	11,312
Receivables	5
Other current assets	124
Property, plant and equipment - excluding Kedron Complex assets	32,998
	<u><b>44,439</b></u>
<b>Liabilities</b>	
Payables	295
Interest bearing liabilities	2,722
	<u><b>3,017</b></u>
<b>Net assets excluding Kedron Complex assets</b>	<u><b>41,422</b></u>

**(b) Transfer of Kedron Complex assets**

As part of the PSBA disestablishment, QFES and Queensland Ambulance Service (QAS) entered into an agreement for joint ownership of Kedron Complex assets, comprising of one (1) land and nine (9) building assets. In accordance with the agreement the transfer of property, plant and equipment incorporates ownership of 60.45% to QFES and 39.55% to QAS (Queensland Health).

Property, plant and equipment - 60.45% of Kedron Complex assets transferred to QFES **67,375**

**Net assets transferred from PSBA to QFES** **108,797**

The increase in net assets of \$108.797m has been accounted for as an increase in contributed equity as disclosed in the statement of changes in equity.

As a result of these machinery-of-government changes being finalised in September 2021, an adjusted budget as published in the 2022-23 Service Delivery Statements is presented in these financial statements, as required by Queensland Treasury policy under such circumstances.

**Queensland Fire and Emergency Services**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>4 Appropriation revenue</b>		
<b>Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in Statement of comprehensive income</b>		
Original budgeted appropriation revenue	135,298	124,070
Unforeseen expenditure	220,911	91,179
<b>Expected appropriation receipts (cash)</b>	<b>356,209</b>	<b>215,249</b>
Plus: closing balance of appropriation receivable	523	17,963
Less: Opening balance of appropriation receivable	(17,963)	-
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	-	239
<b>Net appropriation revenue</b>	<b>338,769</b>	<b>233,451</b>
<b>Appropriation revenue recognised in Statement of comprehensive income</b>	<b>338,769</b>	<b>233,451</b>
Variance between original budgeted and actual appropriation revenue	<b>203,471</b>	<b>109,381</b>
<b>Reconciliation of payments from Consolidated Fund to equity adjustment recognised in contributed equity</b>		
Original budgeted equity adjustment appropriation	1,990	(6,515)
Unforeseen expenditure	3,404	-
Equity adjustment receipts	5,394	(6,515)
<b>Equity adjustment recognised in contributed equity</b>	<b>5,394</b>	<b>(6,515)</b>
Variance between original budgeted and actual equity adjustment appropriation	<b>3,404</b>	<b>-</b>

**Accounting Policy - Appropriation revenue**

Appropriations provided under the *Appropriation Act 2021* are recognised as revenue when received or receivable. Where appropriation revenue has been approved but not yet received, it is recorded as departmental services revenue receivable at the end of the reporting period.

**5 User charges and fees**

Alarm maintenance and monitoring	23,089	22,447
Attendance charges	13,924	12,734
Building and infrastructure fire safety	18,837	15,748
Sale of goods and services	3,030	2,782
<b>Total</b>	<b>58,880</b>	<b>53,711</b>

**Accounting Policy - User charges and fees**

User charges and fees are recognised as revenues when the related services are provided and can be measured reliably with sufficient degree of certainty. This occurs upon delivery of goods to the customer or completion of the requested services at which time the invoice is raised. Accrued revenue is recognised if the revenue has been earned but not yet invoiced.

**6 Emergency management levies**

Gross emergency management levies	615,130	591,138
Less: pensioner discount	(10,727)	(10,549)
<b>Total</b>	<b>604,403</b>	<b>580,589</b>

**Accounting Policy - Emergency management levies**

Emergency management levies are recognised at the amounts due as advised by each local government authority in their annual returns in accordance with the *Fire and Emergency Services Act 1990*.

**Queensland Fire and Emergency Services**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>7 Grants and other contributions</b>		
Commonwealth contributions	1,963	2,878
Contributed assets *	6,943	1,673
Grants from Queensland Health **	-	81,900
Grants from other Queensland Government entities ***	4,352	34,070
Motor Accident Insurance Commission	2,785	3,244
Services received below fair value ****	10,126	10,014
Other	2,571	610
<b>Total</b>	<b>28,740</b>	<b>134,389</b>

\* Contributed assets comprise Buildings of \$4.037m (2020-21: nil), Plant and Equipment of \$2.858m (2020-21: \$1.673m) and Portable and Attractive assets of \$0.048m (2020-21: nil).

\*\* Grants from Queensland Health are for the recovery of COVID-19 hotel quarantine expenses. Refer note 11.

\*\*\* Grants from other Queensland Government entities include Disaster Recovery Funding Arrangements Assistance from Queensland Reconstruction Authority (QRA) of \$2.647m (2020-21: \$32.847m), sponsorships and contributions for State Emergency Services and Rural Fire Brigades of \$1.311m (2020-21: \$0.746m), HRIS integration project funding from the Department of Communities, Housing and Digital Economy of \$0.077m (2020-21: \$0.461m) and severe weather hazard assessment projects from local governments of \$0.041m (2020-21: nil), QAS contributions towards the maintenance of the Kedron Complex assets of \$0.256m (2020-21: nil) and community education road safety grant from Department of Transport and Main Roads of \$0.020m (2020-21: nil).

\*\*\*\* Services received below fair value represents an estimate of the Government Wireless Network (GWN) services received as managed by the Department of Communities, Housing and Digital Economy.

**Accounting Policy - Grants and other contributions**

Grants, contributions and donations are non-reciprocal transactions where the department does not directly give approximately equal value to the grantor.

Where the grant agreement is enforceable and contains sufficiently specific performance obligations for the department to transfer goods or services to a third-party on the grantor's behalf, the transaction is accounted for under AASB15 *Revenue from Contracts with Customers*. In this case, revenue is initially deferred (as a contract liability) and recognised as or when the performance obligations are satisfied.

Otherwise, the grant is accounted for under AASB 1058 *Income of Not-for-profit Entities*, whereby revenue is recognised upon receipt of the grant funding.

**Accounting Policy - Services received free of charge below fair value or for nominal value**

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their value can be measured reliably. Where this is the case, an equal amount is recognised as a revenue and an expense in the Statement of comprehensive income.

Volunteer services are only recognised where a fair value can be reliably measured and the services would have been purchased if not donated. QFES has not recognised the value of volunteer services, including the Rural Fire Service (RFS) and State Emergency Services (SES), as the fair value of their services cannot be measured reliably.

**8 Gains on disposal and remeasurement of assets**

Gains from disposal of property, plant and equipment	819	1,239
Revaluation decrement reversals of property, plant and equipment	19,011	-
<b>Total</b>	<b>19,830</b>	<b>1,239</b>

**Accounting Policy - Revaluation decrement reversals**

Any revaluation increment arising on the revaluation of an asset is credited to the revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.



**Queensland Fire and Emergency Services**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>9 Employee expenses</b>		
<b>Employee benefits</b>		
Wages and salaries - General	337,778	302,571
Wages and salaries - Overtime	36,469	27,271
Annual leave levy	43,193	40,756
Employer superannuation contributions	45,202	40,859
Long service leave levy	9,540	8,134
<b>Employee related expenses</b>		
Training expenses	2,658	1,990
Workers' compensation premiums	18,974	19,727
Other employee related expenses	15,331	11,603
<b>Total</b>	<b>509,145</b>	<b>452,911</b>

The number of employees as at 30 June, including both full-time employees and part-time employees, measured on a full-time equivalent basis, reflecting Minimum Obligatory Human Resource Information (MOHRI), is:

<b>Full-Time equivalent employees (number)</b>	3,672	3,409
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The increase in FTE's is a result of the Government's election commitment to recruit additional paid firefighter positions to strengthen Queensland's frontline emergency response for fire and emergency services, and as a result of FTE transferred to QFES following the disestablishment of the PSBA.

**Accounting Policy - Employee expenses**

*Wages, salaries and sick leave*

For unpaid entitlements expected to be paid within 12 months of the reporting date, the liabilities are recognised at their undiscounted values.

As sick leave is non-vesting, an expense is recognised for this leave as it is taken.

*Annual leave and long service leave*

The department is a member of the Queensland Government's Annual Leave and Long Service Leave Central Schemes. A levy is payable to cover the cost of employees' annual leave (including leave loading and on-costs) and long service leave. The levies are expensed in the period in which they are payable. Amounts paid to employees for annual leave and long service leave are claimed from the scheme quarterly in arrears.

*Superannuation*

Post-employment benefits for superannuation are provided through defined contribution (accumulation) plans or the Queensland Government's QSuper defined benefit plan as determined by the employee's conditions of employment.

Defined contribution plans - Contributions are made to eligible complying superannuation funds based on the rates specified in the relevant EBA or other conditions of employment. Contributions are expensed when they are paid or become payable following completion of the employee's service each pay period.

