

Safe Crewing Taskforce

Report

October 2021



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Document Review

Revision Date	Version No.	Author	Description of Change/Revision
Sept 2021	V1.1	Michelle Southey	Initial Draft
Sept 2021	V1.2		Inclusion of QFES responses Inclusion of SOU amendments Inclusion of other signatories' responses
Oct 2021	V1.2	Louise Snowdon	Review of document
Oct 2021	V1.2	David Hermann	Addition of Signatory page
Oct 2021	V1.3		Inclusion of UFUQ content
Oct 2021	V1.3		Inclusion of TQ (RFS) comments on other signatories' considerations
Oct 2021	Final		Inclusion of additional information from UFUQ

Signatories

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Disclaimer

This report was prepared by the Safe Crewing Task Force (SCTF) in response to the Terms of Reference established by the authority of the Queensland Fire and Emergency Service Certified Agreement 2019 (CA2019) to advise on matters regarding the safety and wellbeing of employees and the community. The report's primary purpose is to provide information on safe crewing and other matters in line with the SCTF Terms of Reference.

The views, advice and recommendations expressed in the report are those of the Taskforce members and are not necessarily by consensus.

Taskforce Membership

Chair	David Hermann
Queensland Fire and Emergency Services (QFES)	Stephen Smith Kevin Walsh
Queensland Fire and Rescue – Senior Officers Union of Employees (SOU)	Neil Francis Adrian Stafford
Together Queensland, Industrial Union of Employees (RFS)	Michael Thomas Alan Gillespie Tony Hazell (initial member)
United Firefighter's Union of Australia, Union of Employees, Queensland (UFUQ)	John Oliver Anthony Cooke Wayne McLean
QFES Employee Relations Unit (formerly PSBA)	Fiona Bridges Amy Winter Anna Herzog

Executive summary

During the Queensland Fire and Emergency Services Certified Agreement 2019 (CA2019) enterprise bargaining process, it became evident that a number of claims required more detailed analysis than could be undertaken in the given timeframe. The signatories to the CA2019 mandated that a Safe Crewing Task Force (SCTF) be established to collaborate on issues regarding employee safety and wellbeing. The Commissioner, Queensland Fire and Emergency Services (QFES) established a Safe Crewing Task Force Working Group (SCTFWG) chaired by a QFES Assistant Commissioner and support by a QFES secretariat to report on matters as outlined in the SCTF Terms of Reference (ToR) This SCTF report outlines the findings of each CA2019 signatory about issues of importance to their members in increasing employee safety and wellbeing.

QFES worked with the parties to gather data sets required to assist with analysis and the formation of findings for those considerations each party wished to put forward. Prior to sharing of the data, members were advised that the information collected and shared was done so in good faith and intended to be used for SCTF purposes only, and should not be disseminated or shared beyond its intended purpose or audience without approval. Analysis was undertaken by each SCTF representative group through several engagement points such as desk top reviews and workshops with members, and findings were submitted to the SCTF Secretariat to be included in this report. Each party was provided the opportunity to review all other submissions prior to 8 October 2021 and make comment on considerations relevant to their members. Information received after this date has been included with the support of all SCTF members.

The parties are not bound by any of the findings made by other SCTF members however several common themes were identified from the four representative groups and pave the way for further engagement and collaborative discussions. The common themes include:

- Health and Wellbeing
- Training and Development
- Red Tape Reduction
- Workforce Planning
- Fit for purpose vehicles
- Clarity of roles and responsibilities
- Rural and Remote incentives

Introduction

Background

Queensland Fire and Emergency Services (QFES) is committed to early and genuine engagement with our people, partners, and communities. That commitment was demonstrated when QFES and the three employee representative unions for operational employees (parties to the QFES Certified Agreement 2019 (CA2019)), developed and agreed to a Terms of Reference (ToR) for a Safe Crewing Task Force (SCTF) in February 2020.

During enterprise bargaining for the QFES CA2019, the parties agreed that a number of claims should be examined in more detail outside of the negotiations. A clause to this effect was provided in the CA2019 which necessitated the establishment of a Safe Crewing Taskforce.

The SCTF was established under the authority of the QFES CA2019 to collaborate on important issues around capability, capacity and practice and address current and future work demand with the intent to advise on matters regarding safety and wellbeing of employees covered by the agreement including Fire and Rescue Service Firefighters, Station Officers, Building Approval Officers, Senior Officers, QFES Communications Centre Officers and Rural Fire Service Officers, and the communities they serve.

The SCTF functions and activities were supported, resourced and endorsed by QFES in exploring all issues and matters when undertaken in a planned and coordinated approach to ensure transparency for all parties, and without impact or compromise to operations.

The SCTF comprised of representatives from:

- QFES;
- QFES Employee Relations Unit (formerly Public Safety Business Agency (PSBA));
- Queensland Fire and Rescue – Senior Officers Union of Employees (SOU);
- United Firefighters' Union of Australia, Union of Employees, Queensland (UFUQ); and
- Together Queensland, Industrial Union of Employees (RFS).

To reflect the parties' commitment to safe crewing of all employment positions covered by CA2019, the SCTF committed to provide a report to CA2019 delegates by 30 June 2021. Throughout 2020 the ability of Taskforce members to engage stakeholders was severely impacted by COVID-19 and signatories to the SCTF Terms of Reference agreed to extend the final report deadline to 30 September 2021. During the early weeks of September 2021, it became evident that due to circumstances beyond the control of the SCTF secretariat the report would be unable to be finalised by 30 September 2021 and a further extension to 22 October 2021 was agreed to by all parties.

Purpose of the Safe Crewing Taskforce (SCTF)

The purpose of the Safe Crewing Task Force (SCTF) is to advise by formal report matters regarding the provision of safe crewing as outlined in the CA2019, Part 1, Clause 12.

The role of the SCTF is to undertake research and provide findings, advice, guidance or recommendations to the delegates of the CA2019 on the matters outlined in the Terms of Reference (Appendix 1).

While the signatories to the CA2019 are not bound by the findings of the SCTF as contained in this report, all parties may agree to progress and support implementation of evidence-based solutions that increase the safety and wellbeing of employees and the community.

In-scope

Considerations relating to capability, capacity and practice for all employment positions covered by the QFES CA2019 including Fire and Rescue Service Firefighters, Station Officers, Building Approval Officers, Senior Officers, QFES Communications Centre Officers and Rural Fire Service Officers.

Out of scope

- Auxiliary Firefighters – this cohort is not covered by the CA2019 and therefore out of scope of the SCTF final report.
- State Emergency Services (SES) – this cohort is not covered by the CA2019 and therefore out of scope of the SCTF final report.

Methodology

The SCTF Terms of Reference provided that QFES would facilitate support to the SCTF including coordination, communication, subject matter expertise as required, and secretariat functions.

During SCTF discussions, QFES agreed to provide a dedicated resource to gather data and information for the parties. It was agreed that a coordinated approach would be applied to ensure efficiency of requests. The SCTF members then provided a list of data and/or information they required to undertake a desktop review as the first step in the analysis.

In June 2020, a Business Analyst was recruited to commence gathering the data and other information as outlined in the data requirements list. Contacts within each QFES region and state directorates who could aid with any anomalies or questions about the data were provided for the Business Analyst to liaise with.

It was noted during the data collection phase that some data access was fluid, meaning what was correct today may not be correct tomorrow and therefore SCTF members agreed data being released would be as at a point in time.

Data was distributed to SCTF members between August 2020 and February 2021. Members were reminded that the information collected and shared was done so in good faith and intended to be used for SCTF purposes only and should not be disseminated or shared beyond its intended purpose or audience without approval. Analysis of the data to inform considerations and findings each party wished to put forward was the responsibility of each SCTF member. Some or all the following methods of analysis were used to validate each parties' own findings:

- Desktop reviews of data
- Surveys
- Forums and/or face to face consultation
- Working group discussions / consultation with their members

Parties provided their considerations in the form of submissions to the SCTF in August 2021 and then undertook their own analysis of the other members considerations. Responses outlining the position of the parties were provided to the SCTF on 24 September 2021 and are included in this report (see Analysis of Findings pg. 8).

Analysis of Findings

Queensland Fire and Emergency Services

QFES Desired outcome

How QFES responds to emergencies and disasters is changing and we need to ensure our organisation is forward thinking and agile in how we react to the changing needs of our communities. Our purpose is to deliver the services that meet the needs of the community, enhance community connections, and improve resilience before, during and after fires, emergencies and disasters. We need a contemporary model for our service delivery which supports the safe crewing of personnel at all locations in order to ensure we meet this purpose. Potentially this could mean a change to the way QFES does business to meet these changing needs.

In order to progress to a desired state for the safe crewing of our workforce, QFES has proposed:

1. Health and Wellbeing

The balance of departmental and operational needs and in accordance with other relevant legislative requirements. Under Work Health and Safety legislation QFES has a duty of care to its workforce (inclusive of volunteers) to ensure the health and safety from both a physical and psychological perspective.

1.1 Occupational Health Considerations

In order to meet service delivery requirements, QFES must ensure its workforce maintain operational readiness. QFES intends to consider alternative ways to facilitate and promote a culture, environment, and safe systems of work for employees. The continued exploration and understanding of considerations such as the provision of health screening avenues for employees to self-identify issues of concern and have greater control over their own occupational health.

SOU response: The SOU seeks to understand 'operational readiness' in this context as well as having concerns regarding 'health screening avenues for employees'. The SOU requires consultation on this initiative as a matter of priority to better understand what is being proposed.

TQ (RFS) response: Requires more discussion on what constitutes "Operational Readiness" as we see this as being in a different context for our members.

UFUQ response: Nil response received.

1.2 Physical & Mental Health

There are a range of sub-elements under the broader topic of physical and mental health which relate to safe crewing such as the introduction of a new claims referral pathway for first responders and eligible employees which deems diagnosed post-traumatic stress disorder as work related unless there is evidence to the contrary. QFES will continue to develop a mental health strategy by December 2021 along with other policies agreed to be developed as part of the CA2019. As part of these policies, it is QFES' intention to clarify the expectation that managers will support senior officers to manage their own working hours as outlined in the CA2019. This clause recognises the flexibility required for senior officers regarding start and finish times, for example to maintain contact with the Auxiliary/Volunteer workforce outside of standard working hours. Additionally, QFES is implementing a number of initiatives and actions to enable greater workplace health and safety (WHS) visibility including a WHS dashboard, mentoring and coaching of leaders about WHS issues, mental health support, and updating QFES WHS policies, procedures, and governance.

SOU response: The SOU is supportive of this initiative but does seek further information on implementation and that FRS Senior Officers will be better supported themselves as well as increased ability to support other staff and volunteers.

TQ (RFS) response: Strongly agree. We are of the view that executive management does not really understand the role of RFS Senior Officers who, by the very nature of their role, work irregular hours and away from the office. We would want to see some strong discussion around this to ensure executive management clearly understand the different nature of the work RFS does compared to other Services.

UFUQ response: Nil response received.

1.3 Corporate Social Responsibility

Under the *Human Rights Act 2019*, *Industrial Relations Act 2016* and the Certified Agreement, as a government department, QFES is required to have initiatives in place that are not only covered in the strategic plan, but also promote the department's commitment to Corporate Social Responsibility through our associated policies and procedures. QFES will develop a social policy framework which increases awareness of the agency's responsibilities, provides greater engagement with the QFES Fairness, Equity and Inclusion Framework and is inclusive of leadership, policies, and practices.

SOU response: The SOU is supportive of this initiative but does seek further information on implementation.

TQ (RFS) response: No comment.

UFUQ response: Nil response received.

2. Productive Conversations

QFES must comply with the Public Service Commission's positive performance management directive regarding employee performance. Industrial bodies also argued for this directive to apply via regulation to operational staff covered by the *Fire and Emergency Services Act 1990*. This will assist QFES to improve and embed a culture of safe working environments within the organisation leading to increased work satisfaction and decreased mental and physical health issues. QFES intends to develop service development continuums and programs which develop leaders with a focus on human (soft) skills. These programs are not about performance outcomes but a holistic approach to both behaviour and performance in the delivery of both a safe environment and culture.

SOU response: The SOU is supportive of this initiative but does seek further information on implementation.

TQ (RFS) response: No comment.

UFUQ response: Nil response received.

3. Service / Capability Owner Support

3.1 Fire Rescue Service

Guidelines and framework for individual services to develop appropriate and consistent support across the state and engagement across that service / capability owner functional requirements, with clear understanding of the unit functions, governance processes and sets a standard for their resources. The Working for Queensland results for FRS senior officers highlight that staff feel burnt out by workloads and that there is a lack of work/life balance. QFES is exploring a number of initiatives to provide opportunities to broaden career pathways and development for senior officers. Other considerations across the FRS as a whole include removal of rank of leading firefighter, however current officers at this rank will remain until they either move to the next rank or leave the organisation (already agreed between UFUQ and QFES), and reviewing the current Brisbane Employment Location process to make recommendations on the separation to enable Brisbane Region to operate as a standalone region consistent with other regions.

SOU response: The SOU is supportive of broadening career paths for FRS Senior Officers, but strongly emphasises the required qualifications, experience and knowledge of FRS Senior Officers to effectively and successfully undertake FRS roles.

TQ (RFS) response: We support the concept that there should be strong emphasis on RFS Senior Officers and staff having relevant qualifications AND current experience & knowledge of working in a volunteer & community based organisation whose principle role is the mitigation and management of bushfire risk.

UFUQ response: Nil response received.

