

ANNUAL REPORT

2015–2016

Queensland Fire and Emergency Services



Queensland
Government

This annual report provides information about Queensland Fire and Emergency Services' financial and non-financial performance for 2015-16. It has been prepared in accordance with the *Financial Accountability Act 2009*, the *Financial and Performance Management Standard 2009* and the *Annual report requirements for Queensland Government agencies*.

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Queensland Fire and Emergency Services



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Queensland Police Service



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Office of the Inspector-General Emergency Management



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Letter of compliance



Office of the
Commissioner
**Queensland Fire and
Emergency Services**

13 September 2016

The Honourable Bill Byrne MP
Minister for Police, Fire and Emergency Services and
Minister for Corrective Services
Level 24, State Law Building
BRISBANE QLD 4000

Dear Minister

I am pleased to submit for presentation to the Parliament the 2015-16 annual report including the financial statements for Queensland Fire and Emergency Services.

I certify that this annual report complies with:

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

The annual report requirements checklist is included in the appendices of this report.

Yours sincerely


Katarina Carroll APM
Commissioner

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Commissioner's message

The past year has been one of significant achievement and progress at Queensland Fire and Emergency Services (QFES) and reinforced our ongoing commitment to building safe and resilient communities around the state.

The department comprises the Fire and Rescue Service, the Rural Fire Service (RFS) and the State Emergency Service (SES), responsible for delivering fire and rescue, emergency management and disaster mitigation programs and services.

All three services have continued to contribute to safer and sustainable Queensland communities through disaster management, community assistance, responses to structure and landscape fires, and rescue across all hazards. This also includes the RFS and SES, whose work with communities has aimed to enhance resilience and mitigate risk through the delivery of community safety programs throughout 2015–16.

This year also saw the permanent appointment of our Executive Leadership team, providing QFES with strategic leadership across all three services and positioning us well as a modern, mature department servicing the community.

In support of, and as a result of our work, there have been many achievements delivered by the department during 2015–16. Some key highlights include:

- the continued implementation of recommendations from the Queensland Audit Office report *Bushfire prevention and preparedness* including the establishment of the Office of Bushfire Mitigation, responsible for the coordination of bushfire mitigation activities across the state, and an additional three Rural Fire Service Area Offices (Gladstone, South Coast and Burnett areas) and three Area Fire Management Groups
- finalising the implementation of the 25 recommendations from the *State Disaster Coordination Centre: Room for Improvement Strategy Report* (June 2014) to improve the structure, operation and activities of the State Disaster Coordination Centre (Kedron)
- the introduction into Parliament of the *Fire and Emergency Services (Domestic Smoke Alarms) Amendment Bill 2016* which expands the current requirements for smoke alarms in homes with the result that more homes will be equipped with smoke alarms. The Bill proposes to fully implement the coroner's recommendations following on from the tragic Slacks Creek house fire in 2011, where 11 lives were lost
- supporting the introduction of the *Auxiliary Firefighters' Award – State 2016*, effective from 1 January 2016, covering auxiliary employee conditions and providing updated conditions for all auxiliary firefighters in Queensland.
- celebrating the 40th anniversary of the SES and the launch of the new SES Task and Management System for logging information for SES jobs providing improved interoperability, clearer and more up-to-date data, and ease of use for SES volunteers
- the deployment of staff and volunteers, at both interstate and international levels, to assist with and support emergency responses to disaster events including Canada (July 2015) and Tasmania (January – March 2016)
- assisting people and communities in recovering from emergency events including the derailment east of Julia Creek in December 2015 of a 26-carriage train carrying sulphuric acid which required a multi-agency response
- continued planning and preparation to support the Gold Coast 2018 Commonwealth Games including the commencement of inspections of venues and key sites to ensure building fire safety compliance

- the launch of a new campaign-based recruitment and selection process achieving greater community penetration and enhancing the opportunity for people from diverse backgrounds to become a paid firefighter in Queensland.

In addition, the department's Cultural Improvement Implementation Program continued to address the identified barriers to a diverse and inclusive organisation. The program re-developed a QFES-specific Code of Conduct training module, implemented a Workplace Behaviour Training for Workers module and developed a Complaints Management Framework and supporting policies.

The second half of the year was a significant period for the department as I announced a review of the QFES organisational structure in early 2016. This was undertaken to ensure the department aligns our capabilities to deliver appropriate services and adequate support to the community of Queensland.

Following the tabling in Parliament in February 2016 of the *Review of the Public Safety Business Agency* and the Queensland Government's acceptance of the majority of the report's recommendations, QFES along with the other public safety portfolio agencies, commenced preparations to transition a number of functions and their staff to QFES commencing 1 July 2016. I would like to acknowledge the commitment and patience of those who have been directly impacted by the review and the subsequent change process, and thank all those involved in coordinating the transition.

QFES' 2016–2020 strategic plan and *Our Future Direction* documents were recently released providing a framework for QFES and the community on how we will work together to minimise the impact and consequences of emergencies on the people, property, environment and economy of Queensland. These strategic documents also outline how QFES will move forward in achieving its vision of '*One team, one vision – creating safe and resilient communities*'.

I look forward to the year ahead as 'One QFES' provides many services, working with our many partners and communities around Queensland to continue to deliver our vision. I would also like to thank the entire QFES workforce, both paid and volunteer, for their dedication and ongoing commitment to this objective over the past year.



Katarina Carroll APM
Commissioner
Queensland Fire and Emergency Services

19th September 2016

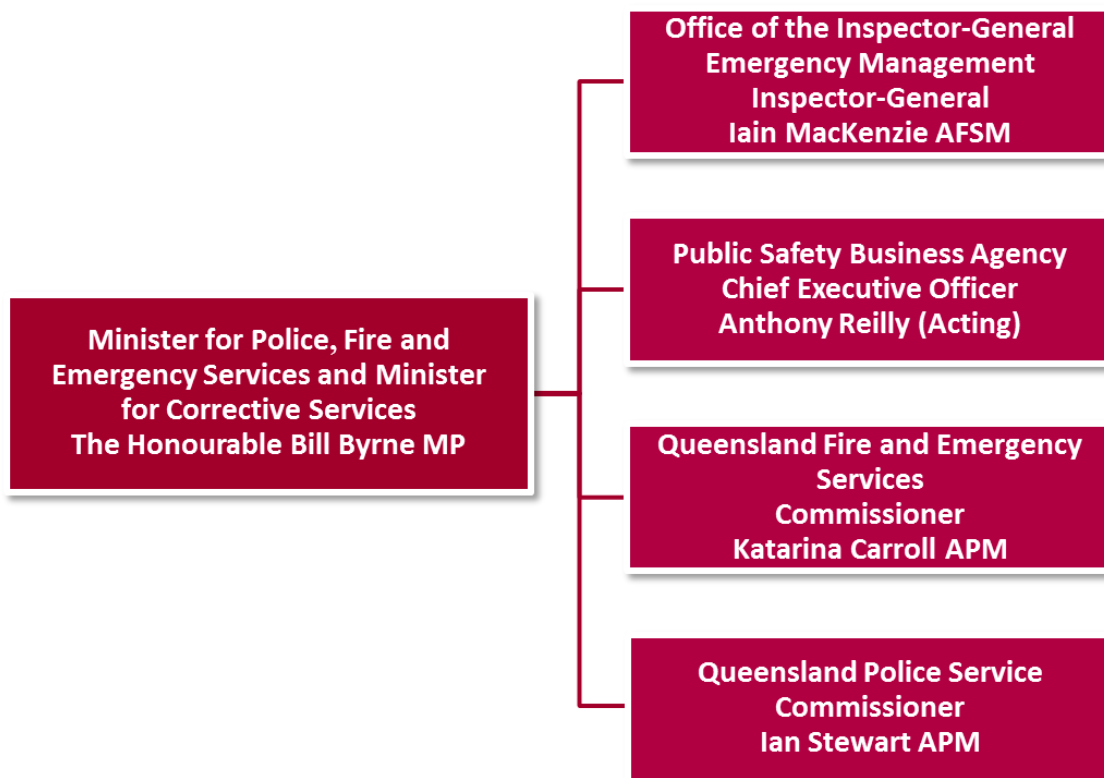
Overview

Public safety portfolio overview

The public safety portfolio, under the Minister for Police, Fire and Emergency Services and Minister for Corrective Services, consists of the:

- Office of the Inspector-General Emergency Management (IGEM)
- Public Safety Business Agency (PSBA)
- Queensland Fire and Emergency Services (QFES)
- Queensland Police Service (QPS).

The portfolio structure is designed to support an integrated and collaborative approach to service delivery.



Office of the Inspector-General Emergency Management

The Office of the IGEM was formally established as a public service office on 1 July 2014 under amendments to the *Disaster Management Act 2003*. The Office of the IGEM provides independent assurance and advice to enable confidence in Queensland's emergency management arrangements.

Public Safety Business Agency

PSBA was established on 1 November 2013 under the *Public Service Act 2008* with the renaming of the Department of Community Safety (*Public Service Departmental Arrangements Notice (No.8) 2013*). On 21 May 2014, with the assent of the *Public Safety Business Agency Act 2014*, PSBA was established as a public service office.

PSBA provides strategic and corporate services to Queensland's public safety agencies – the Office of the IGEM, QFES and QPS – allowing them to concentrate on frontline service delivery. It also performs operational functions including Queensland Government Air (QGAir) services, State Government Security and administration of the Blue Card system.

An independent review of the PSBA was undertaken by the Public Service Commission in 2015. The final report *Review of the Public Safety Business Agency* (November 2015) was tabled in Parliament in February 2016. The review considered the scope, function and structure of the PSBA to ensure it effectively supported public safety service delivery to the community. The review recommended the PSBA narrow its focus to corporate support and made eight recommendations. The government accepted the review's recommendations, with the exception of recommendation six (to transfer the Police Air Wing to the QPS). Further work will be progressed on this recommendation.

A PSBA Interim Board of Management was subsequently established (inaugural meeting held 16 May 2016) to progress the review recommendations and provide peak governance and coordination until a mature governance framework and organisational structure is in place. An Acting Chief Executive Officer, PSBA was also appointed in April 2016 to assist the PSBA Interim Board of Management.

The *Public Safety Business Agency and Other Legislation Amendment Bill 2016* was introduced into Parliament on 24 May 2016. The Bill was referred to the Legal Affairs and Community Safety Committee for consideration. The committee is required to report back to Parliament on the Bill by 2 August 2016. The Bill will establish the PSBA Board of Management and implement other recommendations of the review, including changing the role of the PSBA Chief Executive Officer to Chief Operating Officer. The Chief Operating Officer will report to the PSBA Board of Management.

For further information regarding the review refer to page 71.

Queensland Fire and Emergency Services

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 the primary provider of fire and rescue, emergency management and disaster mitigation programs and services throughout Queensland, and includes the Fire and Rescue Service (FRS), the Rural Fire Service (RFS) and the State Emergency Service (SES). Through Service Agreements, QFES also supports other emergency response volunteer organisations/agencies including Surf Life Saving Queensland (SLSQ), Royal Life Saving Society Queensland (RLSSQ), Australian Volunteer Coast Guard Association Volunteer Marine Rescue Association Queensland and the Police-Citizens Youth Club (PCYC) Youth Cadets.

It is the role of QFES to provide leadership, mitigation planning and response services to the community. QFES aims to protect persons, property and the environment through the continued delivery of emergency services, awareness programs, response capability and capacity, and incident response and recovery for a safer Queensland.

Queensland Police Service

The Police Department was initially established by the *Police Act of 1863* which took effect on 1 January 1864. The QPS works with the community to stop crime and make Queensland safer. The QPS is responsible for service delivery 24 hours a day, seven days a week, focused on preserving peace and good order, protecting the community, preventing and detecting crime, administering the law fairly and efficiently, and bringing offenders to justice. This is achieved by using technology and innovative strategies to enable a mobile, flexible and agile delivery of services to address community needs.

Legislation administered by the portfolio

In accordance with *Administrative Arrangements Order (No. 3) 2015*, during 2015-16 the portfolio administered the following legislation:

Agency	Legislation administered
PSBA	<ul style="list-style-type: none"> • <i>Public Safety Business Agency Act 2014</i> • <i>State Buildings Protective Security Act 1983</i> • <i>Working with Children (Risk Management and Screening) Act 2000</i>
QFES	<ul style="list-style-type: none"> • <i>Disaster Management Act 2003</i> • <i>Fire and Emergency Services Act 1990</i>
QPS	<ul style="list-style-type: none"> • <i>Australian Crime Commission (Queensland) Act 2003</i> • <i>Child Protection (Offender Prohibition Order) Act 2008</i> • <i>Child Protection (Offender Reporting) Act 2004</i> • <i>G20 (Safety and Security) Act 2013</i> • <i>Police Powers and Responsibilities Act 2000</i> • <i>Police Service Administration Act 1990</i> • <i>Public Safety Preservation Act 1986</i> • <i>Queensland Police Welfare Club Act 1970</i> • <i>Summary Offences Act 2005</i> • <i>Terrorism (Preventative Detention) Act 2005</i> • <i>Weapons Act 1990</i>

Machinery-of-government changes

Date	Changes
1 July 2015	The transfer of Community Helicopter Providers from Queensland Health to the PSBA became effective.
1 July 2016	<p>As a result of the <i>Review of the Public Safety Business Agency</i> (November 2015), the following machinery-of-government changes will occur as outlined in the <i>Public Service Departmental Arrangements Notice (No. 2) 2016</i>:</p> <ul style="list-style-type: none"> • PSBA Media (QPS) will transition to QPS • PSBA Media (QFES) will transition to QFES • PSBA Content and Multimedia will transition to QFES • Training and Development (including training academies) will transition to QFES and QPS • PSBA Recruitment will transition to QFES and QPS • PSBA Strategy Division will transition to QFES and QPS; including the Office of the General Manager, the Office of the Executive Director (Strategy and Consulting), Policy, Engagement (including the Drug and Alcohol Coordination Unit), Planning, Performance, Innovation, Governance and Legislation • PSBA Ministerial and Executive Services will transition to QFES and QPS • PSBA Ethical Standards will transition to QFES with one position remaining with PSBA • PSBA Executive Services will transition to QFES and QPS • PSBA Legal Services will transition to QFES and QPS • PSBA Cabinet Legislation and Department Liaison will transition to QFES and QPS • PSBA Right to Information will transition to QFES and QPS • PSBA Levy Management Unit and Business Performance Analysts will transition to QFES • PSBA Safety and Wellbeing will transition to QPS • PSBA Workforce Engagement will transition to QFES and QPS • PSBA Library Services will transition to QPS • PSBA Calibration Laboratory will transition to QPS • PSBA Evidence Management will transition to QPS • PSBA Forensic Services, Technical Support will transition to QPS.

In addition, in line with the Review of the PSBA recommendations, the *Public Safety Business Agency and Other Legislation Amendment Bill 2016* (the Bill) was introduced into Parliament on 24 May 2016. The Bill proposes to implement various recommendations of the review by amending legislation including finalising the machinery-of-government changes that will allow Blue Card Services to transition to the Department of Justice and Attorney-General and allow for the comprehensive integration of State Government Security into the QPS.

Public safety portfolio committee

Within the public safety portfolio, each agency has its own corporate governance framework (refer pages 65-69). In addition, there is a portfolio-wide corporate governance committee – the Public Safety Portfolio Audit and Risk Committee, which provides independent assurance on risk, control and compliance frameworks and ensures the portfolio's operations are carried out efficiently, effectively and economically.

The former Public Safety Portfolio Innovation Committee and Public Safety Executive Coordinating Committee will no longer convene as the objectives of these committees will be achieved by the PSBA Interim Board of Management (the Board). The Commissioner, QPS (Chair) and Commissioner, QFES are members of the Board along with an external member, Mr Geoff Waite, Assistant Under Treasurer, Queensland Treasury.

Public Safety Portfolio Audit and Risk Committee

The Public Safety Portfolio Audit and Risk Committee has been established under, and operates in accordance with, the terms of its charter that was developed in line with Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*.

The committee governs audit and risk matters for the public safety portfolio agencies. It provides independent assurance and assistance through prompt and constructive reports directly to each accountable officer in the portfolio, particularly when issues identified present material risk or threat to the portfolio.

The committee is chaired by an independent external expert appointed to the role. Each public safety portfolio agency is represented by one member. A second external member also forms part of the committee. The Chair may invite or give approval for other persons to attend a committee meeting.

The committee meets quarterly and met on four occasions during 2015-16.

The independent external Chair received \$8,250 (including GST) in remuneration for services provided in 2015-16. The second external member received \$3,300 (including GST). There were no other on-costs.

Committee Members

- Graham Carpenter, Chair (external member)
 - Ian Stewart APM, Commissioner, QPS represented by Brett Pointing, Deputy Commissioner, Strategy, Policy and Performance, QPS
 - Katarina Carroll APM, Commissioner, QFES represented by Doug Smith, Deputy Commissioner and Chief Strategy Officer, Capability and Performance, QFES
 - Iain MacKenzie AFSM, Inspector-General Emergency Management
 - Rod Wilson, Deputy Chief Executive Officer (Acting), PSBA
 - Marita Corbett (external member)
-

Achievements

During 2015-16, the committee's achievements include:

- oversaw progress on Queensland Audit Office (QAO) issues and the status of the QAO Audit Program
 - reviewed and endorsed the Annual Financial Statements and the Chief Finance Officer Assurance Statements
 - monitored compliance with the 2015-16 Annual Internal Audit Plan and oversaw the status of open recommendations
 - approved the:
 - Internal Audit Charter
 - Audit and Risk Committee Charter and Structure
 - Audit and Risk Committee 2016-17 Workplan
 - endorsed the Annual Internal Audit Plan 2016-17, incorporating the Internal Audit Strategic Plan 2016-2019.
-

About us

Queensland Fire and Emergency Services (QFES) was established as a department on 1 November 2013 and is the primary provider of fire and rescue, emergency management and disaster mitigation programs and services throughout Queensland. The department includes FRS, RFS and SES.

QFES provides fire and emergency services in partnership with the community. It is the role of QFES to provide leadership, mitigation planning and response services to the community. QFES aims to protect persons, property and the environment through the continued delivery of emergency services, awareness programs, response capability and capacity, and incident response and recovery, for a safer Queensland.

The RFS and SES are the primary volunteer streams of the organisation. The community-based RFS operates in rural, semi-rural and urban fringe areas. The SES is a community-based, not-for-profit, volunteer emergency service enabled by both state and local governments and sponsor partnerships

Through Service Agreements, QFES also supports other emergency response volunteer organisations/agencies including SLSQ, RLSSQ, Australian Volunteer Coast Guard Association, and Volunteer Marine Rescue Association Queensland and PCYC Youth Cadets.

QFES is committed to being a progressive, efficient and inclusive organisation focused on the integrated delivery of quality frontline services, to better support all Queenslanders.

Our vision:

Safe and resilient communities.

Our mission:

To enhance community safety, by minimising the impact of fire, emergency incidents and disasters on the people, property, environment and economy of Queensland.

Our environment

The continuing growth in Queensland's population, combined with its diversity and geographic dispersal across the state; a predicted increase in the severity and frequency of natural disasters; changing community expectations around government services; changes in the volunteer landscape; and crime and safety threats resulting from technological advancements, globalisation and violent extremism may present future challenges and opportunities for QFES.

QFES works collaboratively with the public safety portfolio agencies, local governments, and other non-government and community organisations such as Red Cross, Rotary Australia and The Salvation Army, to enable them to respond to these challenges whilst continuing to deliver frontline emergency services.

Information about how QFES is responding to these challenges can be found in the 2015-16 Highlights (refer pages 29-61).

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 also includes functions of the SES. These are to perform:

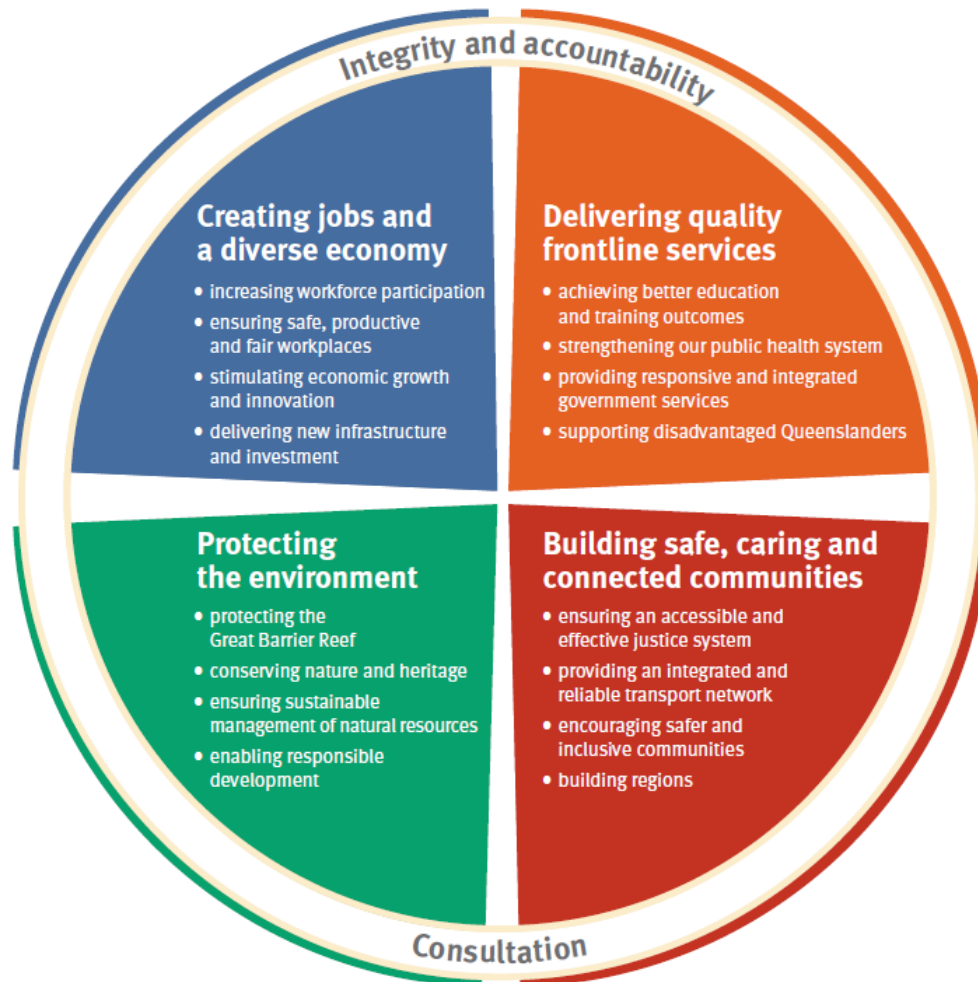
- a) search and rescue operations in an emergency situation
- b) other operations in an emergency situation
- c) other activities to help communities prepare for, respond to and recover from an event or a disaster
- d) activities to raise the profile of the SES or raise funds to support the SES in the performance of its functions.

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

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

Queensland Government objectives

The Queensland Government works closely with all Queenslanders to deliver its objectives for the community. Integrity, accountability and consultation underpin everything the Queensland Government does.



The Queensland Plan is the community's 30-year vision for the state. The Queensland Government's Interim Response (the Interim Response) outlines the key services, programs and partnerships that will help improve Queenslanders' way of life today and proactively position Queensland for the future. *The Queensland Plan* and the Interim Response are available online (www.queenslandplan.qld.gov.au/).

The Interim Response supports the Queensland Government's objectives for the community and identifies the priorities and key initiatives that will contribute towards implementing Queenslanders' vision. QFES' policies, programs and services align with the Interim Response. Information about QFES policies, programs and services can be found in the 2015-16 Highlights (refer pages 29-61).

Our objectives

QFES' focus on safety supports the Queensland Government's objectives for the community of delivering quality frontline services, creating jobs and a diverse economy and building safe, caring and connected communities. QFES achieves this by minimising the impact of fire, emergency incidents and disasters on the people, property, environment and economy of Queensland.

The QFES objectives and strategies are:

Objective	Strategies
1 <i>We will maintain industry leader expertise through the provision of contemporary frontline services.</i>	1.1 Optimise operational service delivery. 1.2 Implement an integrated training regime to strengthen QFES and its partners' capabilities. 1.3 Mitigate emergency risks as a part of service delivery planning. 1.4 Engage and support communities before, during and after emergency events.
2 <i>We will be an organisation which is ethical, inclusive, values diversity and is respectful of each other.</i>	2.1 Strengthen the workforce through recruitment initiatives and professional development opportunities. 2.2 Establish a focused and deliberate culture with common intent. 2.3 Develop leadership that demonstrates exemplary behaviour.
3 <i>We will continue to strengthen and value the role of volunteers, recognising the changing trends of volunteering.</i>	3.1 Align volunteer recruitment and training strategies with community needs and risk profile. 3.2 Continue to strengthen volunteer capability. 3.3 Invest in sustainable volunteer policies and programs. 3.4 Recognise and value volunteering.
4 <i>We will maximise integration of QFES streams.</i>	4.1 Implement business solutions that will support interoperability. 4.2 Build business governance, planning and performance. 4.3 Coordinate operational planning, training and evaluation to enhance response capability.
5 <i>We will be innovative and encourage new ideas, learn from past experiences and quickly adapt to changing conditions.</i>	5.1 Deliver community benefits through dynamic resource allocation. 5.2 Pursue business intelligence using predictive analytics. 5.3 Capture lessons learnt for integration into the all-hazards operating environment.
6 <i>We will provide our customers with reassurance and excellence in response.</i>	6.1 Provide timely and appropriate information to communities. 6.2 Tailor community education and awareness programs to develop local solutions to local issues. 6.3 Enhance the safety of the built environment through the provision of expert advice and guidance. 6.4 Strengthen partnerships, influence and promote best practice across emergency and disaster management.

Core values

- Community first
- Respect
- Diversity and inclusion
- Safety

The QFES values align with 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

Strategic challenges

QFES identified the following key strategic challenges for 2015-16:

- Service capacity versus community expectations and operational response.
- Increasing demand for services as the population grows, ages and becomes more diverse with higher expectations.
- Effective communication and information technology systems for frontline services.
- Workforce sustainability.
- Achieving seamless interoperability.

2016-17 outlook

During 2016-17, key strategic challenges for QFES are:

- service capacity versus community expectations
- increasing demand for services as the population grows, ages and becomes more diverse
- effective communication and information technology systems for frontline services
- workforce sustainability
- achieving seamless interoperability.

Key priorities for QFES during 2016-17 include:

- continuing work to transform QFES into an inclusive, respectful and diverse organisation for staff and volunteers
- implementing the recommendations of the *Review of the Public Safety Business Agency* (November 2015) and developing a future operating model to support service delivery and the needs of the Queensland community
- increasing the focus on prevention, preparedness, response and recovery activities
- implementing the recommendations of the independent QFES Financial Sustainability Review
- implementing the QFES Regional Integrated Planning Executive (Q-RIPE) which will provide integrated and sustainable leadership, and support emergency management planning in the regions to best meet community resilience outcomes.