Defined benefit plan - The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*. The amount of contributions for defined benefit plan obligations is based upon the rates determined on the advice of the State Actuary. Contributions are paid by the department at the specified rate following completion of the employee's service each pay period. The department's obligations are limited to those contributions paid.

*Workers compensation premiums*

The department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation. Workers' compensation insurance is a consequence of employing employees, but is not included in an employee's total remuneration package.

The department pays premiums to WorkCover Queensland in respect of its obligations for current and former employees and volunteers in firefighting roles for latent onset diseases in accordance with the *Workers' Compensation and Rehabilitation and Other Legislation Amendment Act 2015*.

**Queensland Fire and Emergency Services**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**10 Key management personnel disclosures**

**(a) Details of Key management personnel (KMP)**

The department's responsible Minister is identified as part of the department's KMP, consistent with additional guidance included in the revised version of AASB 124 *Related Party Disclosures*. The Minister is the Minister for Police and Corrective Services and Minister for Fire and Emergency Services.

The other non-Ministerial KMP personnel include those positions that form the Board of Management and had authority and responsibility for planning, directing and controlling the activities of the department. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

<b>Position</b>	<b>Position Responsibility</b>
Commissioner	Leading and managing the efficient and effective functioning of Fire and Rescue Service (FRS), Rural Fire Service (RFS) and State Emergency Service (SES), and emergency management and disaster mitigation programs and services throughout Queensland. The Commissioner represents the department at local, community, state, national and international forums.
Deputy Commissioner - Readiness and Response Services	Providing strategic leadership and coordination of regional disaster management functions and regional operations for the FRS, RFS and SES across the state's seven regions.
Deputy Commissioner - Capability and State Services (renamed March 2022)	Providing overall strategic leadership and coordination for the development and maintenance of state capability, strategy and policy for the service streams of QFES. The Deputy Commissioner has oversight of disaster and emergency management including the Queensland Emergency Risk Management Framework, operational response and emergency management planning before and after disasters, volunteerism, and strengthening community partnerships to build safe, healthy, confident and connected communities across Queensland.
Deputy Commissioner - Strategy and Corporate Services	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 Finance, Procurement and Levy; Strategy and Assurance; Asset Services; Information and Technology; and QFES People Directorates, and works closely with the public safety agencies including the Office of the Inspector General Emergency Management (IGEM) and Queensland Police Service (QPS).

An independent external member is appointed to the QFES Board of Management. The independent external member received \$18,150 in remuneration (2020-21: \$18,150).

**(b) Remuneration policies**

Ministerial remuneration entitlements are outlined in the Legislative Assembly of Queensland's Members' Remuneration Handbook. The department does not bear any cost of remuneration of Ministers. The majority of Ministerial entitlements are paid by the Legislative Assembly, with the remaining entitlements being provided by Ministerial Services Branch with the Department of the Premier and Cabinet. As all Ministers are reported as KMP of the Queensland Government, aggregate remuneration expenses for all Ministers are disclosed in the Queensland General Government and Whole of Government Consolidated Financial Statements, which are published as part of Queensland Treasury's Report on State Finances.

Remuneration policy for the department's other KMP is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. The remuneration and other terms of employment for the KMP are specified in employment contracts. No KMP remuneration packages provide for performance or bonus payments.

**Queensland Fire and Emergency Services**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**10 Key management personnel disclosures (continued)**

**(b) Remuneration policies (continued)**

Remuneration expenses for KMP comprise the following components:

- Short term employee expenses include:
  - salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee was a key management person;
  - non-monetary benefits - may include provision of a motor vehicle and applicable fringe benefits tax.
- Long term employee benefits include amounts expensed in respect of long service leave entitlements earned.
- Post employment benefits include amounts expensed in respect of employer superannuation obligations.
- Termination benefits include payments in lieu of notice on termination and other lump sum separation entitlements (excluding annual and long service leave entitlements) payable on termination of employment or acceptance of an offer of termination of employment.

**(c) Remuneration Expenses**

**1 July 2021 – 30 June 2022**

Position	Short Term Employee Expenses		Long Term Employee Expenses	Post-Employment Expenses	Termination Benefits	Total Expenses
	Monetary Expenses	Non-Monetary Benefits				
	\$'000	\$'000				
Commissioner	462	-	10	53	-	525
Deputy Commissioner - Readiness and Response Services	160	14	4	19	-	197
	93	7	2	11	-	113
Deputy Commissioner - Capability and State Services * (Acting 07/03/2022 - 30/06/2022)	105	7	2	8	-	122
Deputy Commissioner - Emergency Management, Volunteerism & Community Resilience *	154	14	4	18	-	190
A/Deputy Commissioner - Strategy & Corporate Services	263	-	6	29	-	298

\* Deputy Commissioner - Emergency Management, Volunteerism & Community Resilience was renamed to Deputy Commissioner - Capability and State Services in March 2022.

**1 July 2020 – 30 June 2021**

Position	Short Term Employee Expenses		Long Term Employee Expenses	Post-Employment Expenses	Termination Benefits	Total Expenses
	Monetary Expenses	Non-Monetary Benefits				
	\$'000	\$'000				
Commissioner	428	-	10	53	-	491
Deputy Commissioner - Readiness and Response Services	254	25	6	31	-	316
Deputy Commissioner - Emergency Management, Volunteerism & Community Resilience	259	24	6	31	-	320
A/Deputy Commissioner - Strategy & Corporate Services	256	-	6	30	-	292
Chief Operating Officer (COO) (PSBA) - Effective 15/04/2020 the COO ceased to be a member of the QFES BOM	Remuneration is reported by the Public Safety Business Agency (PSBA).					

**(d) Related party transactions with people/entities related to KMP**

There were no related party transactions associated with the department's KMP during 2021-22 (2020-21: nil).

**Queensland Fire and Emergency Services**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

	2022 \$'000	2021 \$'000
<b>11 Supplies and services</b>		
Aircraft related costs	8,039	19,186
Communications	22,903	33,822
Computer expenses	9,441	8,333
Contractors and professional services	13,102	12,883
COVID-19 State hotel quarantine costs *	179,181	179,547
Emergency management levy administration fees	7,089	6,966
Lease expenses	5,134	4,786
Marketing expenses	2,919	2,430
Minor equipment purchases	13,943	11,977
Motor vehicle expenses	19,393	16,695
Property expenses	6,459	4,845
PSBA - operating expense **	-	77,917
QPS - operating expense ***	32,255	-
Repairs and maintenance	13,517	12,416
Travel and accommodation	8,027	9,116
Other	19,273	19,093
<b>Total</b>	<b>360,675</b>	<b>420,013</b>

\* Includes all costs associated with COVID-19 hotel quarantine provided by the State through the State Disaster Coordination Centre (SDCC). These costs have been reimbursed by Queensland Health (costs incurred to November 2020) or via appropriation revenue (costs incurred from December 2020). Effective 1 April 2022, responsibility for hotel quarantine arrangements transferred to the Quarantine Management Taskforce, Department of State Development, Infrastructure, Local Government and Planning (DSDILGP).

\*\* PSBA was disestablished effective 1 July 2021. Refer to Note 3.

\*\*\* QPS operating expense represents the financial contribution made to QPS for the provision of information and communication services and internal audit services.

**Accounting policy - Lease expenses**

Lease expenses include lease rentals for short-term leases, leases of low value assets and variable lease payments. Refer to Note 17 for breakdown of lease expenses and other lease disclosures.

**12 Grants and subsidies**

Air sea rescue, coast guard and life saving organisations	11,756	11,397
Local governments	3,799	3,966
PSBA-capital grant	-	2,849
QPS-capital grant *	2,969	-
State Emergency Services	1,343	1,323
Volunteer rural fire brigades	1,250	1,693
Other	1,930	1,613
<b>Total</b>	<b>23,047</b>	<b>22,841</b>

\* Following the disestablishment of PSBA, capital grant funding is now provided to QPS to deliver information and communication technology.

**13 Other expenses**

Audit fees *	369	279
Insurance premiums-QGIF	1,332	1,092
Insurance premiums-other	24	86
Loss on disposal of property, plant and equipment	100	400
Services received below fair value **	10,126	10,014
Special payments ***	142	131
Other	84	192
<b>Total</b>	<b>12,177</b>	<b>12,194</b>

\* Total audit fees quoted by Queensland Audit Office for the 2021-22 financial statements are \$305,000 (2020-21: \$301,000). The current year figure includes prior year expenses totalling \$149,339.

\*\* Services received below fair value represents an estimate of the Government Wireless Network (GWN) services received as managed by the Department of Communities, Housing and Digital Economy.

\*\*\* Special payments in 2021-22 include:

- Ex-gratia payments made to operational staff for expenses not covered by WorkCover Queensland which includes payments to 14 staff of amounts over \$5,000 (2021: two (2) staff with payments over \$5,000);
- Reimbursement of costs relating to memorial for SES volunteer.