3.2 Community Safety

Queensland's population is growing rapidly resulting in greater population density and a denser built environment. Changes in national and state building codes and regulatory instruments impacts QFES' role in compliance and state development. QFES proposes to review the Community Safety operating model to ensure the department meets contemporary service demand inclusive of Building Fire Safety Project and Department of Housing and Public Works Safer Building Taskforce objectives. The intent of this review will be to ensure the right people with the right skills are in place to provide a safe environment for the workforce.

SOU response: The SOU is supportive of this initiative but reinforces the importance of QFES being integral to Community Safety in supporting a safer Queensland. The FRS Senior Officers and firefighters heavily rely on Community Safety staff (SAO's/BAO's) to ensure buildings are fire safety compliant whether they be a new or existing building.

TQ (RFS) response: No comment.

UFUQ response: Nil response received.

3.3 QFES Communications Centres

The Working for Queensland results for Communications centre personnel highlight staff dissatisfaction with training. Staff have reported there are issues with opportunities to develop skills and knowledge, access to relevant learning and development and the commitment of QFES to developing its employees. Anecdotally staff have also commented on the difficulty of having time to undertake training during shifts. QFES will continue to work on options for the provision of training to strengthen communications and enhance safety for Communication centre staff.

SOU response: No further comment.

TQ (RFS) response: No comment.

UFUQ response: Nil response received.

3.4 Rural Fire Service

The Working for Queensland results for Rural Fire Service personnel highlight staff dissatisfaction with workloads and work/life balance. QFES is exploring a number of initiatives to provide opportunities to develop a staff to brigade support methodology which assists in providing evidence to government for the need for additional resources, review the role description of RFS training support officers to ensure their duties are reflective of the actual job and broaden career pathways and development for senior officers.

SOU response: It would be the expectation of the SOU that any 'review' of roles would also include FRS Senior Officers as a result of the Working for Queensland survey.

TQ (RFS) response: Highly supported. There needs to be a very clear understanding of the unique nature of RFS business, and as such TU(RFS) expects to be fully involved with any project about developing the staff to brigade support methodology. Development pathways should reflect the nature of the working environment of RFS Senior Officers and staff as being highly specialised to working with volunteers and as the leads in bushfire mitigation and response. Any change in role descriptions needs to be validated through consultation with TU(RFS) to ensure the specialist nature of the role and how that is structured within RFS, meets volunteer and community expectations.

UFUQ response: Nil response received.

3.5 Seasonal Operations – Air Operations

QFES provides air support to ground crews during bushfire and other emergency events through the provision of safe aircraft, trained personnel and relevant aviation resources. QFES often struggles to continue the provision of this support during prolonged bushfire and emergency events. Given the Queensland Government has committed additional firefighters to QFES over five years, QFES is exploring how the organisation can utilise these additional resources to assist seasonal operations, as well as to continue to leverage the current expertise, including that within the Rural Fire Service, both staff and volunteers.

SOU response: The SOU is supportive of this initiative but QFES do need to consider ‘rank progression’ in this work. For example, a station officer may have qualifications in air operations, but when progressing to FRS Senior Officer rank should then transition to ‘strategic’ level roles in operations.

TQ (RFS) response: We believe that there should be a much higher level of succession planning within this space so that once someone progresses to Senior Officer level, they assume a strategic leadership posture and are not tied up undertaking a tactical support role. We see this as a training failure at State level over many years.

UFUQ response: Nil response received.

4. FRS – New FRS Station Crewing Model

How QFES operationalise is important. We must establish a station workforce model that is flexible and considers the range of contemporary leave types available to the fire and rescue officers. QFES is developing principles for how the new crewing model will be implemented as well as an implementation plan for the additional 357 firefighters. QFES proposes to implement the resources through a combination of enhancement to existing locations, crewing of new fire and rescue stations and a new crewing model across all regions.

SOU response: The SOU considers the inclusion of FRS Senior Officers is critical to the overall community service delivery model of FRS.

TQ (RFS) response: No comment.

UFUQ response: Nil response received.

5. QFES Data and Systems

Current QFES systems have limitations to identifying and informing a complete picture for decision making. This was further illustrated through the SCTF experience to access quality, timely and accurate data. QFES intends to ensure that future systems relating to rostering and payroll, and reporting should be integrated, digital, cloud-based solutions and provide localised responses, increase automation and reduce errors.

SOU response: The SOU is supportive of this initiative.

TQ (RFS) response: We strongly believe that QFES data and systems are long overdue for an urgent overhaul. Most of them do not suit the needs of RFS in either the staff or volunteer space.

TU(RFS) expects that we will be extensively engaged to ensure that whatever systems are put in place they meet the unique operating environment of RFS.

UFUQ response: Nil response received.

5.1 Time and Attendance

The current time and attendance tools and non-integrated solutions rely heavily on manual processes and a duplication of data entry. This increases the opportunity for data errors and inhibits operational effectiveness through additional time spent on non-value adding activities. QFES intends to pursue investigating a contemporary time and attendance solution in the long term that can integrate with human capital management, payroll and other solutions to improve end to end processes.

SOU response: The SOU is supportive of this initiative but a strong consideration of 'usability' of new systems be introduced through the development of those systems.

TQ (RFS) response: We are supportive of such a concept, but it must meet the unique operating environment of RFS and our expectation is TU(RFS) will be extensively involved in the development of such systems.

UFUQ response: Nil response received.

5.2 Asset Lifecycle Management

QFES' current asset management approach towards fleet and equipment is reactive and does not enable planning for the lifecycle of equipment and assets to ensure public value and efficiencies are realised. QFES intends to pursue investigating introducing an asset management system in the long term which will provide the organisation with a greater focus on planning of equipment and assets resulting in the provision of fit for purpose resources and ultimately increase safety of the workforce.

SOU response: The SOU considers this an important body of work but would also propose that the development of a resource 'surge capacity' be included.

TQ (RFS) response: Supported but needs to include the FTE to manage and plan it. Such a system needs to take into account the unique operating environment and needs of those Services who will be using it. One size will not fit all.

UFUQ response: Nil response received.

5.3 Common Operating Picture

QFES must have the ability to track and identify resources during operations for the safety and wellbeing of the workforce. The department must also ensure effective planning and prevention activities are in place to relocate and deploy staff and resources consistently. Improved data access, integration and a common data source will provide QFES with a single point of truth, allowing sharing of critical information and increased situation awareness. QFES proposes to continue work commenced in 2019 to further develop the minimum viable common operating picture across the organisation. The purpose of this tool will be to provide data to support decision making, create visibility of assets, resources and provide real time situational awareness resulting in increased safety.

SOU response: The SOU is supportive of this initiative.

TQ (RFS) response: Such a platform must be readily available in the field and must be compatible with the unique operating environment of RFS. We expect strong consultation with all stakeholders in this development.

UFUQ response: Nil response received.

6. Training and Development

Training and development needs be driven by demand rather than supply including how, when and where training is delivered to increase efficiencies, manage effective resource use, build capacity and capability in regions. QFES intends to continue to embed the Training and Governance Framework using place-based principles which feeds into overall QFES workforce planning.

SOU response: The SOU is supportive of this initiative in principle but does seek further information to better understand how it will work across state units and regions.

TQ (RFS) response: If demand in this context is driven by risk then we agree. We see the danger here of a centralised training delivery model. Such a delivery model would not suit the RFS environment which is, by nature, highly decentralised. We would need to better understand what is being proposed before we could support it.

UFUQ response: Nil response received.

6.1 Service Development Framework

QFES intends to implement service development frameworks that capture the unique contextual elements for each service as well as considers the connection points across each capability owner. Development of each framework will retain individual service delivery but connect capability to inform global decisions about workforce planning and investment planning.

SOU response: The SOU would need to better understand the details of this initiative prior to providing any comments.

TQ (RFS) response: Agree with the concept but we would expect considerable consultation with TU(RFS) over any change that affects RFS service delivery.

UFUQ response: Nil response received.

6.2 Leadership Development Framework

Human skills are a key attribute of the contemporary leader and people manager. The QFES Leadership Framework was agreed to in principle for implementation by the QFES Board of Management in 2020. It is the overarching framework that supports the development of leaders and people managers across QFES through the QFES Leadership Foundation Program continuum (Leading Self, Leading Others, Leading Functions and Leading Organisations). QFES intends to continue embedding this framework into the development of the workforce and linking this to the creation of service development frameworks.

SOU response: The SOU supports in principle the submission, however, does note the need to consider how the leadership framework is to be implemented across FRS Senior Officers in consideration of existing workload and other priorities.

TQ (RFS) response: We believe this to be very hard to achieve within RFS, given our excessive workload, without resulting in considerable backlog and stress on our members.

UFUQ response: Nil response received.

6.3 Coaching and Mentoring

The establishment of a coaching and mentoring program within QFES will provide long term benefits for the department and its workforce. These benefits include the conduct of more open and positive feedback conversations at all levels, identification and resolution of issues at early stages, creation of psychologically safe work environments and focused needs-based development of the workforce.

QFES intends to continue embedding the coaching and mentoring program with leaders by developing expression of interest for coaches and mentors, expanding the coaching circle programs to increase the coaching and mentoring network across the state, establish coaching and mentoring awards and a program to support development of skills in this area, and establish coaching and mentoring networks including external resources.

SOU response: The SOU supports in principle the submission, however, does note the need to consider how a coaching and mentoring program is to be implemented across FRS Senior Officers in consideration of existing workload and other priorities.

TQ (RFS) response: No comment.

UFUQ response: Nil response received.

6.4 Supply to Demand Training

QFES' intent of a demand vs supply training approach is to ensure adequate capability and capacity is in place to deliver the services required of the organisation based on the risk and hazard profiles of each local community. Training must continue to maintain competency and enable the workforce to do its job in a safe manner, however, must be in line with the local capability requirements rather than a blanket approach. The continued embedding of the Training and Governance Framework will provide clarity for capability owners about the future training requirements and allow regions to manage training demand while maintaining service delivery. Ensuring training needs are met and mandatory training is maintained will enable the safety and wellbeing of the entire workforce.

SOU response: No further comment.

TQ (RFS) response: We would need to see the proposed risk modelling and how that fits into service delivery and training before making any comment.

UFUQ response: Nil response received.

Senior Officer Union of Employees

In accordance with the SCTF Terms of Reference, the matters included in this submission are considered essential for deliberation in continuation of the Fire and Rescue (FRS) Senior Officer capability. These matters have been derived through:

- Results and commentary from a survey of SOU members,
- Results from the Working for Queensland survey (specific to FRS Senior Officers),
- The SOU Working Group,
- Literature review,
- SOU submission to establish SCTF Terms of Reference
- General member feedback.

Whilst this submission contains 15 matters, the SOU reserves its rights to include other matters that may become apparent during the ongoing conversations as part of the SCTF but prior to the final report being developed.

1. Workforce planning

A key element of effective workforce demand management planning is demand and supply analysis. Currently, no known analysis is occurring, to support demand management planning that focuses on FRS Senior Officer positions. Vacancies are occurring in the FRS Senior Officer ranks for many reasons including (but not limited to):

- Annual leave,
- Long service leave,
- Secondments,
- Acting in higher ranks,
- Undertaking temporary project type roles,
- Sick leave (both short term and long term),
- Carers Leave and associated family leave introduced over recent years,
- Deployments.

An analysis targeted at the annual leave and long service leave types only, reveals vacancies consistent with the requirement to employ an additional 21 FRS Senior Officers (including 1 Scientific officer). The demands of these leave types is not unusual and would be considered normal to the requirements of maintaining minimum access of entitlements for a permanent full time staffing model.

It is reported that in Brisbane Region, currently 67% of FRS Senior Officers are acting in a role, or have untrained lower ranked officers acting in their role to maintain QFES business/operations

functions. This clearly identifies a significant shortfall in substantive FRS Senior Officers. The current FRS Senior Officer staffing model has not been reviewed since 2009.

The current HCOM principles significantly inhibit the role and function of a FRS Senior Officer through permissible positional vacancies for 2 weeks or more in recent times. Prior to the current HCOM, positions could be vacant for 1 week (5 days) based on the maximum accrual of 5 days for PDO's and that those days be taken commutatively without incurring costs to QFES. The SOU seeks to have this arrangement re-established. It must be remembered that FRS Senior Officer positions are an 'operational' position.

QFES response: QFES agrees that improved workforce planning at all levels within the department is a benefit, this is evidenced by QFES approving its first Strategic Workforce Plan this year in compliance with whole of Government requirements. QFES will continue to mature this function and will work with the industrial bodies and other stakeholders to further understand the demands on senior officers and look at methodologies of what can be done better/differently moving forward.

TQ (RFS) response: Any review of FRS Senior Officers staffing model should also include the RFS Senior Officers staffing model.

UFUQ response: Nil response received.

2. Career development of Station Officer to FRS Senior Officer

Currently there is no career development pathway for a Station Officer to FRS Senior Officer. A Station Officer can progress through the Officer Development Program (ODP) however this program doesn't include all of the necessary elements of successfully undertaking the role of a FRS Senior Officer.

Points that need to be considered are (but not limited to):

- Human Resource Management,
- Financial delegations,
- Procurement processes,
- Tools of the trade to support career development and service delivery e.g. Emergency Response Vehicles,
- Leadership,
- Business management,
- Strategic operational Command and Control,
- Strategic management/leadership.

'On the job training' cannot be considered appropriate for all aspects when considering the critical role that a FRS Senior Officer undertakes daily. It is shown that the lack of preparedness on these important matters are having an impact on functional support and operational areas within QFES.