Locations

QFES delivers its services from seven regional locations throughout the state – Far Northern, Northern, Central, North Coast, Brisbane, South Eastern and South Western. They include:

- 242 fire and rescue stations
- 1,418 rural fire brigades, including 434 with stations/sheds
- 311 SES groups
- seven communication centres (one located in each QFES region)
- Special Operations Support Centre located at Cannon Hill, Brisbane.

In addition, frontline staff and volunteers are trained throughout the state in various education and training facilities including the School of Fire and Emergency Services Training at Whyte Island.

The Emergency Services Complex in Brisbane's northern suburbs houses emergency services including the QFES State Operations Centre, State Disaster Coordination Centre (SDCC) and a Triple Zero (000) Communication Centre.

A list of contacts and key locations for QFES is available in the appendices of this report.

Volunteers

Volunteers are critical to the successful delivery of frontline services and are essential in building community capacity and enhancing community resilience. QFES has approximately 42,000 dedicated volunteers across the state in the SES, RFS, Research and Scientific Branch network, and Technical Rescue Unit.

- **State Emergency Service**

The SES is a community-based, not-for-profit, volunteer emergency service enabled by both state and local governments and sponsor partnership. It plays a vital part in Queensland's emergency management system 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 also provides valuable assistance to other emergency services and helps communities prepare for, respond to, and recover from an event or a disaster. Flood and storm responses form a significant part of Queensland SES activities.

As at 30 June 2016, there were approximately 6,200 active SES volunteers.

- **Rural Fire Service**

Volunteer rural fire brigades provide fire management services for rural and semi-rural communities and urban fringe areas across approximately 93% 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 and preparation activities to ensure communities are well prepared for the fire season. This includes community education, hazard reduction and mitigation activities to reduce the risk from fire to people and property. The Permit to Light Fire system, in place to ensure 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 2016, there were approximately 36,000 RFS volunteers.

- **Research and Scientific Branch volunteer (Scientific Advisor) network**

The Research and Scientific Branch incorporates permanent staff and volunteers who respond to hazardous materials incidents across Queensland. The volunteer network is a critical component of the branch's expert advice service. The network includes chemists and chemical engineers who provide prompt, at-the-scene responses to emergency incidents involving chemical hazards. These specialists come from private industry, local governments and tertiary institutions across Queensland. During 2015-16, they attended a range of incidents including chemical reactions and spillages, and fires causing hazardous materials releases.

As at 30 June 2016, there were approximately 50 volunteer Scientific Advisors operating across the network.

- **Technical Rescue Unit – Urban Search and Rescue**

The Urban Search and Rescue (USAR) Taskforce is a multi-jurisdictional, multi-disciplinary team made up of full-time and volunteer members, including firefighters, paramedics, doctors, engineers, HazMat specialists, canine handlers, mechanics and communications operators, that respond to natural and man-made disasters across Queensland. The volunteer network within this team is a critical component of doctors, engineers and canine specialists who deploy as part of Queensland's USAR Taskforce. These specialists come from private industry, local governments and tertiary institutions across Queensland.

During 2015-16, they participated in the annual USAR 48 hour field deployment exercise, skills maintenance workshops and skills acquisition courses.

As at 30 June 2016, there were 25 volunteers including five doctors, five engineers and 15 canine handlers.

Partners

QFES works closely with its portfolio partners – the Office of the IGEM, PSBA and QPS. QFES also has strong relationships with its partners including local governments who provide shared services and support to the SES, and those in the community through volunteer groups including the Rural Fire Brigades Association Queensland Inc. (RFBAQ), Queensland State Emergency Service Volunteer Association Inc. (QLD SESVA), Queensland Volunteer Marine Rescue Committee and the Queensland Police-Citizens Youth Welfare Association. These partnerships are vital for QFES to enhance community safety by minimising the impact of fire and emergency incidents on the people, environment and economy of Queensland.

- **Rural Fire Brigades Association Queensland Inc.**

The RFBAQ is a representative body for rural fire brigades. It provides information and advice to volunteers and consults with QFES on matters of policy, training, equipment, finance and vehicle safety through the RFS Strategic Working Groups.

- **Queensland State Emergency Service Volunteer Association Inc.**

The former State Emergency Service Association Queensland Inc. has evolved into the QLD SESVA and is a member of the national SES Volunteer Association. The QLD SESVA is a representative body for, and advocates on behalf of, its members. The QLD SESVA provides information and advice to volunteers and consults with QFES on matters of policy, training, equipment, finance and vehicle safety through the Communications Standards Committee.

- **Queensland Volunteer Marine Rescue Committee**

The role of the Queensland Volunteer Marine Rescue Committee is to provide advice to the Queensland Government and voluntary organisations involved in marine rescue activities, and investigate and make recommendations on matters referred to the committee. The committee also ensures suitable guidelines are available for the standardisation of an integrated Queensland statutory service/volunteer marine rescue capability.

The committee is chaired by the Assistant Commissioner, SES within QFES with membership from the following agencies:

- Volunteer Marine Rescue Association Queensland
- Australian Volunteer Coast Guard Association
- SLSQ
- QPS
- Department of Transport and Main Roads (Maritime Safety Queensland)
- Australian Communications and Media Authority
- RLSSQ.

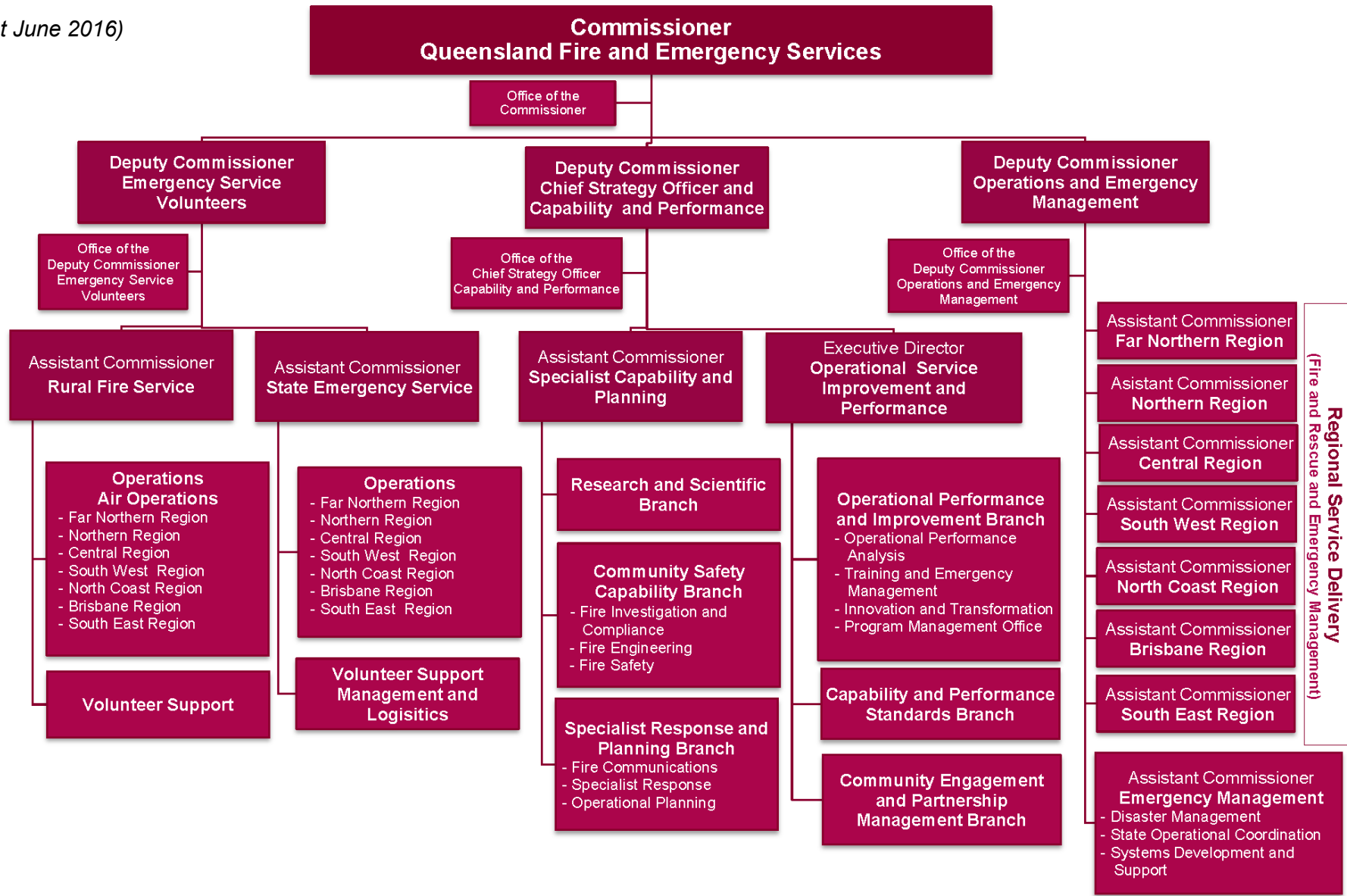
- **Queensland Police-Citizens Youth Welfare Association**

The Queensland Police-Citizens Youth Welfare Association, commonly known as PCYC, is a non-government, not-for-profit, charitable organisation that provides appropriate, affordable and accessible youth development programs and services to support young people in making positive life choices. The PCYC Emergency Services Cadet Program is delivered in partnership with PCYC and Queensland's emergency services including QFES and the QPS.

For further information regarding the Emergency Services Cadet Program refer to pages 44-45 or visit the PCYC website: www.pcy.org.au/Youth-Programs/Emergency-Services-Cadets.aspx.

Organisation structure

(as at June 2016)



Structure

QFES comprises the:

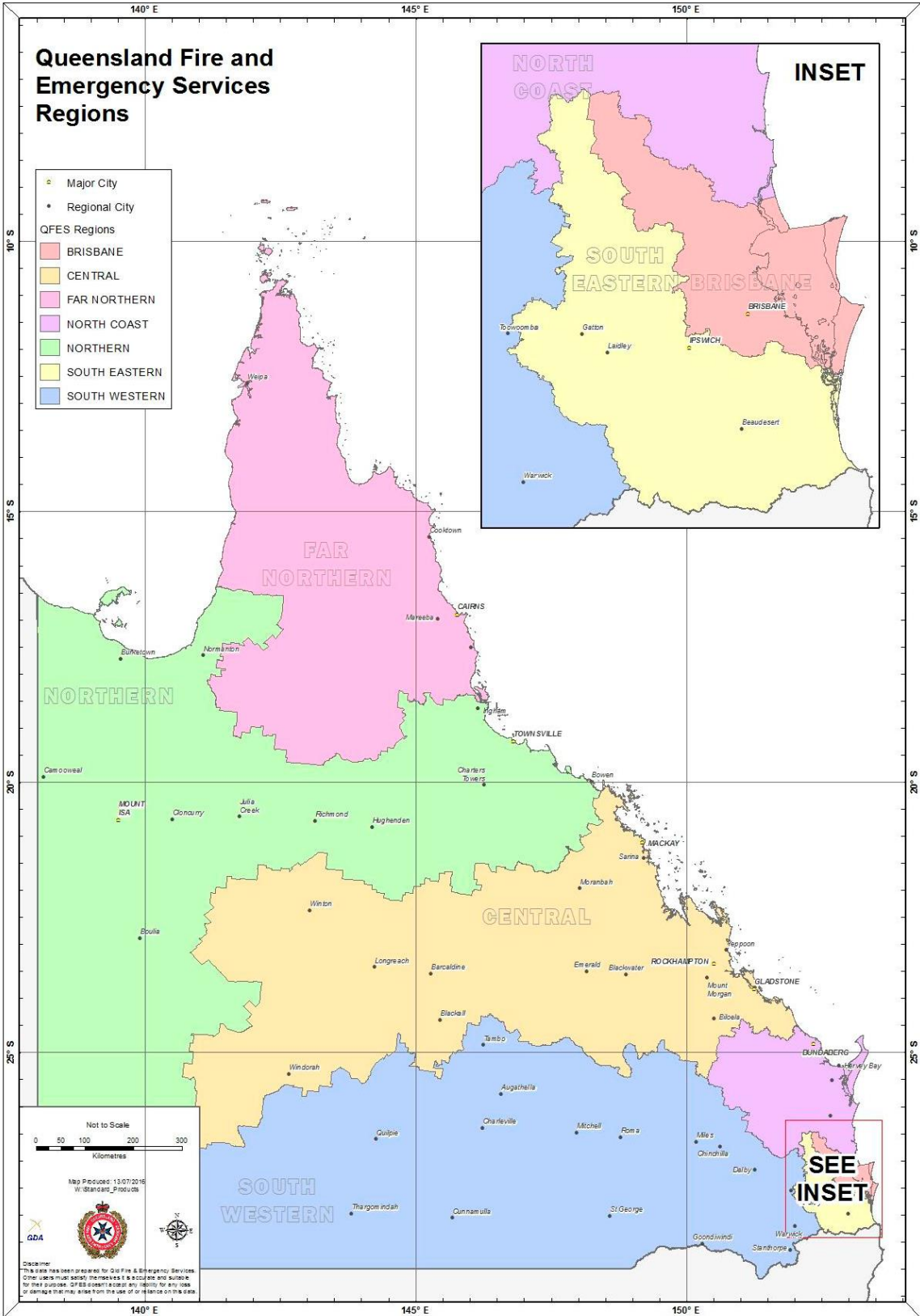
- Emergency Service Volunteers Division
- Capability and Performance Division
- Operations and Emergency Management Division.

The **Emergency Service Volunteers Division** is responsible for providing overall strategic leadership, direction and support to the RFS and the SES. It 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. The Division also provides support through service level agreements to other volunteer groups involved in emergency response. The Division works in partnership with local government 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.

The **Capability and Performance Division** is responsible for leading the development of the department's strategic framework and vision, and driving performance and integrated capability across QFES. The Division works closely with QFES' portfolio partners to ensure that department's planning and policy enhances the capability of its people and that services and equipment are contemporary, agile and able to meet the service delivery needs of Queensland communities. Specialist services such as Fire Communications, Community Safety, Fire Investigation, Swift Water Rescue and BA HazMat are integral elements of Capability and Performance.

The **Operations and Emergency Management Division** is responsible for ensuring the response capacity of QFES operational staff in emergent situations as legislated in the *Fire and Emergency Services Act 1990* and *Disaster Management Act 2003*. The Division provides sustainable leadership and direction through the coordination of emergency management and fire and rescue operational activities. The Division is comprised of skilled fire and emergency management professionals working in partnership with state government departments, local governments and communities to improve resilience and enhance operational capacity during times of emergency.

Regions



Financial summary

Summary of financial performance

The following table summarises the operating result and financial position for QFES 2015-16 and the previous financial year.

Statement of comprehensive income	2015-16 \$'000	2014-15 \$'000
Total income from continuing operations	622,258	631,258
Total expenses from continuing operations	634,593	624,920
Other comprehensive income	(419)	688
Total comprehensive income	(12,754)	7,026
Statement of financial position	2015-16 \$'000	2014-15 \$'000
Total assets	113,564	116,513
Total liabilities	49,938	39,752
Net assets (equity)	63,626	76,761

Income and expenses from continuing operations

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

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

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

For 2015-16, QFES received income from continuing operations totalling \$622.258 million and incurred total expenditure from continuing operations of \$634.593 million. This comprised of:

Income

- appropriation revenue for services \$78.6 million
- user charges and fees \$53.4 million
- emergency management levies \$457.4 million
- grants and other contributions \$30.3 million
- other revenue \$2.3 million.

Expenses

- employee expenses \$348.7 million
- supplies and services \$109.7 million
- grants and subsidies \$140.9 million (including a grant to PSBA to partly fund the services it provided for QFES \$123.5 million)
- capital contribution to PSBA \$12.361 million
- depreciation and amortisation \$5.0 million
- impairment losses \$0.1 million
- other expenses \$18.0 million.

QFES made a capital contribution payment of \$12.361 million to PSBA in 2015-16 to fund the QFES capital acquisition program. A corresponding revenue is disclosed in the PSBA accounts, resulting in a nil net financial impact across both the respective departments. QFES reported a modest surplus of \$26,000 prior to recognition of this capital contribution. The impact on the statement of comprehensive income of the capital contribution is set out in the table below.

Statement of Comprehensive Income	2015-16 \$'000	2014-15 \$'000
Operating result from continuing operations before capital contribution	26	6,338
Capital contribution to PSBA	(12,361)	-
Operating result	(12,335)	6,338

The capital contribution does not represent an overspend of QFES available funds and is a technical accounting disclosure that does not impact on the accountable officer's operational decision making. The capital contribution remains available for use by QFES in future financial years.

Summary of financial position

QFES was in a positive financial position at the end of the financial year. The total equity/net assets of QFES at the end of 2015-16 were \$63.6 million. This comprised predominantly of:

Assets

- cash and cash equivalents \$21.6 million
- trade and other receivables \$52.3 million
- intangible assets \$11.1 million
- property, plant and equipment \$21.6 million
- inventory \$2.4 million
- other assets \$4.5 million.

Liabilities

- trade and other payables \$36.0 million
- accrued employee benefits \$13.1 million
- other current liabilities \$0.8 million.

There were no significant events after balance date that could be expected to impact the reported operating result for QFES for the year ended 30 June 2016.

Performance

Key performance measures

QFES delivers essential emergency, safety, mitigation and response services to Queensland to build safe, caring and connected communities.

QFES contributes to safer and sustainable communities through disaster management, community assistance, responses to structure and landscape fires, and rescue across all hazards. This also includes the SES and RFS, enhancing community resilience and mitigating risk through community safety programs.

The Fire and Emergency Services objective is to deliver essential emergency, safety, preparedness, mitigation and response services to Queensland.

The table below provides an overview of the key performance measures for QFES for 2015-16. Data for 2014-15 is sourced from the *Queensland Fire and Emergency Services 2014-15 Annual Report*.

Service Area: Fire and Emergency Services							
Performance measures	Notes	Strategic Plan	2015-16 SDS	RoGS	2014-15 Actual	2015-16 Target/ Estimate	2015-16 Actual
					Rate of accidental residential structure fires reported (per 100,000 households)	1, 2	
Response times to structure fires including call taking time:	2, 3		✓	✓			
• 50 th percentile	4				7.7 minutes	<7.8 minutes	8.1 minutes
• 90 th percentile	5	✓			12.3 minutes	<14 minutes	12.2 minutes
Percentage of building and other structure fires confined to room/object of origin	2, 3, 6	✓	✓	✓	83.9%	>80%	82.6%
Estimated percentage of households with smoke alarm/detector installed	7	✓	✓	✓	95%	95%	96.5%
Percentage of building premises inspected and deemed compliant at first inspection	8		✓		50.5%	50%	52.2%

Service Area: Fire and Emergency Services (cont'd)							
Performance measures	Notes	Strategic Plan	2015-16 SDS	RoGS	2014-15 Actual	2015-16 Target/ Estimate	2015-16 Actual
Percentage of identified disaster management training met	10	✓	✓		61.4%	75%	63.9%
State Emergency Service volunteers per 100,000 population	11	✓	✓		-	121	128.6
Rural Fire Service volunteers per 100,000 population	11	✓	✓	✓	736.8	741	757.8
Fire and emergency services expenditure per person	12		✓	✓	\$131.91	\$135.00	\$133.13
Level of community satisfaction with Fire and Emergency Services	13	✓			82.2%	-	82.7%
Level of customer satisfaction with Fire and Emergency Services	14	✓			90.8%	-	81.6%

Performance measure	Notes	Strategic Plan	2015-16 SDS	RoGS	2015 Actual	2016 Target/ Estimate	2016 Actual
Level of satisfaction with Fire and Emergency Services as a work place as indicated by the workforce survey results	15	✓			79%	-	82%

Notes:

1. Accidental residential structure fires are those fires in a residential structure that are not deliberately lit and with effective educational programs can be reduced or prevented from occurring. This measure reflects QFES' preventative/educative role. Households data is sourced from the *Australian Bureau of Statistics (ABS) Household and Family Projections, Catalogue No. 3236.0*. The increase in the rate of accidental residential structure fires from 2014-15 to 2015-16 is a result of improved recording of data in incident reports. A continued focus on data quality has resulted in an increase in the classification of residential structure fire incidents as 'accidental' and a decrease in the use of the 'undetermined' fire cause classification.
2. Structure fires are fires in housing and other buildings.
3. Only structure fires occurring within the Levy District Boundaries (Class A-D) are included. Excluded are non-emergency calls and those where QFES experienced delays due to extreme weather conditions or where the initial response was by another agency or brigade. Only primary exposure incidents are included.
4. This measure reports the time within which 50% of the first responding fire appliances arrive at the scene of a structure fire. The 50th percentile response time measure has increased since 2014-15 and exceeded the target in 2015-16. This is in contrast to the 90th percentile response time measure which continues to be well under the industry benchmark of less than 14 minutes.
5. This measure reports the time within which 90% of the first responding fire appliances arrive at the scene of a structure fire. QFES has a long-established service delivery model for responding to 90% of structure fires within 14 minutes.
6. Only structure fires where the confinement has been determined are included in the calculations.
7. This measure provides an indication of the percentage of households with smoke alarms installed. The 2015-16 Actual is derived from the February 2016 annual *Queensland Household Survey*.
8. This measure reports the percentage of building premises inspected and deemed compliant with building fire safety regulations (*Fire and Rescue Service Act 1990, Building Act 1975 and Building Fire Safety Regulation 2008*) and fire safety procedures on first inspection.
9. This measure compares the number of system initiated false alarms responded to by QFES fire personnel with the number of connected Alarm Signalling Equipment (ASE) devices per annum. 'Unwanted Alarm Activations' are defined as any activation of the fire alarm and detection system that could have been avoided. Unwanted alarms have a negative impact on firefighters and the wider community by increasing safety concerns for fire crews and the public, disrupting the community and industry, creating complacency, and imposing unnecessary costs to attend these incidents. Reducing unwanted alarm activations ensures that QFES can more effectively manage priority emergency responses and resources. It is also a measure of the effectiveness of the strategies QFES has in place to help reduce the number of unwanted activations. The *Fire and Emergency Services Act 1990* provides a legislated target of no more than four unwanted alarm activations per ASE.

Notes (cont'd):

10. The wording of this measure has been amended from 'Percentage of identified disaster management training capability delivered' to more accurately represent QFES' role in offering disaster management training. This measure focuses on Queensland Disaster Management Training Framework courses and the offering of current mandatory disaster management modules to disaster management stakeholders. Identified disaster management stakeholders include: Local Disaster Coordinators; Local Disaster Management Group Chairs; District Disaster Coordinators; and District Disaster Management Group Executive Officers. The March 2016 local government elections resulted in many changes to key disaster management personnel of Chairs of Local Disaster Management Groups. These newly elected officials have had limited availability to undertake disaster management training. Some target courses were also not achieved due to planned prioritised training opportunities not being taken up, availability of participants, access to remote areas and the changeover of other key disaster management personnel (Chief Executive Officer/Local Disaster Coordinators).
11. New measure in 2015-16. This measure indicates QFES' commitment to volunteer recruitment and retention strategies. Queensland population data sourced from the ABS *Catalogue No. 3101.0 Australian Demographic Statistics*. This measure is discontinued in the 2016-17 Service Delivery Statement as the number of volunteers per capita does not provide a measure of volunteer effectiveness or emergency response readiness (i.e. appropriate training levels, volunteer response capabilities, and/or access to equipment). This measure will continue to be monitored internally. 2014-15 data is not available for SES volunteers per 100,000 population
12. This measure reports QFES expenditure divided by the estimated population of Queensland. Queensland population data is sourced from the ABS Catalogue No. 3101.0 Australian Demographic Statistics. For 2015-16, actual fire and emergency services expenditure per person was below the Target/Estimate of \$135 by \$1.87. This was mainly due to a reduction to the goods and services received below fair value from the PSBA, with all goods and services received from PSBA considered to be fully funded by the QFES to PSBA grant, rather than received below fair value.
13. This measure assesses public perception of QFES professionalism, accessibility and level of service to the community. The 2015-16 Actual is derived from the February 2016 annual *Queensland Household Survey* and represents the percentage of respondents who were 'satisfied' or 'very satisfied' to the question "how satisfied are you with fire and emergency services in Queensland?" Respondents to this question may or may not have had contact with QFES over the past 12 months.
14. This measure assesses customer satisfaction with Fire and Emergency Services in Queensland. Customers are defined as those survey participants who reported they had contact with Fire and Emergency Services in the previous 12 months. The 2015-16 Actual is derived from the February 2016 annual *Queensland Household Survey* and represents the percentage of customers who were 'satisfied' or 'very satisfied' based on the question "how satisfied are you with your most recent contact with Fire and Emergency Services?".
15. The *Working for Queensland Employee Opinion Survey* is the annual, whole-of-government survey which measures workplace climate across the Queensland public service. The survey explores employee perceptions on a range of matters with the aim of identifying better ways of working. Data for this measure was derived from the survey factor 'my job' (questions 35: all things considered, how satisfied are you with your current job?).

Key

RoGS – 2016 Report on Government Services

SDS – Service Delivery Statement

Strategic Plan – *Queensland Fire and Emergency Services Strategic Plan 2015-2019*

2015-16 Highlights

This section reports on the objectives of the QFES Strategic Plan 2015-2019. This is a sample of performance highlights from 2015-16 and is not representative of all work undertaken during the reporting period.

Objective One

We will maintain industry leader expertise through the provision of contemporary frontline services.

Strategies:

- 1.1 Optimise operational service delivery.
- 1.2 Implement an integrated training regime to strengthen QFES and its partners' capabilities.
- 1.3 Mitigate emergency risks as a part of service delivery planning.
- 1.4 Engage and support communities before, during and after emergency events.

Aviation Rescue and Firefighting training

In 2015-16, QFES developed Aviation Rescue and Firefighting courses to mitigate the risks posed by aviation incidents throughout Queensland. The courses will enable all frontline operational staff, including volunteers, to have the necessary skills, capabilities and knowledge to respond to Aviation Rescue and Firefighting incidents safely and with confidence.

In May 2016, the Australian Civil Aviation Safety Authority (CASA) audited the QFES Aviation Rescue and Firefighting courses and was satisfied they met the requirements for official approval and accreditation. By obtaining CASA approval, QFES has set industry best practice and has the capability to provide accredited training to industry and other government agencies. This enhances inter-service interoperability at federal, state and local levels, improves firefighter knowledge of aviation industry trends and helps improve public safety for all Queenslanders.

Bushfire hazard mitigation

Operation Cool Burn, designated from 1 April to 31 July each year, provides QFES staff and volunteers with clear guidelines on identifying and preparing bushfire prone areas and assisting communities to be well prepared for the 2016 bushfire season.

Operation Cool Burn drives a proactive focus on community education and assisting landowners/occupiers to plan hazard mitigation. It includes activities such as:

- identifying bushfire prone locations
- developing localised management plans with stakeholders
- prioritising areas to conduct mitigation activities
- engaging with landholders, both owners and occupiers, to assist them in reducing fire risk through activities such as controlled burns.

