

About the department

Queensland Fire and Emergency Services (QFES) is a Queensland Government public sector department under the *Public Sector Act 2022*. QFES was initially established as a department on 1 November 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* and for working collaboratively with partners and stakeholders to undertake and manage disaster management activities as legislated by the *Disaster Management Act 2003*.

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 a community-based, volunteer emergency service and the lead service for bushfire in Queensland. The RFS has been an integral part of Queensland's bushfire response for more than 75 years. The RFS operates in rural, semi-rural and some urban fringe areas and provides firefighting; fire prevention and community education services; permits to light fires; road crash rescue; and deployments and assistance during emergencies and disasters.

The RFS was honoured as a 2023 Queensland Great in the Institution category of the Queensland Greats Awards which recognise the efforts and achievements of Queensland organisations for their remarkable contribution to the history and development of Queensland.

The SES is a community-based, volunteer emergency service enabled by state and local governments. The SES has been an integral part of Queensland's emergency response for more than 48 years. 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 capabilities.

The disaster management capability is responsible for ensuring all aspects of prevention, preparedness, response and recovery (PPRR) arrangements between local, 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, 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:

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

Emergency Services Reform

The Independent Review of QFES was undertaken to examine the department's capability and funding model. The review assessed the effectiveness, efficiency and sustainability of the department, including structure and funding in relation to QFES' core services and associated volunteer entities.

The final report and Queensland Government Response to the Independent Review was released on 26 October 2022. The Government accepted in principle all recommendations of the Independent Review with the exception of one recommendation to implement a SES levy, which was not accepted. The recommendations accepted in principle included the establishment of the Queensland Fire Department which will incorporate the FRS, RFS and operational and corporate support. Additionally, the SES, marine rescue services, service agreements and some disaster management functions, will transition to the QPS and the Queensland Reconstruction Authority (QRA).

To support implementation, the Government committed up to \$578 million over five years, with an uplift of over 500 full-time equivalent (FTE) positions to strengthen Queensland's fire and emergency services.

A Reform Implementation Taskforce (RIT) was established in January 2023 to lead timely implementation of the outcomes arising from the Independent Review. The QFES RIT Support Directorate was also created to work closely with, and assist, the taskforce to deliver on the transition of functions and the significant uplift for fire and emergency services across Queensland.

The first transition piece occurred on 1 May 2023, when the Marine Rescue Implementation Program transitioned to the QPS.

The establishment of the Queensland Fire Department is expected by 1 July 2024.

QFES will continue to work closely with partner agencies and the RIT throughout the reform program.

The *Independent Review of Queensland Fire and Emergency Services Final Report* (2 November 2021) and Government Response (October 2022) are accessible at:

www.qfes.qld.gov.au/about-us/corporate-services/reports-plans-and-reviews

Legislation administered

In accordance with *Administrative Arrangements Order (No. 1) 2023*, the Minister for Police and Corrective Services and Minister for Fire and Emergency Services administers the following Acts and subordinate legislation relative to the Fire and Emergency Services portfolio:

- ✦ *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.

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* (refer page 7) 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 has experienced a severe bushfire season in late 2019 and major flooding in February 2022 as well as the impacts of coronavirus (COVID-19).

As part of a review into *Strategy 2030*, and in partnership with Natural Hazards Research Australia, the impact of four transformative scenarios on *Strategy 2030* in a climate challenged world were considered in 2022–23. This research utilisation project applied a wind tunnelling approach using transformative scenarios developed over the last 18 months through a partnership between Natural Hazards Research Australia, Australasian Fire and Emergency Service Authorities Council (AFAC) and fire and emergency services agencies across Australia and New Zealand.

Workshops were held with the QFES Climate Change Advisory Group and the QFES Board of Management (BoM) to test the validity of the *Strategy 2030* guiding principles against those scenarios. The application of the transformative scenarios provided an engaging method of exploring strategy implications of a climate challenged world and it was assessed that the guiding principles were still relevant and foundational to strategy design for the Queensland Fire Department.

Strategy 2030 will be reviewed and a new strategic plan developed for the Queensland Fire Department.