QFES response: QFES agrees that a program to develop the non-technical aspects of senior officers' roles to equip them with additional managerial skills would assist both employees and the organisation. QFES notes the above list is not exhaustive and there are other additional elements that would need to be included. QFES is committed to working with the industrial bodies and other stakeholders to develop a program which is relevant to each rank and/or classification across all services. Ideally programs would be delivered post engagement of officers to roles, likely using varying mediums and include pre-course, face to face, and post-course work. QFES also believes that these programs would provide initial acquisition but subsequently a structured competency maintenance model.

Refer also to QFES consideration:

- Training and Development

TQ (RFS) response: Any career development initiatives that are applied to FRS should equally but uniquely, apply to RFS.

UFUQ response: Nil response received.

3. Backfill of FRS Senior Officer Positions

FRS Senior Officers undertake essential roles in both regions and state units that deliver the complex and critical outcomes of QFES to Queensland, Australia and other countries. These roles are being left vacant for extended periods due to leave (all types), secondments, acting in higher ranks etc. The recently released HCOM principles allow these essential positions to be vacant for 2 weeks as part of normal business processes. At times essential roles have been left vacant for 14 weeks in region and 7 weeks in state units. The effects of these positions being left vacant is twofold, firstly the role is unattended with the work ongoing and is either shared across other FRS Senior Officers or the resuming officer is expected to 'catch up' upon return. Secondly, every FRS Senior Officer undertakes an 'on call' component which, if the role is not backfilled, then that operational on call coverage is not provided or placed upon another FRS Senior Officer to undertake in addition to their standard on call roster.

The current HCOM principles significantly inhibit the role and function of a FRS Senior Officer through permissible positional vacancies for 2 weeks or more in recent times. Prior to the current HCOM,

positions could be vacant for 1 week (5 days) based on the maximum accrual of 5 days for PDO's and that those days be taken commutatively without incurring costs to QFES. The SOU seeks to have this arrangement re-established. It must be remembered that FRS Senior Officer positions are an 'operational' position. Furthermore, a comparative analysis should be undertaken to determine suitable staffing model for the FRS Directorate when considering expectations and needs of the directorate to support the FRS.

QFES response: The QFES Human Capital Optimisation Matrix (HCOM) principles will continue to be applied, however this does not preclude application for relief or backfill provisions outside of these arrangements on a case by case basis.

TQ (RFS) response: No comment.

UFUQ response: Nil response received.

4. Appropriate administrative support

There exists disparate arrangements regarding the provision of administrative support throughout the FRS senior management (Senior Officers) level of the Fire & Rescue Service. It appears to have been left to "placed based decision making" in the determination of the distribution of administrative support without regard for a like for like approach in determining what actually is required. This exists against a backdrop of ever-increasing expectation of written communication, plan development and review, business case development, record keeping, and a range of other administrative type duties otherwise undertaken by FRS Senior Officers. Undertaking these administrative duties significantly reduce the capacity for FRS Senior Officers to undertake essential functions of their role e.g. staff welfare, senior community engagement opportunities (local government), staff support, key stakeholder engagements etc. This is also considered in the context of state units when required support for human resources, finance, workplace health and safety etc and having to rely on those respective state units which are also providing support for many other state units.

QFES response: The viewpoint of the SOU is acknowledged. QFES will continue to work with the industrial bodies throughout the implementation of the regionalisation model to ensure consistency is applied across all regions regarding administrative support based on local context, risk and workloads.

TQ (RFS) response: Any review/increase in administrative support to FRS needs to also be applied equally to RFS.

UFUQ response: Nil response received.

5. Career development opportunities

Once a FRS Senior Officer substantively enters the rank of Inspector, there is no formalized pathway to pursue to remain contemporary in an ever changing environment. The 'choose your own adventure' pathway is, in most instances, not complimentary to the individual or the requirements of a contemporary and relevant QFES. A Station Officer also has no career planning option available to them in forecasting a potential future in the FRS Senior Officer ranks.

We are limited with back fill options and a reluctance for managers to release FRS Senior Officers to improve their education, citing workload, and budget concerns. This lack of career development does inhibit successful applications for promotions to higher ranks and other opportunities within QFES.

QFES response: QFES agrees that a program to develop the non-technical aspects of senior officers' roles to equip them with additional managerial skills would assist both employees and the organisation. QFES is committed to working with the industrial bodies and other stakeholders to develop a program which is relevant to each rank and/or classification across all services. Ideally programs would be delivered post engagement of officers to roles, likely using varying mediums and include pre-course, face to face, and post-course work. QFES also believes that these programs would provide initial acquisition but subsequently a structured competency maintenance model also.

Refer also to QFES consideration:

- 7. Training and Development

TQ (RFS) response: Career development opportunities should equally apply to RFS within its unique working environment.

UFUQ response: Nil response received.

6. Resource modelling across regions and state units

The demand on FRS Senior Officers has increased substantially with the last review undertaken in 2009 (James, 2009) whereby the then Queensland Fire and Rescue Service performed a comprehensive review of functions, roles, responsibilities, span of control and numbers per rank.

Since this review, Mercer performed a work value review assessment in 2016 which translated into a wage relevancy with the Queensland Police Service senior officers. This review, however, did not examine resourcing levels.

Increased demand has been caused by:

- Increasing role in disaster management,
- Increasing expectation and role as a result of C4I Foundations Review (McNarn, 2018)

- Increasing reliance on the goodwill and availability of FRS Senior Officers,
- Increasing organisational change,
- Increasing uncertainty around role clarity,
- Increasing frequency and duration of operational incidents.
- Increasing span of control,
- Increasing leadership role,
- Increasing competition between operating models,
- Increasing uncertainty of future expectations and demands.

QFES response: The viewpoint of the SOU is acknowledged. QFES will continue to work with the industrial bodies in the context of a workforce planning methodology and the implementation of the regionalisation model.

TQ (RFS) response: Any such reviews should include RFS Senior Officers to ensure a better balance between volunteers, supervisors and managers.

UFUQ response: Nil response received.

7. Fatigue management (work/life balance)

As a result of the above matters and also attempting to meet expectations of QFES, FRS Senior Officers are reporting significant levels of fatigue. This fatigue will continue to exacerbate workplace issues and performance, with an increase in sick leave, health issues (physical & mental) amongst other issues. McNarn (C4I) report identified that QFES runs on the good will of its staff not the systems and resources required. This is no more relevant than with FRS Senior Officers who have to provide leadership, management and direction to staff but also manage their own increasing workload as well as expectations of QFES.

QFES response: QFES acknowledges the viewpoint of the SOU regarding workload and fatigue. QFES is committed to developing a mental health strategy along with other policies which have been agreed to under the CA2019. As part of these policies, it is QFES' intention to clarify the expectation that managers will support senior officers to manage their own working hours as outlined in the CA2019. This clause recognises the flexibility required for senior officers regarding start and finish times, for example to maintain contact with the Auxiliary workforce outside of standard working hours.

Refer also to QFES consideration:

- 1.2 Physical & Mental Health

TQ (RFS) response: (TU)RFS has already made its position known as a separate item in its own submission.

UFUQ response: Nil response received.

8. “Job focused, not hours focused”

The QFES Award 2016, clause 15.2, Ordinary hours of duty – Senior Officers (a), provides that FRS Senior Officers are position focused, not hours focused. This clause of the award can be misconstrued to mean that FRS Senior Officers are available/ expected to work in excess of award provisions as part of their normal role. This is also strongly connected to the fatigue management issue. It is asserted by the SOU the intent of this clause in the award and in Clause 78 in CA 19 is unclear and requires rectification within the relevant industrial documents to better reflect the requirements/expectations of FRS Senior Officers.

This is a major issue in Western Queensland to cover on call arrangements when there is only one FRS Senior Officer.

The QFES Award 2016 does not set out fatigue management provisions (e.g. 10-hour-break) applicable to FRS Senior Officers which is a fundamental work health and safety issue.

QFES response: As per point 7 above QFES response.

Refer also to QFES consideration:

- 1.2 Physical & Mental Health

TQ (RFS) response: Any amendments to industrial documents in support of this item should apply to FRS Senior Officers as well, given they work “one up” almost exclusively.

UFUQ response: Nil response received.

9. Clarity of Role and Responsibilities

The clarity of roles and responsibilities of FRS Senior Officers isn't as clear and defined through the current QFES model, as FRS Senior Officers have become more job focused than hours focused. There are significant differences between regions which further adds to the complexity of the matter. The current FRS service delivery model for Senior Officers is no longer 'fit for purpose' with additional expectations/requirements being introduced as part of the 'place-based decision making' methodology.

QFES response: QFES agrees to clarify the role and responsibilities of all ranks/classifications across all services and will work with the industrial bodies to develop a solution without being restrictive in an operational or business sense.

TQ (RFS) response: Any review to the FRS Senior Officers roles and responsibilities should include a review of RFS Senior Officer roles and responsibilities. TU(RFS) notes that this is the intent in the Dept response.

UFUQ response: Nil response received.

10. Red tape reduction and approval processes

FRS Senior Officers as an inherent part of their roles undertake and complete many processes across QFES in support of staff and the community. It is heavily believed that there is excessive red tape applied to what could be simple processes that would then allow FRS Senior Officers to lead and manage crews, meet with community members and other emergency services.

QFES response: QFES acknowledges the viewpoint of the SOU in regard to red tape and advises that red tap reduction initiatives are being implemented with a group established to fast track matters raised or identified. QFES acknowledges that broader communication regarding these initiatives throughout the organisation would be beneficial. All QFES staff including SOU members are encouraged to raise issues and solutions to reduce red tape within QFES for consideration.

TQ (RFS) response: No comment.

UFUQ response: Nil response received.

11. Increased support/training arrangements for FRS Senior Officers

As QFES expectations continue to evolve in the areas of Administration, Human Resource, Finance and Procurement etc, increased responsibility and accountability is being placed on FRS Senior Officers to comply with the numerous policies and procedures. Additional support arrangements need to be implemented to raise awareness and subsequent compliance to existing policy/procedures to protect QFES from exposure to negative media coverage and also FRS Senior Officers to conduct or performance matters.

Importantly, these support/training arrangements should not 'add' to a FRS Senior Officers workload with strategies developed that will enable this training e.g. completed 'offline' and suitably back filled.

QFES response: QFES agrees that a program to develop the non-technical aspects of senior officers' roles to equip them with additional managerial skills would assist both employees and the organisation. QFES is committed to working with the industrial bodies and other stakeholders to develop a program which is relevant to each rank and/or classification across all services. Ideally programs would be delivered post engagement of officers to roles, likely using varying mediums and include pre-course, face to face, and post-course work. QFES also believes that these programs would provide initial acquisition but subsequently a structured competency maintenance model also.

Refer also to QFES consideration:

- 7. Training and Development

TQ (RFS) response: Any such increase in support/training arrangements should be applied in the appropriate context to RFS Senior Officers.

UFUQ response: Nil response received.

12. Scientific Officer ERV's

In order for Scientific Officers to maintain effective operational capability and coverage including on call availability without having to do ERV handovers or attending incidents through 'fee for service' transport arrangements, additional suitable ERV's need to be available to Scientific Officers.

QFES response: QFES notes the viewpoint of the SOU in regard to ERV's for scientific officers.

Also refer to QFES consideration:

- 6.2 Asset Lifecycle Management

TQ (RFS) response: No comment.

UFUQ response: Nil response received.

13. Rural and Remote Incentives

Adopt and develop incentives similar to other services to enable FRS Senior Officers to maintain an acceptable work and personal life balance without being disadvantaged due to local financial and demographic impacts. The current 'incentives' are not supportive of attracting staff to these locations to enable an effective service delivery model.

QFES response: QFES agrees in principle that rural and remote incentives across the entire organisation, and their linkage to recruitment and retention need to be reviewed.

Refer also to QFES consideration:

- 1.2 Physical & Mental Health

TQ (RFS) response: We have an alternate view to this. RFS being traditionally based in rural areas of the State find it difficult to recruit to Head Office or South East Queensland. The high cost of housing, congestion, traffic, the culture of city living, is very often a disincentive to recruitment in the RFS.

UFUQ response: Nil response received.

14. Fit for Purpose ERV's

Investigation and development of fit for purpose ERV's for appropriate locations across Queensland specifically those areas which require significant travel through rural and remote locations. Considerations include comfort, carrying capacities, fuel capacity, vehicle protection equipment, suitable tyres for environment, operational requirements, reliable and effective communication equipment etc. It has been stated that ERV's are 'tools of the trade' and should therefore be available for that requirement.

Additionally, the SOU continues with the position already provided to QFES regarding livery on a FRS Senior Officer ERV.

QFES response: QFES supports the concept of fit for purpose ERV's and will work with the SOU to develop appropriate mechanisms for senior officers to have input into the requirements for these vehicles on a case by case basis.

Also refer to QFES consideration:

- 6.2 Asset Lifecycle Management

TQ (RFS) response: TU(RFS) would expect to be involved in any such discussions due to the unique and harsh environments we work within. Additionally, within RFS an ERV is considered an "office" where our members spend long hours travelling between isolated communities and properties. As such comfort, range and capability are very relevant to our working environment.

UFUQ response: Nil response received.

15. Health and wellbeing

The National Recovery and Resilience Agency, “The First Mental Health National Action Plan for Emergency Services Workers” is under development with further work including Companion Document and Implementation Plan to be completed. The mental health of emergency services workers is an important issue and greater focus is being applied.

It is recognised that mental health and physical health go hand in hand which needs to be a priority for QFES to develop appropriate holistic strategies that are supportive of FRS Senior Officers.