These activities assist with mitigating the risk of bushfire in prone locations and QFES' preparedness for the bushfire season which officially commences on 1 August 2016.

This period of prevention and preparedness is vital to ensure the state is well placed to minimise the future impact on bushfires. During this Operation, QFES is partnering with state and local government agencies, related industry associations, landowners and occupiers for the purpose of risk mitigation activities.

Fortnightly video conferences are held with Assistant Commissioners and RFS Regional Managers providing updates on regional progress with information disseminated throughout the regions.

A network of Area Fire Management Groups (AFMGs) has been established in all RFS areas in Queensland to assist with local coordination of bushfire preparedness, prevention and mitigation activities. These groups are also playing a major role in identifying priorities for hazard reduction burning through Operation Cool Burn 2016.

QFES will continue to strengthen Queensland's bushfire capability and work towards enhanced coordination of mitigation activities and improved engagement with local communities.

The Office of Bushfire Mitigation was established in December 2015 and a number of staff have been assigned to this team to ensure the recommendations of the QAO report *Bushfire prevention and preparedness (Report 10: 2014-15)* are implemented. Operation Cool Burn is one of the key strategies for this Office.

Bushfire prevention and preparedness

The QAO tabled its report in Parliament on 16 December 2014 *Bushfire prevention and preparedness*. The audit's objective was to determine if Queensland is better able to prevent and prepare for bushfires following the 2009 Victorian Bushfires Royal Commission, *The Malone Review into Rural Fire Services in Queensland (2013)* and the *Police and Community Safety Review, final report (2013)*.

During the reporting period, QFES continued to address QAO's recommendations with:

- the establishment of an additional three RFS Area Offices located in Gladstone, South Coast and Burnett areas and three AFMGs.
Area Offices support rural fire brigades with training, operational command assistance and equipment supply. These areas were chosen for Area Offices due to heightened bushfire risks. The AFMGs deliver a coordinated approach to bushfire mitigation between land management agencies, fire wardens and where appropriate, private landholders
- the establishment of the Office of Bushfire Mitigation.
The new position of Executive Manager, Bushfire Mitigation is responsible for statewide strategic management, promotion and expansion of bushfire mitigation strategies, education programs and maintaining relationships within the Fire Warden Network.
The Office coordinates bushfire mitigation activities across the state and oversees the important work that AFMGs, Bushfire Safety Officers and Fire Wardens undertake for local communities.
- an increase in the number of Bushfire Safety Officers (to nine) and trained Public Information Officers (to more than 50) through further recruitment and training drives by QFES
- active involvement in bushfire research and analysis, including contributing to the Bushfire and Natural Hazards Cooperative Research Centre and seeking to have more research undertaken in the Queensland context.

Commonwealth Games 2018

The QFES Commonwealth Games Program Office (QFES CGO) was established in January 2015 to plan for the deployment of QFES resources to the Gold Coast 2018 Commonwealth Games (GC2018) to be held from 4 to 15 April 2018. The Gold Coast will welcome over 6,500 athletes and officials from 71 Commonwealth nations, participating in 18 sports including para-sports.

QFES CGO is working closely with key Games partners to collaboratively plan and apply an integrated approach to emergency planning to ensure the safety of all athletes, officials, spectators, and visitors at GC2018. The QFES Concept of Operations has been developed and provides an overarching methodology to address key deliverables of building fire safety, operational deployment, integrated command and control, and specialist response.

QFES is part of the Safety and Security Functional Area which is responsible for public safety at the event. The Games will involve all QFES regions with events being held on the Gold Coast, in Cairns, Townsville and Brisbane and the Queens Baton Relay making its way through Queensland. The deployment phase will include more than 1,900 shifts of QFES personnel, ranging from senior officers to support staff, being deployed to venues, command centres and other strategic locations around the Gold Coast and the state.

A dedicated legacy strategy has been developed for GC2018 to generate long term benefits for the Gold Coast and Queensland. The QFES CGO will actively embrace legacy opportunities to ensure lasting benefits are realised for QFES and the community.

During the reporting period, two Safety Assessment Officers commenced inspections of venues and key sites for GC2018 as building fire safety compliance is a key deliverable for this program. The early inspection regime will allow venue management sufficient lead time to address any compliance issues and ensure the venues are ready for the Games.

Further project stream managers will be joining the team in the second half of 2016. The next phase will see designated streams focusing on volunteering, operations, training and exercises, communications and business capability.

Deployments

Due to protracted or complex operations, QFES may be requested to deploy officers to participate in intrastate, interstate or international deployments as a member of a QFES Strike Team or Task Force for the purpose of an emergency response. Deployments can be an opportunity to gain personal and professional development including learnings around fire management and resourcing systems, as they often involve an integration of QFES permanent, auxiliary, civilian and volunteer personnel and resources. Depending on the nature of the emergency, an inter-agency response may also be required.

During the reporting period, QFES supported a number of operations including:

- **Western Australia**

A contingent of six QFES personnel formed part of a larger deployment to Western Australia to assist with significant bushfires in Waroona and surrounds in January 2016. The deployment also included personnel from New South Wales, Australian Capital Territory and South Australia. The specialist roles undertaken by the QFES staff and volunteers included aviation, logistics, incident management, fire behaviour analysis and public information roles.

- **Tasmania**

In January and February 2016, the Tasmanian Fire Service battled more than 70 bushfires, mostly in inaccessible land. The bushfires, sparked by approximately 1,500 lightning strikes from dry storm cells on 3 January 2016, damaged more than 20,000 hectares of the Tasmanian Wilderness World Heritage Area. From 27 January 2016, QFES deployed eight rotations of Incident Management Teams, including Queensland Parks and Wildlife Service officers, as well as seven rotations of Fire Behaviour Analysts, with the final deployment arriving home on 8 March 2016. Every QFES region supplied personnel from across FRS, RFS and SES. Due to the length of the assistance, the focus changed from initially supporting the fire suppression to the rehabilitation and recovery phase of the event.

Eastern Australian states and territories, as well as New Zealand, deployed resources in what was estimated to be the largest ever mobilisation of interstate and international firefighting resources to Tasmania.

RFS Assistant Commissioner Tom Dawson was appointed as the lead for the Australasian Fire Authorities Council (AFAC) independent operational review of the response to the Tasmanian bushfire emergency. The review report has been provided to the Tasmanian Fire Service for consideration.

- **Canada**

Three QFES staff members formed part of an Australian deployment that assisted with the effort to fight more than 5,900 wildfires which burnt almost four million hectares in Canada in July 2015. SES Director of Operations Brian Cox was the agency representative in Edmonton, Alberta where he held a liaison role; QFES' Ben Sutherland worked as a helicopter coordinator; and Graeme Martin as a Fire Behaviour Analyst in British Columbia.

- **United States**

Emergency Management Victoria coordinated a deployment of Australian emergency services personnel, including two from QFES, when more than 50 uncontained wildfires took hold throughout the west of the United States in August 2015. Superintendent Brian Smith was deployed to Washington as a Helicopter Manager in charge of the operation of a Type 3 water-bombing and reconnaissance helicopter. Superintendent Greg Reynolds was deployed as a liaison for the Australian and New Zealand contingents and travelled extensively throughout the affected regions. Millions of hectares were burnt, mainly pine forest and wilderness areas, and unfortunately many residential properties were lost.

Exercises

In August 2015, an end-to-end exercise, conducted at the School of Fire and Emergency Services Training at Whyte Island, simulated a major earthquake in Japan practicing every skill involved in an USAR deployment for the Aus-1 Taskforce including mobilising, medical assessment, equipping the team, leaving the country, flights, Customs entry requirements, and tasking with local Emergency Management.

This was a multi-agency exercise with officers from Emergency Management Australia, the Department of Foreign Affairs and Trade, and the Australian Defence Force also participating.

The team of 75 included firefighters, communications officers, HAZMAT specialists, command information technology people, Queensland Ambulance Service (QAS) paramedics, doctors, contract engineers and volunteer canine handlers.

The annual 48 hour exercise changes every year to prepare the taskforce for reclassification and ensure their skills are up-to-date in case of deployment. Large scale exercises such as this are imperative to ensure when a real scenario occurs, QFES technicians are ready to respond.

Fire dynamics program

QFES Station Officer Shan Raffel, from Capalaba Fire and Rescue Station, was one of seven fire dynamics experts who informed the development of a new training package for the Canadian fire departments. A team of more than 30 international experts has been working for two years with Canadian fire departments to develop a comprehensive Fire Dynamics Curriculum to build the capability of Canadian firefighters.

The package was worked on by fire dynamics experts, education and training specialists and fire scientists from the United State of America, United Kingdom, Sweden, France, Germany, Netherlands and Belgium.

Although the curriculum was developed primarily for Canadian firefighters, the extensive, multinational collaboration behind the project is expected to set the benchmark for fire dynamics training worldwide.

As a project participant, QFES will benefit from permissions to use all program material for future firefighter training courses throughout Queensland.

Fire season

The 2015 official bushfire season known as Operation Vector commenced on 1 August 2015 and concluded on 31 December 2015.

The Standing Order for Operation Vector outlined the Commissioner's intent for the 2015 bushfire season with QFES to ensure that full-time, part-time and volunteer staff operate together in an environment of mutual trust and respect through a unified chain of command in order to bring QFES' bushfire capability to a high level of readiness and preparedness, allowing for rapid mobilisation and response to bushfires.

All landholders, both owners and occupiers, are responsible for managing the risk of fire on their land. QFES assisted landholders to prepare for bushfires, by:

- undertaking hazard reduction burns across the state, during Operation Vector including assisting other agencies to reduce the risk of bushfires on their land
- providing advice and establishing conditions for hazard reduction burns through the Permit to Light Fire System
- actively promoting bushfire preparedness in communities across Queensland through the PREPARE.ACT.SURVIVE. campaign
- carrying out an annual assessment of Neighbourhood Safer Places, which are a place of last resort if bushfire survival plans fail
- providing access to local bushfire information through the 'Current Incidents' facility on the RFS website (www.ruralfire.qld.gov.au/map.html). The website informs users of the current situation regarding bushfires in their area and displays relative current community warnings.

Government wireless network

The Government Wireless Network (GWN) is significantly improving the quality of digital radio communications and bringing QFES, QPS and the QAS onto the same platform for improved multi agency information sharing. Security of the network has also improved under the GWN compared to the ageing analogue technology previously used.

The GWN has reduced the number of known black spots, providing radio communications coverage in areas where there was previously none. For example, firefighters will experience more consistent signal strength giving them the ability to maintain radio communications contact even when they are inside high-rise buildings, basements and stairwells. The portable radios have built-in background noise suppression and use a GPS-enabled duress button to improve the safety of QFES personnel.

The GWN is operational as a service throughout South East Queensland with more than 17,500 frontline emergency services personnel accessing the network at 30 June 2016. Full implementation in South East Queensland is expected by 31 December 2016.

Infrastructure

PSBA has responsibility for delivering most new and ongoing capital initiatives to support the operational capability of QFES. This includes new or upgraded fire and rescue stations across the state, new and replacement fire and emergency service vehicles, and a range of information and technology initiatives.

Significant capital initiatives progressed or delivered during 2015-16 include:

- continuing the replacement of the permanent fire and rescue stations at Bundaberg, Bundamba and Petrie
- completion of upgrades to the permanent fire and rescue stations at Burleigh Heads and Kemp Place
- commencing work on the replacement auxiliary fire and rescue stations at Cunnamulla, Dayboro and Gordonvale, and the upgrade of the Roma auxiliary fire and rescue station.

Major incidents

FRS, RFS and SES volunteers work tirelessly, at times alongside other agencies, to support those affected by emergency events including:

- the response by the Mount Isa Fire and Rescue Station to a report of an explosion at a residential address in Deighton Street, Mount Isa on 28 July 2015. On arrival, the first crew and subsequent personnel were confronted with a scene which resulted in the death of one adult and two children. A total of 39 FRS officers, and RFS and SES volunteers responded to the two-day response, assisting QPS to secure the crime scene and preserve evidence, and working with key stakeholders to relocate surrounding residents and coordinate the site recovery upon completion of the QPS investigation
- the detection of a leak in a B-Double tanker carrying 19,000 litres of Anhydrous Ammonia travelling along the Capricorn Highway, near Wycarbah south west of Rockhampton on 25 August 2015. The highway was closed with QFES and QPS officers establishing an 800-metre exclusion zone to allow further investigation. The incident continued for four days during which 20 FRS officers (including two Scientific Officers) and two RFS volunteers crewed a number of appliances while the hazardous chemical was decanted to a recovery tanker and the damaged vehicle was cleared of any remaining substance
- the derailment on 27 December 2015 of a 26-carriage train carrying 819,000 litres of sulphuric acid. The derailment occurred 15 kilometres east of Julia Creek and required a multi-agency response. Due to the difficult access conditions and the sensitivity of the hazardous materials involved, an emergency was declared under the *Public Safety Preservation Act 1986* and a two-kilometre exclusion zone was placed around the crash site. The clean-up response took seven days
- the attendance by Brisbane and South Eastern Regions in February and March 2016 to two large vegetation fires along Beenleigh-Redland Bay Road, Carbrook for more than 11 days. The first fire was attended by 102 vehicles over four days and the second fire saw 131 vehicles in attendance over nine days. Personnel included both urban and rural firefighters and SES volunteers
- an incident on 3 April 2016 where the Whitsunday Shopping Centre at Cannonvale was the centre of a large blaze at the Target Country store. The large fire developed quickly and an external attack was launched after internal investigation prompted fears of a roof collapse. A total of nine appliances attended the incident with response from Airlie Beach, Proserpine, Bowen and Mackay Fire and Rescue Stations. FRS officers and SES volunteers worked together for almost 12 hours to combat the blaze, restrict public access and provide support and assistance to frontline firefighters

- an incident on 23 April 2016 involving a semi-trailer carrying 30 x 1.2 tonne bags of Ammonium Nitrate. The vehicle rolled on the Port Alma Road, approximately 25 kilometres south of Rockhampton, spilling contents from the vehicle onto the road and surrounds. A one-kilometre exclusion zone was established by QFES and QPS officers before clean-up was attempted. FRS crews, under the guidance of the Department of Natural Resources and Mines and QFES Scientific personnel, completed the clean-up and recovery of the incident in approximately 12 hours
- the occurrence of a severe weather event on 19 June 2016 caused by a storm cell hitting areas of the Sunshine Coast. The area particularly hit hard was Akeringa Place in Mooloolaba, with a tornado ripping through the street. There was major damage to three apartment blocks and power infrastructure, including power poles and lines, which impeded access for emergency appliances. Issues included residents caught in buildings due to lack of power, a significant amount of debris, roofs missing from complexes and exposed asbestos. A total of 20 FRS officers, USAR technicians, 27 SES volunteers and Local Disaster Management Group representatives assisted with the clean-up, working alongside other government departments and agencies including QAS, QPS, the Department of Housing and Public Works, and Energex.

National Bushfire Mitigation Programme

The National Bushfire Mitigation Programme has provided Queensland with \$0.904 million over three years (commenced 2014-15), which is matched by an equal contribution from QFES.

The programme has been used to support implementation of Queensland Government policies and priorities for mitigating bushfire risk and enhancing the role of rural fire brigades and other land management stakeholders in mitigation activities ahead of the bushfire season.

During 2015-16, significant progress was made in bushfire hazard and risk assessment including statewide mapping of Bushfire Interface Zones; providing bushfire mitigation mapping and prioritisation tools to AFMG across Queensland; and developing improved reporting tools for Operation Cool Burn 2016.

Queensland Emergency Risk Management Framework

In September 2015, QFES, in collaboration with the QPS Disaster Management Unit, began planning to conduct a trial of the concept Queensland Emergency Risk Management Framework. The Queensland Reconstruction Authority is also collaborating on this body of work and will play an active role in further workshops and implementation.

The aim is to make available the risk framework across all levels of the Queensland Disaster Management Arrangements to build the risk profile from the ground up, however the initial trial will be conducted across the 22 Disaster Districts to inform the state assessment.

Three developmental workshops will be undertaken, with a pre-implementation 'training' workshop planned for 11-13 July 2016. This workshop will primarily target QPS District Disaster Executive Officers, with several QFES Emergency Management Coordinators and Queensland Reconstruction Authority Regional Liaison Officers.

Following the scheduled July 2016 workshop, the trained personnel from the three agencies will return to their respective districts and will jointly conduct the risk assessment. The outcome will be 22 disaster district natural hazard risk assessments, with the view to producing a proof of concept regarding the use of this methodology in producing the one state level overview of natural hazard risk to Queensland. A state natural disaster risk register is to be available prior to the 2016-17 severe weather season.

The collaboration between QFES and QPS has been conducted between the respective commands embedded within the SDCC and then with Queensland Reconstruction Authority via relevant projects.

Queensland Strategy for Disaster Resilience

The *Queensland Strategy for Disaster Resilience*, released in June 2014, was developed with the objective of building resilience against all hazards, to ensure resilience activities are aligned with government priorities and to make Queensland the most disaster resilient state in Australia.

As part of the strategy, QFES has a key role in minimising disaster impacts through flexible and adaptive planning and understanding risks and proactively preparing for disasters. In order to increase the level of disaster risk awareness and preparedness in the community, QFES staff are continuing to work with local governments to engage at a local level and deliver key messages about local risks. Regional engagement activities have included conducting community safety days.

State Disaster Coordination Centre

In March 2016, implementation of the recommendations from the *State Disaster Coordination Centre: Room for Improvement Strategy* report (June 2014) was achieved. The report provided 25 recommendations to improve the structure, operation and activities of the SDCC (located at Kedron in Brisbane), to improve its functionality. The Office of the IGEM completed an evaluation of the achievements of the improvement strategies in the report during 2015-16.

The SDCC Watch Desk is crewed 24/7 by highly trained staff who monitor operational activities, weather patterns and provide daily reports on activities relating to Queensland disaster management activities. On activation, the SDCC is supported by staff from QFES, PSBA, QPS and representatives from other state government departments. Each year, a training and exercise program is designed to train and exercise this workforce of approximately 700 personnel. Training commenced in May 2016 ahead of the 2016-17 storm and cyclone season, with further maintenance training to continue throughout the season.

State Disaster Coordination Centre Event Management System

The SDCC Event Management System (EMS) is an initiative to develop a fit for purpose event management system to coordinate and manage all of the information pertaining to a potential or actual disaster event and to enable the effective and efficient response of frontline resources and disaster management organisations. The EMS is the single point of truth for all disaster related information and reporting used by the SDCC.

The EMS is a cloud based system easily accessible from the traditional desktop, laptop and mobile devices and provides greater flexibility in its configuration to meet business needs, on a day-to-day basis for the Watch Desk staff, and can be scaled up to over 150 users at any one time during major disasters. The EMS holds contact lists for in excess of 5,000 individuals who receive information from the system as required.

The EMS was successfully implemented in stages throughout 2014 and 2015 and faced its first real test during Tropical Cyclone Marcia (February 2015). Since its implementation, the system has been further developed to integrate state agency reporting (Queensland Disaster Management Arrangements reporting), which has been well received by the 37 agencies that attend or support the SDCC when activated. This reporting feature has been further adapted to incorporate the Commonwealth disaster impact indicators, such as the National Impact Assessment Model, which assists the state with its Natural Disaster Relief and Recovery Arrangements (NDRRA) claims.

Storm and cyclone season

Queensland's storm and cyclone season, known as Operation Enigma within QFES, occurred from 1 November 2015 to 30 April 2016. The focus of the operation was on QFES' capability within the disaster management arrangements and working with QFES' partners to ensure a swift and effective service to the public.

The 2015-16 season was a quiet operational period by Queensland standards and the SDCC was not required to activate. On 11 February 2016, Tropical Cyclone Tatiana was named, however did not reach more than a Category 2 before weakening below tropical cyclone strengths on 13 February 2016. The system remained well offshore throughout its lifetime. From 16-17 March 2016, a Tropical Cyclone Watch and Warning was issued for a potential tropical cyclone associated with an active monsoon trough in the Gulf of Carpentaria

The SDCC received 2,793 weather advices from the Bureau of Meteorology during the period 1 July 2015 to 30 June 2016. During this same period, the SDCC Watch Desk received 3,502 requests for assistance through the SES 132 500 call centre and mobile application (this figure does not include all calls made within the Brisbane City Council Local Government area as the majority of these are automatically routed to Brisbane City Council's call centre) and 702 agency support requests from agencies including QFES, QPS and the QAS.

Taskforce Marcia update

Bushfire mitigation in the area affected by Tropical Cyclone Marcia continued in 2015-16 through Taskforce Marcia activities. Due to increased bushfire activity in the latter part of 2015, the taskforce was suspended and attention turned to bushfire control until April 2016 when the taskforce was re-activated.

The July 2015 release of the final report from the Bushfire and Natural Hazards Cooperative Research Centre, prepared by retired CSIRO Bushfire Fuel and Fire Behaviour Scientist Mr Jim Gould, provided a detailed understanding of the effects of the cyclone on bushfire fuel accumulation and the potential impact on fire intensity.

This report informed the activities of the taskforce and the regional planning for response activities for all QFES services and QFES' partner land management agencies in Queensland Parks and Wildlife Service, and the Department of Natural Resources and Mines. It also provided a scientific basis for categorising post-cyclone damage to provide a science based estimate of future effects on bushfire intensity, rate of spread and flame height – all very important factors in the ability to control a bushfire. The report is available at www.bnhcrc.com.au/publications/biblio/bnh-1962.

The taskforce was re-activated in 2016 to undertake further assessment of fire breaks and review plans for hazard reduction burning that was not able to be completed in 2015. Re-activating the taskforce also enabled a review of risk areas and the addition of newly identified hazards to be treated through mitigation activities. To undertake this work the strong partnership established between partner land management agencies, rural fire brigades and the broader QFES was again drawn upon.

In ensuring that decisions are made based on sound science, QFES, in conjunction with Queensland Parks and Wildlife Service, has resampled 21 of the original 41 bushfire fuel sample sites, used to prepare the original report, and has recorded the raw data on the changing bushfire fuels. This data will be analysed by Mr Gould and used to update the science for bushfire season in 2016-17.

Objective Two

We will be an organisation which is ethical, inclusive, values diversity and is respectful of each other.

Strategies:

- 2.1. Strengthen the workforce through recruitment initiatives and professional development opportunities.
- 2.2. Establish a focused and deliberate culture with common intent.
- 2.3. Develop leadership that demonstrates exemplary behaviour.

Alternative employment options

In consultation with union bodies, QFES is implementing a reserve roster comprising full-time, part-time and casual firefighters and station officers. As a minimum, qualified 1st class firefighters will be used to fill the new positions of part-time firefighters, and casual firefighters and part-time or casual station officers will be capable of filling any station officer positions.

It is envisaged that these additional shifts will assist in maintaining crew levels in the 10/14 roster. Further to this and to supplement the filling of shifts or gaps, a provision exists for the retention of recruit firefighters after exiting the academy on day work for up to 16 weeks.

The roster is designed to provide alternative employment options other than the 10/14 roster, assisting in maintaining service delivery and staffing levels across the state with a subsequent reduction in overtime expenditure.

Preparations are in place for a trial of the reserve roster to rollout within Brisbane and North Coast regions with the further statewide rollout to follow once the initial stages have been evaluated.

Auxiliary award

QFES recognises that auxiliary firefighters need employment conditions that compensate individuals for the time they give to QFES.

The *Auxiliary Firefighters' Award - State 2016*, effective from 1 January 2016, supersedes the QFES Standing Order covering auxiliary employee conditions and provides updated conditions for all auxiliary firefighters in Queensland including:

- a dispute resolution process that provides prompt resolution of grievances to promote efficiency, effectiveness and equity in the workplace
- an 'on-call' allowance where a firefighter is requested to be available on-call for a 12 hour period
- a retention allowance recognising firefighters who regularly attend training and call-outs
- weekend and public holiday penalty rates
- late-work penalty rates recognising that auxiliary firefighters are called on to perform duties at all hours
- overtime recognising protracted incident attendance
- union membership.

Some allowances and penalty rates included in the new award will be phased in over the next three years with certain benefits available from 1 January 2016. Full implementation will be by 1 July 2018.

Cultural Improvement Implementation Program

The Cultural Improvement Implementation Project (CIIP) was established in January 2015, initially in response to an independent review of the QFES and PSBA handling of sexual harassment and workplace bullying (Allison Review), which was delivered in December 2014. Since the establishment of the CIIP, the scope has been expanded to include the broader cultural issues faced within QFES. The primary focus of the project is to address the identified barriers to a diverse and inclusive organisation.

The CIIP is managing the implementation of the 30 Allison Review recommendations, including the broader cultural issues and undertaking the related areas of work within:

- QFES Identity and Culture Transformation
 - transforming culture through leadership
 - develop QFES cultural reform strategy
 - implement and measure cultural reform
 - strategic doctrine.
- One Team Working Together
 - common operating environment
 - QFES structural reform
 - embed and review current operating model
 - capability and workforce framework
 - implement new business training model
 - workforce sustainability review.

Project outcomes during the reporting period include:

- the re-development of a QFES specific Code of Conduct training module to replace the previous whole-of-government training. The QFES Code of Conduct e-learning program brings to life aspects of the Code of Conduct by contextualising them in real-life experiences. Interactive branching scenarios will help employees make decisions and understand the consequences of their actions
- rollout of the two-hour Workplace Behaviour Training for Workers module to all firefighters and paid employees within QFES. Workplace Behaviour Training is also being provided to new recruits. Participants will have a clear and consistent understanding of QFES workplace behaviour policy and the related legislation so they are aware of what is expected of them and what is classified as acceptable and unacceptable behaviour in the workplace
- the development and review of the Complaints Management Framework and supporting policies following engagement with key stakeholders. The framework will assist staff and managers to ensure QFES workplaces are free of harassment and discrimination.

Cultural Capability Action Plan 2015-16

The QFES *Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2015–2016* (CCAP) is informed by the Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Framework.

In 2015-16, key actions included:

- participation in numerous cultural events whilst promoting safe and resilient communities, eg. NAIDOC (National Aborigines and Islanders Day Observance Committee) celebrations statewide (July 2016), Logan's Big Safe Day Out (September 2015) and the Morning Glory Festival in Burketown (September 2015)
- incorporating information relating to the Acknowledgement of Traditional Owners and Welcome to Country into Administration Registration Guide Business Rule PD3.7
- undertaking a targeted community engagement project in Cherbourg, through working with the Cherbourg Aboriginal Shire Council and stakeholders, to scope cultural artwork projects on a FRS appliance and station wall. This project aimed to build closer relationships with the Cherbourg community, link with Cherbourg youth and attract more recruits as Auxiliary Firefighters
- acknowledging traditional owners at QFES fire stations through either a plaque at all new fire stations or a Certificate of Acknowledgement on display at existing fire stations
- partnering with communities in delivering all hazards information with a number of information workshops delivered, relevant and appropriate to Indigenous and Island communities
- supporting two female Indigenous rural fire brigade volunteers from Yarrabah to attend the Indigenous Women's Leadership Summit in Sydney (August 2016)
- supporting Indigenous communities to conduct hazard risk assessments as part of the Local Disaster Management Plans.