Strategy 2030 can be accessed at www.qfes.qld.gov.au/sites/default/files/2021-03/QFES-Strategy-2030-Full.pdf

QFES Strategic Plan 2022–26

Guiding principles from Strategy 2030



<p>Our vision</p> <p>To create and sustain a safe and resilient Queensland in the face of fires, emergencies and disasters</p>	<p>Our purpose</p> <p>Deliver contemporary and effective fire, emergency and disaster management services that meet Queensland communities' needs</p>
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Our opportunities

- » Optimise existing and leverage emerging partnerships to improve 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 a new normal.

Our challenges

- » Continue to meet community, stakeholder and government expectations.
- » Continue to ensure information technology infrastructure and information management enable us 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 24– 62).

2026 Objectives

<p>A strong, collaborative and sustainable QFES recognised for contemporary and adaptable fire, emergency and disaster management service delivery</p>	<p>Collaboration occurs with communities and partners before, during and after fires, emergencies and disasters</p>	<p>Communities are connected and capable in the face of fires, emergencies and disasters</p>
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2022–2026 Strategies

<ul style="list-style-type: none"> ❖ 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. 	<ul style="list-style-type: none"> ❖ 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 improve the scope and quality of the services we deliver. 	<ul style="list-style-type: none"> ❖ Use place-based, decentralised service delivery to inform, empower and support our communities, people and partners before, during and after fires, emergencies and disasters.
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Measures of Success

<ul style="list-style-type: none"> ❖ Percentage increase in the number of clients who identify that they have had a positive interaction with QFES ❖ Maintain percentage of total QFES expenditure within QFES' total operating budget tolerances ❖ 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 	<ul style="list-style-type: none"> ❖ Percentage of service delivery partners who feel that QFES works collaboratively to achieve results ❖ Percentage of delivery partners who are satisfied that QFES' service delivery offerings match local risk profiles ❖ Percentage increase in the number of exercises that involve partner organisations and the community 	<ul style="list-style-type: none"> ❖ Percentage increase in the number of communities who recognise and understand their local risks ❖ Percentage increase in community engagement across prevention, preparedness, response and recovery
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Refer to Key performance measures on pages 20–23.

Queensland Government objectives

The *Financial Accountability Act 2009* (section 10) requires that the government prepares and tables in the Legislative Assembly a statement of the government's broad objectives for the community.

The objectives for the community reflect the government's vision for Queensland and outline the plan to build future prosperity and growth across the state.

QFES supports the government's objectives for the community:

- ✦ Good jobs: Good, secure jobs in our traditional and emerging industries.
- ✦ Better services: Deliver even better services right across Queensland.
- ✦ Great lifestyle: Protect and enhance our Queensland lifestyle as we grow.

QFES strongly contributes to these sub-objectives:

- ✦ Backing our frontline services
- ✦ Keeping Queenslanders safe.

Further detail about QFES' role in supporting the government's objectives is detailed throughout this report.

Our values

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



For further information regarding QFES values refer to page 43.

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 the department 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 longer-term impacts of COVID-19 on Queensland's population which will continue to be felt over the medium term. These include reduced international migration which has led to an increased ageing population, and a shift in projected population dispersal, 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 for government services including service delivery and engagement
- ✦ changes in the volunteer landscape
- ✦ low unemployment rates that will continue to challenge the ability to attract and retain a highly skilled workforce.

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 AFAC, the AFAC Commissioners and Chief Officers Strategic Committee, and the Australia-New Zealand Emergency Management Committee and its sub-committees, 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 24–62).

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 2023–24 include:

- ✦ continue to maintain a responsive FRS delivering state-of-the-art response, rescue, scientific and specialist capabilities to Queensland communities
- ✦ continue to focus on reducing bushfire risk through year-round planning and conducting of 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 to work in collaboration with local governments and partners across Queensland to operate an effective SES and support the establishment and transition of the SES as an entity within the QPS from 1 July 2024
- ✦ continue to promote the home fire safety message highlighting the importance of fire escape plans; the roll out of smoke alarm legislation milestones; the Fire Ed program delivered to year one students to develop an understanding of the dangers of fire and the appropriate response; and the Fight Fire Fascination (FFF) initiative designed to support parents and guardians educate children to remain safe from fire