QFES response: QFES is committed to developing a mental health strategy along with other policies which have been agreed to under the CA2019. Additionally, QFES is implementing a number of initiatives and actions to enable greater workplace health and safety (WHS) visibility including a WHS dashboard, mentoring and coaching of leaders about WHS issues, mental health support, and updating QFES WHS policies, procedures, and governance.

Also refer to QFES consideration:

- 1.1 Occupational Health Considerations
- 1.2 Physical & Mental Health

TQ (RFS) response: No comment.

UFUQ response: Nil response received.

Together Queensland, Industrial Union of Employees (Rural Fire Service)

Introduction

This document outlines the Together Union (Rural Fire Service Branch) submission to the Safe Crewing Taskforce. RFSTU is a small branch of the Queensland Public sector Together Union. It has no research or analytical capacity at all. It has no dedicated industrial or office staff and no capacity to engage consultants to facilitate a detailed analysis and report of the overwhelming deficiencies in resourcing and funding that have plagued RFS in its various forms over the years to effectively achieve the expectations of government in advancing Queensland priorities. As such, this submission is the outcome of significant consultation with our membership representing the frontline face of Rural Fire Service in Queensland in supporting Queensland communities and frontline volunteer firefighters, fire wardens and rural fire brigades. These critical individuals, who in the end, are best placed to provide a collective and considered view on the shortcomings and challenges facing Rural Fire Service staff in 2021. It has been well recognised over the last 30 years by the Department in its various forms and Political leaders of all persuasions that the Rural Fire Service in Queensland is significantly under resourced and underfunded. This has been supported in numerous reports, inquiries and reviews since the initial Leivesley Report dissolved all the Fire Boards and created the then Queensland Fire Service in 1990. It is also supported through the annual Working for Queensland Survey where consistently RFS staff have identified workload and work/life balance as a significant issue due to the continuous deflection in accountability of executive leadership to understand and consider the current, emergent and future challenges facing RFS and the unique relationship these critical frontline staff have in providing support to our frontline volunteers and Queensland communities.

RFS Staffing

The current authorised FTE establishment of RFS is 145. These staff are spread over State Office, 7 regions and 18 area offices. Collectively they manage 31,000 volunteers in 1400 rural fire brigades, and 2312 volunteer fire wardens who issue over 20,00 permits to light fire annually. Along with the facilitation, coordination and reporting of all Area Fire Management Groups, Regional Bushfire Committees across Queensland in enabling, supporting and addressing bushfire risk and empowering communities in prevention, preparedness, response and recovery in developing their resilience. An area office is the front-line service delivery point to rural fire brigade groups, brigades and fire wardens. Each of these area offices is (with some minor variations) staffed by an Area Director (Inspector) an Area Training and Support Officer (ATSO), a Brigade Training and Support Officer (BTSO), and an Admin Officer. On a State average, each area Office manages 78 brigades and 128 fire wardens, although these figures vary significantly from area to area, e.g. Caboolture Area administers 39 brigades, Barcardine/Emerald Area administers 192 brigades. Area offices are responsible for a wide variety of responsibilities that are unique to RFS within QFES. This includes:

- Operations, including on call duties
- Training
- Processing of brigade equipment orders
- Overseeing brigade finances
- Managing, as Chair of the Local Area Finance Committee, the budgets and funding allocations of brigades in levy areas
- Core representatives on LDMG's
- Raise, train, and sustain the fire warden network
- Raise, train, and sustain the rural fire brigade network,
- Attending brigade meetings and chairing Annual General Meetings
- Authorising and processing changes to brigade administrative and operational positions which are elected positions
- Managing the area fleet including fuel and maintenance, replacement, annual inspections
- Managing and ensure the 5-year fleet plan
- Conducting annual audits of RFS stations and facilities in line with workplace health and safety
- Managing the various grant programs for brigades
- Managing the acquisition of property and the construction of new/replacement fire stations and extensions
- Managing other brigade capital works projects,
- Compliance with the Rural Fire Brigade Manual and other Doctrine
- Investigations into complaints, this includes both internal HR issues and external
- Chairing of the Area Fire Management Groups and Locality Specific Fire Management Groups
- General administrative duties associated with meetings and communications from brigades, fire wardens and the public
- Undertake the duties of Chief Fire Warden, including the issue of permits to light fire in those fire warden areas that do not have an appointed fire warden, or where a dispute arises in relation to the issue of a permit to light fire
- Compliance and administering of the Permit to Light Fire System in Queensland
- Recruitment, retention and engagement of rural fire brigades
- Management of pre-fire season readiness of rural fire brigades
- Reviewing of local action plans for operational readiness
- Reviewing of doctrine, tactical directives and policy associated to bushfire, permit to light fire, fire wardens and rural fire brigades
- Ongoing management of equipment allocated to rural fire brigades including but not limited to Negative Pressure Masks, Automated External Defibrillator (AED)
- Implementation of projects and equipment that are brought into rural fire brigades
- Capability and capacity review of local brigades and fire wardens

- Annual review of rural fire brigade classification to ensure service delivery and brigade capability reflects that required of community
- Development and identification of succession planning and mobilising talent within a volunteer workforce
- Compliance and governance over QFES Registered Training Organisation requirements in the delivery of frontline training
- Provide contribution to and implement fire bans and suspension of permits to light fire.
- Influence and guide rural fire brigades and frontline volunteers in organisational direction and change management
- Answer and take community questions, emails, walk-ins with regards to bushfires and permits to light fire in Queensland.
- Provide contents advice to both business planning & development
- Provide contents advice for ministerial correspondence
- Ensure the performance and accountability of both frontline staff and frontline volunteers support incident management of rural fire brigades in QFES
- Administer information and warnings to Queensland Communities
- On call for operational readiness and preparedness for weeks at a time
- Fire investigation coordination and resource management of fleet and volunteers around fatigue management and availability throughout bushfire seasons in Queensland

Area Directors report to a Regional Manager (Superintendent). There are 7 Regional Managers each responsible from one (Brisbane Region) to four (Central Region and North Coast Region) Areas. A Regional Manager typically has a staff of 1 Admin Officer, an Inspector Mitigation, and 2-4 Bushfire Safety Officers. Regional Offices are responsible for a wide range of responsibilities including:

- Budget preparation and management of the state allocated budgets to Region and Areas
- HR matters relevant to RFS staff and volunteers within the region
- RFS business planning, and other regionally based planning functions, including the Regional Bushfire Annex
- Coordination of regional operations, including on call duties
- Fleet planning
- Capital Works planning
- All matters relevant to bushfire mitigation including development of the Annual Bushfire Risk Management Plans and the subsequent management plans of residual risk
- The Volunteer Community Education Officer Program
- Membership of various regionally based committees
- Membership of the Regional Leadership Team
- Oversight of complaints management
- General regional administrative duties in support of Areas

- Provision of strategic advice to various forums at State level
- Management of the region's bushfire investigation capability
- Completion of fire reports in OMS (Rural Fire Brigades do not have access to OMS and so regional offices are responsible for closing out incidents)
- Chair and plan the Regional Bushfire Committee
- Provide high level contents expert advice on policy, tactical directives, legislative review associated to RFS
- Review and implementation of local bans
- Regional business planning as part of the RLT along with RFS requirement at a state level
- Issuing of seasonal permits to light fire for key stakeholders such as HQ Plantation
- Review of Firecom Directives associated to rural fire brigades
- Development of operational period reporting requirement e.g. bushfire annex, residual risk and pre fire season audit
- Reviewing of RFS and FRS boundaries including but not limited to procedural processes and engagement of this review

The RFS is a volunteer-based organisation and as such requires a significant amount of afterhours work to properly connect with our volunteer clients, whilst still maintaining organisational requirements during normal working hours. RFS has the lowest ratio of staff to brigades, when compared to other jurisdictional volunteer fire services in Australia, and subsequently it has been identified by our members that area and regional staff are severely under resourced to meet the current demands of our volunteers, communities and the organisation. This does not include the emergent and future demands as our Queensland communities grow and the impacts of climate change as outlined in the QFES State Natural Hazard Risk Assessment (SNHRA) Heat Wave Risk Assessment in 2017.

Over the past several years the governance requirements for volunteers and staff has increased significantly, and whilst there has been a proliferation of public service units and staffing to administer these requirements, there has not been a corresponding increase in staffing levels at areas and regions to implement and manage these requirements. This additional workload has significantly impacted negatively on the already over stretched RFS workforce, who feel compelled and pressured to meet community, volunteer and organisational requirements and deadlines. Successive WFQ surveys as well as direct evidence from our members has clearly indicated that most members are working well beyond their industrial requirements which is negatively affecting their work/life balance. Additionally, the annual volunteer survey, coupled with significant feedback from volunteers, clearly indicates that direct interaction between staff and volunteers has progressively and significantly declined, in favour of ever-increasing bureaucratic process. This is having a negative effect on brigades and fire wardens who are feeling abandoned by the organisation and are themselves often overwhelmed by the governance and reporting requirements placed upon them. This is clearly evident through the increasing turnover of the elected brigade officials as they struggle with their own

work/life/volunteer balance, and whilst community minded people are volunteering with rural fire brigades in record numbers (that in itself is placing additional strain on our training capability), it is getting harder to get volunteers to take on executive positions within brigades. It is also harder to keep fire wardens and recruit replacement ones, placing an extra burden on the Area Directors as Chief Fire Wardens, who must take on the responsibilities of issuing permits in those locations where the fire warden position is vacant.

What do we need?

That RFS requires additional staff and funding has been widely accepted at all levels of the organisation and politics for decades. It is the collective and experienced view of our membership that SCTF should recommend the following as a minimum for RFS staffing:

1. A ratio of 1:40 area offices to brigades using the current area office FTE model.
2. The provision of one BTSO position to each Local Government Area, and who resides in that Local Government Area as an initial local contact point for brigade and fire warden support.
3. The provision of one BSO position to each RFS area office to provide ongoing support to rural fire brigades, Area Fire Management Groups, Local Governments and Queensland communities.
4. The provision of a business development unit to provide effective business planning of facility management, fleet management and assets associated to rural fire brigades and RFS.
5. The provision of one BTSO per a region to support the regional office in managing the servicing, training and workplace health and safety of negative pressure masks for rural fire brigades.
6. The provision of an Inspector as an executive officer to each of the Regional Managers. This will provide relief/surge capacity to areas as well as provide additional capacity to regional operational and governance administrative requirements.

QFES response: In response to points 1-6, QFES acknowledges the need to review the Rural Fire Service operating model including staffing requirements. Any review should consider all areas of support including State, Region and Area levels as well as the spread of staff to support volunteers. QFES commits to improving support within RFS as opportunities arise, however an appropriate model must be developed which considers more than just staff to volunteer numbers. Other factors such as brigade type, number of assets, and the nature of support required by the community will need to be considered.

Also refer to QFES consideration:

- 4.4 Rural Fire Service

SOU response: In response to the above points, the SOU seeks any increase in staffing should be inclusive of FRS Senior Officers.

UFUQ response: Nil response received.

7. A staff development framework that is fully funded and appropriately planned to allow staff time to participate in it.

QFES response: QFES supports in principle, a staff development framework however the RFS operating model must underpin how staff participate in it. Links to the whole of QFES training calendar and seasonal availability of staff need to be considered. QFES also notes that RFS senior officers have access to the Professional Development Allowance and or the Study and Research Access Scheme which can be used to pursue professional development opportunities outside of that provided by QFES.

Also refer to QFES consideration:

- 7. Training and Development
- 7.1 Service Development
- 7.2 Leadership Development Framework
- 7.3 Coaching and Mentoring

SOU response: This is similar to the SOU submission.

UFUQ response: Nil response received.

8. One week's additional recreation leave for RFS officers in recognition of the significant after hours BAU they realistically need to do to enable appropriate and enduring engagement with brigades and fire wardens.

QFES response: QFES acknowledges the viewpoint of the TQ (RFS Branch) regarding workload and fatigue. QFES is committed to developing a mental health strategy along with other policies which have been agreed to under the CA2019. As part of these policies, it is QFES' intention to clarify the expectation that managers will support all senior officers to manage their own working hours as outlined in the CA2019. This clause recognises the flexibility required for senior officers regarding start and finish times, for example to maintain contact with the volunteer workforce outside of standard working hours.

Also refer to QFES consideration:

- 1.2 Physical & Mental Health

- 4.4 Rural Fire Service

SOU response: The SOU seeks that any increase in leave entitlements include FRS Senior Officers for the same reasons.

UFUQ response: Nil response received.

TQ(RFS) Conclusion

The above is not considered to be the final solution. That will require a much more focused, independent, and transparent review of what brigades and fire wardens do, and what the best staffing support model is required to meet community and volunteer expectations. Now and into the future. What RFSTU has proposed is considered the minimum required to facilitate a workforce that can, at least in part, relieve some of the workload on our current staffing model to allow better support to volunteers and the community whilst ensuring we are not burning our staff out and contributing to negative impacts on their work/life balance and mental/physical health.

United Firefighters Union of Queensland

UFUQ rationale for establishing the SCTF

The UFUQ worked with QFRS during CA19 bargaining to establish the SCTF for a range of reasons specific to the UFUQ, which are briefly outlined in this part of the report.

The reasons QFRS had for agreeing to the SCTF process are not explored but the UFUQ acknowledge that QFRS agreed that their frequent inability to source valid data to inform discussions would be assisted by the SCTF process. The involvement of other parties to CA19 in the SCTF process relate simply to the fact they are also parties to the agreement and as such, were adjoined to the SCTF process by QFRS so as to be inclusive. The SCTF did not form part of any party's log of claims other than the UFUQ.