**Queensland Fire and Emergency Services**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

**13 Other Expenses (continued)**

**Accounting Policy - Services received free of charge below fair value or for nominal value**

Contributions of services are recognised only if the services would have been purchased if they had not been donated and their value can be measured reliably. Where this is the case, an equal amount is recognised as a revenue and an expense in the Statement of comprehensive income.

Volunteer services are only recognised where a fair value can be reliably measured and the services would have been purchased if not donated. QFES has not recognised the value of volunteer services, including the RFS and SES, as the fair value of their services cannot be measured reliably.

**Accounting Policy - Insurance**

The majority of the department's non-current physical assets and other risks are insured through the Queensland Government Insurance Fund (QGIF), with premiums being paid on a risk assessment basis.

For litigation purposes, under the QGIF policy, the department is able to claim back, less a \$10,000 deductible, the amount paid to successful litigants.

**14 Receivables**

	<b>2022</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
Emergency management levies	61,022	42,698
Trade debtors	6,704	7,127
Less: Allowance for impairment loss	(201)	(697)
	<u>67,525</u>	<u>49,128</u>
GST receivable	3,167	4,340
GST payable	(87)	(177)
	<u>3,080</u>	<u>4,163</u>
Accrued debtors	266	2,805
Annual leave reimbursements	12,442	9,187
Departmental services revenue receivable *	523	17,963
Long service leave reimbursements	2,076	1,467
Other	850	464
	<u>16,157</u>	<u>31,886</u>
<b>Total</b>	<b><u>86,762</u></b>	<b><u>85,177</u></b>

\* In 2020-21 the Departmental services revenue receivable is mainly due to year-end recovery of costs from the centrally held contingency fund for COVID-19 health response expenses incurred by QFES on behalf of the State of Queensland. These costs include quarantine accommodation and logistics.

**Accounting Policy - Receivables**

Emergency management levies are recognised at the amounts due as advised by each local government authority in their annual returns in accordance with the *Fire and Emergency Services Act 1990*.

Trade debtors are recognised at the amounts due at the time of sale or service delivery, that is, the agreed purchase or contract price. The department's standard settlement terms is 30 days from the invoice date.

Other receivables generally arise from transactions outside the usual operating activities of the department and are recognised at their assessed values. Settlement terms depend on the nature of the receivable. No interest is charged (other than for overdue emergency management levies) and no security is obtained.

**Accounting Policy - Impairment of receivables**

The loss allowance for trade and other debtors reflects lifetime expected credit losses and incorporates reasonable and supportable forward-looking information, including forecast economic changes expected to impact the department's debtors, along with relevant industry and statistical data where applicable.

No loss allowance is recorded for receivables from Queensland Government agencies or Australian Government agencies on the basis of materiality.

Where the department has no reasonable expectation of recovering an amount owed by a debtor, the debt is written-off by directly reducing the receivables against the loss allowance. This occurs after the appropriate range of debt recovery actions. Where the amount of debt written off exceeds the loss allowance, the excess is recognised as an impairment loss.

The amount of impairment losses recognised for receivables is disclosed in the Statement of comprehensive income.

**Queensland Fire and Emergency Services**  
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**14 Receivables (continued)**

**Disclosure - Credit risk exposure of receivables**

The maximum exposure to credit risk at balance date for receivables is the gross carrying amount of those assets. No collateral is held as security and there are no credit enhancements relating to the department's receivables.

The department uses a provision matrix to measure the expected credit losses on trade and other debtors. Loss rates are calculated for groupings of customers with similar loss patterns. The department has determined only one material grouping for measuring expected losses. The calculations reflect historical observed default rates calculated using credit losses experienced on past sales transaction during the last seven (7) years preceding 30 June 2022. The historical default rates are then adjusted by reasonable and supportable forward-looking information for expected changes in macroeconomic indicators that affect the future recovery of those receivables. For QFES, a change in the Government Indexation Rate (GIR) is determined to be the most relevant forward-looking indicator for receivables. The historical default rates are adjusted based on expected changes to that indicator.

**15 Intangible assets**

	Software purchased	Software internally generated	Software work in progress	Total
	2022 \$'000	2022 \$'000	2022 \$'000	2022 \$'000
Gross value	317	24,846	-	25,163
Less: Accumulated amortisation	(317)	(23,592)	-	(23,909)
	<u>-</u>	<u>1,254</u>	<u>-</u>	<u>1,254</u>
<b>Reconciliation</b>				
Opening balance	-	2,131	-	2,131
Amortisation	-	(877)	-	(877)
Closing balance	<u>-</u>	<u>1,254</u>	<u>-</u>	<u>1,254</u>
	2021 \$'000	2021 \$'000	2021 \$'000	2021 \$'000
Gross value	317	25,301	-	25,618
Less: Accumulated amortisation	(317)	(23,170)	-	(23,487)
	<u>-</u>	<u>2,131</u>	<u>-</u>	<u>2,131</u>
<b>Reconciliation</b>				
Opening balance	-	2,474	534	3,008
Transfers from/(to) - PSBA 1 July 2020	3	25	-	28
Transfers between asset classes	-	534	(534)	-
Amortisation	(3)	(902)	-	(905)
Closing balance	<u>-</u>	<u>2,131</u>	<u>-</u>	<u>2,131</u>

**Accounting Policy - Recognition thresholds for intangible assets**

Intangible assets with a cost or other value equal to or in excess of \$100,000 are capitalised for financial reporting purposes in the year of acquisition. Historical cost, which is determined as the value provided as consideration plus costs incidental to the acquisition and costs incurred in getting the asset ready for use, is used for the initial recording of these assets. Items purchased or acquired for a lesser value are expensed in the year of acquisition. Any training costs are expensed as incurred.

**Accounting Policy - Amortisation of intangible assets**

Each intangible asset, less any anticipated residual value, is amortised over its estimated useful life to the agency.

For each class of intangible asset the following amortisation rates are used:

Class	Amortisation rate (%)
Software - Purchased	20% to 25%
Software - Internally generated	10% to 15.9%

**Accounting Policy - Impairment of intangible assets**

All intangible assets are assessed for indicators of impairment on an annual basis. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

**Queensland Fire and Emergency Services**  
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**16 Property, plant and equipment**

	Land	Buildings	Heritage and cultural	Plant and equipment	Work in progress	Total
	2022 \$'000	2022 \$'000	2022 \$'000	2022 \$'000	2022 \$'000	2022 \$'000
Gross value	205,343	647,159	2,035	524,740	42,637	1,421,914
Less: Accumulated depreciation	-	(248,491)	(1,405)	(287,987)	-	(537,883)
	<b>205,343</b>	<b>398,668</b>	<b>630</b>	<b>236,753</b>	<b>42,637</b>	<b>884,031</b>
<b>Reconciliation</b>						
Opening balance	156,247	299,391	190	234,498	41,065	731,391
Acquisitions	2,340	128	-	2,964	44,469	49,901
Donations received	-	4,037	-	2,858	-	6,895
Transfers from/(to) - PSBA 1 July 2021	26,961	65,890	-	4,315	520	97,686
Transfers between asset classes	1,865	26,144	-	15,408	(43,417)	-
Disposals	(1,081)	(70)	-	(107)	-	(1,258)
Net revaluation increments/(decrements) in revaluation surplus	-	22,227	457	-	-	22,684
Revaluation decrement reversal recognised in operating surplus/(deficit)	19,011	-	-	-	-	19,011
Depreciation	-	(19,079)	(17)	(23,183)	-	(42,279)
Closing balance	<b>205,343</b>	<b>398,668</b>	<b>630</b>	<b>236,753</b>	<b>42,637</b>	<b>884,031</b>
	<b>2021 \$'000</b>	<b>2021 \$'000</b>	<b>2021 \$'000</b>	<b>2021 \$'000</b>	<b>2021 \$'000</b>	<b>2021 \$'000</b>
Gross value	156,247	512,469	2,245	508,546	41,065	1,220,572
Less: Accumulated depreciation	-	(213,078)	(2,055)	(274,048)	-	(489,181)
	<b>156,247</b>	<b>299,391</b>	<b>190</b>	<b>234,498</b>	<b>41,065</b>	<b>731,391</b>
<b>Reconciliation</b>						
Opening balance	521	594	21	16,997	195	18,328
Acquisitions	1,500	18	-	3,327	57,529	62,374
Donations received	30	-	-	1,643	-	1,673
Donations made	-	-	-	(6)	-	(6)
Transfers from/(to) - PSBA 1 July 2020	176,738	256,653	176	198,870	57,757	690,194
Transfers between asset classes	207	37,404	-	36,805	(74,416)	-
Disposals	(3,278)	(88)	-	(351)	-	(3,717)
Net revaluation increments/(decrements) in operating surplus/(deficit)	(19,402)	-	-	-	-	(19,402)
Net revaluation increments/(decrements) in revaluation surplus	(69)	16,322	2	-	-	16,255
Depreciation	-	(11,512)	(9)	(22,787)	-	(34,308)
Closing balance	<b>156,247</b>	<b>299,391</b>	<b>190</b>	<b>234,498</b>	<b>41,065</b>	<b>731,391</b>

**Accounting Policy - Ownership and acquisitions of assets**

Historical cost is used for the initial recording of all property, plant and equipment acquisitions. Historical cost is determined as the value provided as consideration plus costs incidental to the acquisition and costs incurred in getting the asset ready for use.