- ✦ promote Bushfire Safety through an enhanced campaign program to continue to educate Queenslanders on how to prepare their property and family for bushfire
- ✦ continue to educate the community on road safety and promote safe driving practices through the Road Attitudes and Action Planning (RAAP) program delivered in diverse areas and education settings including Queensland schools (Year 11 and 12 students) and youth detention centres
- ✦ continue to ensure information technology infrastructure enables QFES to adapt to new and emerging technology to support and enhance frontline service and operational capabilities, and minimise risk to information and communication technology (ICT) assets disrupting response to Queensland communities
- ✦ continue to support Queensland's response to key priority actions addressing relevant recommendations from the Royal Commission into National Natural Disaster Arrangements (RCNDA) Report (28 October 2020)
- ✦ continue to support Queensland's Disaster Management Arrangements (QDMA) stakeholders to reduce disaster risk to communities
- ✦ transition to the new Queensland Fire Department to ensure there is an ongoing and specific focus on fire service delivery, and support the reforming of fire and emergency services so that they are best positioned to meet challenges that Queensland faces due to climate change, increases in the regularity and intensity of natural disasters, and the changing face of communities and community expectations.

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
- ✦ 1,392 volunteer-based rural fire brigades including 525 which have a station or shed
- ✦ 76 SES units consisting of 304 SES groups
- ✦ seven fire communication centres (one located in each QFES region)
- ✦ Special Operations Centre located at Cannon Hill, Brisbane
- ✦ State Deployment Centre located at Morningside, Brisbane.

Frontline staff and volunteers are trained throughout the state in various education and training campuses including the School of Fire and Emergency Services Training (SFEST) located at the Queensland Combined Emergency Services Academy (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, State Disaster Coordination Centre (SDCC) and Brisbane Region Fire Communication Centre.

A list of key locations including contact details for QFES is available at www.qfes.qld.gov.au/contact-us

Human resources—Workforce profile—refer page 78

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 32,000 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 (PSOs).

As Queensland is one of the most disaster-prone states 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, external structural firefighting and road crash rescue for rural and semi-rural communities and some urban fringe areas across 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 2023, there are 1,392 rural fire brigades and 2,287 Fire Warden Districts across the state, supported by approximately 26,500 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 flood boat 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 2023, there are approximately 5,200 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 Scientific Officer 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 2022–23, 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 10 per cent of these requiring the activation of regional volunteers.

As at 30 June 2023, there are 50 research and scientific volunteers including 44 regional-based Volunteer Scientific Officers and six Queensland Health Brisbane-based Scientific Support Officers.

AUS-1 Disaster Assistance Response Team

The AUS-1 DART includes the Queensland Urban Search and Rescue (USAR) Team. This is a multi-jurisdictional, multi-disciplinary USAR team made up of full-time and volunteer members, including firefighters, paramedics, doctors, engineers, 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 2023, 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 2023, there are 31 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 consists of PSOs from various roles, ranks and positions across the state. PSOs 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. PSOs 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.

As at 30 June 2023, there are 180 active PSOs.

Structure

As at 30 June 2023, QFES comprises the:

- ❖ Office of the Commissioner
- ❖ Capability and State Services Division
- ❖ Readiness and Response Services Division
- ❖ Fire and Rescue Service 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 RFS, SES and other volunteer groups involved in emergency response and leads disaster management capability.

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 26,500 RFS volunteers and approximately 5,200 SES volunteers.

The **RFS Reform Implementation Group** was established in February 2023 within Capability and State Services Division to work with the RIT to deliver 114 new staff positions to directly support frontline volunteers, as well as restructuring RFS so it can fulfill its role as a separate entity within the future Queensland Fire Department. RFS is supporting the implementation of the Independent Review of QFES recommendations through the RFS Reform Implementation Group.

The **Emergency Management and Community Capability (EMCC) Directorate** incorporates the Office of the Assistant Commissioner; Community Capability and Volunteerism; Community Resilience and Risk Mitigation; and State Operational Coordination.