The UFUQ push for the SCTF relates almost entirely to the lack of valid data to support either the UFUQ or QFRS during any discussions, negotiations, bargaining or disputation, and whilst they culminated in creation of the SCTF as a CA19 outcome, the frustration of processes due to the lack of data extends back for many years prior to the current CA.

Within this SCTF report QFES (as the Chair and secretariat of the SCTF, and also the party responsible for drafting and collating and publishing this report), states in its introduction '*During enterprise bargaining for the QFES CA2019, the parties agreed that a number of claims should be examined in more detail outside of the negotiations.*'.

This is correct, but the UFUQ considers there is value in providing an explanation in some detail as to why the UFUQ and QFRS agreed to this SCTF process occurring.

Lack of data was certainly a contributing factor. Another was the frequent reliance by QFRS on placing any UFUQ claim that could not be reasonably progressed in negotiations due to that lack of data, being put into the 'too hard basket' (see below for more information on CA19 negotiations). The UFUQ reluctantly accepted the SCTF process as being the repository of all CA19 claim matters put into the 'too hard basket' so as to prevent hindering CA19 certification processes being progressed, given many matters had been agreed.

As such, it is now the position of the UFUQ that any SCTF outcomes that reduce the impacts of lack of data similar to the four examples (a to d) set out below would be of benefit to both the union and QFRS. Access by the UFUQ and QFRS to valid, contemporaneous data will naturally improve progression of any matter being considered by the union and QFRS.

The UFUQ also hopes that in considering sharing of data in any discussion, the decision of either QFRS or the UFUQ to share data matures to a point where data is not deliberately withheld by any party to any discussion.

Specific examples of the lack of data affecting outcomes are provided below.

a) Lack of data to inform negotiations during bargaining for CA16

On commencement of the bargaining period for CA16 (the first following the protracted arbitration and lack of good faith bargaining for CA12), it quickly became clear to the UFUQ that our log of claims (20 items) required statistical and other data to support our claims.

2016 was still a period where QFRS considered the UFUQ as an external party to matters involving UFUQ members. As such, access by the UFUQ to QFRS data was extremely limited (and could be said to be non-existent). It therefore proved quite difficult for the UFUQ to source QFRS statistics and data to assist the union with progressing claims. Reliance on anecdotal, incomplete or aged data from members (which they were often reluctant to source due to fear of reprisals by QFRS) meant the UFUQ did not have all the information it would naturally expect to have when working to advance particular claims.

What was surprising at the time was QFRS inability to provide data requested by the UFUQ to either support their position, or to counter UFUQ claims.

Bargaining, whilst in good faith, unfortunately promptly moved to unnecessarily protracted (and in the view of the UFUQ pointless) and lengthy discussions on ideological positions which went around and around in circles, frequently lacking data from either party to justify positions.

The lack of data the UFUQ considered necessary to effectively inform negotiations for CA16 frustrated and ultimately diminished the capacity for either party to fully consider the other's position. This was a failure of process the UFUQ did not want repeated in future CA negotiations. The UFUQ regularly stated we expected QFRS to come to the table with better data next time.

It was this expectation that future negotiations required valid data to support the position of QFRS that was a significant contribution to the creation of the SCTF, when in negotiations for CA19, QFRS again failed to present enough valid and usable data, again often stating the data that would provide utility to the discussions was not being captured and/or could not be accessed.

b) Lack of data to inform negotiations during bargaining for CA19

The bargaining process for CA19 commenced with a significantly increased quantum of claims by both the UFUQ (over 80 claims) and QFRS (over 20 claims), (CA16 included 20 UFUQ claims and 3 QFRS claims).

The UFUQ claims were grouped into categories that included –

- Existing entitlements or policy matters relying upon custom and practice that were not captured in an industrial instrument, and
- New policy matters, and
- New entitlements.

In consideration of all three of the categories, but particularly the second and third, valid, reliable and contemporaneous data would have significantly contributed to negotiations, but unfortunately as with CA16, that data was often not available, or incomplete.

All of the same frustrations of CA16 began to recur, and as such, it became clear many UFUQ claims would not be able to progress within time to ensure that CA19 would have a commencement date at the expiry of CA16. This resulted in a large cohort of claims that ended up in the ‘too hard basket’.

Discussions on how to progress claims in the ‘too hard basket’ outside of the bargaining period resulted in the UFUQ putting forward a collation of those claims into a working group or similar to explore how to progress difficult matters such as crewing numbers, rank progression, and many more. That collated claim by the UFUQ progressed ultimately to QFRS agreeing to inclusion of clause 12 in CA19.

CA19

12. Safe Crewing Task Force

- (a) Within three months of certification of this agreement, the parties will develop an agreed Terms of Reference for a Safe Crewing Task Force (SCTF).*
- (b) The SCTF will commence in accordance with the Terms of Reference within one month of the agreed Terms of Reference being published.*
- (c) The SCTF will provide a report on safe crewing and other matters in line with the Terms of Reference by 30 June 2021.*
- (d) The parties are not bound by the findings of the SCTF as contained in their report, however, all parties commit to safe and full crewing of all employment positions covered by this agreement, including but not limited to –*
 - (i) operational fire station roles and rosters at any work or employment location, and*
 - (ii) operational day work roles at any work or employment location; and*

- (iii) *fire communication roles and rosters at any fire communication centre or other work or employment location; and*
- (iv) *any other employment or work location identified by the SCTF Terms of Reference.*
- (v) *in light of the commitment at (d), the parties will endeavour to agree on implementation of the findings of the SCTF where possible, when that implementation increases safety of employees and the communities they serve and increases full crewing of any work or employment location.*

The UFUQ drafted the content of the clause, and in doing so pushed for the specific inclusion of the term ‘*safe and full crewing*’ at 12(d), creating the capacity to discretely examine safe crewing and full crewing as required of any work location. An explanation of the UFUQ position on both safe crewing and full crewing is provided at **3**.

Whilst inclusion of this clause in CA19 did not address the specific content of many claims, it at least provided a platform for the exploration of the data behind those claims and the hope that future negotiations would be fully informed and the UFUQ expected to revisit each of the individual claims rolled into the SCTF and clause 12 in CA22 and beyond.

The UFUQ also expected the failures of CA16 and CA19 as they related to lack of data would be significantly decreased due to QFRS gathering and being able to provide valid data with regard to discussions, negotiations or otherwise relating to the many matters the UFUQ involves itself in.

c) Lack of data to justify UFUQ push to increase in recruit numbers in 2017

For almost a decade, the UFUQ has been pushing for funded increases to the recruit intake numbers (above attrition). For most of that period, QFRS were countering the UFUQ position and advising government extra numbers were not necessary and without UFUQ knowledge, providing information to support rejection of the UFUQ push. It is pleasing that following protracted discussions between the UFUQ and the state government and the UFUQ and QFRS, QFRS also consider it necessary to increase the number of professional firefighters (as evidenced by their work to obtain the increase that resulted in the announcement by (then) QFES Minister Crawford in late 2020 of the 357 additional professional firefighters).

The push for more professional firefighters in 2016 and 2017 ultimately culminated in the UFUQ succeeding in obtaining a commitment despite the lack of data to support our position. There is no doubt that the lack of valid data was tempered by political goodwill on that occasion.

Premier Palaszczuk made an announcement on 21 November 2017 that the government would fund an additional 100 professional firefighters across the next term of state parliament. That number grew to approximately 147 across the next term of parliament.

In its discussions with the state government and the state opposition in the lead up to the announcement of the additional firefighters, despite lacking valid data to support our position, the UFUQ put to both sides of government the following generic reasons (not exhaustive) for the need to increase numbers –

- Climate change and global warming causing increased frequency and intensity of natural disasters.
- A resultant increase in the number of deployments across Queensland but also outside of Queensland.
- Increasing expectations of the role of a firefighter, with qualifications and responsibilities increasing since the amalgamation of the fire boards.
- The frequent short crewing of alpha appliances, with the safe and full crewing of 1 Station Officer and 3 Firefighters not happening (1 +2).
- Crewing model problems with the crewing number of 19 at a 10/14 station inadequate in dealing with leave, training and other obligations that remove crew from their shifts.
- The NEIER Report '*Firefighters and climate change: The human resources dimension of adapting to climate change*' which recommends an increase in professional firefighter numbers of approximately 40% by 2030.
- The over-reliance on overtime as the way to crew stations.
- Inadequate number of and incorrect location of fire stations due to population growth and movement and the resultant increase in QFRS response times.
- Reliance (at the time) on underqualified 'temporary firefighters' to fill shift gaps.
- Reliance (at the time) on casual and temporary contracts for fire communication officers.

It is noted that these longstanding issues predominantly remain and are addressed in our submissions at **4** and **5** following the data provision and the UFUQ research into barriers to safe and full crewing.

During 2016 and 2017 the UFUQ was requesting 350 additional firefighters as an initial commitment, with a further 350 once that cohort had been integrated into QFRS. The UFUQ position at the time of the announcement was that we welcomed any increase at all, but we considered 100 to be insufficient given the above reasons.

Therefore, the UFUQ push continued into seeking commitments for further increases prior to and during the 2020 state election campaign.

d) Lack of data to justify UFUQ push to increase in recruit numbers in 2020

Despite the learnings from the frustration of CA16 claims, and the difficulties to justify the quantum of additional firefighters sought in 2016 and 2017, and the repeated failure of QFRS to provide valid

contemporaneous data during CA19 discussions, the UFUQ again commenced a process of seeking further commitments to funding for additional professional firefighter numbers in 2020.

That process commenced with a public campaign in early 2020, with advertising on radio and on Facebook and Instagram and other media, outlining the basic reasons for the need for more professional firefighters.

Given the lack of internal QFRS data, the 2020 campaign relied primarily on data external to QFRS and QFES, referencing instead how the 147 previous additional numbers had not addressed the reasons originally put to the government, and also relying on data such as –

- the ratio of professional firefighters to population, where Queensland at 50.2 is well below the national average of 63.1, and further below NSW (67.8) and Victoria (75.2), and
- the funding models for Queensland as compared to other jurisdictions drawn from the *Report on Government Services* published regularly by the Australian Government Productivity Commission, and
- the fact that 22 of the most recent 100 natural disasters in Australia occurred in or directly affected Queensland (with the average of just over one in five being consistent across previous years), and
- referring to the growing evidence of the direct impacts to Queensland of global heating.

That campaign had just commenced successfully gaining traction with representatives of the state government when the COVID-19 virus first impacted on Queensland, Queenslanders and the Queensland economy.

COVID-19 put a halt to, or at least had a detrimental effect on, almost everything the state government had responsibility for. As a result, the UFUQ respectfully backed away from pushing for the increases we had sought in the commencement of our 2020 campaign (950 additional professional firefighters and the requisite number of additional fire communication officers across two terms of state parliament).

As such, the UFUQ then decided that after the SCTF report was completed and that data and information was in the public domain, the information drawn from the SCTF report could be confidentially used (where appropriate) to inform our justifications for the additional numbers in future campaigns once budgeting and funding arrangements returned to 'normal'.

Whilst that decision to put the process on hold was expected to result in an unknown wait for progression, the state government, in April 2020, requested that stakeholders provide information on how the government could best ensure the economy of Queensland was in the best position it could be during recovery from the devastating (and ongoing) effects of COVID-19.

The UFUQ provided a submission to the Parliamentary Economics and Governance Committee's '*Inquiry into the Queensland Government's Response to COVID-19*'.

That submission was provided on 25 June 2020 and it iterated all of the reasons why the UFUQ had previously campaigned for an increase in professional firefighter numbers and added that an increase would assist in preventing, preparing for and responding to all of the emergency response roles of QFRS. And that this would in turn, assist in preventing or at least ameliorating the economic impact to Queensland communities arising from the incidents that QFRS respond to.

The UFUQ again asked for an initial lift of 350 professional firefighters between 2020 and 2024, with further numbers required in the following term of parliament.

Those submissions, along with extensive discussions and lobbying by the UFUQ (and QFRS themselves submitting to the government that an increase in numbers was needed), resulted in the (then) QFES Minister Crawford announcing (in October 2020) funding for an additional 357 professional firefighters to be added to QFRS between 2020 and June 2025.

In the period 2017 to 2025, professional firefighter numbers will have increased by over 500, representing a lift of approximately 25% in the total number of Queensland professional firefighter numbers.

Examples (a to d) above highlight the journey the UFUQ has travelled to arrive at the point of this SCTF report submission.

The UFUQ has gone from seeking both funding for additional professional firefighters and data from QFRS, to obtaining both. As mentioned above, the original UFUQ plan was to use the SCTF report content to inform and provide rationale for the increase in funded firefighter numbers that was achieved in October 2020.

This means that the SCTF process, the data provided and the findings of the UFUQ are now going to assist in providing at least two outcomes, being 1) assisting the UFUQ and QFRS to determine where the 357 additional professional firefighters are best placed, and 2) assisting the UFUQ to provide a rationale to support future campaigns for further funded increases in recruitment.

Processes used to obtain UFUQ SCTF information.

Following the UFUQ successfully obtaining agreement from QFRS regarding inclusion of the UFUQ claim 3 from the CA19 log of claims (resulting in clause 12 of CA19) the union and QFRS (and the

other parties included by virtue of being parties to CA19) began the processes outlined in the 'Introduction' section of this report.

Given the UFUQ was seeking data as a principle output of this SCTF process, the UFUQ submitted a set of data point requests to be provided by QFRS.

The seeking, and ultimately provision of, the list of data points referenced in this report is a milestone of communication between QFRS and the UFUQ.

