



# CHANGING WORLD

During the 1960s and 70s when the Australian car manufacturing industry was thriving, drivers lined up to purchase the much-loved Holdens and Fords.

During the ensuing decades, as consumers turned to imports, local manufacturers struggled to compete. Despite its high quality product, the industry closed with knock-on effects flowing down the supply line.

Change of this kind has always been present, but in the fast-paced world we live and work in today, the speed, impact and sources of disruption have increased.

Digital disruption, climate change, terrorism, geo-political instability and other factors are challenging government, industry and communities worldwide to adapt to challenges previously unimagined.



The emergency management sector is not immune to change.

Queensland's Disaster Management Act clearly spells out that QFES must be ready and equipped to help the community prevent, prepare, respond to and recover from not only natural disasters, but also man-made ones.

Strategic planning in the emergency management sector has traditionally been based on lessons learnt from previous disasters and focused on preparing to respond to known threats.

As unfolding disruption leads to an increasing number of never-before-seen emergency and disaster scenarios, traditional planning and operational models need to evolve.

In Queensland, the 2013 Malone Review of the Rural Fire Service, the 2013 Keelty Review of Police and Community Safety, the 2014 Allison Review and the 2015 Public Safety Business Agency Review all identified where emergency service agencies were not keeping pace with change.

In response to these reviews and the broader disruption across society, in its 2016 Future Directions document QFES outlined the steps it is taking to transform how emergencies are managed across Queensland.



The QFES workforce is proud of its past performance and is highly respected within the community.

The need for change is not criticism of that workforce, but rather acknowledgement of a need to change the products and services QFES delivers for Queenslanders.

Those products and services can be defined as capabilities.



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# CAPABILITIES

QFES has mapped the capabilities it needs to meet legislative responsibilities, government priorities and community expectations.

These capabilities are not just for day-to-day operations but are also required by QFES to grow, adapt and excel as a government department.

There are four groups of capabilities:

- Strategic
- Service delivery – prevention and preparedness, response, recovery
- Operational support
- Business support.

However QFES is constrained by:

- a finite budget
- a capped number of full-time-equivalent paid workforce of 3256
- a volunteer workforce of about 42,200.

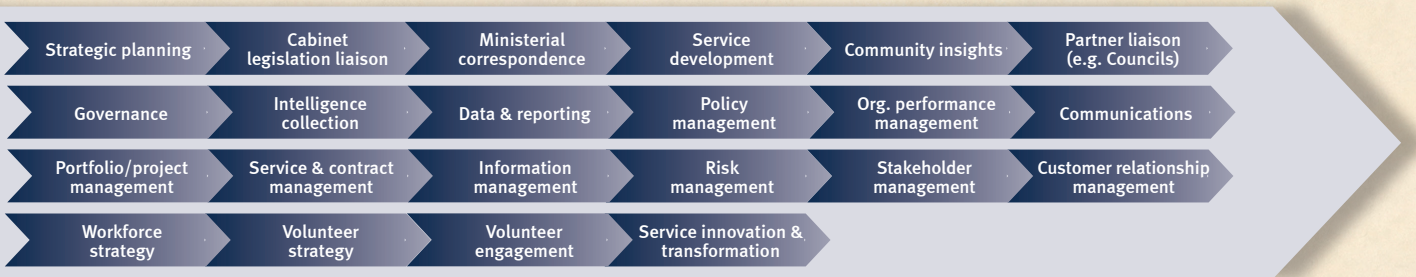
# STRUCTURE

The old QFES structure was unable to deliver the identified capabilities within the constraints of the workforce size and QFES budget.