The 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 State Operations Centre. In addition, the EMCC Assistant Commissioner represents QFES' whole-of-government disaster management responsibilities as a member 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 the Queensland Government's response to the RCNDA Report recommendations relating to the AFDRS.

The **State Emergency Service Directorate** incorporates the SES State Coordination Branch.

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

The **Readiness and Response Services Division** is responsible for 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 4,300 permanent and auxiliary firefighters, approximately 26,500 RFS volunteers and approximately 5,200 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 **Fire and Rescue Service Division** is responsible for providing services and capabilities including standards and policies, operational response and technical support, and coordination of training and support to all regions to deliver 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 **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 capabilities provided are wide-ranging from statewide fire communications, building fire safety, building compliance, fire investigation, chemical emergency management, hazardous materials, state air operations, technical rescue, USAR and the internationally deployable AUS-1 DART. The directorate also manages the State Deployment Centre at Morningside and the Special Operations Centre at Cannon Hill in Brisbane.

The **QFES RIT Support Directorate** supports the RIT as it leads the Emergency Services Reform agenda arising from the Independent Review of QFES. Comprised of staff with skills in program management; communications; organisational design; and change management processes, the directorate provides a central mechanism for information sharing and program support to enable effective reform.

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; Assurance; Asset Services; Information and Technology; and QFES People Directorates, and Internal Audit.

The **Finance, Procurement and Levy** Directorate includes Finance Services, and Levy and Procurement Services.

The directorate provides a range of financial services including budget preparation, financial reporting, financial systems administration and training, and financial risk management and compliance. The directorate also 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, strategic sourcing and contract administration and support.

The **Strategy** Directorate includes Organisational Capability Doctrine and Lessons; Strategic Policy; Legislation; Strategic Intelligence and Planning; and Ministerial and Cabinet Legislation and Liaison Services.

The 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, planning and compliance functions, and capability development and review.

The **Assurance** Directorate includes Media, Communication and Online; Strategic Content Services; Legal Services; Governance and Reporting; and Priority Project Support.

The directorate is responsible for ensuring QFES has a contemporary governance framework and also delivers vital operational support capabilities to enhance the department's operational and corporate reputation. The directorate also ensures QFES' obligations are met in terms of whole-of-government and legislated reporting requirements.

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 built assets. The Fleet Unit provides oversight of the department's fleet related matters notably the fleet delivery, fleet leasing 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 includes ICT Portfolio Management and Information Technology Applications and Information Management.

The 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. For further information refer pages 33–34.