It is the position of the UFUQ this establishes the new way forward for the organisation in its transparency relating to any future discussions, negotiations, bargaining, or otherwise regarding matters affecting the UFUQ and its members. This position appears to also be the position of QFRS as demonstrated by QFES statement in the introduction to this report where they iterate their commitment to '*early and genuine engagement*'.

The data points requested by the UFUQ were at the time they were requested, the best way the union saw to opening up QFRS to find out whether or not actual data mirrored what UFUQ members had been anecdotally reporting for many years.

Along with achieving the original intent of obtaining valid data from QFRS, the UFUQ also collated historic and contemporary inputs from members on a vast array of individual matters affecting their work. This was all collated to specifically capture inputs relating to both safe and full crewing of work locations and employment locations. The data from QFRS and the content provided by members was compared.

This comparison provided the UFUQ with the first set of generic matters we sought members input into.

The UFUQ asked members to consider 357 and SCTF matters in an email sent to various regions in May and June 2021.

That email was –

Dear _____ UFUQ members

Re: SCTF / 357 recruits placement - UFUQ state office visits to work locations

In June and July, your state office will be visiting a range of representative work locations across all seven regions to discuss what safe and full crewing means in that location, and how the roll out of the additional 357 recruits might work into assisting with improving safe and full crewing.

The UFUQ seeks your individual, and station and Branch input on ideas for both SCTF and 357 placements. So if your location is not being visited, or you can't attend any of the planned visits, you can still contribute by sending your information about your work location to ufu@ufuq.com.au with the subject heading 'SCTF/357 – Input'.

The work done to date by your union on SCTF matters has provided a very generic set of guiding principles, which are listed below. Your input on these, what solutions you can identify for your specific work location and any other information (including topics not listed that restrict safe and full crewing) is sought at both the work location visits and via email.

The SCTF report is due to be presented to the Commissioner of QFES by 30 September 2021, and the first batches of additional firefighters become available for placement early in the new financial year, so now is the time to hear from you.

General themes UFUQ has identified for SCTF report include –

- Number of acting roles in all locations and functions*
- Ratios of FF to SO*
- Accumulation of, and capacity to take, excess leave*
- Access to both compulsory and discretionary training*
- Reliance on, and effects of, 'Pagano model' and sick leave replacement rules*
- Ghost crewing / drop off in crewing of additional appliances*
- Rank progression methodologies and timeframes and merit processes / required competencies and training*
- Increase in deployments*
- Internal interoperability affecting FF roles and functions, use of non-FF in command and control*
- Lack of interest in regional placements*
- Access to training other than basic QFRS/FF training to allow for career progression*
- Allocation of actual FF and SO numbers versus FTE and unders and overs at work locations*
- Distance between stations, response boundaries and response time methodologies*
- BAO structure and attraction/retention of BAO's*
- Firecom rank and paypoint progression*
- Firecom access to mandatory and discretionary training*

These themes are just the starting point of putting content together for justification of placement of the 357 recruits, and of the content for the SCTF report. Any further content you can identify

is welcome and will be considered and collated for inclusion where it improves options for safe and full crewing.

This is an exciting time for QFRS and a rare opportunity to reframe crewing, rostering and other matters to enhance your access to safe and full crewing at every work location, and we are looking forward to hearing from you in person and to receiving any further submissions via email.

The general themes included in the email were commented on in multiple submissions by Branches, stations and individuals. These inputs allowed for development of a set of guiding principles that informed the UFUQ in all of its SCTF (and naturally 357 recruit placement) discussions from that point.

Those guiding principles as provided to members (and to QFRS in an email relating to placement of the 357 recruits dated 19 July 2021) were articulated as –

- FULL CREWING COMMITMENT
- SAFE CREWING COMMITMENT
- MAXIMISATION OF CREWING
- IMPROVE SAFETY BY ABANDONING CURRENT SICK LEAVE OT PROCESS
- INITIAL 357 PLACEMENT DECISIONS

These principles were communicated to UFUQ membership as they generally would be directly related to the placement of the 357 recruits. This was done due to the changing interplay between the 357 placement discussions and the expected outcomes of the SCTF process, as outlined in detail above. Both matters rely upon data and justifications and in the period since the funding commitments by the state government in October 2020, the concepts of 357 and SCTF have become interchangeable to the UFUQ and its members.

The principles were used to direct discussions in various meetings with members across all seven regions with UFUQ Branches, and the inputs provided by members arising from those discussions have informed both the generic findings and the specific findings, and the resultant recommendations the UFUQ have provided at.

The UFUQ content received from membership resulted in over 60 submissions being collated into this report.

The UFUQ notes that some submissions from our membership will not be received until after the completion of this submission.

The UFUQ will update QFRS on those additions as they are received and make available to our members a modified UFUQ SCTF content document with additional inclusions on the UFUQ website. That content will continue to be updated as required to ensure all inputs are acknowledged by the UFUQ and are then able to be utilised in future UFUQ discussions relating to safe and full crewing.

Essentially, engagement by the UFUQ with membership regarding the 357 recruit placements and the barriers to safe and full crewing has started a worthwhile (and what the UFUQ expect to be ongoing) process of inputs relating to the barriers to, and solutions to, safe and full crewing and the UFUQ is very encouraged by this outcome for the capacity to better the working arrangements of all members.

The UFUQ faced significant challenges in obtaining and collating and presenting these submissions.

The UFUQ embarked on a process of actually obtaining relevant input from all relevant work locations across all seven regions. This was a significant undertaking, canvassing the views of well over 2000 members. It required significant time commitments by the state UFUQ office, and a large amount of travel and many dozens of meetings.

The UFUQ content also required negotiating through the entire period with COVID-19 restrictions. As mentioned by QFES in the report in its introduction engagement was hampered by COVID-19 and this resulted in the timelines for the SCTF being extended.

Those extensions were only barely able to provide the UFUQ with the time to complete this submission and the actual date of the UFUQ provision of our content was well past the revised deadline and we thank the QFES Commissioner for accommodating our extra time requirements.

What is 'safe' and 'full' crewing?

SAFE CREWING:

Safe Crewing can best be described as the UFUQ focussing its efforts in the 357 placement discussions (and on crewing in all work locations) on ensuring that every work location has a reasonable blend of classifications, qualifications and experience in the UFUQ members rostered to that location.

For UFUQ members, safe crewing means the mix of classifications at any work location and it also means that every UFUQ member has access to all relevant leave provisions to ensure their wellbeing and safety, and also access to all required training to ensure they remain fully qualified for any and all roles they may be required to undertake.

Work on ensuring both leave and training is work yet to be completed arising from the findings in parts **4** and **5** of this report.

FULL CREWING:

Full Crewing can best be described as ensuring that every fire station in Queensland crewed by a fulltime crew in any 5 day, 7 day or 10/14 capacity has an alpha appliance crewed with 1+3 (being 1 substantive station officer and 3 professional fulltime firefighters of various ranks) for every call out, for the entirety of every shift, every day and night of the year.

This is mirrored in fire communication centres, where the UFUQ position is that every centre is crewed with at least one communications officer and at least one supervisor for the entirety of every shift, every day and night of the year. Clearly there is the requirement for more than one communications officer in all centres, and the actual number of officers supported by a supervisor is work yet to be done as a result of implementing the solutions in parts 4 and 5 of this report.

The Full Crewing Commitment is also mirrored in other work locations (such as day work roles (EG: Building Approval Officers)) and that work is also yet to be completed as a result of the findings of this report.

The UFUQ commits to engaging with stakeholders (our members, QFRS and the state government) to achieve compliance with the UFUQ Full Crewing Commitment.

The Full Crewing Commitment will drive all of our thinking, our engagement with stakeholders and necessarily will directly influence all work on the placement of the initial government funded commitment for 357 additional firefighters (beyond already agreed placements).

Finally, the Full Crewing Commitment will drive the UFUQ engagement on both working to enforce existing provisions within QFRS, but also on capacity building, which the UFUQ sees as the biggest benefit to working on agreed placements of the 357 additional firefighters as they continue to become available.

1. Commitments to matters at operational fire stations and communication centres

- Abandonment of current RAM or similar crewing methodology and adoption of a new, agreed commitment to a safe and full crewing model of all stations and communication centres.
- Minimum of 1 qualified station officer and 3 qualified (or working to attain qualification) firefighters on every alpha appliance for every shift, every call at every station (Including clearly defined doctrine excluding any Auxiliary Firefighter from participating in any emergency response in a professionally crewed appliance).
- Clear doctrine relating to the mix of station officer and different ranks expected at every station.

QFES response to the above points: The UFUQ viewpoint is noted and QFES will continue to work with the UFUQ to finalise the new FRS station crewing model.

Also refer to QFES consideration:

- 4.1 Fire Rescue Service
- 4.3 QFES Communications
- 5. FRS – New FRS Station Crewing Model

SOU response to the above points: The position of the SOU is generally supportive of this noting the recent uplift in firefighter numbers of 357 and would expect that initiative to be applied to FRS Senior Officers. This also aligns to SOU submission points. The SOU requests to be included in this consultation if supported, for impacts to FRS Senior Officers.

TQ (RFS) response: No comment.

- Qualified fire communication supervisor on every shift in addition to full crewing of qualified fire communication officers at every fire communication centre (Including that no fire communication officer is ever rostered to, or works, a shift as a lone communication officer).

QFES response: QFES notes the UFUQ concerns regarding lone communication officers on shift and is supportive of reviewing the communication centre operating model including staffing requirements to understand if the current model is appropriate.

Also refer to QFES consideration:

- 4.3 QFES Communications

SOU response: The SOU requests to be included in this consultation if supported, for impacts to FRS Senior Officers.

TQ (RFS) response: TU(RFS) expects to be involved in any discussions around the qualifications of Firecom operators as we are a large customer base of this service.

- Ratio of qualified firefighters to each appliance to be agreed and written into new QFRS legislation.
- Ratio of qualified fire communication officers at each centre to be agreed and written into legislation.

QFES response to the above points: The UFUQ viewpoint is noted.

Also refer to QFES consideration:

- 4.1 Fire Rescue Service

- 4.3 QFES Communications
- 5. FRS – New FRS Station Crewing Model

SOU response to the above points: The SOU requests to be included in this consultation if supported, for impacts to FRS Senior Officers.

TQ (RFS) response: No comment.

- Cessation of any sick leave calculation to determine crewing at any work location or employment location.

QFES response: The UFUQ viewpoint is noted and QFES will continue to work with the UFUQ to finalise the new FRS station crewing model.

Also refer to QFES consideration:

- 4.1 Fire Rescue Service
- 5. FRS – New FRS Station Crewing Model

SOU response: The SOU requests to be included in this consultation if supported, for impacts to FRS Senior Officers.

TQ (RFS) response: No comment.

- Full crewing of minimum one specialist vehicle wherever it is at a station (for example crew of 1+4 crewed CAPA).
- Additional crewing beyond 1+3 at stations where nearest support by another qualified crew is > 2 hours.

QFES response to the above points: The UFUQ viewpoint is noted and QFES will continue to work with the UFUQ to finalise the new FRS station crewing model.

Also refer to QFES consideration:

- 4.1 Fire Rescue Service
- 5. FRS – New FRS Station Crewing Model

SOU response to the above points: The SOU requests to be included in this consultation if supported, for impacts to FRS Senior Officers.

TQ (RFS) response: No comment.

- Every fire station currently nominally 5-day station to be enhanced to 7-day station
- Cessation of opening stations with 5-day crewing model, all stations minimum 7-day crewing.

QFES response to the above points: The UFUQ viewpoint is noted and QFES will continue to work with the UFUQ to identify sustainable placed based solutions based on evidence and risk.

Also refer to QFES consideration:

- 4.1 Fire Rescue Service
- 5. FRS – New FRS Station Crewing Model

SOU response to the above points: The SOU requests to be included in this consultation if supported, for impacts to FRS Senior Officers.

TQ (RFS) response: No comment.

2. Commitments to matters relating to off-station management of operational matters

- Fully comprehensive annual state-wide co-ordinated training to be developed and implemented.

QFES response: QFES agrees in principle that an annual state-wide coordinated training plan would be beneficial to the organisation and will continue to work with the industrial bodies to develop and implement such a plan across all services within QFES.

Also refer to QFES consideration:

- 5. FRS – New FRS Station Crewing Model
- 7.4 Supply to Demand Training

SOU response to the above points: The SOU requests to be included in this consultation if supported, for impacts to FRS Senior Officers.

TQ (RFS) response: No comment.

- Qualified station officers in (to be identified) day work roles to be available at short notice to revert to operational shift to ensure compliance with 1+3.
- Re-assessment of required numbers in community safety and other specialist areas and the same full crewing commitment processes to be applied to work towards full crewing of every work location where a UFUQ member is rostered in any way.

QFES response to the above points: The UFUQ viewpoint is noted.

Also refer to QFES consideration:

- 4.1 Fire Rescue Service
- 4.2 Community Safety
- 5. FRS – New FRS Station Crewing Model

SOU response to the above points: The SOU requests to be included in this consultation if supported, for impacts to FRS Senior Officers.

TQ (RFS) response: No comment.

- Assessment of leave balances and capacity to access leave for every work location to determine early intervention post-SCTF Report to allow for replacement (at rank) firefighters or fire communication officers where leave is requested or ought to be taken to be rostered in locations where excess leave is being taken.

QFES response: The UFUQ viewpoint is noted. QFES will continue to work with the UFUQ to finalise the new FRS station crewing model which will improve access to leave.

Also refer to QFES consideration:

- 4.1 Fire Rescue Service
- 4.3 QFES Communications
- 5. FRS – New FRS Station Crewing Model

SOU response to the above points: The SOU requests to be included in this consultation if supported, for impacts to FRS Senior Officers.