Where assets are received free of charge from another Queensland Government department (whether as a result of a machinery-of-Government change or other involuntary transfer), the acquisition cost is recognised as the gross carrying amount in the accounts of the transferor immediately prior to the transfer together with any accumulated depreciation.

**Accounting Policy - Recognition thresholds for property, plant and equipment**

**Basis of capitalisation and recognition thresholds**

Property, plant and equipment with a cost or other value equal to or in excess of the following thresholds are recognised for financial reporting purposes in the year of acquisition:

Land	\$1
Buildings	\$10,000
Heritage and cultural	\$5,000
Plant and equipment	\$5,000

Items purchased or acquired for a lesser value are expensed in the year of acquisition.

**Queensland Fire and Emergency Services**  
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**16 Property, plant and equipment (continued)**

**Accounting Policy - Measurement of property, plant and equipment using fair value**

Land, buildings and heritage and cultural assets are measured at fair value as required by Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector. These assets are reported at their revalued amounts, being the fair value at the date of valuation, less any subsequent accumulated depreciation and impairment losses where applicable.

The cost of items acquired during the financial year has been judged by management of the department to materially represent their fair value at the end of the reporting period.

**Accounting Policy - Measurement of property, plant and equipment using cost**

Plant and equipment is measured at cost in accordance with AASB 116 *Property, Plant and Equipment*. The carrying amount for such plant and equipment at cost has been assessed as not materially different from their fair value.

**Accounting Policy - Revaluations of property, plant and equipment measured and fair value**

Property, plant and equipment classes measured at fair value are revalued on an annual basis either by appraisals undertaken by an independent professional valuer or by the use of appropriate and relevant indices.

Revaluations for land, buildings and heritage and cultural assets using an independent professional valuer are undertaken on a rolling basis over a four year period. However, if a particular asset class experiences significant or volatile changes in fair value, that class is subject to specific appraisals in the current reporting period, where practicable, regardless of the timing of the last specific appraisal.

The fair values reported are based on appropriate valuation techniques that maximise the use of available and relevant observable inputs and minimise the use of unobservable inputs.

Where assets have not been specifically appraised in the reporting period, their previous valuations are materially kept up-to-date via the application of relevant indices. The department ensures that the application of such indices results in a valid estimation of the assets' fair values at reporting date. Australis Asset Advisory Group (AAAG) supply the indices used for the land, buildings and heritage and cultural assets. Such indices are either publicly available, or are derived from market information available. AAAG provides assurance of their robustness, validity and appropriateness for application to the relevant assets. Indices used are also tested for reasonableness by applying the indices to a sample of assets, comparing the results to similar assets that have been valued by an independent professional valuer, and analysing the trend of the changes in values over time. Through this process, which is undertaken annually, management assesses and confirms the relevance and suitability of indices provided by AAAG based on the department's own particular circumstances.

Any revaluation increment arising on the revaluation of an asset is credited to the asset revaluation surplus of the appropriate class, except to the extent it reverses a revaluation decrement for the class previously recognised as an expense. A decrease in the carrying amount on revaluation is charged as an expense, to the extent it exceeds the balance, if any, in the revaluation surplus relating to that asset class.

**Revaluation methodology**

All revaluations were performed by AAAG as at 31 March 2022. The fair value as at 30 June 2022 is materially the same as the valuation completed as at 31 March 2022.

**Land**

During 2021-22 independent revaluations were performed for land in the QFES North Coast and South West Regions, as part of the four year rolling program, by AAAG.

Land not subject to market specific appraisal were revalued using indices supplied by the AAAG based on individual factor changes for each property as derived from a review of market transactions and having regard to the review of land values undertaken for local government locations.

**Buildings and Heritage and cultural assets**

During 2021-22 independent revaluations were performed for buildings in the QFES North Coast and South West Regions, as part of the four year rolling program, by AAAG.

Buildings and Heritage and cultural assets not subject to market specific appraisal were revalued using the most appropriate method of indexation, determined by the type of asset, as provided by the AAAG. AAAG calculates indices by a weighted matrix based on various sources for both a cost approach and market approach. The indices data for the built asset classes are based on construction movement as well as other factors intrinsic to the construction process. These indices were determined to be the most appropriate when considering the department's asset types and were accepted and applied by management on the basis they resulted in a materially accurate representation of the fair value of buildings as at 30 June 2022.



**Queensland Fire and Emergency Services**  
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**16 Property, plant and equipment (continued)**

**Accounting Policy - Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly derived from observable inputs or estimated using another valuation technique.

Observable inputs are publicly available data that are relevant to the characteristics of the assets/liabilities being valued. Observable inputs used by the department include, but are not limited to, published sales data for land and general office buildings.

Unobservable inputs are data, assumptions and judgements that are not available publicly, but are relevant to the characteristics of the assets/liabilities being valued. Significant unobservable inputs used by the department include, but are not limited to, subjective adjustments made to observable data to take account of the characteristics of the department's assets/liabilities, internal records of recent construction costs (and/or estimates of such costs), assets' characteristics/functionality, and assessments of physical condition and remaining useful life. Unobservable inputs are used to the extent that sufficient relevant and reliable observable inputs are not available for similar assets/liabilities.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use.

*Fair Value Measurement Hierarchy*

All assets and liabilities of the department for which fair value is measured or disclosed in the financial statements are categorised within the following fair value hierarchy, based on the data and assumptions used in the most recent specific appraisals:

Level 1 - represents fair value measurements that reflect unadjusted quoted market prices in active markets for identical assets and liabilities;

Level 2 - represents fair value measurements that are substantially derived from inputs (other than quoted prices included within level 1) that are observable, either directly or indirectly; and

Level 3 - represents fair value measurements that are substantially derived from unobservable inputs.

None of the department's valuations of assets or liabilities are eligible for categorisation into level 1 of the fair value hierarchy.

**Categorisation of fair values recognised as at 30 June:**

	Level 2 \$'000		Level 3 \$'000		Total \$'000	
	2022	2021	2022	2021	2022	2021
Land	205,343	154,226	-	-	205,343	154,226
Buildings	17,873	20,013	380,795	279,851	398,668	299,864
Heritage and cultural	-	-	630	190	630	190

**Level 3 fair value reconciliation**

	Buildings		Heritage and cultural		Total Level 3 assets	
	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Carrying amount as at 1 July	279,851	518	190	21	280,041	539
Acquisitions	38	18	-	-	38	18
MOG In	65,819	241,826	-	176	65,819	242,002
Transfers between asset classes	26,145	34,368	-	-	26,145	34,368
Donations	4,037	-	-	-	4,037	-
Disposals	(70)	(88)	-	-	(70)	(88)
Net revaluation increment recognised in other comprehensive income	22,776	14,170	457	2	23,233	14,172
Depreciation	(17,801)	(10,961)	(17)	(9)	(17,818)	(10,970)
<b>Carrying amount as at 30 June</b>	<b>380,795</b>	<b>279,851</b>	<b>630</b>	<b>190</b>	<b>381,425</b>	<b>280,041</b>

**Queensland Fire and Emergency Services**  
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**16 Property, plant and equipment (continued)**

**Accounting Policy - Depreciation of property, plant and equipment**

Land is not depreciated as it has an unlimited useful life.

Property, plant and equipment is depreciated on a straight-line basis so as to allocate the net cost or revalued amount of each asset, less its estimated residual value, progressively over its estimated useful life to the department.

Assets under construction (work-in-progress) are not depreciated until construction is complete and the asset is put to use or is ready for its intended use, whichever is earlier. These assets are then reclassified to the relevant class within property, plant and equipment.

Any expenditure that increases the originally assessed capacity or service potential of an asset is capitalised and the new depreciable amount is depreciated over the remaining useful life of the asset to the department.

