

Queensland Fire Department

Strategic Plan 2024 - 28



Who we are

The Queensland Fire Department (QFD) provides world-class fire and rescue services to communities across Queensland, including fire prevention, response, and control. QFD's foremost priority is to respond to fires and emergencies that threaten life, property or the environment by providing support to communities before, during and after their times of need.

The *Fire Services Act 1990* (the Act) establishes two fire services - Queensland Fire and Rescue (QFR), and Rural Fire Service Queensland (RFSQ) — as specific fire services, undertaking dedicated functions to deliver on the legislative purposes of the Act. To achieve this, the Act requires processes to be established that provide ongoing operational and strategic collaboration and coordination between the fire services, and that continue to recognise the valuable role of staff and volunteers.

Our guiding principles



CAPABLE COMMUNITIES

We'll collaborate with communities to enhance fire and emergency preparedness



INTEROPERABLE

We'll bring together people, knowledge, capabilities and equipment to make us and our communities safer



INTELLIGENCE

We'll identify, collect, analyse and communicate relevant data, information, knowledge and wisdom



SUSTAINABLE

We'll balance what we spend, consume and emit with the benefit we provide our community and environment



ADAPTIVE

We'll quickly, safely and effectively adjust to emerging opportunities and challenges

We respect, protect and promote human rights in everything we do

Our purpose

To pre-empt, prevent, mitigate and manage the consequences of fires and other emergencies on Queensland communities

Our vision

Working together to create safer communities through contemporary fire and emergency services

Our services



Queensland Fire and Rescue

QFR provides fire prevention, preparedness and response services to fire in the built environment and landscape environments, as well as scientific and specialist capabilities to Queensland communities. QFR provides a multi-hazard response which includes structural fires, road crash rescue, bush and grass fire, hazardous material, technical rescue including vertical, urban search and rescue and swiftwater rescue



Rural Fire Service Queensland

RFSQ is a community-based, volunteer emergency service and the lead service for the control and prevention of bush and grass fire in Queensland. RFSQ operates in rural, semi-rural and urban fringe areas providing bush and grass fire prevention, mitigation and response capabilities and community engagement services, assistance during other emergencies and disasters and in some instances road crash rescue



State Operations

State Operations is a shared capability across RFSQ and QFR. State Operations enhances cooperation and collaboration across QFD operations, with a particular focus on how RFSQ and QFR come together before, during, and after an emergency



Strategy and Corporate Services

SCS provides a diverse range of organisational and professional support to RFSQ, QFR and State Operations. Community mindedness is a core tenet of the SCS, its people and its service model, with a strong value placed on the importance of effective and efficient corporate service delivery

Key opportunities

- Development of the staff and volunteer workforce's capability, adaptivity, and interoperability could lead to enhanced skills and knowledge, and a more contemporary and safer workplace
- Leveraging research, innovation and technological solutions to existing and new problems could result in more effective service delivery, lower emissions and a safer work environment for our staff and volunteers
- Communities that are developing greater capability and shared responsibility for safety through prevention and preparedness initiatives we deliver and support, reduces the impacts of emergencies and disasters on the community and the emergency and disaster management sector

Key risks

- A changing climate may lead to an increased demand on QFD, greater exposure to risk for our staff and volunteers and reduced ability to deliver our services
- Failure to adapt the QFD service delivery model due to the increasing complexity and scope of the operating environment and changes in demographics and community needs may result in greater risk to our staff and volunteers and a reduced ability to service communities
- Damage or loss to QFD's digital and information systems, caused by unauthorised or inappropriate access, use, or disclosure, may impact QFD's ability to respond to emergencies in a timely manner

Queensland Fire Department objectives, indicators and strategies 2024-28

OUR OBJECTIVES	PERFORMANCE INDICATORS	OUR STRATEGIES
<p>Safe and effective response that minimises the consequences of fires and emergencies</p> 	<ul style="list-style-type: none"> Response times to structure fires % Triple Zero (000) calls answered within 10 seconds Rate of confinement of fire to room of origin Preventable fire related fatalities 	<ul style="list-style-type: none"> Safely maintain and enhance our operational response capabilities Drive seamless and interoperable response across our services and partners Improve services to high risk locations and target groups using adaptable, risk based and place based models of service delivery Utilise real time analytics and intelligence to support response operations and inform recovery operations
<p>A safe, capable and inclusive workforce - both our staff and volunteers - that is representative of the communities we serve</p> 	<ul style="list-style-type: none"> Firefighter response related injuries QFR and RFSQ attrition rate within first two years % of staff satisfied with professional development 	<ul style="list-style-type: none"> Support, train, develop and enhance the experience of our volunteers Build a contemporary workforce by attracting and recruiting well, fostering diversity, promoting respectful relationships Ensure health, safety, and wellbeing of our staff and volunteers
<p>Planning, decision making and QFD led preparedness activities are informed by current and future risk</p> 	<ul style="list-style-type: none"> % of QFD led bush and grass fire mitigation activities completed in high risk locations % of homes with inter-connected smoke alarms installed 	<ul style="list-style-type: none"> Leverage high quality evidence and intelligence to determine current and emerging high risk locations, service demand and resourcing that is fiscally sustainable Deliver initiatives that raise awareness of and reduce locally relevant risk Prepare QFD for the opportunities and challenges of a changing climate, contributing to Queensland's sustainable future Support the planning and delivery of safe and secure major events, including Brisbane 2032 Olympic and Paralympic Games
<p>Communities are well informed and take necessary actions relevant to their local risk</p> 	<ul style="list-style-type: none"> Community preparedness rating for fire related hazards Rate of satisfaction with "warnings and alerts" 	<ul style="list-style-type: none"> Provide proactive and engaging messaging and advice relevant to local risks to inform communities and stakeholders across prevention, preparedness, response and recovery Build community resilience relevant to fire and hazardous materials emergencies
<p>We are a valued and trusted partner</p> 	<ul style="list-style-type: none"> Satisfaction rate with QFD service delivery 	<ul style="list-style-type: none"> Effectively deliver on our responsibilities as a key stakeholder in the Queensland Disaster Management Arrangements and primary agency for bushfire and chemical hazards Strengthen doctrine, agreements and partnerships that enhance our contributions to emergency and disaster management
<p>We make the best use of current and emerging assets and technology</p> 	<ul style="list-style-type: none"> % of major capital works delivered within timeframes % of critical systems integrated through ICT managed platforms % of appliances outside of design life 	<ul style="list-style-type: none"> Deliver public value and optimise capabilities by ensuring assets and equipment are aligned with risk and evidenced community need Work together across our services, stakeholders and partners to understand asset and technology opportunities and challenges Make our information and communication technology simplified, smarter, connected and user friendly
<p>Organisational enabling capabilities work effectively with our front-line staff, volunteers, partners and community</p> 	<ul style="list-style-type: none"> % of recommendations emanating from reviews implemented within required timeframes 	<ul style="list-style-type: none"> Enhance cross capability cooperation Utilise a collaborative approach to research and innovation across our capabilities Continuously improve by learning, adapting, and transforming with our volunteers, staff, stakeholders, partners, and the community
<p>We connect and support our staff, volunteers, partners and communities in recovery after fires and emergencies</p> 	<ul style="list-style-type: none"> % of damage assessments following a major event undertaken within required timeframes 	<ul style="list-style-type: none"> Provide recovery operations in disaster impacted communities aligned to our capabilities and in support of our partners and stakeholders

QFD 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

QFD directly contributes to the following sub-objectives for the community:

Backing our frontline services



Keeping Queenslanders safe



Queensland public sector values



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people