TQ (RFS) response: No comment.

- Full review of every day work position with view to enhancing number of qualified station officers on shift and minimising day work roles (Review not to include consideration of filling role outside of QFRS rank structure, it's filled with a qualified station officer or it's not required).

QFES response: The UFUQ viewpoint is noted.

Also refer to QFES consideration:

- 4.1 Fire Rescue Service
- 5. FRS – New FRS Station Crewing Model

SOU response: The SOU requests to be included in this consultation if supported, for impacts to FRS Senior Officers.

TQ (RFS) response: No comment.

- Agreed cascading methodology of accessing firefighters and fire communication officers to be made available for operational shifts where full crewing at a particular work location is in jeopardy.

QFES response: The UFUQ viewpoint is noted. QFES will continue to work with the UFUQ to finalise the new FRS station crewing model.

Also refer to QFES consideration:

- 4.1 Fire Rescue Service
- 4.3 QFES Communications
- 5. FRS – New FRS Station Crewing Model

SOU response: The SOU requests to be included in this consultation if supported, for impacts to FRS Senior Officers.

TQ (RFS) response: No comment.

An expansion of the individual points raised by the UFUQ in **1. Commitments to matters at operational fire stations and communication centres** and **2. Commitments to matters relating to off-station management of operational matters**, has been included in this report at Appendix 4 – Expansion of Common Themes Identified by UFUQ.

Appendix 5 contains a summarised detail of the extensive UFUQ Branch, fire station or communication centre, and individual UFUQ member submissions received throughout the SCTF process. The UFUQ acknowledges the work of all members involved in provision of these inputs.

It is noted for the report that these inputs continue to be received by the UFUQ and given they may provide value to the overall processes expected to follow on from publication of this report, updates including the additional content will be provided to the other parties as required, and listed on the UFUQ website, following publication of this report.

Acronyms

AED	Automatic External Defibrillator
ATSO	Area Training and Support Officer
BAU	Business as usual
BSO	Bushfire Safety Officer
BTSO	Brigade Training and Support Officer
C4I	Command, Control, Coordination, Communications (C4) and Intelligence (I)
CA2019	Certified Agreement 2019
CAPA	Combined Aerial Pumping Appliance
CQFES	Commissioner QFES
DC	Deputy Commissioner
ERV	Emergency Response Vehicle
FRS	Fire and Rescue Service
FTE	Full Time Equivalent
HCOM	Human Capital Optimisation Matrix
HR	Human Resources
LDMG	Local Disaster Management Group
ODP	Officer Development Program
OMS	Operations Management System
PSBA	Public Safety Business Agency
QFES	Queensland Fire and Emergency Services
RFS	Rural Fire Service
RLT	Regional Leadership Team
SCTF	Safe Crewing Task Force
ToR	Terms of Reference
UFUQ	United Firefighters Union Queensland
SOU	Senior Officer's Union
RFSTU	Rural Fire Services Together Union
WFQ	Working for Queensland
WHS	Workplace Health and Safety

Appendix 1 Terms of Reference

1. Purpose and role

The purpose of the Safe Crewing Task Force (SCTF) is to advise by formal report matters regarding the provision of safe crewing as outlined in the Queensland Fire and Emergency Services Certified Agreement 2019, Clause 12 (CA2019).

The role of the SCTF is to undertake research and provide findings, advice, guidance or recommendations to the delegates of the CA2019 on the matters outlined in these Terms of Reference.

2. Authority

The SCTF has been established under the authority of the Queensland Fire and Emergency Services (QFES) Certified Agreement – 2019 (Clause12) and will report to the delegates of the CA2019.

The SCTF functions and activities are supported, resourced and endorsed by QFES in exploring all issues and matters when undertaken in a planned and coordinated approach to ensure transparency for all parties, and without impact or compromise to operations.

The Terms of Reference are effective from agreement by the parties in accordance with the timeframe set out within the CA2019 and continues until the report is delivered by 30 September 2021 or unless varied or terminated by agreement between the parties.

While the signatories to the CA2019 are not bound by the findings of the SCTF as contained in the report, all parties may agree to progress and support implementation of evidence-based solutions that increase the safety and wellbeing of employees and the community.

The work of the SCTF may be supported through working groups. Working groups will report to the SCTF via their nominated representative.

QFES will facilitate support to the SCTF including secretariat functions, working group participation and support, coordination, communication and subject matter expertise as required.

SCTF parties and representatives will be supported by QFES to undertake functions and activities of the task force in line with planned activities with the intent to optimise the effectiveness of communication and engagement activities with QFES employees.

3. Objective

To reflect the party's commitment to safe and full crewing of all employment positions covered by CA2019, the SCTF will provide a report to CA2019 delegates by 30 September 2021 on findings in relation to capability, capacity and practice on matters relating to Firefighters, Station Officers, Building Approval Officers, Senior Officers, Communications Officers and Rural Fire Officers being those employees covered by the CA2019.

4. Membership

The SCTF will be comprised of representatives from:

- Queensland Fire and Emergency Services
- United Firefighters' Union of Australia, Union of Employees, Queensland (UFUQ)
- Queensland Fire and Rescue – Senior Officers Union of Employees (SOU)
- Together Queensland, Industrial Union of Employees (RFS)

It is accepted that nominated representatives may change, however continuity is preferred. The parties are responsible for ensuring suitable representatives are nominated and the secretariat is notified of changes for the membership register.

SCTF members may invite other guests to participate in meetings. In doing so, all parties will be notified (via secretariat for updating the agenda). Information received by Task Force members or guests that is identified as privileged, will be treated with the appropriate level of confidentiality.

QFES will undertake the role of the Chair and will ensure:

- the SCTF achieves its purpose within timeframes set out in the CA2019
- the operating principles of the SCTF are respected and supported by all parties
- meetings are conducted professionally and in a spirit of collaboration that encourages contribution from all parties.

The role of the SCTF members is to:

- explore matters consistent with the objectives in this Terms of Reference
- engage with all parties of the SCTF in a professional and collaborative manner to achieve agreed outcomes and objectives in this Terms of Reference
- positively represent the functions and activities of the SCTF with their members

The role of secretariat will be undertaken by a representative from the Human Capital Management Directorate in QFES.

5. Conflict of Interest

The parties must behave in a manner that avoids any conflict of interest, either perceived or actual, ensuring the independence and integrity of the SCTF is maintained.

If a conflict of interest does arise, either perceived or actual, the member must declare the conflict to the Chair as soon as possible, and a plan to manage the conflict will be implemented as required.

Any actions taken by the SCTF to mitigate an actual or perceived conflict of interest are to be captured and retained on record.

The Secretariat will be responsible for recording the conflict of interest.

6. Communication

The SCTF will develop a communication strategy and plan to support consistent messaging, including an introductory communication at the first meeting. This will not limit separate communication by parties.

6.1 Organisational updates

Updates to QFES employees will be provided quarterly or as required.

6.2 Internal reporting

To enhance collaboration and transparency - monthly work plans will be produced, and access provided to members of the SCTF through a shared online platform.

6.3 Interim findings

Where issues are identified, and solutions agreed by all parties, implementation can progress.

7. Meetings and attendance

7.1 Frequency and duration

The SCTF meeting will be held within one month of the agreement and publication of this Terms of Reference. The frequency and schedule (including working groups) will be decided at the first full meeting.

Duration of meetings will vary based on the direction of the SCTF. Meetings will be supported by appropriate technology.

7.2 Attendance

Parties are required to attend all SCTF meetings. Where attendance is not possible by the representative of a party an apology to the chair should be given, and advice as to a proxy provided to the secretariat.

7.3 Agenda and Papers

The preparation and issuing of the agenda, submissions and papers will be facilitated by the secretariat. SCTF parties will provide direction to the secretariat on additional items for inclusion on the agenda.

The secretariat will contact SCTF members to identify agenda items and ensure an appropriate meeting length can be set. Agenda items/papers are to be submitted to the Secretariat no less than eight (8) working days prior to the meeting date. Agenda and papers will be distributed to the parties of the Task Force five (5) working days prior to the meeting.

At a minimum, the minutes of the SCTF meetings will contain an action or recommendation register. SCTF meeting minutes will be distributed to SCTF members no more than five (5) working days following any meeting.

7.4 Work plan

A monthly work plan will be developed by the working groups, which sets out the activities to be undertaken or as guided by the SCTF.

This includes key tasks covered at specific meetings to ensure all activities are addressed at the appropriate time.

The content of work plans will be representative of the task force objectives and CA2019, Clause 12 commitment.

Appendix 2 List of Stakeholders

The following subject matter experts and other stakeholders were engaged and or consulted during the development of the QFES considerations.

Name	Position
Amy Winter	Principal Employee Relations Officer, Employee Relations Unit
Anna Herzog	Principal Employee Relations Officer, Employee Relations Unit
Lyn Richards	Director, Operations Support Branch
Callum MacSween	Director, Strategy and Services Branch
Katrina MacDonald	Principal Policy Officer, Strategic Policy and Legislation
Janine Taylor	Principal Advisor, Workforce Development Unit
Ben White	Executive Manager, Workforce Development Unit
Leigh-Anne Sorenson	Executive Manager, Workforce Experience Unit
Mark Kahler	Director, Community Infrastructure Branch
Michelle McLeod	QFES Communication Centre Manager, South West Region
Martin Gibson	Executive Manager, Air Operations
Karen Caughey	Executive Manager, HR Systems
Neil Francis	Director, School of Fire and Emergency Services Training
John Cawcutt	Assistant Commissioner, Fire and Rescue Service
John Bolger	Assistant Commissioner, Rural Fire Service
Andrew Short	Assistant Commissioner, State Emergency Service
Lauren Poynting	QFES Chief of Staff
James Haig	Executive Manager, Office of Bushfire Mitigation
Darryl King	Assistant Commissioner, Central Region
Kevin Walsh	Assistant Commissioner, Far Northern Region
David Herman	Assistant Commissioner, South Western Region

Note: Position titles were correct at time of consultation.

Appendix 3 Data Set References

Item No	Data Provided
Item 1	Area to staff ratio.
Item 2	Area staff to brigade ratio (including brigade classifications).
Item 3	Chief Fire Warden to Fire Warden ratio.
Item 4	Number of Bushfire Investigators.
Item 5	Area staff to area size.
Item 6	Total number of people working in any location where an FF or SO is working in any role.
Item 7	The FTE for that location.
Item 8	Actual number of employees.
Item 9	Total FTE for whole region, broken into rank at each location.
Item 10	Actual number of employees in each rank working at each location and for the whole region.
Item 11	How many day work roles?
Item 12	How many non-uniform people by area.
Item 13	Workforce Diversity Data 31 Mar 20.
Item 14	Provide org structure chart for each region and state-based unit including HCOM and temporary over establishment positions.
Item 15	OMS Call-back query 01Jul19-30Jun20.
Item 16	Substantive rank of each actor.
Item 17	How long has each of the actors been acting.
Item 18	Where is the employee that owns the position the actor is working in and how long have they been there?
Item 19	OMS Short Crewing 2019-20.
Item 20	Sick leave days for all work locations.
Item 21	How many Long Service Leave applications of any type were refused for 'operational reasons'?
Item 22	Average period of leave based on type of leave taken by Inspector, Superintendent, Chief Superintendent per annum over 5 years.
Item 23	Members Excess Leave Hours and Days as at 30 Jun 20.
Item 24	Area to LGA ratio.
Item 25	Area serviced from each service point.
Item 26	All work locations in region where an FF or SO is working in any role.
Item 27	Travel Policies Summary.
Item 28	Number of Landscape fire wildfire responses per area Jul 2016 to June 2020.
Item 29	Number of responses to non-fire activities (Storm season, COVID19) Jul 2016 to June 2020.
Item 30	Number of HR mitigation burns conducted in High risk areas (+ trend over time).
Item 31	Number of Area Fire Management Groups (AFMG) (including sub-groups) per Area.
Item 32	Number of Bushfire Risk Mitigation Plans (BRMP) per Area.
Item 33	Number of times and duration of SOC and ROC activations over last 5 years.
Item 34	Deployment Numbers.
Item 35	Scientific Officer Cab charge March 2019-20.

Item No	Data Provided
Item 35	Scientific Officer Incident attendance FY 2019-20 Inside Business Hours vs Outside Business Hours.
Item 36	Comparative analysis of resources vs incidents.
Item 37	Rural Area staff to asset ratio (Vehicles, Stations, Slip on Units).
Item 38	What vehicles exist at every station crewed by FF/SO.
Item 39	Age and type of each of those vehicles (fit for purpose).
Item 40	Daily Crewing of each Station.
Item 41	What is fit for purpose, how many vehicles are fit for purpose.
Item 42	Station data – population covered, responses, average distance travelled.
Item 43	Number of community engagement activities per area (+ trend over time) 2015-20.
Item 44	Number of Community engagement activities undertaken for mitigation activities in High Risk Areas (+ trend over time) 2015-20.
Item 45	Changing community expectations regarding the impact of climate change and the impact of wildfire on community (+ trend over time).
Item 46	Demographics from the community where they are responding.
Item 47	Annual Incident responses (by type) as percentage of working time per Station.
Item 48	Forecast population growth and resource requirements.
Item 49	LGA's Climate change outlook.
Item 50	Information about economic outlook and drivers.
Item 51	Number of times staff were working fatigue during the 2019 fire season.
Item 52	Wellbeing program/s for senior officers - how many, what are they?
Item 53	Workcover claims - type, particularly mental health, hours etc July 2019 - June 2020.
Item 54	Findings & recommendations from the Royal Commission, Qld Audit Office, IGEM relating to wildfires and mitigation activities.
Item 55	Working 4 Qld results, in particular relating to work life balance and workload.
Item 56	2019 Results of Mercer Review of Senior Officers.
Item 57	Search through operations doctrine for all identified roles, responsibilities and task related activities required of FRS Senior Officers.
Item 58	Search through all industrial documentation to group all relevant information related to senior officers into one document.
Item 59	Comparison of data with other like services.
Item 60	Brigade Financial Management (funds collected through the brigade levies and managed with the assistance of the Local Area Finance Committee).
Item 61	Brigade Volunteer training profile vs Suggested Brigade training capability profile.
Item 62	Number of investigations conducted by Bushfire Investigators (+ trend over time).
Item 63	Number of investigations that have resulted in prosecution (+ trend over time).
Item 64	Consideration of capability provided by State Office in support of Regions and Areas (policy, appliance and asset management, training development and legislative and governance).
Item 65	Inventory check and compare to best practice (e.g. Technology, electric vehicles etc).