For each class of depreciable asset the following depreciation rates are used:

Class	Rate (%)
Buildings	1% to 10%
Heritage and cultural	1%
Plant and equipment	1% to 33.3%

**17 Right-of-use assets and lease liabilities**

**Right-of-use assets**

	Land 2022 \$'000	Buildings 2022 \$'000	Total 2022 \$'000
Gross Value	23	13,864	13,887
Less: Accumulated depreciation	(23)	(4,913)	(4,936)
	<b>-</b>	<b>8,951</b>	<b>8,951</b>
<b>Reconciliation</b>			
Opening balance	11	6,275	6,286
Acquisitions	-	2,206	2,206
Transfers from/(to) - PSBA 1 July 2021	-	2,687	2,687
Depreciation	(11)	(2,217)	(2,228)
<b>Closing balance</b>	<b>-</b>	<b>8,951</b>	<b>8,951</b>
	<b>2021 \$'000</b>	<b>2021 \$'000</b>	<b>2021 \$'000</b>
Gross Value	23	8,971	8,994
Less: Accumulated depreciation	(12)	(2,696)	(2,708)
	<b>11</b>	<b>6,275</b>	<b>6,286</b>
<b>Reconciliation</b>			
Opening balance	-	6,510	6,510
Acquisitions	23	1,185	1,208
Depreciation	(12)	(1,420)	(1,432)
<b>Closing balance</b>	<b>11</b>	<b>6,275</b>	<b>6,286</b>
<b>Lease liabilities</b>			
		<b>2022 \$'000</b>	<b>2021 \$'000</b>
<b>Current</b>			
Lease liabilities		2,507	1,434
<b>Non-Current</b>			
Lease liabilities		6,675	4,910
<b>Total</b>		<b>9,182</b>	<b>6,344</b>

**Accounting Policy - Recognition of Right-of-use assets**

Right-of-use assets with a lease term greater than 12 months and with a value equal to or in excess of \$10,000 are capitalised. Items for a short term period less than 12 months or for a lesser value are expensed.

The right-of-use asset will initially be recognised at cost, consisting of the initial amount of the associated lease liability, plus any lease payments made to the lessor at or before the effective date, less any lease incentive received, the initial estimate of restoration costs and any initial direct costs incurred by the lessee.

Right-of-use assets are recognised and carried at their cost less accumulated depreciation and any accumulated impairment losses, adjusted for any re-measurement of the lease liability in certain circumstances.

**Queensland Fire and Emergency Services**  
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**17 Right-of-use assets and lease liabilities (continued)**

**Accounting Policy - Depreciation of right-of-use assets**

Right-of-use assets are depreciated on a straight line basis from the commencement date of the lease to the end of the lease term.

**Accounting Policy - Impairment of right-of-use assets**

All right-of-use assets are assessed for indicators of impairment. If an indicator of possible impairment exists, the department determines the asset's recoverable amount. Any amount by which the asset's carrying amount exceeds the recoverable amount is recorded as an impairment loss.

**Accounting Policy - Lease liability**

Lease liabilities are initially recognised at the present value of lease payments over the lease term that are not yet paid. Lease payments include fixed payments, variable lease payments that depend on an index or rate, option payment (if reasonably certain) and expected residual value guarantees. The present value of lease payments are discounted using the Queensland Treasury Corporation (QTC) fixed rate applicable to the term of the lease. Subsequently, the lease liabilities are increased by the interest charged and reduced by the amount of lease payments.

**Disclosures - Leases as lessee**

(i) *Details of leasing arrangements as lessee*

Category / class of lease arrangement	Description of arrangement
Buildings	The department routinely enters into leases for buildings and office accommodation. Some of these leases are short-term leases or leases of low value assets. Lease terms for buildings and office space that are recognised on balance sheet can range from 3 to 25 years. A number of leases have renewal or extension options. The options are generally exercisable at market prices and are not included in the right-of-use asset or lease liability unless the department is reasonably certain it will renew the lease.

(ii) *Office accommodation, employee housing and motor vehicles*

The department of Energy and Public Works (DEPW) provides the agency with access to office accommodation, employee housing and motor vehicles under government-wide frameworks. These arrangements are categorised as procurement of services rather than as leases because DEPW has substantive substitution rights over the assets. The related services expenses are included in Note 11.

(iii) *Amounts recognised in profit or loss*

	2022 \$'000	2021 \$'000
Interest expense on lease liabilities	119	103
Breakdown of 'Lease expenses' included in Note 11		
- Expenses relating to short-term leases	209	382
- Expenses relating to leases of low value assets	22	27
- Expenses relating to office accommodation and employee housing provided by DEPW	4,903	4,377
(iv) <i>Total cash outflow for leases</i>	<b>5,134</b>	<b>4,786</b>

**18 Payables**

Accrued creditors	19,982	25,092
Trade creditors	4,951	11,991
Other	52	121
<b>Total</b>	<b>24,985</b>	<b>37,204</b>

**Accounting Policy - Payables**

Trade creditors are recognised upon receipt of the goods or services ordered and are measured at the nominal amount i.e. agreed purchase/contract price, gross of applicable trade and other discounts. Amounts owing are unsecured and are generally settled on 30 day terms.

**19 Accrued employee benefits**

Annual leave levy payable	14,335	10,825
Long service leave levy payable	2,807	2,247
Salaries and wages outstanding	1,573	1,859
Other	430	2,708
<b>Total</b>	<b>19,145</b>	<b>17,639</b>

**Queensland Fire and Emergency Services**  
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**19 Accrued employee benefits (continued)**

**Accounting Policy - Employee benefits**

No provision for annual leave or long service leave is recognised in the department's financial statements as the liability is held on a whole-of-government basis and reported in those financial statements pursuant to AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

	Note	2022 \$'000	2021 \$'000
<b>20 Other current liabilities</b>			
Unearned revenue		2,090	1,946
Other		27	56
<b>Total</b>		<b>2,117</b>	<b>2,002</b>

**21 Related party transactions with other Queensland Government-controlled entities**

The department's primary ongoing sources of funding from Government for its services are appropriation revenue and equity injections, both which are provided in cash via Consolidated Fund. Refer Note 4 and the Statement of changes in equity.

Services below fair value transactions with other departments are disclosed in Note 7 and Note 13.

Operating expense include fair value transactions with other departments disclosed in Note 11.

Services previously provided by PSBA prior to its disestablishment on 30 June 2021 that are now provided by QPS are disclosed in Note 3.

**22 Commitments**

**Capital expenditure commitments**

Capital expenditure commitments inclusive of non-recoverable GST input tax credits at the reporting date are payable as follows:

**Class of asset**

Land		39	-
Buildings		6,921	24,529
Plant and equipment		75,501	9,056
Intangibles		-	176
<b>Total</b>		<b>82,461</b>	<b>33,761</b>
Not later than one year		43,837	31,532
Later than one year and not later than five years		38,624	2,229
<b>Total</b>		<b>82,461</b>	<b>33,761</b>

Capital commitments reflect the implementation of a multi-year approach to fleet procurement enabling QFES to plan for, and the market to respond to, challenging lead times. Accordingly, QFES has awarded significant contracts for both Rural Fire Service and Fire and Rescue appliances for the next two financial years.

**23 Financial instruments**

**Financial instruments categories**

The department has the following categories of financial assets and financial liabilities:

**Financial assets**

Cash		112,490	34,495
Financial assets measured at amortised cost:			
Receivables	14	86,762	85,177
<b>Total financial assets</b>		<b>199,252</b>	<b>119,672</b>

**Financial liabilities**

Financial liabilities measured at amortised cost:			
Payables	18	24,985	37,204
Lease Liabilities	17	9,182	6,344
<b>Total financial liabilities at amortised cost</b>		<b>34,167</b>	<b>43,548</b>

No financial assets and financial liabilities have been offset and presented net in the Statement of financial position.

**Accounting Policy - Financial instruments**

*Recognition*

Financial assets and financial liabilities are recognised in the Statement of financial position when the department becomes party to the contractual provisions of the financial instrument.

**Queensland Fire and Emergency Services**  
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**23 Financial instruments (continued)**

**(a) Financial risk management**

Financial risk management is implemented pursuant to Government and departmental policies. These policies focus on the unpredictability of financial markets and seek to minimise potential adverse effects on the financial performance of the department.

All financial risk is managed under policies approved by the department.

The department activities expose it to a variety of financial risks as set out in the following table:

Risk exposure	Definition	Exposure
Credit risk	Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.	The department is exposed to credit risk in respect of its receivables (Note 14).
Liquidity risk	Liquidity risk refers to the situation where the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.	The department is exposed to liquidity risk in respect of its payables (Note 18).
Market risk	The risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.  Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.	The department does not trade in foreign currency and is not materially exposed to commodity price changes or other market prices.  The department is not exposed to material interest rate risk.

**(b) Risk Measurement and Management Strategies**

Risk exposure	Measurement Method	Risk Management Strategies
Credit risk	Ageing analysis, earnings at risk	The department manages credit risk through the use of a credit management strategy. This strategy aims to reduce the exposure to credit default by ensuring that the department invests in secure assets and monitors all funds owed on a timely basis. Exposure to credit risk is monitored on an ongoing basis.
Liquidity risk	Sensitivity analysis	The department manages liquidity risk through the use of a liquidity management strategy. This strategy aims to reduce the exposure to liquidity risk by ensuring the department has sufficient funds available to meet employee and supplier obligations as they fall due. This is achieved by ensuring that minimum levels of cash are held within the various bank accounts so as to match the expected duration of the various employee and supplier liabilities.