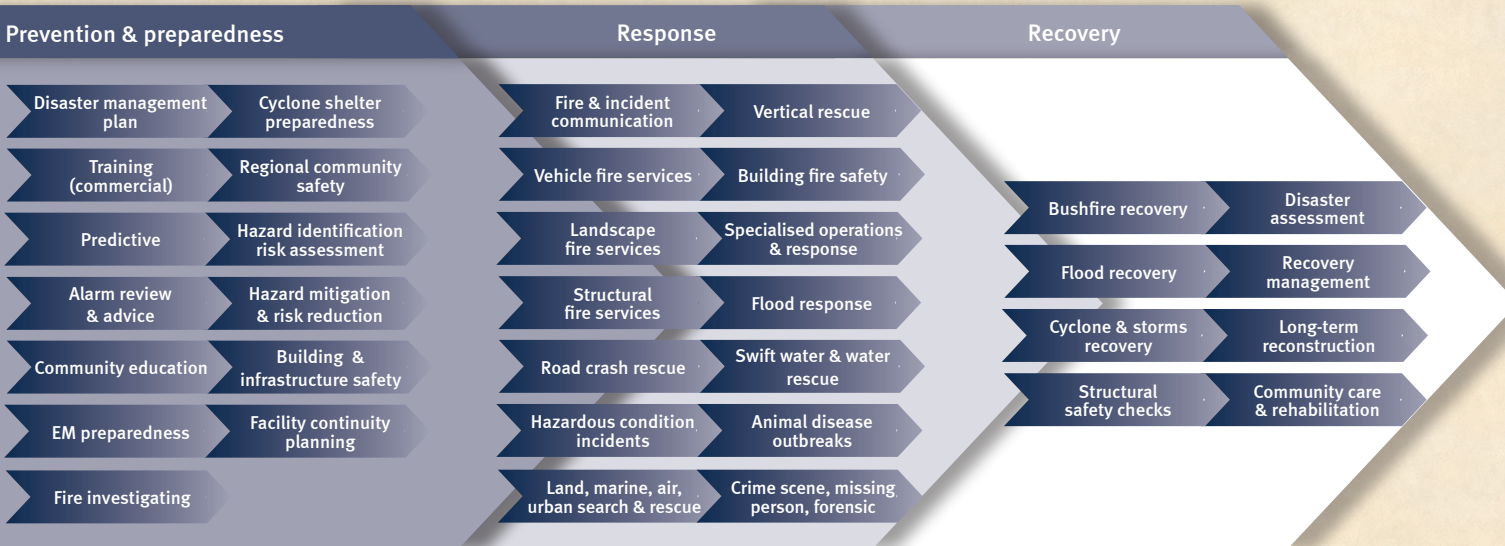
So, a new QFES structure has been designed. It aligns individuals to the identified capabilities and maps how work areas interact to deliver services within these constraints. Some individuals and business areas will change their roles and the way they work together as QFES undertakes this transformation.

A new QFES governance framework has also been developed to guide how the structure operates.

## STRATEGIC capabilities



## SERVICE DELIVERY capabilities



## OPERATIONAL SUPPORT capabilities



## BUSINESS SUPPORT capabilities



# GOVERNANCE

Governance is the set of responsibilities, practices, policies and procedures used by the QFES executive and workforce to:

- drive strategic direction
- ensure objectives are achieved
- manage risks
- use resources responsibly
- ensure accountability at all levels.

The new QFES governance framework guides decision-making, day-to-day operations and year-on-year strategic direction.

The QFES workforce, stakeholders and the community can access the governance framework to help them understand how QFES makes decisions and provides them a way to influence how QFES operates.

While governance guides decision-making and the big picture, policy forms part of governance and drills down to give the workforce tools and practices for delivering their individual capabilities and those of their work area.

# POLICY

Policy gives a clear direction aligned to strategic objectives and legislation.

QFES policies and procedures describe how to deliver public safety within legislation and public policy according to codes of practice, strategic plans and frameworks.

Policy also directs how individuals interact with one another, the community and QFES' partners.

To enable a high-level policy to be applied across a large and complex department like QFES, each policy's intent is broken down to explain in detail how it can be applied at any level, time or place.

**The new QFES governance framework guides decision-making and provides context for implementing policy.**

**The policy hierarchy typically includes standards, procedures, work instructions and tools.**

# PERFORMANCE

The department monitors and assesses its performance at the strategic, operational and individual officer levels.