QFES is also represented on the following whole-of-government Cultural Capability committees:

- Cultural Capability Community of Practice Committee (Director, Community Engagement and Partnership Management Branch, QFES representative)
- Cultural Agency Leaders Committee (Assistant Commissioner, Human Capital Management (HCM), QFES representative).

Fire and Rescue Service recruitment process

QFES closely monitors staffing levels, profiles of operational staff and current and projected attrition rates to identify accurate recruitment targets.

On 1 December 2015, QFES launched a new annual campaign based recruitment and selection process, opening applications for 2016 courses.

The new recruitment strategy moves from a continual process of recruitment to a defined application period. Under the previous system, some applicants were on the waiting list for years. The new process has been streamlined to ensure applicants understand the status of their application throughout the process.

All potential recruits need to advance through a series of cognitive, physical and psychological tests before receiving an offer to join the workforce.

The 2016 campaign attracted over 5,000 applicants for 84 jobs. The 2016 campaign has finalised and all recruitment needs for 2016 have been successfully filled.

In 2015-16, five recruit courses graduated at the School of Fire and Emergency Services Training with 66 recruit firefighters successfully completing recruitment training, of which eight were women.

The first intake of recruits selected under the new process commenced training in April 2016 with an intake of 30 recruits, of which five are women. The second course from the process commenced in June 2016, with an intake of 30, of which four are women. The third course planned for 2016 is commencing in August 2016 with a planned intake of 24 recruits.

Recruitment campaigns are expected to continue on an annual basis with the 2017 campaign expected to be launched in July 2016.

Professional development

The University of Queensland (UQ) and QFES developed a specialised Graduate Certificate Course in Fire Safety and in July 2015 five QFES officers were among the first graduating class. The course, conducted by Professor Jose Torero, an internationally renowned fire engineer and researcher, entails three weeks of intensive face-to-face learning, supplemented by case-study based assessments. The course was developed specifically for Building Assessment Officers to provide fire safety advice within the building approvals process. QFES established a Memorandum of Understanding (MoU) with UQ in 2013 to support the university in its fire research programs while UQ supports QFES in education programs.

QFES is expanding the MoU's operation beyond education to include technical development and capability of staff via a series of joint fire research projects.

QFES training review

In October 2014, PSBA engaged independent consultants to undertake a high-level review of QFES training capability. The review was initiated following substantial machinery-of-government changes, with a view to mitigate potential training and development risks resulting from the changes.

The review was made available to the workforce in December 2015 and makes 20 recommendations. These recommendations provide a Vocational Education and Training strategy for QFES, in the context of developing and maintaining QFES' capability into the future.

The recommendations cover Registered Training Organisation rationalisation and compliance aspects; approaches for supporting QFES paid staff and volunteers through professional development; options for Learning Management System operations; and general directions for ensuring training is aligned with QFES capability requirements.

At 30 June 2016, the review is being scoped for implementation, as well as being used to support the HCM project and other organisational priorities such as the review of overtime.

Implementation of the review will require extensive consultation and support from QFES stakeholders.

Statement of Cultural Intent

It is a priority of QFES to transform its culture to be more diverse, inclusive and respectful. Having a diverse and inclusive workforce ensures QFES' future viability. It ensures QFES is representative of Queensland communities and understands their service delivery needs.

In support of this, QFES released the QFES Statement of Cultural Intent in May 2016. The statement outlines what to expect as a department in dealings with each other and those QFES serves in the community. It ensures QFES aligns its actions and behaviours with its core values and that QFES works as one department respecting and embracing differences in thought, background, skills, expertise, experience and perspectives, to deliver safe and resilient communities. The Statement of Cultural Intent is available online at www.qfes.qld.gov.au/cultural-intent.asp.

A number of policies and strategies are being developed to achieve the desired outcomes including a Cultural Transformation Strategy, Diversity and Inclusion Strategy, and Workforce Engagement and Communication Strategy which promote and support a safe workplace.

In addition, in support of achieving the desired outcome of the Intent, a training program, *Recognise, Respond, Refer: Domestic violence and the workplace* was released in May 2016. The program is accessible to all QFES staff and aims to develop awareness, processes and skills to deal with situations related to domestic violence that may arise in the workplace.

Survey results

The inaugural *Commissioner's Future of QFES Survey*, conducted in April 2015, provided an insight into what drives the QFES workforce. Griffith University was commissioned to administer this survey to all paid QFES employees. The aim of the survey was to assess employees' opinions about organisational structures and processes including culture, equal opportunities, discrimination and leadership performance.

In April/May 2016, the 2016 *Working for Queensland Employee Opinion* survey was conducted. The survey is an annual whole-of-government survey that measures workplace climate across the Queensland public service.

The survey findings have helped to inform the values of QFES in moving forward to become a modern and inclusive organisation. The survey results identified what QFES was doing well as seen by the workforce, as well as highlighting areas for improvement.

Survey results indicated the greatest concerns for the workforce were in the following areas:

- performance of managers and senior leaders
- visibility of, and communications with QFES senior managers
- equity, transparency and accessibility to performance management and promotions across QFES
- integration and communications between QFES services
- number of staff experiencing harassment or bullying
- provision of a QFES internal health and fitness program
- concerns regarding workload and its effect on staff health
- ineffective change management practices
- excessive approval processes and red tape.

To complement the surveys, regional and directorate focus groups, along with station and Fire Communication (FireCom) Centre visits, were conducted to assess the validity of results and further unpack the main issues. The findings of the focus groups support the majority of results from the surveys and identified the areas of most importance to the workforce, which will see the biggest positive impact on QFES culture:

- leadership
- communication and engagement
- change/transformation management
- induction and on-boarding
- performance management
- workplace conduct
- workforce empowerment.

The 2016 *Working for Queensland Employee Opinion* survey results were released in June 2016. The results indicate that employee engagement has increased by 4% and satisfaction with QFES leadership has improved by 8% since 2015 (refer page 79 for further information).

The second biennial QFES Volunteer survey is being conducted in July 2016 and will be open to all QFES volunteers, assessing satisfaction and seeking feedback on culture and communications.

Uniforms

The uniform range worn by the staff and volunteers of QFES symbolises their heritage, culture and passion in the services they provide in protecting the community, property and the environment of Queensland.

A new range of uniform wear was introduced into QFES in August 2015 and is being rolled out over a two year period. QFES has adopted an approach of seeking feedback about the uniform range's image, functional performance and design, as it has the ability to incrementally improve each garment type before the range is manufactured each year.

The uniform wear for many end users forms part of a 'system', with the protective clothing assisting the wearer in not excessively increasing their metabolic heat rate or suffering steam burns in severe thermal environments. The choice of fabric is an essential component in optimising the system and in turn maintaining the health and safety of the wearers.

Ongoing work is being conducted through consultation with experts, end users, industry and stakeholders to continually improve the performance and design of the uniform wear range, to maintain the heritage and cultural elements that wearers seek, and to achieve value for money for the state of Queensland.

The RFS volunteer uniforms were developed and approved in 2015-16 for rollout in 2016-17.

Workplace Engagement, Productivity and Safety Accord

The Queensland Government and United Firefighters' Union of Queensland (UFUQ) signed the Workplace Engagement, Productivity and Safety Accord (the Accord) in December 2014. The accord outlined a number of key strategies to deliver improved fire and emergency services to the Queensland community.

The accord will deliver:

- flexible rostering arrangements through the introduction of a reserve roster to reduce overtime costs
- a modernised award with upgraded employment conditions for Auxiliary Firefighters
- improvements in workplace health and safety standards
- continued consultation and communication between QFES and the UFUQ.

In 2015, the Queensland Government adopted and implemented all the initiatives of the Accord.

Objective Three

We will continue to strengthen and value the role of volunteers, recognising the changing trends of volunteering.

Strategies:

- 3.1. Align volunteer recruitment and training strategies with community needs and risk profile.
- 3.2. Continue to strengthen volunteer capability.
- 3.3. Invest in sustainable volunteer policies and programs.
- 3.4. Recognise and value volunteering.

40th year anniversary of the SES

The year 2015 marked the 40th anniversary of the Queensland SES. The 11 December 1975 is recognised as the official anniversary of the foundation of the Queensland SES. It was on this day that the Queensland Government passed the *State Counter-Disaster Organisation Act 1975* and under the provisions of this Act, the Queensland SES was officially formed.

A 40 year anniversary commemorative book was launched and a number of members with 40 years or more service were presented with their 40th year clasp to the SES Meritorious Service Medal at multiple ceremonies across the state.

Emergency Services Cadet Program

The Emergency Services Cadet Program is delivered in partnership with the Queensland Police-Citizens Youth Welfare Association (commonly known as PCYC) and QFES through a Service Level Agreement. The Queensland Government is providing \$310,000 per annum for the period July 2014 to June 2017 to support the effective delivery of youth engagement in the program by supporting staff and program resource costs, and a PCYC management fee.

The program is offered to young Queenslanders from 12 to 17 and aims to develop character, leadership and resilience. At 30 June 2016, there were 431 young Queenslanders actively involved in the program supported by 109 adult leaders and active emergency services members.

Participating emergency services include QFES, QPS, QAS, Red Cross, SES, RFS, SLSQ, Volunteer Marine Rescue and the Volunteer Coast Guard.

During 2015-16, three further units were established, one each at Bowen, Redland City and Tara bringing the total number of units to 14.

Program highlights for 2015-16 include:

- Reward and Recognition Week (26 September to 1 October 2015) attended by 16 Emergency Services Cadets, two Rural Fire Cadets and three Adult Leaders
- Adult Leader Conference (15 to 17 January 2016) attended by 28 Volunteer Adult Leaders

- Awards:
 - QFES Commissioner's Awards for Excellence 2015, Empowering Volunteerism Award - Cedar Creek Wolffdene Rural Fire Brigade (Wolffdene Unit) - Winner
 - QFES International Women's Day Awards 2016 – Outstanding Female Leader (Volunteers) Award - Local Cadet Coordinator (Childers Unit) Rhy Baker - Winner
 - Queensland Police Credit Union Young Everyday Hero Award 2016 – Cadet Rhys Lloyd (Cooroora Unit) – Finalist
- PCYC Queensland State Youth Leadership Program - eight Cadets attended Level One and four Cadets attended Level Two
- Cadet Games, Townsville and Brisbane – total of 36 teams, 216 Cadets participating from Emergency Services Cadets, Australian Air Force Cadets, Australian Army Cadets, Australian Navy Cadets, Military Cadets, RFS Cadets, Saint John Ambulance Cadets and SLSQ
- more than 36,376 volunteer hours were invested in the program.

First aid trainer/Assessor project rollout

As a result of feedback from staff, volunteers and the RFBAQ about the need to implement a first-aid training capability within RFS, first aid 'train the trainer' courses for RFS staff and volunteers commenced in October 2015. As at 30 June 2016, 52 RFS volunteers and staff from across Queensland were appointed first aid trainers and endorsed to conduct nationally accredited Apply First Aid training courses for RFS and SES volunteers.

Volunteer Consultative Committee

The Volunteer Consultative Committee, previously known as the SES Volunteer Executive Committee, was re-established on 25 June 2016 to provide opportunity for SES members to act as an advisory group to the SES Assistant Commissioner by consulting on strategic topics. The committee consists of two delegates per region for an appointment period of two years, a chairperson nominated by the Assistant Commissioner and Queensland SES Volunteer Association representation as agreed by the Assistant Commissioner. The group will convene a minimum of four times each year.

Volunteer operational capability

Planning was undertaken in 2015-16 for a number of initiatives to further develop the capacity of QFES volunteers, delivering benefits on the ground to support them and their communities including:

- the Fuel and Vehicle Maintenance Funding Initiative
 - Rural fire brigades have been responsible for the fuel and maintenance of operational vehicles within their brigades. From 1 July 2016, the Fuel and Vehicle Maintenance Funding Initiative will commence. The initiative will ensure safe and roadworthy vehicles to assist further with operational readiness. It will include the provision of vehicle servicing such as annual safety inspections, repairs (other than insurance claims) and fuel requirements for RFS asset registered vehicles.
 - Vehicle maintenance will ensure RFS vehicles are compliant with roadworthy standards without burdening brigades to meet the sometimes high cost of vehicle maintenance.
 - The provision of fuel to RFS Brigades, under this initiative, is intended to support brigades to allow more financial capability to undertake higher amounts of community preparedness and preparation activities.
- new RFS uniforms
 - New RFS volunteer uniforms with the new RFS shoulder patch will be rolled out to volunteers in 2016-17. The roll out of the new uniforms will occur within existing funding provisions for uniforms and will be a phased roll out as old uniforms are replaced. The new uniform shoulder patch for volunteers ensures that QFES has a consistent theme across its uniforms; however, each service will have its distinct identity.

- RFS volunteers identification cards

The RFS has commenced issuing volunteers with identification cards that provide them with improved proof of identity when undertaking their roles within the community.

- improved communications

Communications have been improved with a total of approximately 2,100 portable and vehicle-based GWN radios delivered to all South East Queensland RFS brigades.

All active volunteers will be provided with a personal QFES email address. As part of this initiative, volunteers will have access to Office 365 in the cloud through a personalised login, which will provide corporate email access (including calendar and contacts), instant messaging, online meetings and meeting broadcasts along with online applications such as Microsoft Word, Excel and PowerPoint.

- workplace health and safety

The deemed disease laws for full-time, auxiliary and volunteer firefighters were passed by Parliament in September 2015 (*Workers' Compensation and Rehabilitation and Other Legislation Amendment Act 2015*), providing RFS volunteers with greater certainty on workers' compensation coverage for latent onset diseases.

Volunteer recruitment and retainment

Queensland SES works closely with local governments to identify local requirements and suitable local strategies to engage and retain volunteer membership capacity. The SES State Office continued to progress the SES Capability Assessment Management System (CAMS) during 2015-16. The system's framework provides comprehensive evidence-based risk assessments that support the state's allocation of operational functions to SES Groups, enabling the SES volunteer workforce to be responsive to community needs into the future.

The SES State Office is also investigating alternative and more innovative recruitment and retention strategies that are adaptable to shifts in demographics and community expectations.

SES Regions and Areas continue to work collaboratively with local governments to support and enable SES Groups to maintain a workforce sufficient to meet its service requirements.

In 2015-16, utilising outcomes and learnings from two volunteer summits held in May and June 2016, RFS began preparation to deliver an enhanced Volunteer Recruitment and Retention Strategy in 2016-17. Focusing on engagement, RFS commenced preparations to hold a youth forum in September 2016 with attendance from rural fire brigades across the state.

Volunteer summits

RFS is constantly looking for new ways to include all of its approximately 36,000 volunteers. In 2016, volunteer representatives participated in RFS Strategic Working Groups and the 2016 Volunteer Survey. The RFS also assisted the RFBAQ in arranging for a number of volunteers to attend the AFAC conference.

In 2016, RFS Volunteer Summits were introduced with two events held across the state. The summits provided the opportunity for more volunteers to attend the important networking and information sessions provided by RFS staff and volunteers. The summits were held 13-15 May 2016 in Townsville and 24-26 June 2016 at Sanctuary Cove (near the Gold Coast). The first event had 200 positions for volunteers from the Far Northern, Northern and Central Regions to nominate to attend, while the second summit also offered 200 positions which was opened to volunteers from the North Coast, South Western, South Eastern and Brisbane Regions.

The program included presentations by staff and volunteers who were given the opportunity to submit abstract nominations to present. Seven key note sessions were delivered to the full group of attendees.

Objective Four

We will maximise integration of QFES streams.

Strategies:

- 4.1 Implement business solutions that will support interoperability.
- 4.2 Build business governance, planning and performance.
- 4.3 Coordinate operational planning, training and evaluation to enhance response capability.

Australasian Inter-service Incident Management System

A new Australasian Inter-service Incident Management System (AIIMS) Awareness training package was released in November 2015 with a view to enhancing integration within QFES and build a more progressive, efficient and inclusive organisation.

AIIMS is used across QFES for the management of all incidents. AIIMS Awareness training is available to QFES staff and volunteers and provides an overview of the systems and processes that operate before, during and after incidents to give the trainee an appreciation of the roles that each service plays in an incident.

AIIMS Awareness training is the first course to be produced through collaboration by FRS, RFS and SES.

Delegations

Revised QFES human resources, financial, travel and public records delegations were released in July 2015. The delegations were amended to allow people to get on with day-to-day business in a more efficient and effective way. These delegations will empower people to make appropriate decisions at their level to help streamline processes and the effects of this will be felt across the department.

Human Resource Information Solution

The Human Resource Information Solution (HRIS) program will replace the existing payroll systems for Office of the IGEM, PSBA, QFES, QAS within Queensland Health and QCS within DJAG, with an integrated core human resource, payroll and HCM solution. The primary benefit of the program will be system continuity that will reduce the risk of human resource and payroll systems failing. The HRIS program outcomes are to achieve operational efficiencies through standardised and automated business processes and strategic capability to support planning and workforce management.

Consultation has occurred with the Queensland Government Chief Information Office to confirm assurance reviews and requirements for the program.

Queensland Shared Services will continue to provide payroll services for the in-scope agencies and will migrate them from LATTICE to the Aurion system. Office of the IGEM staff will migrate from LATTICE to Aurion with the first pay to be run in July 2016. QCS will be the next agency to be transitioned with an estimated completion date of April 2017.

Datacom Group Limited was contracted in January 2016 to provide HCM capability through a software-as-a-service arrangement for the Office of the IGEM and QFES. The contract includes provisions for the implementation of HCM into QAS and QCS following a successful implementation for the Office of the IGEM and QFES.

Internal audits

As part of good business practice, in 2015-16 QFES conducted three audits targeting complaints management, the management of overtime and RFS station readiness. The audits were conducted by an independent provider.

- **Review of complaints management**

The objective of this audit was to undertake a review of QFES' departmental complaints management system with a specific focus on:

- the adequacy of the governance framework
- efficacy of departmental policies and procedures
- appropriateness of records management and systems statistical and data analysis
- adequacy of the implementation of the CIIP
- adequacy of arrangements for the management of complaints for both paid employees and volunteers.

The review was performed at a whole-of-department level; all QFES divisions and regions were interviewed and a comprehensive report produced for QFES management. The review outlined a number of recommendations to further improve the overall complaints management framework and systems, which will deliver a long-term effective and confidence-inducing system for QFES employees, volunteers and management.

- **Management of overtime**

The management of overtime is essential to ensure the health and safety of the workforce. Fatigue needs to be managed effectively and processes need to be in place to effectively monitor, control and avoid excess overtime that may put members of the workforce at risk.

The audit report will be provided to QFES in 2016-17 for consideration by QFES management. The audit recommendations, coupled with new QFES initiatives relating to flexible work options and the implementation of a reserve roster, will enable the QFES to shape its business processes in support of a more sustainable service.

- **RFS readiness**

The objective of this audit was to undertake an independent review of the station readiness of RFS brigades. The review performed analysis in relation to a sample of RFS brigades' station readiness, looked into identifying stations or brigades of excellence in their specific fields that can serve as a model to other brigades, retrospectively reviewed the findings and recommendations of previous government reviews regarding RFS, and reviewed the management of RFS stations at the area and regional level. More than ten RFS brigades representing a wide variety of Queensland communities were visited and nearly 30 RFS volunteers interviewed as part of the review.

The audit report will be considered by QFES management in 2016-17.

Review of QFES organisational structure

In early 2016, the QFES Commissioner announced a review of the organisational structure. The review was initiated to ensure QFES delivers appropriate services and adequate support to the Queensland community. The review adopted six design principles:

- **Community and stakeholder focus:** QFES provides measurable value to all communities and stakeholders, across all regions
- **Integration and interoperability:** QFES provides distinct services as an integrated agency (one QFES), in a collaborative and inclusive manner with its staff, volunteers and partners
- **Clarity:** accountabilities, responsibilities and governance to achieve greater, measurable outcomes are clear within and outside of QFES

- **Efficiency:** there is no overlap and duplication of functions and effort across QFES and its partners, with the right span of control
- **Balanced role from preparedness to response and recovery:** QFES services cover response and recovery, as well as preparedness, prevention and assurance
- **Balanced focus on strategy and operations:** QFES maintains enough of the right resources to plan its future strategically, as a mature department, while maintaining or even increasing service delivery levels
- **Agility:** QFES can adapt rapidly and strategically to a changing environment.

Consultancy firm Deloitte assisted the review of the organisational structure through independent analysis. Significant consultation occurred with senior executives, staff and stakeholders. The new QFES organisational structure is expected to be released and implemented by 30 September 2016.

Staff intranet

The QFES workforce has easier access to organisational information and updates with the launch in January 2016 of the staff intranet, the QFES Gateway.

The dynamic, new-look site is designed to be easy to navigate and provide an all-staff resource that is current and reliable.

QFES Gateway will undergo regular review and updates to ensure it continues to meet the needs of the department and users.

Key features include the News Hub with video capability, centralising the department's news and updates. The Gateway has an improved search capability, as well as an image library, called Snapshot, that all staff can upload photos to and share what has been happening around the state. The site provides visibility of Facebook, Twitter and YouTube, enabled via the social media feed, for improved information sharing. The QFES events calendar enables staff to add events and key dates.

Objective Five

We will be innovative and encourage new ideas, learn from past experiences and quickly adapt to changing conditions.

Strategies:

- 5.1 Deliver community benefits through dynamic resource allocation.
- 5.2 Pursue business intelligence using predictive analytics.
- 5.3 Capture lessons learnt for integration into the all-hazards operating environment.

Application development

During the reporting period a number of applications were developed to improve communications and efficiency supporting community safety:

- An INCSnap (Incident Snap) smart phone application was developed in partnership with Mnet, an external telecommunications provider who specialises in the field of mobile services, to provide potentially life-saving information. The application enables operational staff with QFES iPhones to provide images and videos from an incident to off-site decision makers in Incident Control Centres or Operations Centres. In addition to operational support, it allows greater communication with the community via social media as images posted on QFES channels provide a timely picture of what is happening so residents can make a decision about their own course of action. This capability is being shared with volunteers for even greater coverage of incidents from all around the state. The application has won a number of awards including gold in an international mobile marketing awards scheme which honours innovation, creativity and success and Best Smartphone or Tablet Application (Government and non-profit) at the Digital Industry Association for Australia's AIMIA (Australian Interactive Media Industry Association) Awards
- The Turnout Response System smartphone application, developed by Mr Mark Hessling, a Greenbank Rural Fire Brigade volunteer, assists volunteers in indicating their availability to respond to an incident. The application can be used by officers to deliver the details of an incident page directly to volunteers' phones, and for volunteers to indicate whether they can respond with the touch of a button. The application can also estimate the time of arrival for each volunteer. This allows the officer to quickly communicate to a FireCom Centre on how many crews can respond without making multiple telephone calls. Other brigades are using the application and the software is free to download from trs.sf.net
- The QFES Research and Scientific Branch developed a tool, in conjunction with national and international partners that is being used by more than 1,700 agencies world-wide to manage chemical emergencies.
- The Emergency Response Decision Support Software (ERDSS) allows responders at chemical, biological, radiological nuclear and hazardous materials emergencies to accurately assess the variable components of each incident to inform the level of response required.

Functions within the ERDSS include foam application, clandestine laboratory recognition, respiratory protection selection, detector use and chemical property information.

The software is designed to assist all frontline emergency services personnel making decisions about incidents involving hazardous materials.

A new ERDSS application for mobile devices has been released and is being rolled out to all QFES senior officers and specialist areas

- The new Push MoLi application can assist FireCom officers to identify an approximate location of a Triple Zero (000) caller who is unable to provide a location using information from mobile carrier networks. The mapping application retrieves longitude and latitude data from network towers to provide a polygon to FireCom officers. The system went live in August 2015. For urban areas, the size of a polygon varies from 11 metres to 3,000 metres in diameter. In country areas, the polygon can be up to 70 kilometres in diameter as the area is determined upon the location of the towers in the area. The new technology will also assist in avoiding confusion over suburb names. The Push MoLi application is integrated in the existing computer-aided dispatch system.

Charleville Review

On 5 September 2014, two QFES appliances and four auxiliary firefighters from Charleville responded to an incident involving a truck fire on the Mitchell Highway at Angellala Creek, south of Charleville.

An operational review of actions taken by QFES at the incident has been conducted with QFES working to address a number of issues.

Emergency Vehicle Priority

The Emergency Vehicle Priority (EVP) system, launched on the Gold Coast in 2012, received the Hall of Fame award for the Local Government category at the Intelligent Transport System World Congress in Bordeaux, France in October 2015. The EVP project also won the State Government Initiatives Award and the Founder's Award for Outstanding Achievement at the Australian Road Safety Awards in March 2016.

The EVP system detects emergency vehicles with lights and sirens approaching enabled intersections and changes the traffic light to green before it arrives if safe to do so. The system halts traffic coming from different directions in more natural patterns, improving safety for road users and ultimately cutting minutes off emergency response times. The system is available on the Gold Coast, in Bundaberg, North Brisbane, Townsville and the Sunshine Coast with 1,469 intersections and 71 fire appliances and 274 ambulance vehicles enabled.

Fire behaviour analysis

The Predictive Services Unit (PSU) is responsible for managing the Fire Behaviour Analysis (FBAN) capability in QFES. Since December 2015, PSU has overseen the delivery of training across the QFES divisions, state and workforces. This training continues to build the Predictive Services capability by enhancing the understanding of fire weather, fuel hazard and FBAN.

In early 2016, members of PSU were deployed to provide predictive services for the wildfires in Tasmania. The unit also managed the deployment of FBANs to the Tasmanian fires from across the state including FRS and RFS staff, and a volunteer from North Coast Region. The FBAN supported decision makers in the State Control Centre and various Incident Management Teams. The unit also managed the deployment of a South Western Region FBAN to the Waroona Incident Management Team in Western Australia.

In March 2016, the inaugural meeting of AFAC Predictive Services Group was held in Melbourne. The PSU Manager is the QFES representative for this group. The Predictive Services Group is the strategic advisory group to AFAC on Predictive Services with a national focus and advocates the future direction of Predictive Services through collaboration and coordination. Some of the projects supported by the Predictive Services Group include the National Fire Danger Rating, Hazards Advisory Group, National Burning Project and the Bushfire and Natural Hazards Cooperative Research Centres.

The PSU continues to support Operation Cool Burn by providing specialist fire behaviour predictions to support planned burning operations.

In the reporting period, PSU developed a landscape risk assessment product that will be used for the bushfire component of the Queensland Emergency Risk Management Framework. This is born out of the responsibility QFES has for developing and maintaining the state natural hazard risk assessment register. This landscape risk assessment product uses simulation based analysis of fire spread to inform risk management.

The unit also worked closely with the Bushfire Taskforce in Central Region to develop an appreciation of the increased risk following the changes to the vegetation in the Rockhampton area following Tropical Cyclone Marcia. Further work is being undertaken to monitor how the risk has changed through time and to assist the region in preparing for the upcoming fire season.