**(c) Credit risk**

Certain contractual obligations expose the department to credit risk in excess of the carrying amount of any asset or liability recognised from entering the transaction.

The maximum exposure to credit risk at balance date in relation to each class of recognised financial asset is the gross carrying amount of those assets inclusive of any provision for impairment (refer Note 14).

**(d) Liquidity risk**

The following table sets out the liquidity risk of financial liabilities held by the department. It represents the contractual maturity of financial liabilities, calculated based on undiscounted cash flows relating to the liabilities at reporting date. The undiscounted cash flows in these tables differ from the amounts included in the Statement of financial position that are based on discounted cash flows.

Financial liabilities	Note	2022 Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
Payables	18	24,985	-	-	24,985
Lease liability	17	2,507	5,472	1,203	9,182
<b>Total</b>		<b>27,492</b>	<b>5,472</b>	<b>1,203</b>	<b>34,167</b>

Financial liabilities	Note	2021 Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
Payables	18	37,204	-	-	37,204
Lease liability	17	1,434	3,962	948	6,344
<b>Total</b>		<b>38,638</b>	<b>3,962</b>	<b>948</b>	<b>43,548</b>

**Queensland Fire and Emergency Services**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

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## **24 Contingencies**

### **Litigation in progress**

As at 30 June 2022, there were 11 litigation matters in progress which may result in a financial settlement. It is not possible to make a reliable estimate of the final amount payable, if any, in respect of the litigation at this time. However, in all cases the QFES liability is limited to the QGIF excess amount of \$10,000 per successful litigant claim as QFES can claim back, less the excess, the amount paid to successful litigants (refer to Note 13).

### **Native title claims over departmental land**

As at 30 June 2022, there are two native title claims relating to Rural Fire Brigade (RFB) sites. Negotiations are currently underway to determine the impact of these claims on the sites. At reporting date it is not possible to make an estimate of any probable outcome of these claims, or any financial effects.

## **25 Administered items**

The department manages the collection of fines imposed in relation to breaches of the fire safety legislation on behalf of the Queensland Government.

Total administered receipts from fines for transfer to Queensland government was \$0.112m (2021: \$0.061m).

## **26 Trust transactions and balances**

Queensland Fire and Emergency Services can appoint four of the seven trustees and provides administrative support to manage transactions and balances for the Queensland Volunteer Rural Fire Brigades Donations Fund. The Fund was formed on 1 January 2013 for the charitable purpose of supporting the volunteer based emergency service activities of the rural fire brigades.

Mazars (QLD) Pty Ltd are the auditors for the Queensland Volunteer Rural Fire Brigades Donations Fund.

Donations received for payment to brigades totalled \$0.308m (2021: \$0.499m).

Total cash at bank at reporting date was \$0.747m (2021: \$1.799m) with total donations payable to brigades \$0.747m (2021: \$1.799m).

### **Accounting Policy - Trust transactions and balances**

The department undertakes certain trustee transactions and maintains related balances on behalf of various parties and also performs certain agency transactions.

As the department acts only in a custodial role in respect of these transactions and balances, they are not recognised in the department's financial statements.

## **27 Events occurring after balance date**

There were no events occurring after balance date that management considers would have a material impact on the information disclosed in these financial statements.

## **28 Significant financial impacts from the COVID-19 pandemic**

During the 2021-22 financial year \$179.181m (2020-21: \$179.547m) has been recognised by the department in response to COVID-19 relating to quarantine expenses (refer to Note 11).

## **29 Budgetary reporting disclosures**

As required by Queensland Treasury policy, an adjusted budget is presented when departments are impacted by machinery-of-government changes and the original budget figures in the previous Service Delivery Statement no longer serve as a useful basis to compare to the department's actual results. Accordingly, the QFES 2021-22 budget has been adjusted for the impact of the disestablishment of the Public Safety Business Agency. The budget figures used in this comparison represent the Adjusted Budget figures for the financial year, as published in the 2022-23 Service Delivery Statement tabled in Parliament.

### **Explanation of major variances - Statement of comprehensive income**

*Appropriation Revenue:* Additional funding over budget was received for COVID-19 quarantine accommodation costs, quarantine logistics support and border control (\$193.898m), additional firefighter positions (\$14.101m), and Defined Benefit Superannuation No Disadvantage Policy Payments (\$1.195m). This is partially offset by funding returned to the Consolidated Fund associated with programs commencing in 2020-21 which experienced recruitment and delivery delays (\$7.363m), and a reduction in the statutory contribution associated with the Emergency Management Levy due to a reduced Government Indexation Rate (GIR) and property growth (\$0.900m).

**Queensland Fire and Emergency Services**  
**Notes to the financial statements**  
**For the year ended 30 June 2022**

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**29 Budgetary reporting disclosures (continued)**

**Explanation of major variances - Statement of comprehensive income (continued)**

*Grants and Contributions:* Exceeded budgeted revenue due to contributed assets primarily associated with Rural Fire Brigades (\$6.943m), Disaster Recovery Funding Arrangements (DRFA) revenues associated with prior year severe bushfire and weather events (\$2.647m), sponsorships and contributions for State Emergency Services (\$1.461m) and Rural Fire Service (\$0.869m), contribution from Department of Home Affairs ACT towards a joint emergency management training exercise (\$0.400m), contribution from the Australian Institute for Disaster Resilience towards the Australian Warning System Public Education Campaign (\$0.484m), and Queensland Ambulance Service contribution for Kedron Complex asset maintenance (\$0.256m).

*Gains on disposal/remeasurement of assets:* Exceeded budget due to the reversal of prior year land asset revaluation decrement (\$19.011m) and gains from disposal of property, plant and equipment (\$0.819m).

*Employee expenses:* Exceeded budget mainly due to additional overtime expenditure associated with bushfire and severe weather deployments and staff absences compounded by COVID-19 and border closures (\$15.969m), partly offset by staff vacancies resulting from labour market challenges (\$6.235 million).

*Supplies and services:* Exceeded budget mainly due to COVID-19 response including hotel quarantine accommodation, logistics and border control (\$179.181m), and expenditure associated with bushfire and severe weather deployments (\$4.245m). This is partially offset by QFES project underspends due to recruitment and delivery delays (\$7.363m), delayed delivery of information and communication technology programs and projects delivered by the Queensland Police Service on behalf of QFES, and savings required to be achieved to fund growing demand to replace ageing assets within the QFES capital program.

*Grants and subsidies:* Variance is predominantly due to lower than expected funding provided to the Queensland Police Service for information and communication technology programs and projects, with funding redirected to QFES managed projects (supplies and services).

*Increase/(decrease) in asset revaluation surplus:* The increase in asset revaluation surplus is due to favourable asset revaluation outcomes on buildings and heritage and cultural assets following the asset revaluations undertaken during the year.

**Explanation of major variances - Statement of financial position**

*Cash:* The higher than expected cash position is due to significant program and projects delays associated with the ongoing global supply chain challenges, workforce impacts associated with the COVID-10 pandemic, and limited availability within the professional services labour market.

*Property, plant and equipment:* The increase in property, plant and equipment is due to favourable asset revaluation outcomes following the asset revaluations undertaken during the year.

*Payables:* The balance is lower than budgeted due to the cessation of QFES managed hotel quarantine arrangements which had significantly increased the payables balance, and ongoing emphasis on timely payment of invoices in support of the Government policy to expedite vendor payments during the COVID-19 pandemic.

**Explanation of major variances - Statement of cash flows**

*User charges and fees:* The higher than expected user charges and fees is mainly associated with additional building and infrastructure fire safety fee and unwanted alarm attendance revenues in 2021-22, and the timing of payments by customers.

*Payments for property, plant and equipment:* The payments are lower than expected associated with ongoing global supply chain challenges which have significantly impacted the fire and rescue and rural fire fleet programs in 2021-22.

*Cash:* The higher than expected cash position is due to significant program and projects delays associated with the ongoing global supply chain challenges, workforce impacts associated with the COVID-10 pandemic, and limited availability within the professional services labour market.

**Queensland Fire and Emergency Services  
Management Certificate for the year ended 30 June 2022**

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These general purpose financial statements have been prepared pursuant to section 62(1) of the *Financial Accountability Act 2009* (the Act), section 38 of the *Financial and Performance Management Standard 2019* and other prescribed requirements. In accordance with section 62(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects;
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Queensland Fire and Emergency Services for the year ending 30 June 2022 and of the financial position of the department at the end of that year; and

The Commissioner, as the accountable officer of Queensland Fire and Emergency Services, acknowledges responsibility under s.7 and s.11 of the *Financial and Performance Management Standard 2019* for the establishment and maintenance, in all material respect, of an appropriate and effective system of internal controls and risk management process with respect to financial reporting throughout the reporting period.