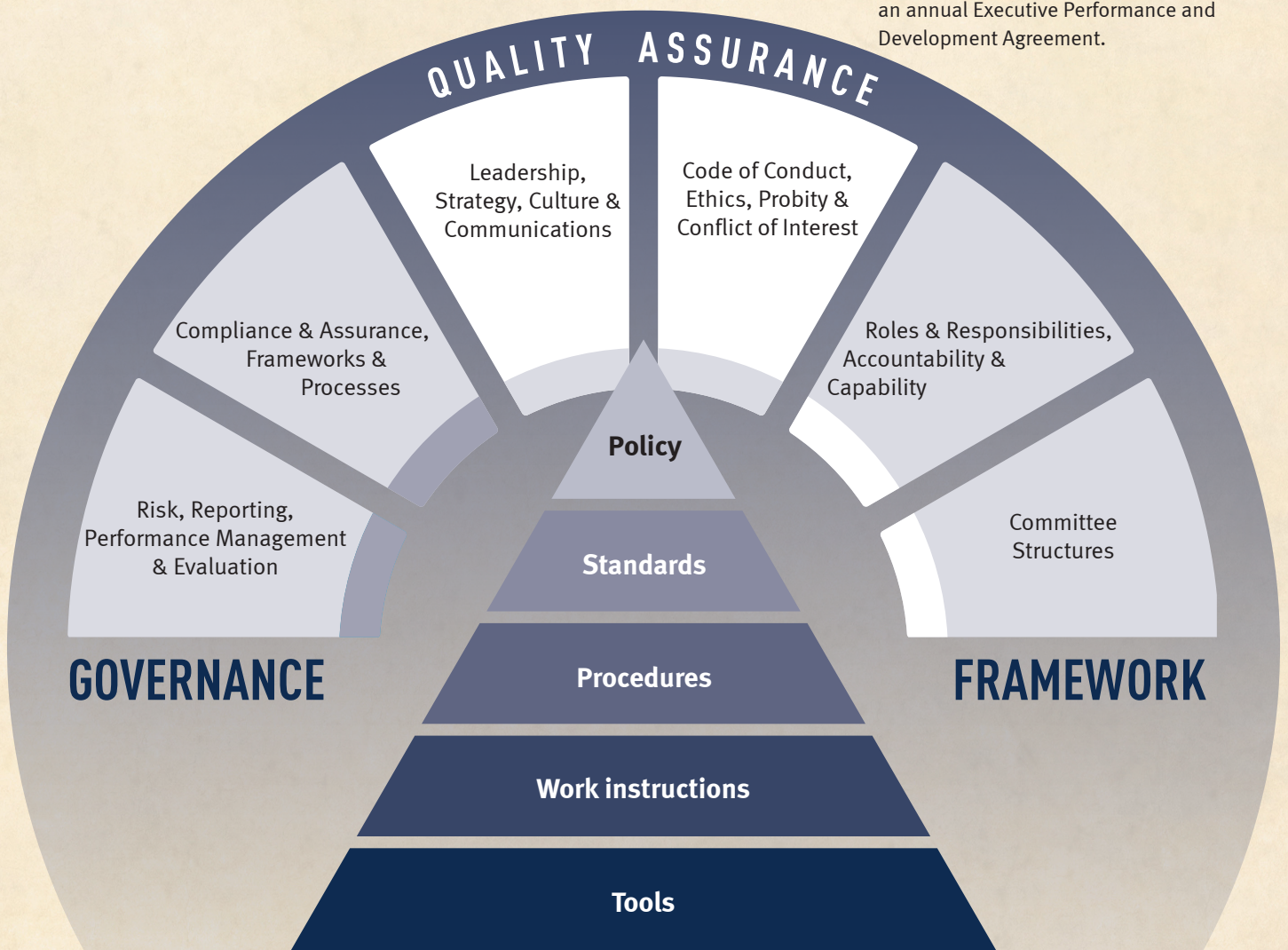
**Strategic performance** is assessed against the key performance indicators in the QFES Strategic Plan. It can also be measured against government commitments, the Ministerial Charter of Goals, targets set in the national Report on Government Services, Australasian Fire and Emergency Services Authority Council (AFAC) measures, and a range of whole-of-government reports.

**Operational performance** assesses a business area's contribution to the QFES strategic directions and objectives.

**Staff performance** is assessed against agreed individual performance and development plans, and enables staff and supervisors to:

- assess achievements
- identify required improvements and learning and development opportunities
- formally approve any agreed actions.