PSU is also working with QFES CGO assessing the risk of fire and smoke impacting on the GC2018. The unit continues to work closely with the scientific community to ensure that the latest tools and technologies are translated to operations.

To enable QFES to generate the highest possible quality predictive products and deliver them effectively at the point of decision, the PSU is creating the Simulation Analysis-based Risk Evaluation (SABRE) environment. SABRE is a capability framework employing specific tools that enable best practice hazard simulation tools to produce impact risk data which can be presented in specific ways tailored to suit the type of decisions being made by different users. This includes the potential to generate new spatial community warning products, and to generate interactive fire impact maps that focus on presenting quantified impact risk in terms of life, property and the environment.

In the case of bushfire, the PSU uses SABRE and Phoenix to create predictive fire impact risk analysis products and to deploy them in a suite of interactive online visual tools to operational fire managers and firefighters, including volunteers and other agencies as needed. For the bushfire hazard, this is capability is referred to as SABRE Fire.

Summary bushfire risk views are also produced for executive decision makers for active and historical incidents. The statewide landscape bushfire risk product will also eventually be accessible to strategic decision makers from within SABRE Fire.

The SABRE Fire prototype was used successfully to support 20 fire incidents throughout Queensland in 2015, and is available again in 2016. It was also rapidly reconfigured and used as a trial capability during the Tasmanian fire deployment with good results.

The SABRE Fire approach invented within QFES has now been extensively and successfully trialed and reviewed nationally, and reviewed in the United States by fire science and fire management experts. The PSU FBAN team is also planning to be engaged in an operational SABRE Fire trial to support selected Victorian fires during its 2016 fire season.

SABRE Fire offers the capability to quantify and meaningfully communicate the probability of impact of a fire through time, complete with arrival time windows and other important metrics. In addition to assisting management and planning of response operations, it will also enable QFES to estimate the positive impact of firefighting operations through simulating unsuppressed fire potential impact and comparing that to actual fire impact. It will also enable the effectiveness of hazard reduction plans to be quantified and compared in a systematic way.

Ideas management system

RADAR, QFES' online ideas management system, launched in August 2015, provides QFES personnel with the opportunity to submit innovative ideas to improve services to the community and stakeholders. The system is accessible via the QFES Gateway and personnel are able to see what innovative ideas are being explored across the department from inception to implementation.

The system allows QFES personnel to see the progress of ideas and contribute by providing feedback, comments or liking an idea. The system inspires a collaborative approach to innovation and business improvement and utilises the knowledge and experience of the workforce by involving them directly in challenging, improving and innovating QFES.

Since its launch, 391 ideas have been submitted to RADAR. Of this number, 216 pertained to business improvement and 175 fell into the innovation category. As at 30 June 2016, 165 ideas have been closed, completed or are being implemented. In total, 1,002 unique users have contributed to RADAR, including 242 unique submitters of ideas and 868 different users liking or commenting on ideas. There has been 4,147 likes and comments received in RADAR, with a total of 38,162 hits.

Mapping technology

The Risk Evaluation and Disaster Information portal (REDI-PORTAL) is an outward facing mapping and information tool which assists bushfire managers and stakeholders from a wide range of agencies.

In 2015-16, use of this tool was substantially expanded with significant new amounts of fire history information including stakeholder and satellite data, and new stakeholders accessing the tool. The tool was used extensively in planning for and reporting on Operation Cool Burn 2016.

Ravenshoe tragedy

Two independent debriefs were held following the explosion at a café in Ravenshoe in June 2015, one led by QFES which reviewed internal actions, and the second led by QPS which reviewed the incident from a co-ordination perspective.

The QFES debrief noted the following about the explosion event:

- QFES actions in accordance with core firefighting skills delivered a rapid extinguishment. The incident demonstrated an explosion with limited areas of fire.
- the café structure was unstable due to the force of the explosion and the misalignment of the roof trusses with the wall plates. There was a need to initiate braces to secure walls and roof trusses to prevent collapse.
- lessons learned include ensuring staff are adequately trained in first aid and that associated equipment is serviceable at all times to assist in a multi-casualty scenario, and there is the need for education revision on Command and Control identification. Far Northern Region is investigating additional visual concepts to identify the QFES Control Point within a multi-agency incident.

SES Task and Management System

A new SES Task and Management System (TAMS) for logging information for SES jobs is providing improved interoperability, clearer and more up-to-date data and ease of use for volunteers.

Following two years in development, the system went live in August 2015. SES TAMS replaced the RFA (Requests for Assistance) Online system, which could no longer be supported or updated.

SES TAMS is much easier to use than RFA Online, requiring only four hours of training rather than the previous two-day training required for RFA Online.

SES TAMS is a web-based system accessed through a browser, enabling greater flexibility, speed and interactive functionality for users. It can be used via handheld devices such as notebooks, mobile telephones and tablets as well as desktop computers making it more accessible. In addition, the system has an auto-notification feature that alerts SES groups when they have been allocated a job replacing the manual process of calling people.

SES TAMS has the ability to assist the SES to work more collaboratively with other emergency response agencies during events. It has a very advanced geo-location system which plots addresses and fits in with Geographic Information System (GIS) mapping and Total Operational Mapping (TOM) which is used in the State Operations Centre.

Furthermore, the system has the capability to accept and process information from third party software systems, for example local governments not using SES TAMS, without the need for duplication and double handling.

Symposium

In July 2015, QFES hosted the 2015 Symposium exploring the theme of 'Integrate, Innovate, Celebrate'. The symposium featured a number of internal and external guest speakers, panels, group sessions and workshops to share innovative thinking, experiences and achievements that could help to shape the future of QFES as a progressive, inclusive and efficient organisation.

Overall, the symposium can be hailed a success in terms of meeting the Commissioner's objectives to bring QFES together, share information and experience, showcase excellence and set the direction for a progressive, inclusive and efficient QFES.

The symposium project team delivered an event that surpassed the expectations of key stakeholders, speaking to the intent of QFES as a modern organisation through the use of new approaches and the integration of technology into the event as a matter of course.

The symposium was held at Sanctuary Cove on the Gold Coast from 22 July to 25 July and again from 28 July to 30 July 2015.

More than 500 QFES representatives from across all services and levels participated in a range of activities. An additional 100 QFES members were present as Trade Show Exhibitors or provided assistance with organisation and logistics.

A total of 53 different sessions were scheduled across the three day program which featured four external keynote speakers, three internal/external panel sessions, 32 elective sessions and ten group sessions, three of these were presented personally by the Commissioner. The breadth and depth of the program ensured representatives from all regions and services were able to benefit from this event.

Mobile technology was also utilised with the development of a QFES Symposium Application. This "digital event companion" contained all of the content of the event program, the added functionality of a personalised event planner and the ability for delegates to ask live questions throughout sessions.

Evaluation surveys were distributed at the end of each day via the Symposium Application with feedback indicating 92% of all respondents claiming to be satisfied to very satisfied.

Tall Timber Buildings

The QFES Community Safety Capability Branch became a partner organisation in the project '*ARC (Australian Research Council) Research Hub for Advanced Solutions to Transform Tall Timber Buildings*', led by Professor Jose Torero of UQ, during 2015-16.

There is a growing demand for the use of innovative timber building products in Australia. However, the use of combustible construction materials in tall buildings is novel and can potentially introduce a unique set of fire safety considerations for both occupants and fire fighters. QFES' involvement in this project is critical to its objective of providing a safer Queensland, which in this case may be achieved through conducting high quality fire safety testing and research, aimed at furthering understanding of the benefits and limitations associated with the use of timber in multi-story buildings.

In addition, this project will enhance the growing link between UQ and QFES, being a major research project facilitated by the MoU between the two organisations. This MoU was signed in recognition of a strong commitment to collaboration for the advancement of the standard of fire safety in the community through the development of knowledge and expertise in the field.

Unmanned aerial vehicles

During the reporting period, the RFS Air Operations Unit continued to develop the use of Unmanned Aerial Vehicles/Remotely Piloted Aircraft Systems for firefighting and emergency management operations. The Air Operations Unit conducted an inter-operability exercise with the QPS and the SES, identifying the capabilities of Unmanned Aerial Vehicles in land search and rescue operations against those of a manned aircraft and ground crews. The Air Operations Unit is working with Brisbane Region Water Police on investigating Unmanned Aerial Vehicles response for maritime incidents.

Objective Six

We will provide our customers with reassurance and excellence in response.

Strategies:

- 6.1 Provide timely and appropriate information to communities.
- 6.2 Tailor community education and awareness programs to develop local solutions to local issues.
- 6.3 Enhance the safety of the built environment through the provision of expert advice and guidance.
- 6.4 Strengthen partnerships, influence and promote best practice across emergency and disaster management.

Building fire safety

During 2015-16, QFES continued to perform a leading role in the enforcement of fire safety measures and also provided building fire safety and fire engineering advice.

QFES officers undertook extensive engagement within the building process to ensure that all buildings are constructed and maintained to required codes and standards with fire safety installations fit for QFES operational use as a priority. QFES also worked extensively with the building industry and building owner/occupiers to reduce the number of false/unwanted automatic fire alarms. This ongoing work with the building industry has resulted in a continued reduction in the number of false/unwanted automatic fire alarms per Alarm Signalling Equipment connection from 3.67 in 2005-06 to 2.4 in 2015-16. QFES officers are working with the Queensland Building and Construction Commission (QBCC) and the Department of Housing and Public Works regarding the fitting of combustible façade cladding to multi-level buildings, which can have disastrous consequences as witnessed by the Address Hotel fire in Dubai on New Year's Eve 2015.

Community safety activities during the reporting period included:

- fire investigation inspections (476)
- Building Approval Officer inspections (2,242)
- structure inspections by Safety Assessment Officers (1,297).

QFES officers also identified and inspected illegal Budget Accommodation Buildings. Budget Accommodation Buildings are required to have fire safety mechanisms in place such as fire safety management plans, emergency lighting and early warning systems. QFES officers conduct joint inspections with local governments to identify buildings operating as Budget Accommodation.

The QFES Compliance and Prosecution Unit manages all enforcement and prosecution action against operators of Budget Accommodation Buildings that do not meet the minimum fire safety standard requirements.

During 2015-16, QFES conducted 871 inspections at 529 premises suspected of operating as illegal and unsafe Budget Accommodation Buildings. These activities resulted in:

- 90 Requisitions by Commissioner issued to reduce the risk
- 11 Notices by Commissioner issued to improve fire safety within the premises
- four Infringement Notices issued for breaches of fire safety
- two successful prosecution cases completed against two entities in relation to offences detected at two buildings resulting in a total of \$10,000 fines imposed by the courts.

The QFES Compliance and Prosecution Unit successfully applied section 104R of the *Fire and Emergency Services Act 1990* by taking action in the Supreme Court to prevent the continued use of a building as an illegal and unsafe Budget Accommodation Building. The Supreme Court order prohibited the building owner from providing accommodation of any type to any persons until or unless the building met the required fire safety standard. This use of QFES' highest power is restricted to buildings that pose the highest risk to life. The building was subsequently destroyed by a fire that occurred in the early hours that would have resulted in the certain loss of life of any persons within the building had QFES not taken the Supreme Court action.

The QFES Compliance and Prosecution Unit continued to assist QFES regions with the provision of expert investigation capabilities including surveillance resources and is working with agencies at commonwealth, state and local levels in ongoing investigations related to the unsafe accommodation of young international travellers engaged in the horticulture industry.

Building safety

Landlords who purposely overcrowd accommodation and fail to maintain fire safety measures will be held to account under legislative changes made in November 2015.

An amendment to the *Fire and Emergency Services Act 1990* broadened the meaning of the term 'occupier' under the Act, to ensure all tenants receive protection, including those in sub-let arrangements or staying in rental accommodation, for example where landlords exceed safe occupancy levels for accommodation in fruit picking communities.

The amendment also extended obligations to maintain fire safety equipment and smoke alarms to absent occupiers, rent-masters (lessees who sub-let to multiple persons) and managers of illegal unsafe rental accommodation.

Community safety education campaigns

A number of community safety education campaigns were launched in 2015-16 to improve community safety including:

- *Bushfire season*: Campaign to educate the community on the three levels of bushfire warnings (<https://ruralfire.qld.gov.au/bushfires/>).
- *If it's flooded, forget it*: A television, radio, print, outdoor and online social media campaign designed to stop Queenslanders risking their lives by driving through floodwaters. The campaign features a new, crowd-sourced flooded roads map (<http://floodwatersafety.initiatives.qld.gov.au/>).
- *Get out. Fire about.*: Winter fire safety campaign encouraging households to think about their escape plan and to practice it so that they are ready to respond in the event of a fire. Information including advice on how to create an escape plan is available at www.qfes.qld.gov.au/fireescape/.
- *The Resilients*: A series of five online animations encouraging residents to become more self-sufficient in preparation for storm and cyclone season. Topics include making an emergency plan, preparing the home, making an emergency kit and when to call for help. The clips are available at <https://newsroom.psba.qld.gov.au/>.

Disability Service Plan 2014-2016

In accordance with the *Disability Services Act 2006*, each Queensland Government agency is required to develop a disability service plan that includes actions to deliver the *Queensland Disability Plan 2014-19: Enabling choices and opportunities* (the Queensland disability plan). The Queensland disability plan details priority areas which underpin the government's vision of a community that is inclusive of all citizens and where people with a disability are enabled to lead valued and fulfilling lives.

The *Public Safety Portfolio Disability Services Plan 2014-2016* (the portfolio plan), released in September 2014, includes actions for the development and improvement of services that are responsive to the needs of clients and members with a disability and their families and carers. The portfolio plan seeks to educate, inform and engage with Queenslanders with a disability to reduce the rate and impact of public safety incidents including crimes, road crashes and fires. During the reporting period, the public safety portfolio agencies continued to work with Queenslanders with a disability to build resilient communities and ensure community preparedness for disaster events.

Disaster Management Portal

The new Disaster Management (DM) Portal went live on 30 June 2016. The DM Portal is an online hub for guidelines, policies, doctrine and tools for disaster management stakeholders across Queensland.

The DM Portal project, led by the Disaster Management Branch, will continue to engage users and disaster management stakeholders to further enhance the portal's capabilities and functionality, during phase two of the project over the coming months. Planned enhancements include the capability for online forums, discussions, reporting and document collaboration among users. Phase two of the portal, to be delivered in August 2016, will support more efficient and effective methods of engagement and feedback around developing guidelines and will house the full suite of approved guidelines and other disaster management related materials.

Disaster management planning

QFES partners with local governments across the state to provide guidance and support in the development of Local Disaster Management Plans. The QPS is responsible for conducting the evaluation of local plans and regional QFES Emergency Management Coordinators support local governments in the self-evaluation process.

QFES continues to review the Disaster Management Guidelines which is a requirement under the *Disaster Management Act 2003*. There are 17 guidelines which require review and as at 30 June 2016 two have been updated:

- the Emergency Alert Guideline was updated in December 2015
- the Offers of Assistance Guideline was endorsed by the whole-of-government Leadership Board in May 2016 and is awaiting sign-off by the Premier.

Ten guidelines have been prioritised for review based on the Office of the IGEM recommendations.

E-contact

Social media enhances interaction between QFES and Queensland communities enabling QFES to provide the community with safety messages and warnings. The QFES Facebook page had more than 193,000 fans at 30 June 2016, compared to 158,000 fans at 30 June 2015. In addition, the QFES Twitter account had more than 34,600 followers at 30 June 2016 compared to 24,200 followers at 30 June 2015. The QFES Instagram page had more than 2,240 followers at 30 June 2016 compared to 90 followers at 30 June 2015.

Exchange program

In September 2015, a MoU was signed between the QFES and the Australian Defence Force for an exchange program which will lead to sharing knowledge across the services.

As part of the program, two Australian Regular Army soldiers from units at Gallipoli Barracks commenced with the SES for three months in September 2015, working to exchange information and ideas to enhance operational capability. The Sergeants also worked closely with the QFES Doctrine team supporting the development of SES Deployment concept of operations.

Fight Fire Fascination program

The Fight Fire Fascination program is an initiative designed to support parents and guardians with their efforts to educate their children about fire. It is based on a belief that children and young people can learn skills to remain safe from fire. This is achieved through a series of visits to the home by specially trained firefighters.

The program is available to children and young people aged between three and 17 who have been involved in at least one concerning fire incident. It works in partnership with schools, mental health services and community agencies to ensure children and families are supported and receive assistance to develop fire safety skills.

The Fight Fire Fascination program was reinstated in mid-2015 and became available to the public in March 2016. As at 30 June 2016, there are 32 trained practitioners across the state who have participated in 24 cases.

International recognition

International recognition of QFES' training capabilities continued in the reporting period with a delegation from Bhutan exploring the facilities at the School of Fire and Emergency Services Training at Whyte Island. In July 2015, a group of disaster management officials from the south-Asian kingdom viewed demonstrations at the live fire campus, virtual reality training capabilities, and also participated in a full Incident Management Exercise demonstrating how a Brisbane Emergency Response Team (BERT) would set up command and control at a major, protracted incident within the Brisbane urban area. The visitors were also given a presentation on QFES Urban Search and Rescue capabilities.

The Bhutanese visitors were in Australia as part of a QUT bilateral program to build their knowledge and to learn the processes and procedures QFES and other Australian disaster management agencies employ to manage major incidents. By engaging with overseas delegations such as the Bhutan group, QFES hopes to be of assistance by improving the emergency response and recovery procedures in other nations around the world.

Online Newsroom

The QFES Newsroom is an online news service providing community safety updates and bushfire warnings in addition to statewide and localised proactive media releases. The site also contains photo galleries, videos of press conferences and events, and audio announcements. The site also includes a newsfeed from the QFES Twitter site. FRS, RFS, SES, QGAir and QFES Corporate all contribute to news content on the site.

Public Information Officer training

A renewed Public Information Officer training package was launched in October 2015 to improve communicating with the public during incidents. The Public Information Officer function is crucial during an incident with these officers overseeing community liaison, information and warnings, and media liaison.

Road Attitudes and Action Planning program

The Road Attitudes and Action Planning (RAAP) program, facilitated by operational firefighters, is designed as a preventative strategy to provide information to young people about road safety so that they can make informed decisions to mitigate risks and consequences by planning ahead.

The RAAP program was reinstated on 28 May 2015 and became available on the north side of Brisbane on 20 May 2016. As at 30 June 2016, 105 practitioners have been trained to deliver the program.

As part of the re-instatement of this program, the State Community Engagement Unit within QFES delivered the RAAP program to approximately 50, year 11 students from Craigslea State High School on the north side of Brisbane in June 2016.

Smoke alarm legislation

On 23 February 2016, the Minister for Police, Fire and Emergency Services and Minister for Corrective Services introduced the *Fire and Emergency Services (Domestic Smoke Alarms) Amendment Bill 2016* into Parliament. The Bill expands the current requirements for smoke alarms in homes with the result that homes will be equipped with more smoke alarms, including in bedrooms, and these alarms will be photoelectric, interconnected and either hard-wired or powered by a ten-year tamper proof lithium-battery by the end of 2026. The Bill was referred to the Legal Affairs and Community Safety Committee which tabled its report on 23 May 2016. The Bill is scheduled to be debated in Parliament in the latter half of 2016.

Photoelectric smoke alarms respond more rapidly to slow smoldering fires which are most commonly responsible for deaths in house fires. They are also less prone to false alarms with the result that residents are less likely to disable them. Interconnecting alarms alert residents to a fire wherever they are in the house particularly when installed in bedrooms. As such, the changes will reduce the risk of harm or loss of life from fires and enhance fire safety within Queensland.

Research indicates interconnected working smoke alarms in every room could reduce the risk of death in a house fire by up to 50 percent.

The Bill proposes to fully implement the coroner's recommendations following on from the tragic Slacks Creek house fire in 2011, where 11 lives were lost.

Sponsorships

Sponsorship programs provide opportunities to make contact with a specific target audience, deliver community initiatives and campaigns, and develop important stakeholder relationships.

QFES receives and administers sponsorships to expand its resource base in order to add value to appropriate government and community services, events and initiatives. Examples include:

- the SES receives support from the state's three electricity network corporations Energex, Ergon and Powerlink through the SES Equipment Program which provides up to \$200,000 worth of equipment such as generators, lighting units, pole saws, chainsaws, stretchers and incident management equipment to SES groups throughout the state
- the SES also receives support from Insurance Australia Group (NRMA) as part of a Principal Partnership Agreement to ensure SES groups are well equipped and to recognise and raise the profile of the SES and the service it provides to the Queensland community

- RFS brigades in the Darling Downs received more than \$140,000 worth of equipment such as slip-on and trailer units and iPads funded by QGC (Queensland Gas Company)
- Energex's Equipment Grant, valued at \$75,000, was once again made available in 2015-16 to rural fire brigades in South East Queensland, offering brigades in the RFS areas of West Moreton, South Coast, Caboolture and Caloundra much needed equipment to enhance their operational and support capacity. Brigades were eligible to apply for portable pumps, generators and portable residual current devices (RCDs), backpack blowers, portable fridges, reversing cameras with monitors, GPS units, scene lighting kits and extension leads, basic level 1 command and control kits, e-flare kits, and raincoat and bags. A total of 54 brigades benefited from this sponsorship.

Governance

Executive management

Board of Management profiles



Katarina Carroll APM

Commissioner

The Commissioner is responsible for leading and managing the efficient functioning of fire and rescue, rural fire, emergency management and disaster mitigation programs and services throughout Queensland. The Commissioner represents the organisation at local, community, state, national and international forums.



Mark Roche AFSM

Deputy Commissioner, Operations and Emergency Management

The Deputy Commissioner, Operations and Emergency Management is responsible for ensuring the capability and readiness of QFES operational staff in emergency situations as legislated in the *Fire and Emergency Services Act 1990* and *Disaster Management Act 2003*.

The Deputy Commissioner is also responsible for a number of portfolios including industrial relations and is a member of several project boards and steering committees across the industry.



Mike Wassing

Deputy Commissioner, Emergency Service Volunteers

The Deputy Commissioner, Emergency Service Volunteers is responsible for providing overall strategic leadership, direction and support to the RFS, SES and other volunteer groups involved in emergency response. The role has a significant focus on volunteer partnerships, management and development to provide high quality services, support and advice to ensure outstanding organisational performance, and safer communities across Queensland.

The Deputy Commissioner is a member on the National Aerial Firefighting Centre Board of Directors and also represents QFES on the Science Operational Committee.



Doug Smith APM MPubAdmin BA GradCert(HRM) FAIM GAICD
Deputy Commissioner and Chief Strategy Officer, Capability and Performance

The Deputy Commissioner and Chief Strategy Officer, Capability and Performance is responsible for leading the development of the department's strategic framework and vision, and driving performance and integrated capability across QFES. The Division oversees the Specialist Capability and Planning, and Operational Service Improvement and Performance Directorates and works closely with portfolio partners.

The Deputy Commissioner and Chief Strategy Officer represents QFES on a number of major committees and boards including the Government Wireless Network Program Implementation Board, the Public Safety Triple Zero and Frontline Integration Forum and is the Chair of the HRIS Project Board.



Neil Gallant AFSM
Assistant Commissioner, Brisbane Region

Stephen Smith AFSM

Assistant Commissioner, South Western Region

Two regional Assistant Commissioners are included in the membership of the Board on a rotational basis to provide regional input and perspective to discussions and decisions.

Regional Assistant Commissioners have full responsibility and delegated accountability for all operational and business management aspects of their region, ensuring an all-hazards approach to prevention, preparedness, response and recovery phases of service delivery to Queensland communities.



John Watson AFSM

Assistant Commissioner, Specialist Capability and Planning

The Assistant Commissioner, Specialist Capability and Planning is responsible for a range of services and capabilities encompassing operational response, technical support and coordination of training (through PSBA).

The Directorate supports all aspects of prevention, preparedness, response and recovery operations across QFES as well as other agencies and stakeholders at a state, national and international level.

Capabilities are wide-ranging from building compliance, to chemical emergency management, to international deployment of USAR teams, to statewide fire communications.





Russell Neuendorf AFAIM MCIPS MIPAA MASQ GIA(Cert)

Executive Director, Operational Service Improvement and Performance

The Executive Director, Operational Service Improvement and Performance ensures effective governance structures and frameworks through capability standards, business planning and management systems, performance analysis and reporting, risk management and audit, program management, innovation and transformation as well as QFES commercial and community engagement initiatives and activities.

This role works closely with partner agencies to ensure compliance with whole-of-government frameworks and obligations.



Rod Wilson

Deputy Chief Executive Officer (Acting), PSBA

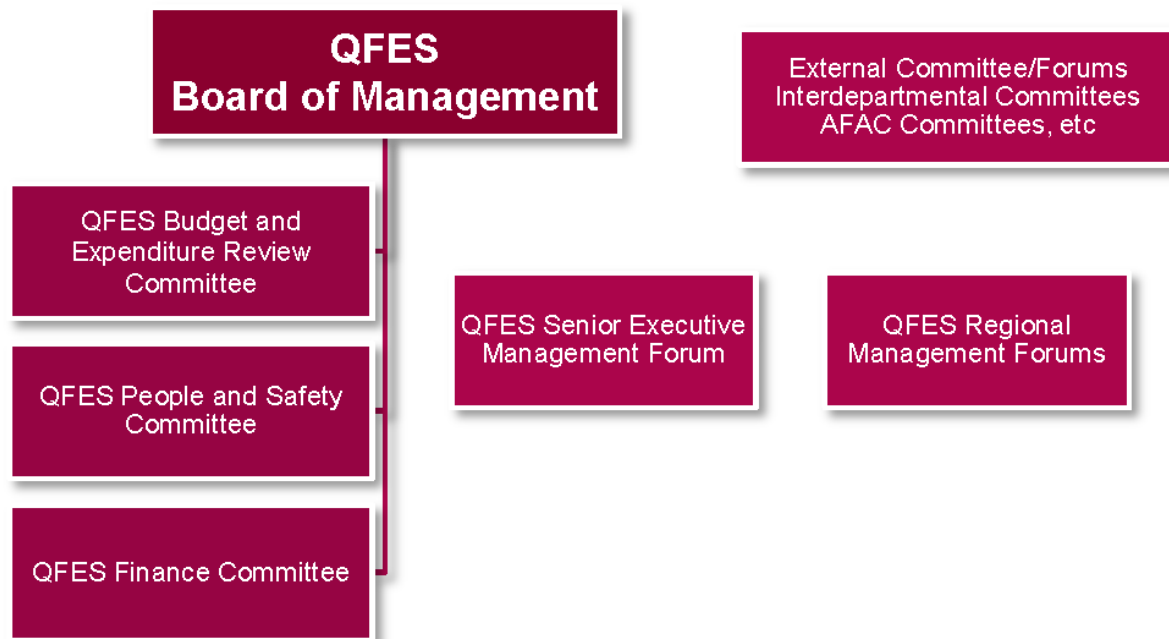
The Deputy Chief Executive Officer within PSBA is responsible for supporting the delivery of outcomes for portfolio partner agencies through executive oversight of Frontline and Digital Services, Business Services, Human Resources, Operations including State Government Security and Blue Card Services, and QGAir. In addition, the role oversees the continued support of information and communications technology (ICT) functions to QAS within Queensland Health.