G. Leach  
MBA, MEmergMgt, MIFireE,  
GAICD

Accountable Officer  
Commissioner

26 August 2022



S. Lowth  
B Commerce  
FCPA

Chief Finance Officer

25 August 2022



## INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of Queensland Fire and Emergency Services

### Report on the audit of the financial report

#### Opinion

I have audited the accompanying financial report of Queensland Fire and Emergency Services.

In my opinion, the financial report:

- a) gives a true and fair view of the department's financial position as at 30 June 2022, and its financial performance and cash flows for the year then ended
- b) complies with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards.

The financial report comprises the statement of financial position as at 30 June 2022, the statement of comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, notes to the financial statements including summaries of significant accounting policies and other explanatory information, and the management certificate.

#### Basis for opinion

I conducted my audit in accordance with the *Auditor-General Auditing Standards*, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

I am independent of the department in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code and the *Auditor-General Auditing Standards*.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. I addressed these matters in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

**Specialised building valuation (\$398.67 million) and depreciation expense (\$19.08 million)**

Refer to note 16 in the financial report.

Key audit matter	How my audit addressed the key audit matter
<p>Except in rare circumstances where a market price in an active market exists, Queensland Fire and Emergency Services (QFES) derives the fair value of its buildings using the current replacement cost method that comprises:</p> <ul style="list-style-type: none"> <li>• Gross replacement cost, less</li> <li>• Accumulated depreciation.</li> </ul> <p>QFES values its buildings each year through a combination of specific appraisals for selected regions on a rolling basis, with the remainder of buildings revalued by applying relevant indices in the years between specific appraisals.</p> <p>QFES derived the gross replacement cost of its buildings at balance date using unit prices that required significant judgements for:</p> <ul style="list-style-type: none"> <li>• identifying whether the existing building contains obsolescence or less utility compared to the modern substitute, and if so, estimating the adjustment to the unit rate required to reflect this difference.</li> <li>• buildings not specifically appraised in the current year, indexing unit rates for increases in input costs.</li> </ul> <p>The measurement of accumulated depreciation involves significant judgements for estimating the remaining useful lives of assets. The significant judgements required for gross replacement cost and useful lives are also significant for calculating annual depreciation expense.</p>	<p>My procedures included, but were not limited to:</p> <ul style="list-style-type: none"> <li>• Assessing management’s controls over the valuation process.</li> <li>• Assessing the appropriateness of the process used for measuring gross replacement cost with reference to common industry practices.</li> <li>• For unit rates: <ul style="list-style-type: none"> <li>– Assessing the competence, capability and objectivity of the experts used by QFES to develop the unit rate models.</li> <li>– Obtaining an understanding of the methodology used and assessing its appropriateness with reference to common industry practices.</li> <li>– For building specific appraisals in the current year, evaluating on a sample basis the relevance, completeness and accuracy of source data used to derive the unit rate of the: <ul style="list-style-type: none"> <li>▪ modern substitute (including locality factors and on costs)</li> <li>▪ adjustment for excess quality or obsolescence.</li> </ul> </li> <li>– For buildings revalued through indexation, recalculating the index with reference to the current year’s specific appraisal.</li> </ul> </li> <li>• Reviewing management and the expert’s assessment and application of asset componentisation and the consequential impact on depreciation expense.</li> <li>• Evaluating useful life estimates for reasonableness by: <ul style="list-style-type: none"> <li>– Reviewing management’s annual assessment of useful lives.</li> <li>– Assessing whether assets still in use have reached or exceeded their useful life.</li> </ul> </li> <li>• Where changes in useful lives were identified, evaluating whether the effective dates of the changes applied for depreciation expense were supported by appropriate evidence.</li> </ul>

### **Other information**

Other information comprises financial and non-financial information (other than the audited financial report) included in the annual report for the year ended 30 June 2022.

The Accountable Officer is responsible for the other information.

My opinion on the financial report does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial report, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or my knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

I have nothing to report in this regard.

### **Responsibilities of the department for the financial report**

The Accountable Officer is responsible for the preparation of the financial report that gives a true and fair view in accordance with the *Financial Accountability Act 2009*, the Financial and Performance Management Standard 2019 and Australian Accounting Standards, and for such internal control as the Accountable Officer determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

The Accountable Officer is also responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless it is intended to abolish the department or to otherwise cease operations.

### **Auditor's responsibilities for the audit of the financial report**

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. This is not done for the purpose of expressing an opinion on the effectiveness of the department's internal controls, but allows me to express an opinion on compliance with prescribed requirements.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the department.
- Conclude on the appropriateness of the department's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the department's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. I base my conclusions on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the department to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Accountable Officer, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

### **Report on other legal and regulatory requirements**

#### **Statement**

In accordance with s.40 of the *Auditor-General Act 2009*, for the year ended 30 June 2022:

- a) I received all the information and explanations I required.
- b) I consider that, the prescribed requirements in relation to the establishment and keeping of accounts were complied with in all material respects.

#### **Prescribed requirements scope**

The prescribed requirements for the establishment and keeping of accounts are contained in the *Financial Accountability Act 2009*, any other Act and the Financial and Performance Management Standard 2019. The applicable requirements include those for keeping financial records that correctly record and explain the department's transactions and account balances to enable the preparation of a true and fair financial report.



Michael Claydon  
as delegate of the Auditor-General

26 August 2022

Queensland Audit Office  
Brisbane

# Queensland Fire and Emergency Services

## *Human Rights Act 2019*

### Annual Performance Report 2021–22

#### Introduction

Queensland Fire and Emergency Services' (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, 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.

On 1 January 2020, respecting human rights became the law for all Queensland Government departments under the *Human Rights Act 2019* (the Act). The Act respects, protects and promotes the human rights of all people in Queensland. It requires agencies to act and make decisions in a way that is compatible with human rights. Human rights can only be limited in certain circumstances and after careful consideration. The purpose of the Act is to:

- protect and promote human rights
- help build a culture in the Queensland public sector that respects and promotes human rights
- help promote a dialogue about the nature, meaning and scope of human rights.

Human rights are basic entitlements that belong to everyone regardless of your background, what you look like, what you think, what you believe or any other status or characteristic. Everyone is entitled to have their human rights protected, without discrimination.

The Act protects 23 fundamental human rights such as the right to freedom of movement and the right to liberty and security of person; and acknowledges the inherent dignity and worth of all human beings.

In preparation for the commencement of the Act and prior to 1 July 2021, QFES undertook significant work to progress compatibility with the Act including:

- QFES doctrine (policy, procedures, standards, role manuals and operations doctrine) was reviewed and an assessment tool developed to align future documents to the Act. Assessing all QFES doctrine against the human rights legislation is a business-as-usual activity within QFES.

- The Complaints Management procedure was updated to include complaints about human rights and the Complaints Assessment process and forms were updated to ensure compatibility with human rights.
- Training material for the School of Fire and Emergency Services Training was aligned with the Act. This included QFES handbooks, implementation documents and course guides.
- The requirements of the Act were incorporated into Service Level Agreements with volunteer groups that provide emergency response to Queenslanders, through variations or new agreements.
- Internal processes for drafting of legislative amendments were modified to build in human rights considerations.
- Proposals, business cases and approvals are considerate of human rights and QFES' obligations under the Act.

QFES conducts annual workforce experience surveys such as the Working for Queensland (WfQ) survey and Volunteering for Queensland (VfQ) survey to measure and monitor staff and volunteer experiences. The annual surveys are a confidential forum enabling the department to gauge its performance collectively and in each division, region and branch. The WfQ and VfQ 2021 results indicate 73 per cent of staff and 70 per cent of volunteers responded positively to the survey question '*I understand how the Human Rights Act 2019 applies to my work*'.

## Human rights complaints

A human rights complaint is defined in the Act (section 63) as: *a complaint about an alleged contravention of section 58(1) by a public entity in relation to an act or decision of the public entity.*

During 2021–22, QFES received five human rights complaints.

At 30 June 2022:

- » four complaints have been finalised with three allegations either unsubstantiated or discontinued; and one where it was determined QFES had a legal obligation under Queensland legislation. Outcome advice was provided to the complainants.
- » one complaint has been lodged with the Queensland Human Rights Commission and is ongoing.

