

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.

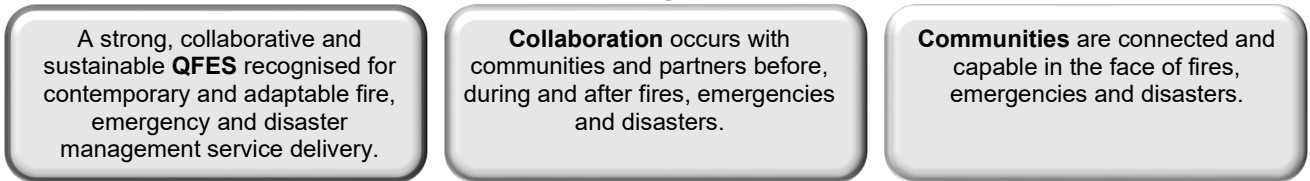
The review is expected to be finalised by November 2022.

Strategy 2030 can be accessed at www.qfes.qld.gov.au

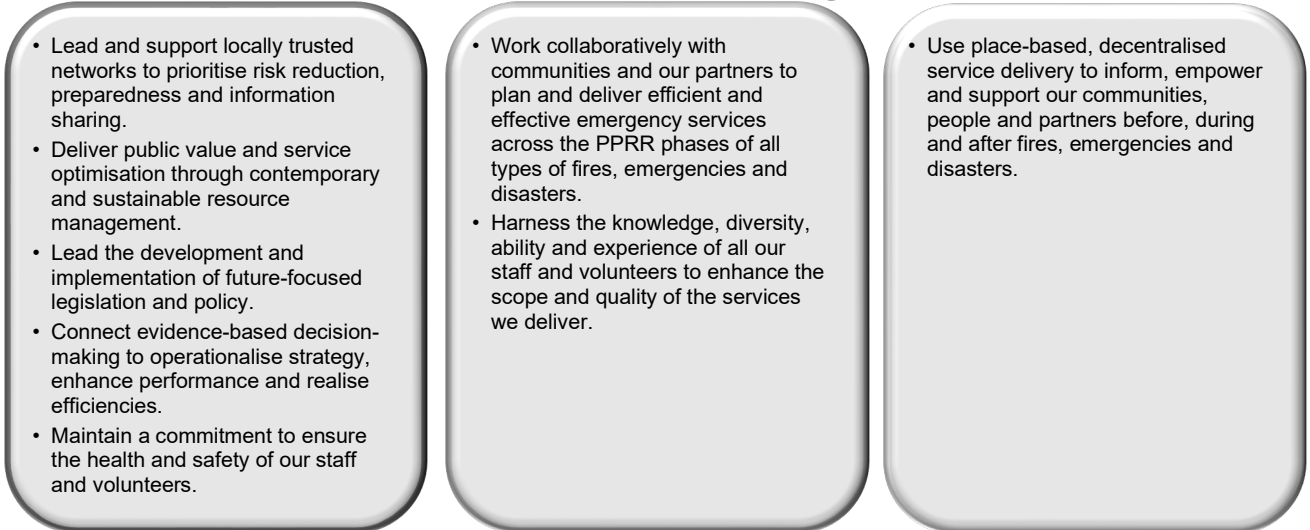
QFES Strategy 2030 Guiding Principles



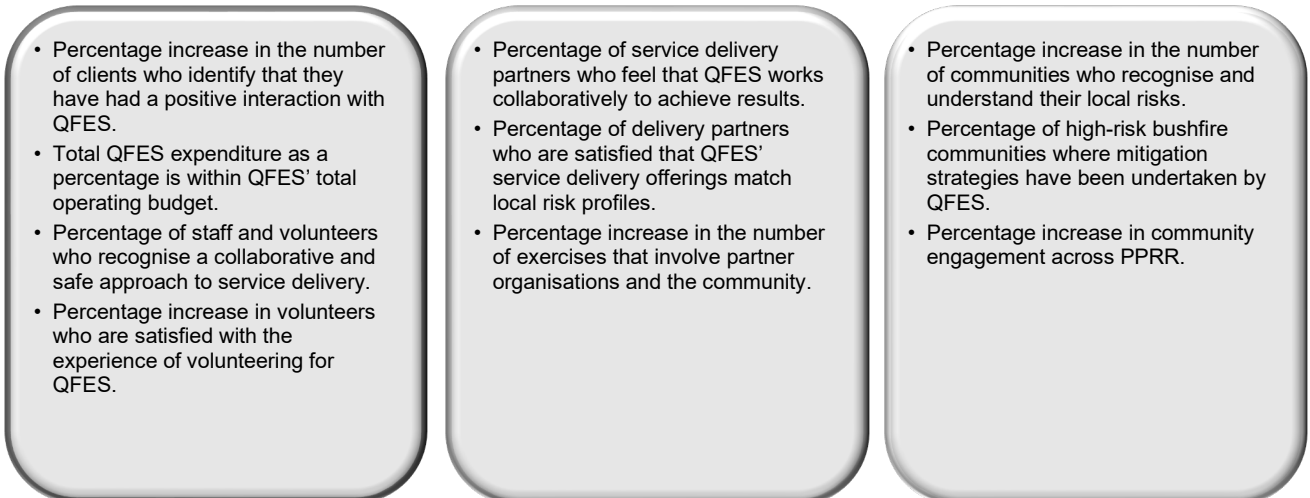
2025 Objectives



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

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.