Board and committees

The QFES governance structure comprises the:

- Board of Management
- Budget and Expenditure Review Committee
- People and Safety Committee
- Finance Committee

The QFES governance committee structure and the line of reporting with other bodies is as follows:



There is also a public safety portfolio decision-making body – the Public Safety Portfolio Audit and Risk Committee. This committee provides independent assurance on risk, control and compliance frameworks and ensures the portfolio’s operations are carried out efficiently, effectively and economically. For further information about the Public Safety Portfolio Audit and Risk Committee refer pages 8-9.

The former Public Safety Portfolio Innovation Committee and Public Safety Executive Coordinating Committee will no longer convene as the objectives of these committees will be achieved by the PSBA Interim Board of Management (inaugural meeting held 16 May 2016). The Commissioner, QPS (Chair) and Commissioner, QFES are members of the PSBA Interim Board of Management along with an external member, Mr Geoff Waite, Assistant Under Treasurer, Queensland Treasury.

Board of Management

The Board of Management supports the Commissioner as the accountable officer for QFES to ensure QFES continues to meet its objectives and the requirements of government. The objectives of the Board are to:

- promote the interests of the government and the community
- support the Commissioner in discharging responsibilities as the accountable officer
- develop risk profiles and assessment criteria for QFES
- establish risk management structures and practices that are assessed, monitored and reviewed to address identified and emerging strategic and organisational risks.

The Board meets bi-monthly unless otherwise determined by the Chair. Extraordinary meetings may be called at the discretion of the Chair. During 2015-16, the Board met on seven occasions.

Board members

- Katarina Carroll APM, Commissioner (Chair)
- Mark Roche AFSM, Deputy Commissioner, Operations and Emergency Management
- Mike Wassing, Deputy Commissioner, Emergency Service Volunteers
- Doug Smith APM, Deputy Commissioner and Chief Strategy Officer, Capability and Performance
- Neil Gallant AFSM, Assistant Commissioner, Brisbane Region (rotated)
- Stephen Smith AFSM, Assistant Commissioner, South Western Region (rotated)
- John Watson AFSM, Assistant Commissioner, Specialist Capability and Planning
- Russell Neuendorf, Executive Director, Operational Service Improvement and Performance
- Rod Wilson, Deputy Chief Executive Officer (Acting), PSBA

Achievements

In 2015-16, the Board of Management:

- established the Budget and Expenditure Review Committee to perform a forensic analysis of budget and expenditure in accordance with legislative responsibilities and whole-of-government priorities and to ensure that QFES is achieving its strategic objectives
- implemented strategic overtime expenditure reduction initiatives
- developed a Communications and Engagement Strategy and established the Communications Standards Sub-Committee to define and implement communication standards across QFES for staff and volunteers
- approved the PSBA Review Implementation Strategy including the redesign of the QFES operating model and organisational structure following the release of the Review of the PSBA report
- approved the establishment of a QFES Governance Review to drive efficiency and effectiveness across QFES, to inform decision making and support transparency, accountability and integrity for the department
- commenced a whole-of-department review into QFES research to identify existing capability within the public safety portfolio, identify gaps and form partnerships with other associated government departments, institutes and agencies to develop a research strategy framework
- launched, in June 2016, QFES' *Our Future Direction* which outlines what QFES will do as an organisation to address challenges and how to develop a workforce strategy to support its people and operations with a focus on integration, interoperability and partnerships.

Budget and Expenditure Review Committee

The Budget and Expenditure Review Committee supports the Commissioner as the accountable officer for QFES to ensure that the allocation of funds and their application is aligned to QFES achieving its legislated role and sustainably achieving its strategic objectives. The objectives of the committee are to examine:

- QFES Service Delivery Objectives and Delivery Model
- budget allocations
- expenditures within QFES and by others on behalf of QFES
- probity of expenditure
- appropriateness of expenditure
- that expenditure provided value for money
- impact of consequential costs and the budgetary impact.

The committee meets as required by the Chair. During 2015-16, the committee met on nine occasions.

Committee members

- Deputy Commissioner and Chief Strategy Officer, Capability and Performance (Chair)
- Deputy Commissioner, Operations and Emergency Management
- Deputy Commissioner, Emergency Service Volunteers
- Assistant Commissioner/Executive Director (rotated)

Achievements

In 2015-16, the committee:

- developed guiding principles for the committee to ensure the appropriateness of expenditure across the department and the direction of funds to ensure the department's objectives are met
- provided advice to the Commissioner on matters including the reallocation of budgets
- developed mitigation strategies to offset a forecasted deficit.

People and Safety Committee

The People and Safety Committee ensures that QFES has a capable and engaged workforce supported to safely achieve its purpose. The objectives of the committee are to:

- ensure that QFES is carrying out its obligations in relation to applicable laws and regulations and whole-of-government policy
- ensure staff and volunteers have an appropriate policy framework to support their roles
- support implementation of Strategic Human Resource Management and Workforce Planning and develop operational capability and ensure diversity, equity and other outcomes are achieved
- maximise organisational resources capacity and capability through fostering a positive culture and support systems
- ensure QFES provides a safe and ethical workplace
- ensure alignment of initiatives that involve the people of the organisation.

The committee meets monthly unless otherwise determined by the Chair. During 2015-16, the committee met on 11 occasions.

Committee members

- Deputy Commissioner and Chief Strategy Officer, Capability and Performance (Chair)
- Deputy Commissioner, Operations and Emergency Management
- Deputy Commissioner, Emergency Service Volunteers
- Assistant Commissioner, RFS
- Assistant Commissioner, SES
- Assistant Commissioner, Specialist Capability and Planning
- Executive Director, Human Resources Division, PSBA
- Director, Safety and Wellbeing, Human Resources Division, PSBA
- Director, Workforce Strategy, Human Resources Division, PSBA
- Director, Human Resource Services, Human Resources Division, PSBA
- Director, Workforce Engagement, Human Resources Division, PSBA
- Director, Office of the Commissioner
- Director, School of Fire and Emergency Services Training

Achievements

In 2015-16, the committee:

- developed a defined set of guiding principles for decision making, with particular attention to the department's budgetary position
- undertook a department-wide audit of the QFES establishment
- approved the establishment of a new Basegrade firefighter recruitment strategy
- approved the recruitment of an additional 49 firefighters as part of the introduction of the Reserve Roster for firefighters and station officers which will fill call back shift requirements and decrease overtime expenses for the department
- received regular reports from the PSBA Human Resources Directors on all matters pertaining to workforce strategy, workforce engagement, human resource services, and safety and wellbeing.

Finance Committee

The Finance Committee makes decisions on financial information consistent with the delegated authority of its members. The objectives of the committee are to:

- maximise value for money for the government and the community
- maximise organisational resource capacity and capability
- align resources to government, portfolio and agency priorities and objectives, and relative demand
- ensure strategic alignment of programs, projects and initiatives across QFES (whether QFES is the lead or individual as a user)
- provide advice to Board of Management on any strategic, financial resource allocations risks.

The committee meets monthly unless otherwise determined by the Chair. During 2015-16, the committee met on 16 occasions.

Committee members

- Executive Director, Operational Service Improvement and Performance (Chair)
 - Deputy Commissioner, Operations and Emergency Management
 - Deputy Commissioner, Emergency Service Volunteers
 - Deputy Commissioner and Chief Strategy Officer, Capability and Performance
 - Assistant Commissioner (rotated)
 - General Manager, Business Services Division, PSBA
 - Director, Property and Facilities Management, Business Services Division, PSBA
 - Executive Manager, Finance Services, Business Services Division, PSBA
-

Achievements

In 2015-16, the committee:

- monitored and reviewed the financial performance and position of QFES and the capital expenditure performance of the PSBA including forecasts
 - monitored and reviewed aged debtor management and vendor payment performance by QFES
 - considered and approved periodic budget and forward estimates updates for QFES, and for the capital expenditure program the PSBA implements on behalf of QFES, together with adjustments to the funding QFES provides to the PSBA
 - reviewed a number of submissions and approved the allocation of monies to fund a number of emerging and unforeseen initiatives and projects
 - reviewed and established funding priorities for 2016-17 Budget Submissions prepared by QFES and PSBA.
-

Ethics and code of conduct

Ethical standards

The PSBA Ethical Standards Unit's (ESU) primary responsibility is to assess complaints regarding the conduct of staff and volunteers within QFES, the Office of the IGEM and PSBA (the agencies). The ESU assesses complaints in accordance with the *Management of Complaints about Employees, Volunteers and Contractors Policy and Procedure*. As outlined in the procedure, certain categories of complaints will be formally investigated by the ESU, whilst others will be referred back to management within the relevant agency to deal with, often subject to oversight by the ESU.

In addition, the ESU has the following key roles and responsibilities:

- recording all complaints in the agencies' complaints management system except for Conduct and Performance Excellence (CaPE) Category 1 matters (Category 1 matters involve inappropriate interpersonal conduct with colleagues, clients or other stakeholders, inappropriate behaviour relating to minor management matters, and performance requiring improvement)
- acting as the agencies' central liaison point for the Crime and Corruption Commission (CCC) and the Queensland Ombudsman, and discharging the agencies' statutory obligations under the *Crime and Corruption Act 2001*
- overseeing the agencies' Public Interest Disclosure framework and assisting the agencies in fulfilling their statutory obligations under the *Public Interest Disclosure Act 2010*
- coordinating requests for Internal Review lodged by persons who are dissatisfied with the way their complaints have been handled by the agencies.

Code of Conduct

QFES provides induction materials in the form of an induction manual and individual transition checklists to new employees. The induction manual provides a link to the *Code of Conduct for the Queensland Public Service* and outlines employee compliance obligations.

QFES and the School of Fire and Emergency Services Training developed an online Code of Conduct training package. The QFES Code of Conduct e-learning program brings to life aspects of the Code of Conduct by contextualising them in real-life experiences. Interactive branching scenarios will help employees make decisions and understand the consequences of their actions

The package was delivered in early 2016, with all permanent staff expected to complete the training by mid-2016. PSBA staff transitioning to QFES from 1 July 2016 will be required to undertake the training.

Assistant Commissioners are required to monitor staff completion rates within their directorates and submit completed training reports to the Cultural Improvement Implementation Project.

QFES is investigating a solution to roll out this training to volunteers.

The implementation of this revised QFES-specific Code of Conduct training package across QFES will ensure that personnel are up-to-date with the standards of conduct expected. This understanding of actions and consequences will boost cultural reform within the organisation.

To remain current, employees will be required to complete this training every two years.

Risk management and accountability

External scrutiny

This section provides information about external agencies and processes which examined the operations of QFES or other agencies during 2015-16 with findings/issues requiring consideration by, or impacting on, QFES:

- **Review of the PSBA**

The Public Service Commission undertook an independent review of the PSBA from May to November 2015. The review considered the scope, function and structure of the PSBA to ensure it effectively supports public safety service delivery to the community.

The review involved extensive engagement with frontline staff, including firefighters and police officers, other employees within the portfolio, and relevant external stakeholders.

The final report was tabled in Parliament on 17 February 2016 and is available online at www.qld.gov.au/about/how-government-works/government-structure/public-service-commission/what-we-do/review-psba.html.

The final report identified eight recommendations, including revising the scope of the PSBA, and implementing a new operating model and governance structure. The Queensland Government accepted the recommendations of the review with the exception of recommendation 6 (to transfer the Police Air Wing to QPS). Further work will be progressed on this recommendation.

The PSBA Interim Board of Management (BoM) was established in 2016 to progress the review recommendations and provide peak governance and coordination until a mature governance framework and organisational structure is in place.

The Interim BoM consists of the Commissioner, QPS, Ian Stewart (Chair), the Commissioner, QFES, Katarina Carroll and an appointed external member, Geoff Waite, Assistant Under Treasurer, Queensland Treasury. The Interim BoM convened its first meeting on 16 May 2016 and met again on 14 June 2016.

In line with the review recommendations, a number of functions transitioned to the QFES and QPS by 1 July 2016, and all substantive police officer positions returned to the QPS from the PSBA.

In addition, in order to implement the key review recommendations, a number of legislative amendments are required and on 24 May 2016, the Minister for Police, Fire and Emergency Services and Minister for Corrective Services, introduced the *Public Safety Business Agency and Other Legislation Amendment Bill 2016* (the Bill) into the Parliament.

The Bill proposes to implement various recommendations of the review by amending legislation to:

- amend the functions of the PSBA
- establish the PSBA Board of Management
- change the role of the PSBA chief executive officer to the PSBA chief operating officer
- finalise the machinery-of-government changes that will allow Blue Card Services to transition to the Department of Justice and Attorney-General, and allow for the comprehensive integration of State Government Security into the QPS.

The Bill was referred to the Legal Affairs and Community Safety Committee for consideration. The committee is required to report back to Parliament on the Bill by 2 August 2016.

- **Crime and Corruption Commission**

The CCC is a statutory body established to combat and reduce the incidence of major crime and corruption in the public sector in Queensland. Its functions and powers are set out in the *Crime and Corruption Act 2001*. The CCC investigates both crime and corruption, has oversight of both the police and the public sector, and protects witnesses.

- **Confidential information**

In May 2016, the CCC released a paper on confidential information examining unauthorised access, disclosure and the risks of corruption in the Queensland public sector. The paper contains examples of inappropriate access or use of confidential information, risks of improperly using confidential information, case studies and findings of the CCC's audit into how agencies handle misuse of confidential information.

QFES has reviewed the paper. As a result of the Review of the PSBA, some privacy and right to information services transitioned from the PSBA to QFES on 1 July 2016. It is expected that QFES will address issues raised in the paper in the future.

The paper is available online at www.ccc.qld.gov.au/research-and-publications.

- **Queensland Audit Office**

The QAO supports the role of the Auditor-General of Queensland in providing the Parliament with an independent assessment of the financial management and performance activities of public sector entities. The QAO provides an independent audit service and reports to the Parliament to enhance public sector accountability. QAO reports are available online at www.qao.qld.gov.au/reports-tabled-in-2015-16-financial-year.

- Report to Parliament 1: *Internal control systems 2014-15*

The report summarises the results of QAO's evaluations of the systems of financial control and its selective testing of the internal controls that operated within the 21 government departments during 2014-15. The report also includes evaluations of the effectiveness of internal financial management reporting and an examination of the disaster recovery planning used in four departments to recover their computer systems after a disruptive event, such as floods or power outages.

With regard to financial controls, QFES has considered the sector-wide report findings on internal financial management reporting. In 2015-16, QFES commenced implementing reporting improvements to better support good financial decision-making by management.

While QFES was not one of the four departments examined for disaster recovery planning, it has considered the findings for application to its circumstances and future planning. PSBA's Frontline and Digital Services Division has an ongoing program of work regarding business continuity planning and disaster recovery. The program focuses on critical systems used by QFES, the Office of the IGEM, QPS and the QAS and includes Disaster Recovery Plans for all critical components of the systems, test strategies and plans. From a governance perspective, the division has a Continuity Management Team and Disaster Recovery Management Group who are the key players in a continuity event, and these teams are educated through scenario testing and process familiarisation to ensure they are prepared for a critical event.

– Report to Parliament 6: *State public sector entities: 2014-15 financial statements*

In 2014-15, Queensland's state public sector delivered services and goods to benefit the public. To demonstrate their accountability in managing public money on behalf of the Queensland community, all state public sector entities must report on their finances and have them audited. The Auditor-General of Queensland, supported by the QAO, is responsible for providing Parliament with an independent assessment of the financial management of public sector agencies.

The report discusses the status and nature of the audit opinions QAO issues; comments on the timeliness and quality of financial reporting; and explains how QAO assessed the key audit matters disclosed by state public sector entities.

The report refers to QFES as not meeting the statutory date for certification of the 2014-15 financial statements. QFES acknowledges that this was due to complexities related to machinery-of-government changes, attributing amounts for below fair value services received from the PSBA and also the introduction of a new SAP Finance system environment. In 2015-16, with support provided by the PSBA, QFES consulted with the QAO and implemented strategies to facilitate certification of the financial statements by the statutory date of 31 August 2016.

The report also refers to the QAO's results of a controls assessment of the LATTICE payroll system used by QFES which is outside of vendor support. The QAO assessed a low risk that this issue could result in misreported figures in the financial statements. The replacement of this system continues to be a priority for QFES, the Office of the IGEM and PSBA. An update on the HRIS project to replace the LATTICE payroll system is provided on page 47.

– Report to Parliament 13: *Cloud Computing*

The audit examined how well departments are adopting the Queensland cloud computing strategy in modernising their ICT assets and services to deliver business value while managing risks.

QFES has adopted the strategy and is progressing various cloud computing solutions including the HCM solution involving integration of human resources/payroll functions back to various on-premise systems, and the Volunteers Office 365 E1 project providing Office 365 software to QFES volunteers.

The Office 365 E1 for QFES volunteers project is expected to go live in August 2016 and will provide Office 365 E1 functionality to approximately 36,000 volunteers. This rollout will become a key platform for which QFES communicates and interacts with its volunteers. This functionality will allow greater collaboration in integration of its volunteers into the QFES business operations than was previously capable.

• **Queensland Coroner**

In accordance with the *Coroner's Act 2003*, the State Coroner is responsible for investigating reportable deaths including deaths that were violent or unnatural, such as accidents, falls or suicides, and where the cause of death is unknown.

The Queensland Government's coronial reporting requirements, implemented on 1 January 2015, require departments to provide minister-approved responses to coronial recommendations/comments within six months of the coroner handing down the findings of inquest to the Attorney-General and Minister for Justice and Minister for Training and Skills.

Departments provide updates until implementation of the recommendations/comments are delivered. These arrangements provide a timely response to the next of kin of the deceased, the community and coroners of the measures being taken in response to coronial recommendations/comments.

The responses (including implementation progress if accepted) are accessible at www.courts.qld.gov.au/courts/coroners-court/findings.

During 2015-16, the State Coroner delivered findings requiring consideration by QFES relating to one Coronial Inquest with one recommendation. Consideration is being given to the coroner's recommendation.

- **QFES Financial Sustainability Review**

In December 2015, Queensland Treasury initiated an independent review of QFES, ahead of the 2016-17 Budget process. The review looked into services that QFES is providing, its overall financial position, benchmarking of the costs of service delivery and governance arrangements.

The review was completed in March 2016. The report identified a number of recommendations for QFES which are being adopted to assist fiscal management.

Internal audit

The PSBA Internal Audit Unit is an independent unit that provides advice across a wide range of disciplines including risk, assurance, information technology, finance, compliance and general consulting activities for QFES, Office of the IGEM, PSBA and QPS.

The Head of Internal Audit, PSBA is also the nominated Head of Internal Audit for QFES, the Office of the IGEM and QPS in accordance with the *Financial Accountability Act 2009*.

The work of the Internal Audit Unit is undertaken in accordance with the Institute of Internal Auditors' standards and under an approved charter which is consistent with relevant audit and ethical standards.

In accordance with the *Financial and Performance Management Standard 2009*, an annual audit plan and four year strategic plan sets the direction of the unit. The public safety portfolio *Annual Internal Audit Plan 2015-2016* was endorsed by the Portfolio Audit and Risk Committee and approved by the former Chief Executive Officer, PSBA on 19 May 2015.

As secretariat to the Public Safety Portfolio Audit and Risk Committee, the unit ensures that all relevant guidelines, particularly Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*, are adhered to, and that the functioning of the unit complies with these guidelines in all material respects.

The unit assists management to achieve its objectives by using a systematic, disciplined approach to review and improve the effectiveness of risk management and internal control and governance processes, improving the overall level of compliance and accountability. Under its approved charter, the unit can undertake a series of review types including compliance (effectiveness), performance (efficiency), financial management and information technology, to identify areas of risk and to improve outcomes. Systems are in place to ensure the effective, efficient and economic operation of the audit function.

Achievements for 2015-16 include:

- full delivery of the approved portfolio *Annual Internal Audit Plan 2015-2016* through a combination of in-house and co-sourced delivery. Specific QFES coverage included:
 - management of overtime review
 - QFES complaints management review
 - RFS station readiness review
- coverage also included the following ICT and PSBA corporate activities that had a direct impact on QFES operations:
 - portfolio information management – privacy and security
 - cloud computing
 - internal Operating Level Agreements – ICT
 - ICT project governance

- no carry forward of 2015-16 audit activities. All planned reviews have commenced, fieldwork completed and are at either draft or final report stage. All planned reviews are expected to be finalised by the end of August 2016
- successful negotiation and management of a co-sourced delivery model for provision of QFES audit services.

Information systems and recordkeeping

PSBA, as the provider of strategic and corporate services to Queensland's public safety portfolio including QFES, is responsible for recordkeeping and information systems across the portfolio. PSBA has a dedicated records management team which provided advice and assistance to QFES during the reporting period resulting in improved efficiencies.

During 2015-16, Queensland State Archives approved a retention and disposal schedule for records managed by QFES that are not covered in the whole-of-government *General Retention and Disposal Schedule for Administrative Records*. It is planned for QFES regions and portfolio agencies to leverage this initiative to reduce the reliance on hardcopy documents. PSBA commenced a review of the former Emergency Management Queensland functions during the reporting period with a view to incorporating these into the QFES retention and disposal schedule.

In 2015-16, PSBA conducted an audit of off-site storage accounts belonging to QFES which revealed an inactive account. PSBA subsequently recalled the boxes attached to this account, applied the relevant retention periods to the documentation and gained approval to destroy the vast majority of these records. This process is expected to be completed by 31 August 2016. The account will then be closed, saving QFES approximately \$5,000 per year.

During the reporting period, the PSBA Information Management Unit completed a significant body of work to support the Community Safety Operation Command (Brisbane Region) in digitising building fire safety records. A policy to support the digitisation of these records is expected to be submitted for approval in July 2016.

During 2015-16, the Community Safety Commands in North Coast Region and South Eastern Region expressed an interest in undertaking a similar exercise to that of Brisbane Region. Engagement with the regions to further explore what is required in undertaking such an exercise will be undertaken in 2016-17.

No records were transferred to Queensland State Archives during 2015-16.

Risk management

In order to confidently deliver outcomes for Queenslanders, QFES needs to effectively mitigate and/or manage any key future risks (to an acceptable level) that could impact on the department's ability to achieve its strategic direction. Under Section 61(b) of the *Financial Accountability Act 2009*, the department is required to manage risk and QFES achieves this at both the strategic and operational level through the development and monitoring of risk registers.

The Strategic Risk Register is developed as part of the strategic planning process and identifies and mitigates any high level future risks that could impact on QFES' ability to deliver its strategic plan. The Strategic Risk Register is reviewed each quarter by the relevant risk owners and then submitted to the QFES Senior Executive Management Forum for endorsement.

The department manages operational risks by identifying and mitigating any future risks that could impact on divisions, directorates and regions and their ability to achieve the objectives stated in their operational plans. These registers are reviewed each quarter by the risk owners and then submitted to the relevant senior executive for endorsement.

QFES' risk management approach is documented in the department's Risk Management Framework and Risk Management Guidelines. These documents align with the *AS/NZS ISO 31000:2009 Risk Management —Principles and guidelines* and their implementation better positions QFES to achieve its vision of safe and resilient communities.

In 2015-16 the department strengthened its approach to risk management by:

- more closely aligning risk mitigation and management with organisational planning by making risk registers part of the strategic and operational planning process, rather than viewing this as a separate activity
- undertaking information sessions to inform and educate staff regarding risk mitigation and management and how QFES mitigates and manages risk at a strategic and operational level
- developing information tools to educate staff regarding risk mitigation and management and how to identify, assess, treat, monitor and review risks
- establishing a more robust and consistent approach to monitoring and reviewing strategic and operational risk registers.

Human resources

Workforce planning and performance

Workforce profile

The total number of full-time equivalent staff for QFES (including Auxiliary Firefighters) was 3,123.7 as at 30 June 2016.

Between 1 July 2015 and 30 June 2016, the QFES permanent separation rate was 3.8%, 56% of the number of permanent staff separations were due to retirements

Balance

Balance is a program designed to enhance the skills and knowledge of female leaders in public safety agencies. The program encourages:

- awareness of leadership strengths and how to use them to drive organisational performance
- the ability to diagnose and negotiate the specific challenges for women in public safety leadership roles and to use influence to shape solutions
- the ability to balance the ways of established organisational culture with other approaches required to meet needs
- increased internal capacity as a female leader and ability to bring others along on that journey.

Balance is a program developed by the Australian Institute of Police Management (AIPM) and involves two residential workshops linked by three months of workplace development support. The first Queensland-based program – Q-Balance – commenced in June 2015 at the QPS Academy at Oxley. Across the public safety portfolio, women who identified as exercising significant leadership within their organisation were encouraged to submit an expression of interest outlining how the program would be of benefit to them as an individual and to their workplace.

A large number of applications were received which resulted in 21 successful public safety portfolio nominations and an additional six nominations from the Australian Federal Police and the QAS. The program was so well supported that additional courses commenced in August 2015 with more planned for 2016.

Applications for the 2016-17 program are being collated.

Domestic and family violence support package

On 25 November 2015, the Public Service Commission released a whole-of-government domestic and family violence support package which details support options available in the workplace including:

- a minimum of ten days paid special leave
- flexible working arrangements
- reasonable workplace adjustments
- counselling support services.

It also outlines the roles and responsibilities of managers and employees.

To support the implementation of this whole-of-government initiative, the PSBA, in conjunction with QFES, the Office of the IGEM and QPS, developed the *Supporting Employees Affected by Domestic and Family Violence Policy*. The policy applies to employees engaged within the public safety portfolio and includes a list of various support options available to employees affected by domestic and family violence.

QFES, PSBA and QPS have enrolled in the 2016 White Ribbon Organisational Accreditation Program which will assist these agencies in continuing to drive organisational change in preventing domestic and family violence.

An on-line learning product to improve employees' awareness of domestic and family violence issues has been developed and is available to QFES staff. A managers' face to face training package has also been developed for roll out in late 2016 for frontline leadership and middle management levels.

Employee assistance

The Employee Assistance Service, managed by PSBA, helps prevent and manage mental health issues for employees across the public safety portfolio by providing advice, counselling and referral to external services for a full range of organisational and personal issues. Specialist officers are available to assist staff and include internal and external psychologists, social workers and trained Peer Support Officers.

The Fire and Emergency Services Support Network is comprised of approximately 160 Peer Support Officers and 103 counsellors contracted statewide to provide support on mental health and wellbeing issues to QFES and PSBA employees.

Within QFES, the employee assistance program delivered 3,837 hours of counselling to QFES members or their immediate family. The most common access reasons were family relationships, trauma and work relationships. A total of 1,279 members were provided assistance, representing 3.1% of QFES members, compared to the industry standard utilisation of 5.9%.

The Employee Assistance Service delivered statewide psychological sessions on resilience, and dealing with distressed people as well as information sessions on suicide awareness.