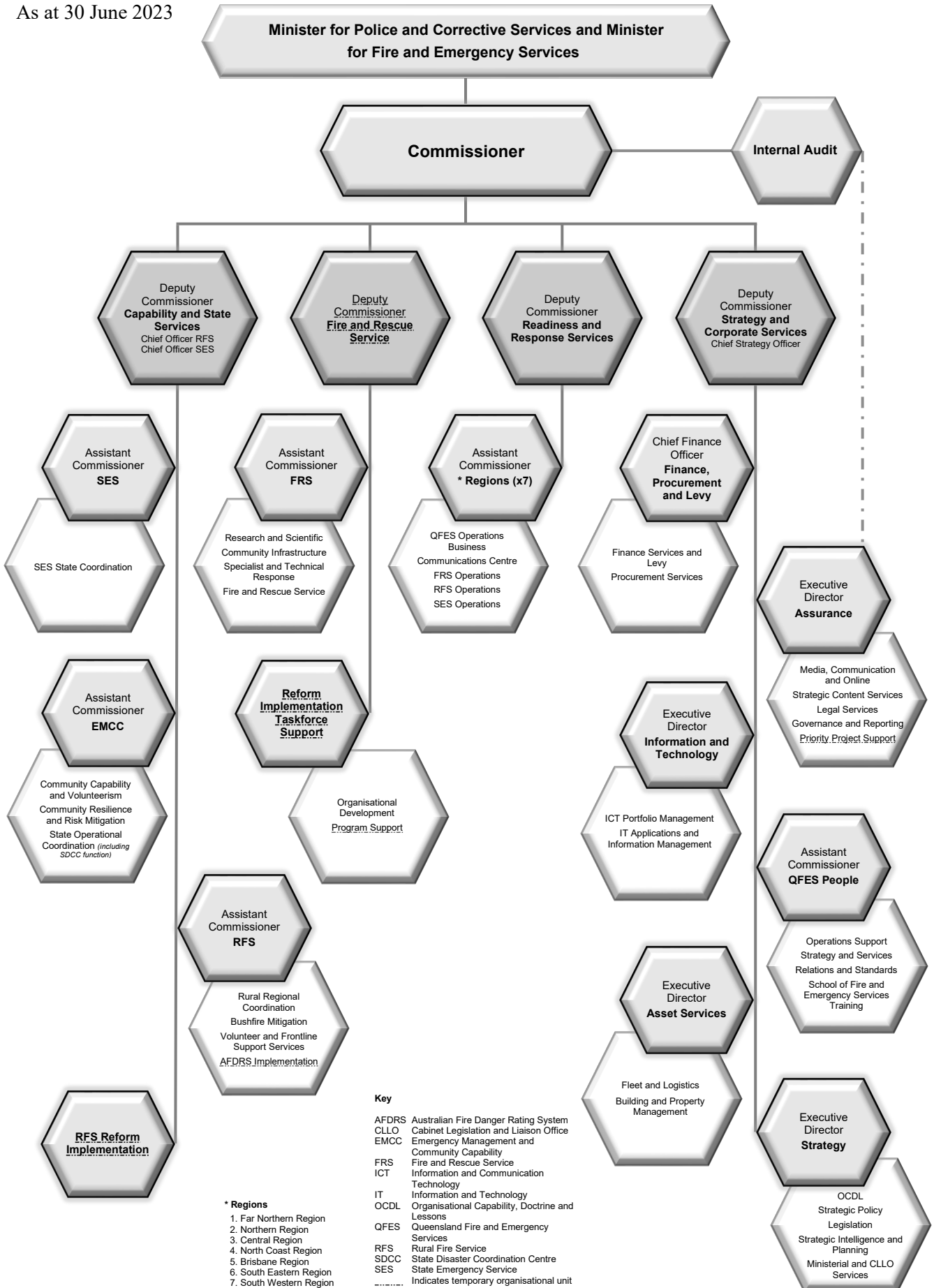
The **QFES People** Directorate includes Operations Support; Strategy and Services; Relations and Standards; and the SFEST.

The directorate 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.

Internal Audit is a key component of the department's corporate governance. It provides independent assurance that the department's policies, operations, systems and procedures meet appropriate standards of effectiveness, efficiency, propriety, regulatory requirements and good business practice, while adequately recognising and managing risk and complying with internal policies. The Head of Internal Audit is directly accountable to the Commissioner for the efficient and effective operation of the Internal Audit function. The Head of Internal Audit also reports regularly to the Audit, Risk and Compliance Committee (ARCC) based on Queensland Treasury's *Audit Committee Guidelines Improving Accountability and Performance* (July 2020).

Organisational structure

As at 30 June 2023



Key

- AFDRS Australian Fire Danger Rating System
- CLLO Cabinet Legislation and Liaison Office
- EMCC Emergency Management and Community Capability
- FRS Fire and Rescue Service
- ICT Information and Communication Technology
- IT Information and Technology
- OCDL Organisational Capability, Doctrine and Lessons
- QFES Queensland Fire and Emergency Services
- RFS Rural Fire Service
- SDCC State Disaster Coordination Centre
- SES State Emergency Service
- Indicates temporary organisational unit

*** Regions**

1. Far Northern Region
2. Northern Region
3. Central Region
4. North Coast Region
5. Brisbane Region
6. South Eastern Region
7. South Western Region

Regions

As at 30 June 2023



	State Total	Far Northern	Northern	Central	North Coast	Brisbane	South Eastern	South Western
Fire and rescue stations	244	25	20	38	46	38	38	39
SES units	76	20	16	14	7	3	5	11
SES groups	304	54	41	69	48	22	27	43
Rural fire brigades	1,392	177	177	392	201	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 * 5,378,277

* Source: Australian Bureau of Statistics catalogue no. 3101.0 National, state and territory population (December 2022)