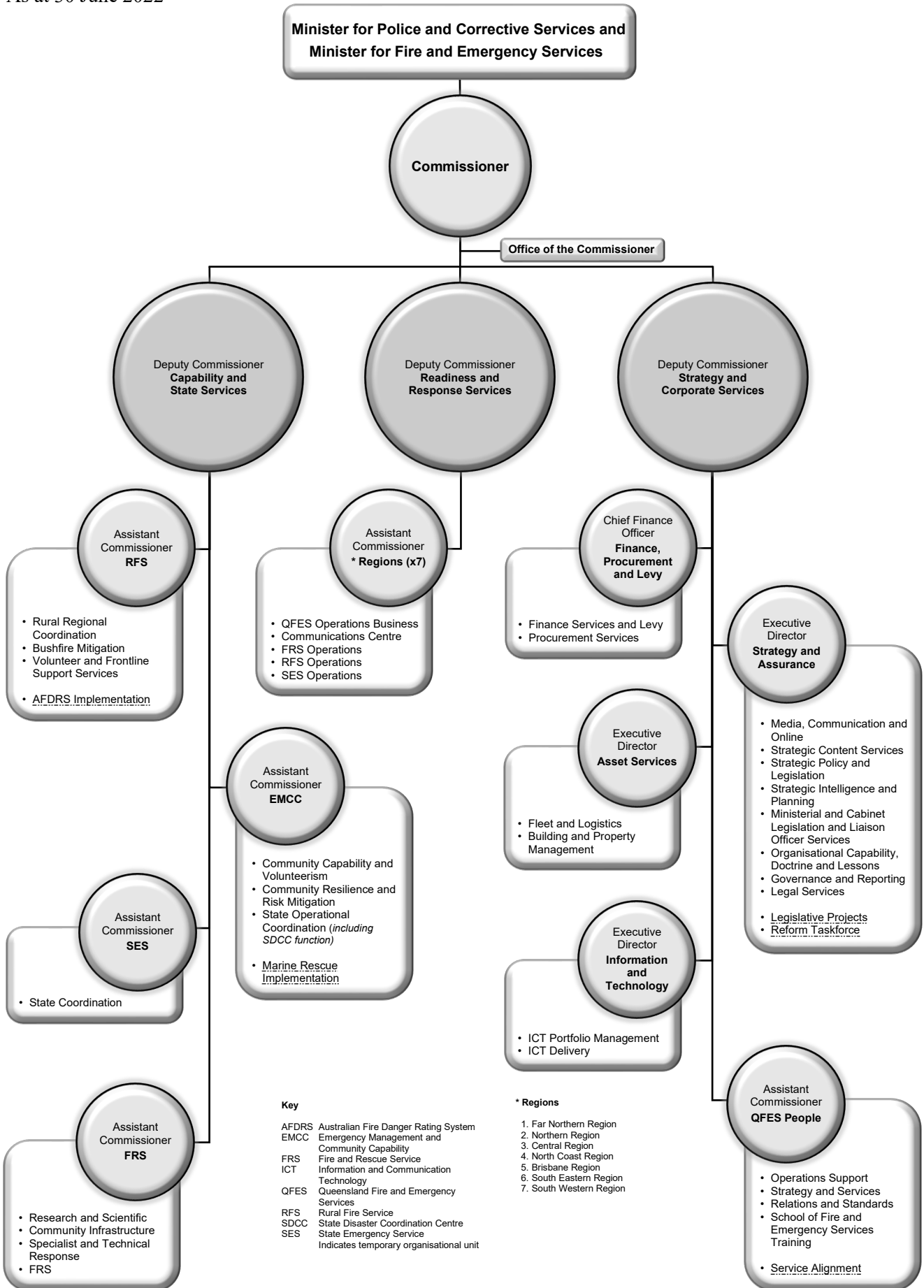
The **Asset Services** Directorate comprises the Building and Property Management Branch and the Fleet and Logistics Branch. The directorate is responsible for managing the delivery of the department's Capital Investment Programs for Built Infrastructure and Fleet. The Building and Property Management 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
Fire and rescue stations	244	25	20	38	46	38	37	40
SES units	75	19	16	14	7	3	5	11
SES groups	297	53	40	68	47	21	26	42
Rural fire brigades	1,397	179	178	392	203	29	79	337
Regional offices	7	1	1	1	1	1	1	1
Communication centres	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)