## Actions taken to further the objects of the Act

QFES continued to further the objects of the Act during the reporting period by:

- approving the QFES Human Rights Information Awareness Strategy on 16 December 2021. The strategy has delivered multiple activities to increase awareness of, and build a culture of, human rights within the department including:
  - Promoting Human Rights Week (1–10 December 2021) with the theme *Make equality your priority* and celebrating Human Rights Day on 10 December 2021. The department conducted an online session for staff and volunteers to explore how human rights work in day-to-day situations. The session was recorded and is available to staff and volunteers on the QFES Gateway (staff intranet).
  - Launching an e-learning product in March 2022 that explores human rights from the perspective of the responsibilities of staff and volunteers to respect, promote and protect the human rights of all Queenslanders.
  - Continuing to provide support to areas across the department to implement QFES specific human rights information awareness and training activities for staff and volunteers to ensure they continue to meet the needs of the workforce in terms of accessibility and content.
  - Updating the QFES Gateway Human Rights content to include easy-to-use resources for staff and volunteers such as a one-page quick reference guide, decision checklist and responsibilities posters. Resources have been

developed and are available for each QFES service (FRS, RFS and SES) to ensure that information provided is targeted to individual service requirements. The Human Rights QFES Gateway content also includes links to training packages and interactive scenarios exploring human rights in operational and management situations familiar to staff and volunteers.

- Introducing an online community of practice open to all members of QFES where human rights issues are discussed and the latest human rights news is shared.
- continuing to deliver training to management on their obligations under the Act; and on specific changes to policies, procedures and practices relating to human resources and complaints management
- planning the inclusion of the Human Rights topic and core lessons into the department's Corporate Induction program for commencement in 2022–23
- including in the QFES strategic plan the statement: *When implementing our strategies QFES will respect, protect and promote human rights in our decision-making and actions*
- including references to human rights in the QFES *Strategic Workforce Plan 2021–2024*
- attending a Human Rights Policy workshop in November 2021 hosted by the Department of Justice and Attorney-General to better understand the application of the Act. QFES attendees included conduct investigators and policy and legislation officers.

In addition, manager and staff education on human rights and how they are applied in managing complaints and within the decision-making framework is continuing through the department's Senior Advisor Workplace Standards network. Human rights are considered in the implementation of staff personal achievement and development plans and flexible work arrangements.

## Details of reviews of policies, programs, procedures, practices or services undertaken for compatibility with human rights

Assessing QFES doctrine (policy, procedures, standards, role manuals and operations doctrine) against the human rights legislation is a business-as-usual activity within the department with key considerations relating to human rights embedded into doctrine assessment tools.

# Acronyms

<b>ABCB</b>	Australian Building Codes Board	<b>EVAF</b>	Emergency Volunteers Advisory Forum
<b>AFAC</b>	Australasian Fire and Emergency Service Authorities Council	<b>FBAN</b>	Fire Behaviour Analysts
<b>AFDRS</b>	Australian Fire Danger Rating System	<b>FESSN</b>	Fire and Emergency Services Support Network
<b>AFSM</b>	Australian Fire Service Medal	<b>FFF</b>	Fight Fire Fascination
<b>ARCC</b>	Audit, Risk and Compliance Committee	<b>FRS</b>	Fire and Rescue Service
<b>AVCGA</b>	Australian Volunteer Coast Guard Association	<b>FTE</b>	Full-time equivalent
<b>AWS</b>	Australian Warning System	<b>HazMat</b>	Hazardous materials
<b>BNHCRC</b>	Bushfire Natural Hazard Cooperative Research Centre	<b>ICT</b>	Information and communication technology
<b>BoM</b>	Board of Management	<b>IGEM</b>	Inspector-General Emergency Management
<b>CAD</b>	Computer Aided Dispatch	<b>INSARAG</b>	International Search and Rescue Advisory Group
<b>CALD</b>	Culturally and Linguistically Diverse	<b>ISMS</b>	Information Security Management System
<b>CPR</b>	Cardiopulmonary resuscitation	<b>LAT</b>	Large Air Tanker
<b>DART</b>	Disaster Assistance Response Team	<b>LGBTIQ+</b>	Lesbian, gay, bisexual, transgender, intersex, queer
<b>DFAT</b>	Department of Foreign Affairs and Trade	<b>LGBTQIA+</b>	Lesbian, gay, bisexual, transgender, queer, intersex and asexual
<b>DFV</b>	Domestic and family violence	<b>MOHRI</b>	Minimum Obligatory Human Resource Information
<b>DSDILGP</b>	Department of State Development, Infrastructure, Local Government and Planning	<b>MoU</b>	Memorandum of Understanding
<b>eDRMS</b>	electronic Document and Records Management System	<b>NAB</b>	National Australia Bank
<b>ELT</b>	Executive Leadership Team	<b>NAFC</b>	National Aerial Firefighting Centre
<b>EMCC</b>	Emergency Management and Community Capability	<b>NAIDOC</b>	National Aborigines and Islanders Day Observance Committee
<b>ESCP</b>	Emergency Services Cadets Program	<b>NHRA</b>	Natural Hazards Research Australia

## Acronyms (cont'd)

<b>NSW</b>	New South Wales	<b>RFDF</b>	Rural Fire Development Framework
<b>P-CEP</b>	Person-Centred Emergency Preparedness	<b>RFS</b>	Rural Fire Service
<b>PCYC</b>	Police-Citizens Youth Club	<b>RLSSQ</b>	Royal Life Saving Society Queensland Inc.
<b>PNGFS</b>	Papua New Guinea Fire Service	<b>RoGS</b>	Report on Government Services
<b>PPRR</b>	Prevention, preparedness, response and recovery	<b>RPAS</b>	Remotely Piloted Aircraft Systems
<b>PSBA</b>	Public Safety Business Agency	<b>RTO</b>	Registered Training Organisation
<b>PSU</b>	Predictive Services Unit	<b>SABRE</b>	Simulation Analysis-Based Risk Evaluation
<b>QAO</b>	Queensland Audit Office	<b>SDCC</b>	State Disaster Coordination Centre
<b>QCAP</b>	<i>Queensland Climate Action Plan 2020–2030</i>	<b>SES</b>	State Emergency Service
<b>QCESA</b>	Queensland Combined Emergency Services Academy	<b>SLSQ</b>	Surf Life Saving Queensland
<b>QDMA</b>	Queensland Disaster Management Arrangements	<b>SOC</b>	State Operations Centre
<b>QDMTF</b>	Queensland Disaster Management Training Framework	<b>USAR</b>	Urban Search and Rescue
<b>QFES</b>	Queensland Fire and Emergency Services	<b>VfQ</b>	Volunteering for Queensland
<b>QPS</b>	Queensland Police Service	<b>VMRAQ</b>	Volunteer Marine Rescue Association Queensland
<b>RAAP</b>	Road Attitudes and Action Planning	<b>WfQ</b>	Working for Queensland
<b>RCNDA</b>	Royal Commission into National Natural Disaster Arrangements	<b>WHS</b>	Work health and safety
<b>RFAQ</b>	Retired Firefighters Association of Queensland Inc	<b>WOW</b>	Wear Orange Wednesday



# Compliance checklist

Summary of requirement		Basis for requirement	Page reference
<b>Letter of compliance</b>	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	iii
<b>Accessibility</b>	Table of contents	ARRs – section 9.1	1, 82, 83
	Acronyms		115–116
	Public availability	ARRs – section 9.2	ii
	Interpreter service statement	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	ii
	Copyright notice	<i>Copyright Act 1968</i> ARRs – section 9.4	ii
	Information licensing	<i>Queensland Government Enterprise Architecture – Information licensing</i> ARRs – section 9.5	ii
<b>General information</b>	Introductory information	ARRs – section 10	2–17
<b>Non-financial performance</b>	Government’s objectives for the community and whole-of-government plans and specific initiatives	ARRs – section 11.1	6
	Agency objectives and performance indicators	ARRs – section 11.2	7, 23–26
	Agency service area and service standards	ARRs – section 11.3	23–26
<b>Financial performance</b>	Summary of financial performance	ARRs – section 12.1	18–22
<b>Governance – management and structure</b>	Organisational structure	ARRs – section 13.1	13–16
	Executive management	ARRs – section 13.2	64–67
	Government bodies (statutory bodies and other entities)	ARRs – section 13.3	N/A
	Public Sector Ethics	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	72
	Human Rights	<i>Human Rights Act 2019</i> ARRs – section 13.5	113–114
	Queensland public service values	ARRs – section 13.6	8

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<b>Governance – risk management and accountability</b>	Risk management	ARRs – section 14.1	69–70, 73
	Audit committee	ARRs – section 14.2	69–70
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	Information systems and recordkeeping	ARRs – section 14.5	75
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<b>Governance – human resources</b>	Strategic workforce planning and performance	ARRs – section 15.1	76–81
	Early retirement, redundancy and retrenchment	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2	77
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	Overseas travel	ARRs – section 31.2	<a href="http://www.data.qld.gov.au">www.data.qld.gov.au</a>
	<i>Queensland Government Language Services Policy</i>	ARRs – section 31.3	<a href="http://www.data.qld.gov.au">www.data.qld.gov.au</a>
<b>Financial statements</b>	Certification of financial statements	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1	108
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ARRs: Annual report requirements for Queensland Government agencies

FAA: Financial Accountability Act 2009

FPMS: Financial and Performance Management Standard 2019

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