Supporting mental health and wellbeing

In June 2016, Dr Bernie Scully, Manager, Clinical Services and Organisational Development, was appointed as the QFES representative on the Queensland Mental Health Commission working group for the whole-of-government *Early action Queensland Mental Health Promotion, Prevention, and Early Intervention Action Plan 2015-17*.

QFES contributes to the following two action plans – *Early action Queensland Mental Health Promotion, Prevention and Early Intervention Action Plan 2015-17* and the *Queensland Suicide Prevention Action Plan 2015-2017*.

During the reporting period, to support the mental health and wellbeing of QFES staff the following occurred:

- a comprehensive de-identified reporting system was established for early identification of key issues and implementation of proactive intervention
- Ambassadors have been identified to support ongoing mental health awareness and organisational health promotion activities
- regional delivery of educational training or awareness activities have been implemented to address challenges and issues related to mental health, including nationally recognised promotions such as R U OK Day (held annually in September)
- a statewide mental health services plan was developed with a specific focus on increasing awareness and access to hard copy and online resources regarding mental health issues, coping strategies, and support options. The plan is expected to be launched in late 2016
- a statewide leadership development plan was developed to enhance leaders' effectiveness in identifying and responding to mental health issues in response to critical incident exposure, work, or non-work activities. The plan is expected to be launched in late 2016
- the consultation phase of the updated Critical incident response and recovery directive (No. 09/12) was finalised. This directive is inclusive of early assessment and ongoing wellbeing monitoring

- regular training for all Peer Support Officers has been implemented to support identification and best practice management of suicidality
- content for hard copy and online resources regarding self-harm and suicide education and support options has been developed for launching in late 2016. Promotion and awareness raising activities will be implemented to support increased engagement and uptake of these resources
- statewide support services for leaders has been scoped and developed to support leaders' ability to identify people in the workplace with depression and/or risk of suicide, as well as support for leaders to engage in effective conversations regarding these important issues. These services are expected to be launched in late 2016.

Health and wellbeing

The Safety and Wellbeing Branch, within the PSBA Human Resources Division, continued to work with management, staff and the unions during the reporting period to improve employee health, fitness and wellbeing.

The HealthStart Program is offered to staff of the public safety portfolio as it moves through each geographical area of Queensland and a number of recreational and fitness activities were provided for employees to participate in as part of Corporate Teams.

Working for Queensland Employee Opinion Survey

The *Working for Queensland Employee Opinion Survey* is the annual, whole-of-government survey which measures workplace climate across the Queensland public service. The 2016 survey explored employee perceptions of matters impacting three key outcomes: agency engagement, organisational leadership and innovation, with the aim of identifying better ways of working.

The results serve as a benchmark which will assist with measuring changes in agency performance and provide a guide to focus organisational improvement efforts.

The 2016 survey was conducted from 18 April to 11 May. The 2015 and 2016 results for QFES are:

Response Rate		Agency engagement		Organisational leadership		Innovation	
2015	2016	2015	2016	2015	2016	2015	2016
30%	38%	70%	74%	42%	50%	53%	54%

Workplace Behaviours Standard

The Workplace Behaviours Standard was introduced in March 2016 for employees of QFES, the Office of the IGEM and PSBA, and includes contractors and volunteers. The standard sets out the agencies' commitment to providing a safe and healthy workplace, free from negative workplace behaviours including conduct that is either workplace bullying, sexual harassment and unlawful discrimination or a combination of two or more components.

PSBA provides a range of informal and formal workplace conflict management options to assist in maintaining a productive and positive workplace.

Workplace health and safety

Workplace health and safety is a priority for the public safety portfolio agencies including QFES. During 2015-16, a total 219 claims for workers' compensation were accepted by WorkCover Queensland for QFES. Of these accepted WorkCover claims, 121 injuries resulted in a work absence of one or more days.

The QFES Lost Time Injury Rate (per 100 employees) for 2015-16 was 3.88, and QFES achieved a 96.5% return to work rate for those employees with an accepted workers' compensation claim.

QFES continued to provide Regional Health and Safety Advisors to ensure the provision of health and safety support to all QFES services throughout the state.

Throughout 2015-16, the PSBA Injury Management Centre for QFES continued to consolidate the improved and integrated business processes of injury management.

Early retirement, redundancy and retrenchment

No early retirement, redundancy or retrenchment packages were paid to QFES staff during 2015-16.

Financial statements

Queensland Fire and Emergency Services Financial Statements 2015-16 For the year ended 30 June 2016

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General Information

These financial statements cover the Queensland Fire and Emergency Services.

Queensland Fire and Emergency Services is a Queensland Government Department established under the *Public Service Act 2008*.

The department is controlled by the State of Queensland, which is the ultimate parent.

The head office and principal place of business of the department is:

125 Kedron Park Road
Kedron Queensland 4031

A description of the nature of the Department's operations and its principal activities is included in the notes to the financial statements.

For information in relation to the Department's financial statements please visit the Department's website:
<http://www.qfes.qld.gov.au>

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Statement of comprehensive income

Queensland Fire and Emergency Services
Statement of comprehensive income
for the year ended 30 June 2016

	Notes	2016 \$'000	2015 \$'000
Income from continuing operations			
Appropriation revenue	2	78,605	80,508
User charges and fees	3	53,412	53,695
Emergency management levies	4	457,397	435,499
Grants and other contributions	5	30,283	58,241
Other revenue		2,321	2,878
Total revenue		622,018	630,822
Gains on disposal/remeasurement of assets		240	436
Total income from continuing operations		622,258	631,258
Expenses from continuing operations			
Employee expenses	6	348,653	329,908
Supplies and services	8	109,704	101,255
Grants and subsidies	9	140,858	139,223
Capital contribution to Public Safety Business Agency *	9	12,361	-
Depreciation and amortisation	12,13	4,976	4,776
Impairment losses		77	229
Other expenses	10	17,964	49,529
Total expenses from continuing operations		634,593	624,920
Operating result from continuing operations *		(12,335)	6,338
Other comprehensive income not reclassified subsequently to operating result			
Increase/(decrease) in asset revaluation surplus		(419)	688
Total other comprehensive income		(419)	688
Total comprehensive income		(12,754)	7,026

* The operating deficit has resulted from a capital contribution payment made to the Public Safety Business Agency to fund QFES capital acquisition program. This contribution remains available for the use by the department in future financial years.

The accompanying notes form part of these statements.

Statement of financial position

Queensland Fire and Emergency Services
Statement of financial position
as at 30 June 2016

	Notes	2016 \$'000	2015 \$'000
Assets			
Current assets			
Cash and cash equivalents		21,627	38,239
Receivables	11	52,309	40,162
Inventories		2,397	2,630
Prepayments		4,525	1,223
Total current assets		80,859	82,254
Non-current assets			
Intangible assets	12	11,145	13,474
Property, plant and equipment	13	21,560	20,785
Total non-current assets		32,705	34,259
Total assets		113,564	116,513
Liabilities			
Current liabilities			
Payables	14	35,982	20,865
Accrued employee benefits	15	13,159	18,660
Other current liabilities	16	798	227
Total current liabilities		49,938	39,752
Total liabilities		49,938	39,752
Net assets		63,626	76,761
Equity			
Contributed equity		40,845	41,227
Accumulated surplus		22,511	34,846
Asset revaluation surplus		269	688
Total equity		63,626	76,761

The accompanying notes form part of these statements.

Statement of changes in equity

Queensland Fire and Emergency Services
Statement of changes in equity
for the year ended 30 June 2016

	2016	2015
	\$'000	\$'000
Contributed equity		
Opening balance	41,227	46,798
Transactions with owners as owners:		
Net transfers from/(to) via machinery-of-government change	-	(669)
Net transfers from/(to) other departments - funding for capital works program *	-	(4,774)
Net transfers from/(to) other departments - non current assets	(382)	(128)
Closing balance	<u>40,845</u>	<u>41,227</u>
Accumulated surplus/(deficit)		
Opening balance	34,846	28,508
Operating result	(12,335)	6,338
Closing balance	<u>22,511</u>	<u>34,846</u>
Asset revaluation surplus		
Opening balance	688	-
Increase/(decrease) in asset revaluation surplus	(419)	688
Closing balance **	<u>269</u>	<u>688</u>
Total equity	<u>63,626</u>	<u>76,761</u>

* Represents funding provided to the Public Safety Business Agency to deliver the Queensland Fire and Emergency Services capital works program.

** Asset Revaluation Surplus by class - Land \$0.025m (2014-15: \$0.037m), Buildings (\$0.452m) (2014-15: \$0.650m), Plant and Equipment \$0.008m (2014-15: \$0.001m).

The accompanying notes form part of these statements.

Statement of cash flows

Queensland Fire and Emergency Services
Statement of cash flows
for the year ended 30 June 2016

	Notes	2016 \$'000	2015 \$'000
Cash flows from operating activities			
<i>Inflows:</i>			
Service appropriation receipts		78,378	78,218
User charges and fees		50,262	53,892
Emergency management levies		457,263	433,702
Grants and other contributions		7,853	10,233
GST input tax credits from ATO		14,413	10,300
GST collected from customers		3,931	2,665
Other		2,321	1,757
<i>Outflows:</i>			
Employee expenses		(357,168)	(330,649)
Supplies and services		(96,161)	(85,806)
Grants and subsidies		(140,858)	(139,223)
Capital grant to Public Safety Business Agency		(12,361)	-
GST paid to suppliers		(14,475)	(9,483)
GST remitted to ATO		(3,931)	(3,118)
Other		(1,920)	(1,233)
Net cash provided by/(used in) operating activities	17	(12,453)	21,256
Cash flows from investing activities			
<i>Inflows:</i>			
Sales of property, plant and equipment		8	-
<i>Outflows:</i>			
Payments for property, plant and equipment		(4,165)	(4,031)
Net cash provided by/(used in) investing activities		(4,157)	(4,031)
Cash flows from financing activities			
<i>Outflows:</i>			
Equity withdrawals		-	(4,774)
Net cash provided by/(used in) financing activities		-	(4,774)
Net increase/(decrease) in cash		(16,611)	12,451
Adjustment due to machinery-of-government change		-	(779)
Cash at beginning of financial year		38,239	26,567
Cash at end of financial year		21,627	38,239

The accompanying notes form part of these statements.

Notes to and forming part of the financial statements

2015-16

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16

Objectives and Principal Activities of the Department

Queensland Fire and Emergency Services (QFES) provides fire and emergency services in partnership with the community. QFES is committed to being a progressive, efficient and inclusive organisation focussed on integrated delivery of frontline service. This commitment underpins QFES' vision of safe and resilient communities.

QFES' focus on community safety supports the Queensland Government's objectives for the community of building safe, caring and connected communities and delivering quality frontline services. The agency achieves this by minimising the impact of fire, emergency incidents and disasters on people, property, environment and economy of Queensland.

The State Emergency Service (SES) and Rural Fire Service Queensland (RFSQ) are the primary volunteer streams of the organisation. The RFSQ operates in those areas where there is no urban fire service and covers rural, semi-rural and some urban fringe areas. The SES is a collaboration between the Queensland Government, Local Government, SES members and the community who provide an around the clock volunteer response to emergencies and disasters across the State.

1. Summary of Significant Accounting Policies

(a) Statement of Compliance

The department has prepared these financial statements in compliance with section 42 of the *Financial and Performance Management Standard 2009*.

These financial statements are general purpose financial statements and have been prepared on an accrual basis in accordance with Australian Accounting Standards and Interpretations. In addition, the financial statements comply with Queensland Treasury's Minimum Reporting Requirements for the year ending 30 June 2016 and other authoritative pronouncements.

Unless otherwise stated, the financial statements have been prepared in accordance with the historical cost convention.

(b) User charges, taxes, fees and fines

User charges and fees are recognised as revenues when the revenue has been earned and can be measured reliably with a sufficient degree of certainty. This involves either invoicing for related goods/services and/or the recognition of accrued revenue.

(c) Grants and contributions

Grants, contributions and donations that are non-reciprocal in nature are recognised as revenue in the year in which the department obtains control over them (control is generally obtained at the time of receipt). Where grants are received that are reciprocal in nature, revenue is recognised over the term of the funding arrangements as it is earned.

(d) Cash and cash equivalents

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

The department has authorisation to operate in overdraft with a specified limit in accordance with the *Financial Accountability Act 2009*.

(e) Receivables

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

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

The collectability of receivables is assessed periodically with allowance being made for impairment. All known bad debts were written-off as at 30 June.

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

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

(f) Acquisitions of assets

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

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

(g) Intangible and property, plant and equipment asset thresholds

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

Buildings	\$10,000
Land	\$1
Plant and equipment	\$5,000
Intangibles	\$100,000

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

(h) Amortisation and depreciation of intangibles and property, plant and equipment

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

All intangible assets are amortised on a straight line basis over its estimated useful life.

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

Assets under construction (work-in-progress) are not depreciated until they reach service delivery capacity. Service delivery capacity relates to when construction is complete and the asset is first put to use or is installed ready for use in accordance with its intended application. These assets are then reclassified to the relevant asset classes within property, plant and equipment.

Where assets have separately identifiable components that are subject to regular replacement, these components are assigned useful lives distinct from the asset to which they relate and are depreciated accordingly.

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

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

Class	Rate (%)
Buildings	2% to 3%
Plant and equipment	2.5% to 50%
Intangible assets	8% to 20%

(i) Revaluations of property, plant and equipment

Land and buildings are measured at fair value in accordance with AASB 116 *Property, Plant and Equipment*, AASB 13 *Fair Value Measurement* and Queensland Treasury's Non-Current Asset Policies for the Queensland Public Sector, and revalued on an annual basis by appraisals undertaken by an independent professional valuer.

All other plant and equipment and intangible assets, are measured at cost in accordance with the Non-Current Asset Policies.

Details of how fair value was determined as at 30 June 2016 are reported in Note 13.

(j) Payables

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

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

(k) Financial instruments

Recognition

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

Classification

Financial instruments are classified and measured as follows:

- Cash and cash equivalents - held at fair value through profit or loss
- Receivables - held at amortised cost
- Payables - held at amortised cost

Apart from cash and cash equivalents, the department holds no financial assets classified at fair value through profit or loss.

All other disclosures relating to the measurement and financial risk management of financial instruments held by the department are included in Note 18.

(l) Employee benefits

Wages, salaries and sick leave

Wages and salaries due but unpaid at reporting date are recognised in the Statement of Financial Position at the current salary rates.

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

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

Annual leave and long service leave

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

Superannuation

Employer superannuation contributions are paid to QSuper, the superannuation scheme for Queensland Government employees, at rates determined by the Treasurer on the advice of the State Actuary. Contributions are expensed in the period in which they are paid or payable.

The QSuper scheme has defined benefit and defined contribution categories. The liability for defined benefits is held on a whole-of-government basis and reported in those financial statements pursuant to *AASB 1049 Whole of Government and General Government Sector Financial Reporting*.

(m) Insurance

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

In addition, the department pays premiums to WorkCover Queensland in respect of its obligations for employee compensation.

(n) Other presentation matters

Amounts included in the financial statements are in Australian dollars and have been rounded to the nearest \$1,000 or, where that amount is \$500 or less, to zero, unless disclosure of the full amount is specifically required.

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

(o) Taxation

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

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015–16 (continued)

(p) Accounting estimates and judgements

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

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

- Valuation of Property, Plant and Equipment - Note 13
- Depreciation and Amortisation - Note 13
- Goods and services below fair value - Note 5

(q) Services received free of charge or for nominal value

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

(r) Future impact of accounting standards not yet effective

The department did not voluntarily change any of its accounting policies during 2015-16. As at the date of authorisation of the financial report, the following accounting standards and interpretations have future commencement dates and have been assessed as either not applicable or have no material impact.

AASB 124 Related Party Disclosure, effective 1 July 2016. QFES already discloses detailed information about remuneration of its Key Management Personnel (KMP), based on Queensland Treasury's Financial Reporting Requirements for Queensland Government Agencies. Due to the additional guidance about the KMP definition in the revised AASB 124, QFES will be assessing whether its responsible Minister should be part of its KMP from 2016-17. If the responsible Minister is assessed as meeting the KMP definition, no associated remuneration figures will be disclosed by QFES, as it does not provide the Minister's remuneration. Comparative information will continue to be disclosed in respect of KMP remuneration.

AASB 15 Revenue for Contracts with Customers, effective 1 January 2018.

AASB 9 Financial Instruments and AASB 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014), effective 1 January 2018.

AASB 16 Leases, effective 1 January 2019.

AASB 2016-2 Amendments to Australian Accounting Standards - Disclosure Initiative: Amendments to AASB107, effective 1 July 2017.

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

	2016 \$'000	2015 \$'000
2 Reconciliation of payments from Consolidated Fund		
Reconciliation of payments from Consolidated Fund to appropriation revenue recognised in Statement of comprehensive income		
Budgeted appropriation revenue	78,709	79,158
Lapsed appropriation revenue	(331)	(940)
Total appropriation receipts (cash)	78,378	78,218
Plus: Opening balance of deferred appropriation payable to Consolidated Fund	227	2,290
Less: Closing balance of deferred appropriation payable to Consolidated Fund	-	(227)
Net Appropriation Revenue	78,605	80,281
Plus: Opening balance of deferred appropriation payable (expense)	-	227
Appropriation revenue recognised in Statement of comprehensive income	78,605	80,508
3 User charges and fees		
Alarm maintenance and monitoring	18,396	17,478
Attendance charges	12,030	11,664
Building and infrastructure fire safety	17,393	16,263
Sale of goods and services	5,593	8,290
Total	53,412	53,695
Comparative amounts have been restated following reclassification of line items.		
4 Emergency Management Levies		
Gross emergency management levies	466,326	444,016
Less: pensioner discount	(8,929)	(8,517)
Total	457,397	435,499
5 Grants and other contributions		
Commonwealth contributions	1,244	1,334
Grants from Queensland Government departments	8,782	4,595
Motor Accident Insurance Commission	2,986	3,527
Services received below fair value	15,866	48,060
Other	1,405	726
Total	30,283	58,241
Comparative amounts have been restated following reclassification of line items.		

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

	2016 \$'000	2015 \$'000
6 Employee expenses		
Employee benefits		
Wages and salaries	255,963	246,036
Employer superannuation contributions	30,084	27,994
Long service leave levy	6,063	5,786
Annual leave levy	33,175	30,234
Employee related expenses		
Workers' compensation premium	7,024	5,645
Fringe benefits tax expense	1,498	629
Training expenses	3,084	2,498
Other employee related expenses	11,763	11,087
Total	348,653	329,908

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

	2016	2015
Full-Time Equivalent Employees	3,123	3,044

7 Key Management Personnel Disclosures

(a) Details of Key management personnel

The following details for key management personnel include those positions that had authority and responsibility for planning, directing and controlling the activities of the department during 2015-16. Further information on these positions can be found in the body of the Annual Report under the section relating to Executive Management.

(b) Remuneration Policies

Remuneration policy for the department's key management personnel is set by the Queensland Public Service Commission as provided for under the *Public Service Act 2008*. The remuneration and other terms of employment for the key management personnel are specified in employment contracts.

Remuneration expenses for key management personnel comprise the following components:

- Short term employee expenses include:
 - salaries, allowances and leave entitlements earned and expensed for the entire year, or for that part of the year during which the employee was a key management person;
 - performance payments recognised as an expense during the year; and
 - non-monetary benefits - may include provision of a motor vehicle and fringe benefits tax applicable to the benefit.
- Long term employee benefits include amounts expensed in respect of long service leave entitlements earned.
- Post employment benefits include amounts expensed in respect of employer superannuation obligations.

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

7 Key Management Personnel Disclosures (continued)

(c) Remuneration Expenses

1 July 2015 – 30 June 2016

Position	<ul style="list-style-type: none"> • Contract classification • Appointment authority • Date appointed to position • Date exited from position 	Short Term Employee Expenses	Long Term Employee Expenses	Post- Employment Expenses	Total Expenses
		\$'000	\$'000	\$'000	\$'000
Commissioner	CEO Contract (CEO) <i>Fire and Emergency Services Act 1990</i> Acting from 05/01/2015 Appointed 01/08/2015	300	6	21	327
Deputy Commissioner (Operations & Emergency Management)	SES 3 equivalent <i>Fire and Emergency Services Act 1990</i> Acting from 01/11/2013 Appointed 24/08/2015	214	5	23	242
Deputy Commissioner (Emergency Services Volunteers)	SES 3 equivalent <i>Fire and Emergency Services Act 1990</i> Appointed 24/08/2015	163	3	19	185
	SES 3 equivalent <i>Fire and Emergency Services Act 1990</i> Acting from 16/12/2014 Left position 20/08/2015	26	1	6	33
Deputy Commissioner (Operational Capability & Performance)	SES 3 equivalent <i>Fire and Emergency Services Act 1990</i> Appointed 24/08/2015	191	4	20	215
	SES 3 equivalent <i>Fire and Emergency Services Act 1990</i> Acting from 10/06/2014 Left position 23/08/2015	13	-	-	13
Assistant Commissioner (Brisbane Region)	SES 2 equivalent <i>Fire and Emergency Services Act 1990</i> Appointed 01/01/2016	90	2	10	102
Assistant Commissioner (South Western Region)	SES 2 equivalent <i>Fire and Emergency Services Act 1990</i> Appointed 01/01/2016	88	2	8	98
	SES 2 equivalent <i>Fire and Emergency Services Act 1990</i> Acting from 01/11/2013 Left position 31/12/2015	92	2	9	103
Assistant Commissioner (Specialist Capability and Planning)	SES 2 equivalent <i>Fire and Emergency Services Act 1990</i> Appointed 30/10/2015	203	4	21	228
Executive Director, Operational Service Improvement & Performance	SES 2 <i>Fire and Emergency Services Act 1990</i> Appointed 01/11/2013	185	4	30	219

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

7 Key Management Personnel Disclosures (continued)

(c) Remuneration Expenses (continued)

1 July 2014 – 30 June 2015

Position	<ul style="list-style-type: none"> • Contract classification • Appointment authority • Date appointed to position • Date exited from position 	Short Term	Long Term	Post-	Total
		Employee	Employee	Employment	Expenses
		Expenses	Expenses	Expenses	Expenses
		\$'000	\$'000	\$'000	\$'000
Commissioner * #	CEO Contract (CEO) <i>Fire and Emergency Services Act 1990</i> Acting from 01/11/2013	261	3	42	306
	CEO Contract (CEO) <i>Fire and Emergency Services Act 1990</i> Acting from 05/01/2015	203	2	15	220
Deputy Commissioner (Operations & Emergency Management)	SES 3 equivalent <i>Fire and Emergency Services Act 1990</i> Acting from 01/11/2013	193	3	20	216
Deputy Commissioner (Emergency Services Volunteers)	SES 3 equivalent <i>Fire and Emergency Services Act 1990</i> Acting from 16/12/2014	209	2	17	228
Deputy Commissioner (Operational Capability & Performance)	SES 3 equivalent <i>Fire and Emergency Services Act 1990</i> Acting from 10/06/2014	219	3	20	242
Assistant Commissioner, South Western Region	SES 2 <i>Fire and Emergency Services Act 1990</i> 01/11/2013	163	3	18	184
Assistant Commissioner, Cultural Improvement and Commonwealth Games	SES 2 <i>Fire and Emergency Services Act 1990</i> 01/11/2013	195	3	20	218
Executive Director, Operational Service Improvement & Performance	SES 2 <i>Fire and Emergency Services Act 1990</i> 01/11/2013	162	3	18	183

* Acting Commissioner was on leave from 22 December 2014 to 30 June 2015. Relieving arrangements were established for this position from 5 January 2015.

Remuneration details are in respect of the relieving arrangements for this position from 5 January to 30 June 2015.

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

	2016 \$'000	2015 \$'000
8 Supplies and services		
Aircraft related costs	5,141	4,471
Communications	18,588	14,836
Computer expenses	3,637	3,520
Contractors	6,152	6,464
Emergency management levy administration fees	6,433	6,403
Marketing expenses	1,063	738
Minor equipment purchases	10,899	12,582
Motor vehicle expenses	16,465	15,824
Property expenses	7,548	6,605
Repairs and maintenance	14,924	13,000
Rural fire brigade operating costs	3,317	2,523
Travel and accommodation	5,808	6,481
Other	9,731	7,797
Total	<u>109,704</u>	<u>101,255</u>

Comparative amounts have been restated following reclassification of line items.

9 Grants and subsidies

Air sea rescue, coast guard and life saving organisations	8,555	8,567
General grants to other organisations	928	872
Local authorities	3,596	3,117
Public Safety Business Agency	123,528	121,948
State emergency services	3,580	3,581
Volunteer rural fire brigades	671	1,139
Total	<u>140,858</u>	<u>139,223</u>

Comparative amounts have been restated following reclassification of line items.

In addition to the grants and subsidies note above, the department has also provided a capital contribution of \$12.361M to the Public Safety Business Agency (PSBA) in 2015-16 to fund the capital acquisition program. A corresponding revenue is disclosed in the PSBA accounts, resulting in a nil net financial impact across both the respective departments. The impact of this contribution on the department's Statement of Comprehensive Income for 2015-16 is disclosed below.

Operating Result from Continuing Operations before capital contribution	26	6,338
Capital contribution to Public Safety Business Agency *	(12,361)	-
Operating Result after capital contribution	<u>(12,335)</u>	<u>6,338</u>

* The department has provided a capital contribution of \$12.361m to the Public Safety Business Agency in 2015-16 to fund the capital acquisitions program. This contribution remains available for the use by the department in future financial years.

10 Other expenses

Audit fees *	40	121
Insurance premiums-QGIF	1,032	1,119
Insurance premiums-other	39	2
Loss on disposal of non-current assets	179	74
Services received below fair value	15,866	48,060
Special payments	246	128
Other	561	24
Total	<u>17,964</u>	<u>49,529</u>

Comparative amounts have been restated following reclassification of line items.

* Total audit fees paid to the Queensland Audit Office relating to the 2015-16 financial statements are \$120,300 (2014-15: \$120,300). The balance of the fees for the 2015-16 audit is expected to be incurred and paid in 2016-17.