**Executive performance** is assessed against an annual Executive Performance and Development Agreement.



By monitoring its performance QFES can strategically plan and improve where needed, or adapt and re-arrange its capabilities to meet emerging trends.

These strategic adjustments to capabilities will flow on to the structure, governance, policy and ultimately ensure the department continues to meet government and community expectations.

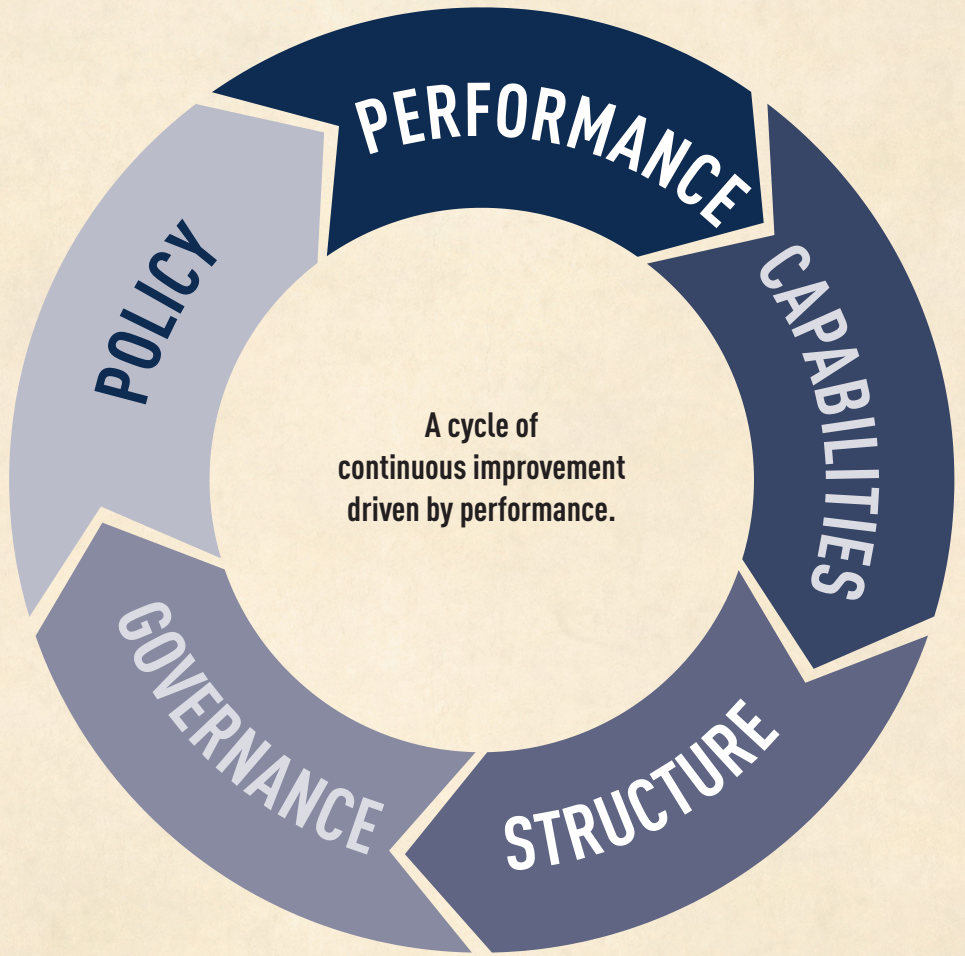
QFES is not changing because it has a new leadership team.

It is changing to meet emerging local and global challenges. Its workforce will do this by delivering a new set of capabilities.

While the workforce is technically accomplished and able to adapt and deliver the new capabilities, the existing structure needs to change to support the workforce.

This change goes beyond transactional or transitional change. It requires a commitment from all of the workforce and its leadership to transform how they deliver services to the people of Queensland.

As QFES transforms to a robust leader in the emergency management sector, it will earn the authority to steer its future direction.



Phase	Action	Cultural change
Transactional	Using new software to perform a regular task	Low
Transitional	Sharing an office and resources with another business area	Medium
Transformational	Acquiring or sharing work (capabilities) of another business area	High

**ONE QFES. MANY SERVICES. MANY CAPABILITIES. MANY PARTNERS.**

Working to deliver emergency management capabilities across prevention, preparedness, response and recovery.