Notes to and forming part of the financial statements
2015-16 (cont'd)

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements 2015-16 (continued)

	2016	2015
	\$'000	\$'000
11 Receivables		
Emergency management levies	22,420	22,287
Trade debtors	8,853	5,105
Less: Allowance for impairment loss	<u>(323)</u>	<u>(554)</u>
	<u>30,950</u>	<u>26,838</u>
GST receivable	1,696	1,634
Accrued debtors	8,987	2,491
Annual leave reimbursements	9,076	7,421
Long service leave reimbursements	1,311	1,303
Other	290	476
	<u>19,663</u>	<u>11,690</u>
Total	<u>52,309</u>	<u>40,162</u>
12 Intangible assets		
<i>Software internally generated</i>		
Gross value	23,081	23,081
Less: Accumulated amortisation	<u>(11,936)</u>	<u>(9,607)</u>
	<u>11,145</u>	<u>13,474</u>
Reconciliation		
Opening balance	13,474	15,803
Amortisation	<u>(2,329)</u>	<u>(2,329)</u>
Closing balance	<u>11,145</u>	<u>13,474</u>

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

13 Property, plant and equipment

	Land	Buildings	Plant and equipment	Work in progress	Total
	2016	2016	2016	2016	2016
	\$'000	\$'000	\$'000	\$'000	\$'000
Gross value	316	12,945	31,054	812	45,127
Less: Accumulated depreciation	-	(7,698)	(15,868)	-	(23,567)
	<u>316</u>	<u>5,247</u>	<u>15,185</u>	<u>812</u>	<u>21,560</u>
Reconciliation					
Opening balance at 1 July 2015	291	5,775	14,467	251	20,784
Acquisitions	332	18	3,213	590	4,153
Donations received	-	254	-	-	254
Transfers from/(to) other agencies	(332)	(12)	(40)	-	(384)
Transfers between classes	-	-	29	(29)	-
Disposals	-	-	(183)	-	(183)
Net revaluations increments/(decrements)	25	(452)	8	-	(419)
Depreciation	-	(336)	(2,311)	-	(2,647)
Closing balance at 30 June 2016 *	<u>316</u>	<u>5,247</u>	<u>15,185</u>	<u>812</u>	<u>21,560</u>

	Land	Buildings	Plant and equipment	Work in progress	Total
	2015	2015	2015	2015	2015
	\$'000	\$'000	\$'000	\$'000	\$'000
Gross value	291	17,143	29,437	251	47,122
Less: Accumulated depreciation	-	(11,368)	(14,969)	-	(26,337)
	<u>291</u>	<u>5,775</u>	<u>14,467</u>	<u>251</u>	<u>20,784</u>
Reconciliation					
Opening balance at 1 July 2014	254	5,194	12,840	294	18,582
Acquisitions	-	203	3,617	130	3,950
Donations received	-	-	(117)	-	(117)
Assets written on	-	-	287	-	287
Transfers from/(to) other agencies	-	(150)	-	-	(150)
Transfers between classes	-	166	7	(173)	-
Disposals	-	-	(6)	-	(6)
Net revaluations increments/(decrements)	37	650	1	-	688
Depreciation	-	(288)	(2,160)	-	(2,448)
Closing balance at 30 June 2015 *	<u>291</u>	<u>5,775</u>	<u>14,467</u>	<u>251</u>	<u>20,784</u>

* Heritage and Cultural items with a value of \$0.075m have been reclassified as Plant and equipment and comparative amounts restated.

The department's land and buildings are divided into regions across the state and the valuation of these land and buildings is undertaken on a 5 year rolling program.

Buildings

Fair value was determined using a depreciated replacement cost approach. The depreciated replacement cost was based on a combination of internal records of the original cost of the specialised fitouts, adjusted for more contemporary design and construction approaches, and published construction rates for various standard components of buildings.

During 2015-16 the fair values of buildings were updated using an appropriate index obtained from the Queensland Government Statistician's Office. The index is based on the Australian Bureau of Statistics Engineering Construction: Queensland index which is the most appropriate to apply for the department's buildings.

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services
Notes to and forming part of the financial statements 2015-16 (continued)

	2016	2015
	\$'000	\$'000
14 Payables		
Trade creditors	18,320	17,949
Accrued creditors	14,423	3,270
Tax liabilities	246	(366)
Other	2,994	35
Total	35,982	20,865
Comparative amounts have been restated following reclassification of line items.		
15 Accrued employee benefits		
Annual leave levy payable	9,471	7,688
Long service leave levy payable	1,532	1,529
Salaries and wages outstanding	1,823	8,294
Other	334	1,149
Total	13,159	18,660
16 Other current liabilities		
Unearned revenue	598	-
Other	200	227
Total	798	227
17 Reconciliation of operating result to net cash from operating activities		
Operating result	(12,335)	6,338
Non-cash items included in operating result:		
Depreciation and amortisation expense	4,976	4,776
Donated assets received	(254)	(304)
Net (gains)/losses on disposal of property, plant and equipment	171	81
Change in assets and liabilities:		
(Increase)/decrease in Emergency Management Levies	(134)	(1,797)
(Increase)/decrease in trade debtors	(3,979)	1,140
(Increase)/decrease in GST net receivable	(62)	364
(Increase)/decrease in annual leave receivables	(1,655)	286
(Increase)/decrease in long service leave receivables	(8)	139
(Increase)/decrease in accrued debtors	(6,496)	(1,537)
(Increase)/decrease in other receivables	187	(695)
(Increase)/decrease in inventories	233	(617)
(Increase)/decrease in other current assets	(3,303)	520
Increase/(decrease) in payables	15,136	14,867
Increase/(decrease) in accrued employee benefits	(5,501)	(243)
Increase/(decrease) in other liabilities	571	(2,063)
Net cash from operating activities	(12,453)	21,256

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

	Note	2016 \$'000	2015 \$'000
18 Commitments for expenditure			
(a) Non-cancellable operating lease commitments			
Operating lease commitments inclusive of non-recoverable GST at reporting date are payable:			
Not later than one year		2,884	1,846
Later than one year and not later than five years		3,698	3,616
Later than five years		1,651	769
Total *		<u>8,233</u>	<u>6,231</u>

* Comparative amounts have been restated for 2014-15 to exclude recoverable GST.

(b) Capital expenditure commitments

Material classes of capital expenditure commitments inclusive of non-recoverable GST at reporting date are payable:

Class of asset		2016 \$'000	2015 \$'000
Plant and equipment		1,589	1,067
Total		<u>1,589</u>	<u>1,067</u>
Not later than one year		1,589	1,067
Total *		<u>1,589</u>	<u>1,067</u>

* Comparative amounts have been restated for 2014-15 to exclude recoverable GST.

19 Financial instruments

Financial Instruments Categories

Financial assets and financial liabilities are recognised in the Statement of Financial Position when the department becomes party to the contractual provisions of the financial instrument. The department has the following categories of financial assets and financial liabilities:

Financial assets

Cash		21,627	36,239
Receivables	11	52,309	40,162
Total Financial Assets		<u>73,937</u>	<u>76,401</u>

Financial liabilities

Financial liabilities measured at amortised cost:

Payables	13	35,982	20,865
Total Financial Liabilities at amortised cost		<u>35,982</u>	<u>20,865</u>

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

(a) Financial risk management

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

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

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

(a) Financial risk management (continued)

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

Risk exposure	Definition	Exposure
Credit risk	Credit risk exposure refers to the situation where the department may incur financial loss as a result of another party to a financial instrument failing to discharge their obligation.	The department is exposed to credit risk in respect of its receivables (Note 11).
Liquidity risk	Liquidity risk refers to the situation where the department may encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.	The department is exposed to credit risk in respect of its payables (Note 15).

(b) Risk Measurement and Management Strategies

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

(c) Credit risk

The maximum exposure to credit risk at balance date for financial assets is the gross carrying amount of receivables inclusive of any provisions for impairment.

No collateral is held as security and no credit enhancements relate to receivables held by the department. In terms of collectability, receivables will fall into one of the following four examples:

- within terms and expected to be fully collectable
- within terms but impaired
- within terms but not impaired
- past due and impaired

The collectability of receivables is assessed periodically with provision being made where receivables are impaired.

All known bad debts were written off as at 30 June.

All receivables within terms are expected to be fully collectable and considered of good credit quality based on recent collection history. Credit risk management strategies are detailed in Note 20 (b).

(d) Liquidity risk

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

Financial liabilities	Note	2016 Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
Payables	14	35,982	-	-	35,982

Financial liabilities	Note	2015 Payable in			
		<1 year \$'000	1-5 years \$'000	>5 years \$'000	Total \$'000
Payables	14	20,865	-	-	20,865

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

20 Administered items

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

Total administered receipts from fines for transfer to Government was \$0.022m (2014-15: \$0.082m).

21 Trust transactions and balances

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

Hanrick Curran Audit Pty Ltd are the auditors for the Queensland Volunteer Rural Fire Brigades Donations Fund.

Donations received for payment to brigades totalled \$0.075m (2014-15: \$0.124m).

Total cash at bank at reporting date was \$0.002m (2014-15 \$0.005m), total donations payable to brigades was \$0.002m (2014-15 \$0.005m).

22 Events occurring after balance date

On 17 February 2016, Queensland Government accepted recommendations related to the review of the scope, function, and structure of the Public Safety Business Agency (PSBA), which provides corporate support functions to three government entities, including Queensland Fire and Emergency Services (QFES). The review was commissioned by the Public Service Commission (PSC) in 2015. In accordance with the accepted recommendations, Public Service Departmental Arrangement Notice (No.2 2016) was made on 23 June 2016 and a number of functions will transfer from PSBA to QFES including operational functions, strategy, recruitment, education and training, media and other services, effective 1 July 2016.

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

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

23 Budgetary reporting

Statement of comprehensive income	Variance Note	Original budget 2016 \$'000	Actual 2016 \$'000	Variance \$'000	Variance percentage
Income from continuing operations					
Appropriation revenue		78,709	78,605	(104)	-
User charges and fees		51,409	53,412	2,003	4 %
Emergency management levies		460,923	457,397	(3,526)	(1)%
Grants and other contributions	23(a)	54,911	30,283	(24,628)	(45)%
Other revenue		2,371	2,321	(50)	-
Total revenue		648,323	622,018	(26,305)	(4)%
Gains on disposal/remeasurement of assets		-	240	240	-
Total income from continuing operations		648,323	622,259	(26,064)	(4)%
Expenses from continuing operations					
Employee expenses	23(b)	329,001	348,653	19,652	6 %
Supplies and services	23(c)	123,668	109,704	(13,964)	(11)%
Grants and subsidies		142,455	140,858	(1,597)	(1)%
Capital contribution to PSBA	23(d)	-	12,361	12,361	100 %
Depreciation and amortisation		4,704	4,976	272	6 %
Impairment losses		-	77	77	-
Other expenses	23(e)	47,854	17,964	(29,890)	(62)%
Total expenses from continuing operations		647,682	634,593	(13,089)	(2)%
Operating result from continuing operations	23(f)	641	(12,335)	(12,976)	(2024)%
Operating result for the year		641	(12,335)	(12,976)	(2024)%
Other comprehensive income not reclassified subsequently to operating result					
Increase/(decrease) in asset revaluation surplus		-	(419)	(419)	(100)%
Total other comprehensive income		-	(419)	(419)	(100)%
Total comprehensive income	23(f)	641	(12,754)	(13,395)	(2090)%

Explanation of major variances

- 23(a) The decrease in grants and other contributions was due to below fair value services provided by the PSBA to the department being partially offset by the operating grant paid by the department to the PSBA.
- 23(b) The increase in employee expenses was due to additional staff being engaged at rural fire service area offices and associated costs for salaries, allowances and on-cost expenses.
- 23(c) The reduction in supplies and services expenses was due to transfers to employee expenses to fund salaries for staff at additional rural fire service area offices, additional overtime expenses, auxiliary wages and uniforms expenses. In addition there was a reduction in expenses for contracted professional services, marketing and advertising activities.
- 23(d) The variance relates to a capital contribution of \$12.361m provided by the department to the PSBA to fund the capital acquisitions program. This contribution was not budgeted through the Statement of Comprehensive Income but remains available for the use by the department in future financial years.
- 23(e) The decrease in other expenses was due to below fair value services provided by the PSBA to the department being partially offset by the operating grant paid by the department to the PSBA.
- 23(f) The reduction in the operating result from continuing operations and total comprehensive income was mainly due to the capital contribution provided to the PSBA as per note 23(d).

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

23 Budgetary reporting (continued)

Statement of financial position	Variance Note	Original budget 2016 \$'000	Actual 2016 \$'000	Variance \$'000	Variance percentage
Assets					
Current assets					
Cash and cash equivalents	23(g)	28,311	21,627	(6,684)	(24)%
Receivables	23(h)	38,892	52,309	13,417	34 %
Inventories		2,013	2,397	384	19 %
Other current assets	23(i)	1,752	4,525	2,773	158 %
Total current assets		70,968	80,859	9,891	14 %
Non-current assets					
Intangible assets		15,502	11,145	(4,357)	(28)%
Property, plant and equipment		21,810	21,560	(250)	(1)%
Total non-current assets		37,312	32,705	(4,607)	(12)%
Total assets		108,280	113,564	5,284	5 %
Liabilities					
Current liabilities					
Payables	23(j)	8,320	35,982	27,662	332 %
Accrued employee benefits		17,551	13,159	(4,392)	(25)%
Other current liabilities		-	798	798	-
Total current liabilities		25,871	49,938	24,067	93 %
Total liabilities		25,871	49,938	24,067	93 %
Net assets		82,409	63,626	(18,783)	(23)%
Net Assets / Total equity	23(k)	82,409	63,626	(18,783)	(23)%

Explanation of major variances

- 23(g) Cash and cash equivalents has reduced due to the return of equity funding for the QFES forward capital program, to the PSBA in October 2015, following its receipt from the PSBA in May 2015.
- 23(h) Receivables has increased mainly due to an increase in emergency management levy arrears.
- 23(i) Other current assets has increased due mainly to the recognition of prepayments for telecommunications emergency alert services and computer software licences.
- 23(j) Payables has increased mainly due to payments due for personal protective equipment, uniforms, operational equipment, and equipment and property repairs and maintenance at 30 June 2016.
- 23(k) Equity has reduced due to the return of grant funding for the QFES forward capital program, to the PSBA in October 2015, following its receipt from the PSBA in May 2015.

Notes to and forming part of the financial statements 2015-16 (cont'd)

Queensland Fire and Emergency Services Notes to and forming part of the financial statements 2015-16 (continued)

23 Budgetary reporting (continued)

Statement of cash flows	Variance Note	Original budget 2016 \$'000	Actual 2016 \$'000	Variance \$'000	Variance percentage
Cash flows from operating activities					
<i>Inflows:</i>					
Departmental services receipts		78,709	78,378	(331)	(0)%
User charges and fees		50,891	50,262	(629)	(1)%
Emergency Management levies		460,923	457,263	(3,660)	(1)%
Grants and other contributions		8,855	7,853	(1,002)	(11)%
GST input tax credits from ATO		-	14,413	14,413	-
GST collected from customers		-	3,931	3,931	-
Other		2,371	2,321	(50)	(2)%
<i>Outflows:</i>					
Employee expenses		(329,001)	(357,168)	(28,167)	(9)%
Supplies and services	23(l)	(123,668)	(96,161)	27,507	22 %
Grants and subsidies		(142,455)	(140,858)	1,597	1 %
Capital contribution to PSBA	23(m)	-	(12,361)	(12,361)	100 %
GST paid to suppliers		-	(14,475)	(14,475)	0 %
GST remitted to ATO		-	(3,931)	(3,931)	0 %
Other		(1,280)	(1,920)	(640)	(50)%
Net cash provided by/(used in) operating activities		5,345	(12,453)	(17,798)	(333)%
Cash flows from investing activities					
<i>Inflows:</i>					
Sales of property, plant and equipment		-	8	8	-
<i>Outflows:</i>					
Payments for property, plant and equipment	23(n)	(8,367)	(4,165)	4,202	50 %
Payments for intangibles		-	-	-	0 %
Net cash provided by/(used in) investing activities		(8,367)	(4,157)	4,210	50 %
Net increase/(decrease) in cash	23(o)	(3,022)	(16,611)	(13,589)	(450)%
Cash at beginning of financial year		31,333	38,239	6,906	22 %
Cash at end of financial year		28,311	21,627	(6,684)	(24)%

Explanation of major variances

- 23(l) The reduction in supplies and services cash outflows was due to transfers to employee expenses to fund salaries for staff at additional rural fire service area offices, additional overtime expenses, auxiliary wages and uniforms expenses, and reduced expenses for contracted professional services and marketing and advertising activities.
- 23(m) The variance relates to a capital contribution of \$12.361m provided by the department to the Public Safety Business Agency to fund the capital acquisitions program.
- 23(n) Payments for property, plant and equipment were below budget, due to overprovision for capital plant and equipment and the incurrence of operational information systems expenditure by the PSBA on behalf of QFES rather than by QFES directly.
- 23(o) The net decrease in cash occurred due to the return of grant funding for the QFES forward capital program, to the PSBA in October 2015, following its receipt from the PSBA in May 2015.

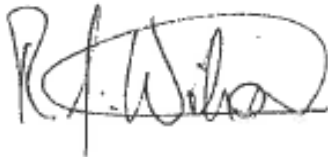
Management Certificate

**Queensland Fire and Emergency Services
for the year ended 30 June 2016**

Management Certificate

These general purpose financial statements have been prepared pursuant to section 82(1) of the *Financial Accountability Act 2009* (the Act), section 42 of the *Finance and Performance Management Standard 2009* and other prescribed requirements. In accordance with section 82(1)(b) of the Act we certify that in our opinion:

- (a) the prescribed requirements for establishing and keeping the accounts have been complied with in all material respects; and
- (b) the statements have been drawn up to present a true and fair view, in accordance with prescribed accounting standards, of the transactions of Queensland Fire and Emergency Services for the year ending 30 June 2016 and of the financial position of the department at the end of that year; and
- (c) these assertions are based on an appropriate system of internal controls and risk management processes being effective, in all material respects, with respect to financial reporting throughout the reporting period.



R. Wilson
B.Bus (Mgt), MIPA
Grad Cert Exec Leadership, GAICD

Chief Finance Officer
Executive General Manager
Public Safety Business Agency

30th August 2016



K. Carroll APM

Accountable Officer
Commissioner

30th August 2016

Independent Auditor's Report

INDEPENDENT AUDITOR'S REPORT

To the Accountable Officer of the Queensland Fire and Emergency Services

Report on the Financial Report

I have audited the accompanying financial report of the Queensland Fire and Emergency Services, which comprises the statement of financial position as at 30 June 2016, statement of comprehensive income, statement of changes in equity, statement of cash flows for the year then ended, notes to the financial statements including significant accounting policies and other explanatory information, and certificates given by the Commissioner and Chief Finance Officer.

The Accountable Officer's Responsibility for the Financial Report

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

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on the audit. The audit was conducted in accordance with the *Auditor-General of Queensland Auditing Standards*, which incorporate the Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit is planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control, other than in expressing an opinion on compliance with prescribed requirements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Accountable Officer, as well as evaluating the overall presentation of the financial report including any mandatory financial reporting requirements approved by the Treasurer for application in Queensland.

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

Independence

The *Auditor-General Act 2009* promotes the independence of the Auditor-General and all authorised auditors. The Auditor-General is the auditor of all Queensland public sector entities and can be removed only by Parliament.

Independent Auditor's Report (cont'd)

The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

Opinion

In accordance with s.40 of the *Auditor-General Act 2009* –

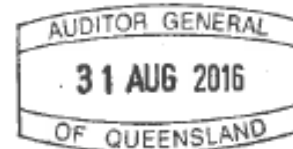
- (a) I have received all the information and explanations which I have required; and
- (b) in my opinion –
 - (i) the prescribed requirements in relation to the establishment and keeping of accounts have been complied with in all material respects; and
 - (ii) the financial report presents a true and fair view, in accordance with the prescribed accounting standards, of the transactions of the Queensland Fire and Emergency Services for the financial year 1 July 2015 to 30 June 2016 and of the financial position as at the end of that year.

Other Matters - Electronic Presentation of the Audited Financial Report

Those viewing an electronic presentation of these financial statements should note that audit does not provide assurance on the integrity of the information presented electronically and does not provide an opinion on any information which may be hyperlinked to or from the financial statements. If users of the financial statements are concerned with the inherent risks arising from electronic presentation of information, they are advised to refer to the printed copy of the audited financial statements to confirm the accuracy of this electronically presented information.



A M GREAVES FCA FCPA
Auditor-General of Queensland



Queensland Audit Office
Brisbane

Appendices

Acronyms

AFAC	Australasian Fire Authorities Council	FAA	<i>Financial Accountability Act 2009</i>
AFMG	Area Fire Management Groups	FBAN	Fire Behaviour Analysis
AIIMS	Australasian Inter-service Incident Management System	FireCom	Fire Communications
ARRs	<i>Annual report requirements for Queensland Government agencies</i>	FPMS	<i>Financial and Performance Management Standard 2009</i>
CASA	Civil Aviation Safety Authority	GC2018	Gold Coast 2018 Commonwealth Games
CCC	Crime and Corruption Commission	GWN	Government Wireless Network
CGO	Commonwealth Games Program Office	HCM	Human Capital Management
CIIP	Cultural Improvement Implementation Project	HRIS	Human Resource Information Solution
DM	Disaster Management	ICT	Information and communications technology
EMS	Event Management System	IGEM	Inspector-General Emergency Management
ERDSS	Emergency Response Decision Support Software	MoU	Memorandum of Understanding
EVP	Emergency Vehicle Priority	PCYC	Police-Citizens Youth Club
FRS	Fire and Rescue Service	PSBA	Public Safety Business Agency

Acronyms (cont'd)

PSU	Predictive Services Unit	RFBAQ	Rural Fire Brigades Association Queensland Inc.
QAO	Queensland Audit Office	RFS	Rural Fire Service
QAS	Queensland Ambulance Service	RLSSQ	Royal Life Saving Society Queensland
QCS	Queensland Corrective Services	SABRE	Simulation Analysis-based Risk Evaluation
QFES	Queensland Fire and Emergency Services	SDCC	State Disaster Coordination Centre
QGAir	Queensland Government Air	SES	State Emergency Service
QGEA	Queensland Government Enterprise Architecture	SLSQ	Surf Lifesaving Queensland
QLD SESVA	Queensland State Emergency Service Volunteer Association	TAMS	Task and Management System
QPS	Queensland Police Service	UFUQ	United Firefighters' Union of Queensland
RAAP	Road Attitudes and Acton Planning	USAR	Urban Search and Rescue
RFA	Requests for Assistance	UQ	University of Queensland

Compliance checklist

Summary of requirement	Basis for requirement	Page reference
Letter of compliance	<ul style="list-style-type: none"> A letter of compliance from the accountable officer to the Minister 	ARRs – section 8 ii
Accessibility	<ul style="list-style-type: none"> Table of contents 	ARRs – section 10.1 1
	<ul style="list-style-type: none"> Acronyms 	108-109
	<ul style="list-style-type: none"> Public availability 	ARRs – section 10.2 i
	<ul style="list-style-type: none"> Interpreter service statement 	<i>Queensland Government Language Services Policy</i> ARRs – section 10.3 i
	<ul style="list-style-type: none"> Copyright notice 	<i>Copyright Act 1968</i> ARRs – section 10.4 i
	<ul style="list-style-type: none"> Information Licensing 	<i>QGEA – Information Licensing</i> ARRs – section 10.5 i
General information	<ul style="list-style-type: none"> Introductory information 	ARRs – section 11.1 4-21
	<ul style="list-style-type: none"> Agency role and main functions 	ARRs – section 11.2 5, 10-21, 112
	<ul style="list-style-type: none"> Operating environment 	ARRs – section 11.3 10-18
Non-financial performance	<ul style="list-style-type: none"> Government's objectives for the community 	ARRs – section 12.1 12
	<ul style="list-style-type: none"> Other whole-of-government plans/specific initiatives 	ARRs – section 12.2 29-61
	<ul style="list-style-type: none"> Agency objectives and performance indicators 	ARRs – section 12.3 25-61
	<ul style="list-style-type: none"> Agency service areas and service standards 	ARRs – section 12.4 25-28
Financial performance	<ul style="list-style-type: none"> Summary of financial performance 	ARRs – section 13.1 22-24
Governance – management and structure	<ul style="list-style-type: none"> Organisational structure 	ARRs – section 14.1 19-20
	<ul style="list-style-type: none"> Executive management 	ARRs – section 14.2 62-64
	<ul style="list-style-type: none"> Government bodies (statutory bodies and other entities) 	ARRs – section 14.3 N/A
	<ul style="list-style-type: none"> <i>Public Sector Ethics Act 1994</i> 	<i>Public Sector Ethics Act 1994</i> ARRs – section 14.4 70
	<ul style="list-style-type: none"> Queensland public service values 	ARRs – section 14.5 14

Compliance checklist (cont'd)

Summary of requirement	Basis for requirement	Page reference	
Governance – risk management and accountability	• Risk management	ARRs – section 15.1	8-9, 75-76
	• Audit committee	ARRs – section 15.2	8-9
	• Internal audit	ARRs – section 15.3	74-75
	• External Scrutiny	ARRs – section 15.4	71-74
	• Information systems and recordkeeping	ARRs – section 15.5	75
Governance – human resources	• Workforce planning and performance	ARRs – section 16.1	77-80
	• Early retirement, redundancy and retrenchment	Directive No. 11/12 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs 16.2	80
Open data	• Consultancies	ARRs – section 17 ARRs – section 34.1	I
	• Overseas travel	ARRs – section 17 ARRs – section 34.2	I
	• Queensland Language Services Policy	ARRs – section 17 ARRs – section 34.3	I
Financial statements	• Certification of financial statements	FAA – section 62 FPMS – sections 42, 43 and 50 ARRs – section 18.2	105
	• Independent Auditor's Report	FAA – section 62 FPMS – section 50 ARRs – section 18.2	106-107

Contacts and key locations

State Office	Emergency Services Complex Cnr Park and Kedron Park Roads Kedron Qld 4031	GPO Box 1425 Brisbane Qld 4001	13 QGOV (13 74 68)
Brisbane Region	Emergency Services Complex Cnr Park and Kedron Park Roads Kedron Qld 4031	GPO Box 2953 Brisbane Qld 4001	(07) 3635 1906
Central Region	Level 3 34 East Street Rockhampton Qld 4700	PO Box 1531 Rockhampton Qld 4700	(07) 4938 4891
Far Northern Region	Level 8 William McCormack Place 2 5b Sheridan Street Cairns Qld 4870	PO Box 920 Cairns Qld 4870	(07) 4032 8759
North Coast Region	98 Lennox Street Maryborough Qld 4650		(07) 4190 4818
Northern Region	Level 1 Citypoint Building 101 Sturt Street Townsville Qld 4810	PO Box 5845 Townsville Qld 4810	(07) 4796 9024
South Eastern Region	32 Tansey Street Beenleigh Qld 4207	PO Box 927 Beenleigh Qld 4207	(07) 3287 8510
South Western Region	19 Steger Road Charlton Qld 4350		(07) 4592 5201
RFS	Emergency Services Complex Cnr Park and Kedron Park Roads Kedron Qld 4031	GPO Box 1425 Brisbane Qld 4001	(07) 3635 3834
SES	Emergency Services Complex Cnr Park and Kedron Park Roads Kedron Qld 4031	GPO Box 1425 Brisbane Qld 4001	(07) 3635 3441
Flood/Storm Emergency		www.132500.qld.gov.au	132 500

Area offices and local stations: QFES has a network of area offices and fire and rescue stations located throughout Queensland. You can locate or contact your nearest office or station by calling 13 QGOV (13 74 68).

SES and rural fire brigades

For information relating to the SES and rural fire brigades contact 13 QGOV (13 74 68).