Appendix 4 Expansion of Common Themes Identified by UFUQ

Following the processes referred to by the UFUQ in this report, listed below are the common themes the UFUQ identified were barriers to safe and full crewing across all work locations and employment locations.

Each of these common themes require significant engagement on legislative, industrial instrument, policy and procedural changes to reflect the UFUQ position. Each of the items below are considered worthy of further discussions at all levels of engagement by the UFUQ to reduce the barriers to safe and full crewing and improve the safety of our firefighter and fire communication officer members.

It is important to note that this content is only intended to start the conversation with UFUQ members and other stakeholders, and is not in any way considered to be a comprehensive reflection of the opportunities arising from the outputs of the SCTF process and report.

1. Commitments to matters at operational work locations

a) *Current use of the 'Resource Allocation Model' in various iterations (including the current HCOM version) by QFRS to determine the number of firefighters or fire communication officers crewed to a work location.*

- Constant shuffling of firefighters and fire communicating officers at work locations due to the allocated crew number for the location is consistently and all too frequently not matching the quantum of actual available employees at that work location.
- Need to change the entire crewing methodology to reflect actual numbers required and ensure those numbers are provided on each shift for the duration of the shift.
- Cease use of part-person FTE to roster stations and only manage whole numbers of full crewing, no more 0.25 / 0.5 / 0.75 allocations.
- This position includes the expectation that QFRS move to safe and full crewing of a specialist appliance when one exists at a station. References to this expectation are included in specific content in Appendix 5 of this report.

b) *Current process of ceasing callbacks to fill crewing when sick leave reaches pre-determined allocation.*

- Current process relies on extremely aged and inadequate crewing numbers (the 'Pagano model').
- Pagano developed the 19 per 10/14 station model at a time when the at the very least, the training, qualifications and response role expectations for professional firefighters was not at the standard it is today, and the number of qualifications held and both generic role expectations and speciality expectations of the role were well below that which is expected today.
- Further to response expectations and the qualifications, skills maintenance and training associated with them, the types of leave available to professional firefighters were considerably fewer than they are today. It is well known that the total quantum of leave types provided for in the Industrial Relations Act – 2016 (Queensland), and relevant Queensland Government Directives applicable to UFUQ members has significantly increased.

- Notwithstanding the Pagano process of abandoning full crewing of professional firefighters on any particular shift at any station, any reasonable consideration of the fact that QFRS provides all tactical operational training and instructions regarding any emergency response based upon a requirement to operate safely with a crew number of 4 per primary appliance.
- See for example NFPA 1710 (at, for example, 5.2.3.1.1 and 5.2.3.2.1) for world's best practice minimum crewing numbers, and QFRS FUNIT538 and QFRS OFOT's 1, 2, 4 and 5, for minimum crewing requirements of 1+3 for training in operational response.
- Concepts such as 'ghosting', 'pairing' and 'twinning' all too often fail to provide a full crew, when the second appliance is called away from the ghosted or paired response, resulting in two crews responding in a way that is unsafe.
- The UFUQ has already done some preliminary work to identify the ways safe and full crewing can be assured, and have provides some content to QFRS already, including the following with regard to determining a draft hierarchy for replacing crewing when required –

The following list is the initial identified ways an individual or multiple crew members can be sourced to provide 1+3 at a station where an alpha appliance is at risk of being under-crewed.

The list is in no particular order regarding preference for the method.

- I. *Call back on overtime*
- II. *Organisational shift swaps*
- III. *Peer to peer shift swaps*
- IV. *Movement of available crew at a station*
- V. *Movement of available crew from another work location within the same employment location*
- VI. *Movement of available crew from another employment location within the same region*
- VII. *Movement of crew from another region (relying upon other criteria within this list being met in an agreed way)*
- VIII. *Removing the bravo appliance from operational duty and distributing the crew from that appliance as required*
- IX. *Remove the appropriate crew member from a special appliance and pair the alpha with the special appliance for the remainder of the shift (this is not to be considered unless full pairing for the full shift is agreed, as splitting a paid will not be agreed to by UFUQ in this negotiation)*
- X. *Remove the appropriate crew member from a day work role to work on shift in an appliance*
- XI. *Appropriate crew member stays back at end of shift or commences shift early to cover for short crew until another of these options is realised and the crewing returns to 1+3 for the remainder of the shift*
- XII. *Use the temporary transfer process to have an appropriate crew member relieve at a particular work location for a defined (temporary) period*

As stated above, this list is in no particular order, and nor is it exhaustive, further options may be added by the parties as negotiations continue.

Where used in the list, 'available' means capacity to move work location due to crewing of an alpha appliance in excess of 1+3 (often called an over-plot) at another work location, or within the same employment location.

c) Firecom crewing shortages

- There is a default consideration that it's OK to drop crew in fire communication centres.
- The actual number of fire communication officers that the UFUQ considers a full crew is not agreed to by QFRS.

- Firecom is regularly under-crewed with no availability to ensure full crew (including dropping to single officer shifts which is a risk to the officer's health and safety and is entirely unacceptable to the UFUQ).

d) *Fire communication supervisor on every shift at every communication centre*

- UFUQ position is that a supervisor is warranted on every shift, for the duration of the shift, in every communication centre.
- Currently, shifts with supervisors demonstrate more efficient management of workload and incident response.
- Centres without supervisors require ad-hoc management of splitting work and responsibilities.
- Centres without supervisors regularly have FCO's working as a default supervisor and QFRS is aware of this, but in an apparent desire to not pay for the work being performed, continues to reject consideration of this position change.

e) *Lack of consistent mandatory requirement for mix of ranks and qualifications on each shift*

- UFUQ see the need for every work location (fire station and fire communication centre, and specific day work locations) to include an agreed, best fit blend of ranks.
- This mix is dependent upon the risks associated with the work location, starting with looking at the type of work performed there.
- Ranks mean experience and qualifications, and they result in improvements to crewing when considering safe crewing. Many work locations can be and are often fully crewed, but the mix of ranks is not sufficient, with too many firefighters and fire communication officers required to 'act up', and all too frequently, there simply being no availability of substantive station officer or fire communication supervisors, resulting in a reduction in the safety of that crew on that shift.
- For fire communication officers, similar to (f) below, there is an expectation that mandatory ratios of crew numbers are regulated for all fire communication centres.
- Current Queensland ALP Policy is for regulations to reflect 1+3 (substantive station officer and 3 firefighters on an alpha appliance) and the UFUQ will continue to press for this to become regulated in all future legislative change discussions.

f) *Ratio of crew to appliance to be agreed*

- UFUQ have developed draft content for insertion into new fire and rescue legislation that mandates ratios of crew to each type of appliance QFRS uses (you can see this reflected in the UFUQ content in Appendix 5 where all existing stations and their appliances are listed, and a nominal crew is assigned to those station and appliance configurations).
- Emergent circumstances would naturally affect these nominal ratios, and this would be reflected in the agreed requirements.
- UFUQ expectation is following the placement of the current 357 additional firefighters, there ought to be no barrier to progressing this expectation into legislation.

g) *Additional crewing where nearest professional station is >2 hours away*

- In consideration of what is safe and full crewing, incorporating existing industrial instrument requirements for matters such as notice of movement of work location, overtime, and more, the UFUQ position is that extra crew availability is required at a station that is isolated (more than 2 hours from the nearest station).
- This would mean development of methodologies to utilise the additional crew numbers when they exist on the roster.

- This matter requires significant engagement on legislative and industrial instrument provisions relating to how these additional crew would be rostered and used.

h) All current '5 Day' stations to move to '7 Day' crewing models

- Following some years of experience with 5 Day stations and reviewing crewing data from the perspective of safe and full crewing, it's clear that a simple shift to all stations becoming 7 Day crewing stations addresses a significant number of those crewing issues.
- Airlie Beach and Charters Towers stations have recently and soon will move from 5 Day to 7 Day. These changes are as a result of lobbying by the UFUQ, incorporating demonstrating the operational needs of the stations. However, the changes also resulted in part from matters related to unsafe crewing, such as running 1+2, or incorporating underqualified auxiliary firefighters in professional fire appliances.
- Additional professional response and additional access to professional firefighters to prevent unsafe crewing are both positive outcomes from this change.
- These matters require further consultation between the UFUQ and QFRS and the UFUQ expects that consultation ought to reflect a change in crewing numbers at all existing 5 Day stations within the next 7 calendar years.
- This change would also be reflected in any new stations opening in any new location automatically being crewed at minimum as a 7 Day station (ending the use of 5 Day stations entirely within QFRS).

2. Commitments to off-station matters

i) Requirement for comprehensive integrated state-wide annual training plan

- There is an opportunity to significantly improve the management of QFRS training across all regions and at the state level.
- Development of a cohesive, comprehensive, state-wide annual training plan is a valuable objective.
- The UFUQ acknowledges that at the time of publication of this report, QFRS had been in preliminary discussions about attempting to move to this model of planning for training. The UFUQ hopes that ongoing engagement on this move will result in positive outcomes for training.
- Crewing at any work location would benefit from better understanding ahead of time of the types of training becoming available, and this would result in better workforce planning.
- The UFUQ sees barriers to access to training as one of the most significant failures of the current QFRS management. This must be improved, at state and regional level in a cohesive and co-ordinated way.
- Improved management of training availability and scheduling would provide benefits to both safe and full crewing.

j) Review of all 'day work' roles in QFRS

- Qualified station officers are required across the state to engage in day work. This is a reasonable expectation.
- However, the quantum of day work roles is a drain on qualified station officers and is also impacting on qualified fire communication officers, supervisors and managers, and a full review of the way day work is created, crewed and managed is a vital way to improve safe and full crewing.

- The UFUQ acknowledges that at the time of publication of this report, a state-wide day work review was being undertaken by QFRS. The UFUQ had not been involved in the outputs of that review at the time of publication.
- Many matters have the potential to impact the way day work is used in the future, such as availability with short-term notice for Station Officers to step back into operational duty on an appliance.
- This availability matter was addressed by the UFUQ in its discussions on crewing replacement, as set out in **(b)** above.

k) Assessing leave balances to identify safe and full crewing failures

- It has been commonly reported to the UFUQ that access to leave, particularly when the work location is isolated, is difficult. The SCTF data helped to demonstrate this but did not do so conclusively.
- Excess annual and long service leave balances for firefighters and fire communication officers appears to be present more often in isolated work locations, although long service leave balances are fairly consistent when compared to annual leave balances, in most work locations, indicating the current crewing numbers may be making it difficult for fair access to discretion regarding when long service leave can be taken.
- As with training, access to safe and full crewing is improved when access to leave is improved, as long as the requisite access to replacement firefighters and fire communication officers is also improved.
- The UFUQ considers that a further analysis of leave balances and offering the opportunity to those with excessive balances ought to be a priority outcome of the placement of the 357 additional firefighters.

Appendix 5 UFUQ Data Collected for Employment and Work Locations

REGION	UFUQ BRANCH / STATION / MEMBER INPUTS
BRISBANE	<ol style="list-style-type: none"> <li data-bbox="398 416 1818 754"> <p>1. The CAPA has been with us for over a year now and was bought in by QFRS as a replacement for the TAP. However, the CAPA is more than the TAP ever was and a great appliance for medium rise rescue with its quick stabilisation and speed of getting the ladder into position.</p> <p>The crewing of the appliance has remained the same as if it was a TAP and this places the OIC in a position at a rescue incident of not using the appliance to its potential or having to put in place a situation where if the appliance was required for an immediate life-saving rescue, the OIC of the appliance may have to assist the cage operator in the cage to perform the rescue. To use this appliance to its full capability, it should be crewed with 1 & 5. Not 1 & 4. The additional firefighter would not have to be trained as an operator of the appliance allowing for a junior firefighter to man the appliance or a firefighter under training as an authorised operator of the appliance.</p> <li data-bbox="398 794 1818 1133"> <p>2. At 17 station with the CAPA which has 3 designated riding/operating positions (not including the SO) to ensure it can operate to its full capacity.</p> <p>It would be beneficial to the establishment if 17 station becomes 2 and 5 allowing a platform to train potential CAPA Kilo operators.</p> <p>Currently to allow the chance to train and become accredited can only happen in a couple of ways-</p> <ul style="list-style-type: none"> - Crew member transfers to 1 station until accredited. - Crew member undergoes training for CAPA at 17 stn to become accredited. When this occurs the CAPA runs at diminished capacity and can only be used as a water tower at incidents unless paired with kilo (if it has an accredited operator which sometimes occurs due to staffing levels, sick leave etc). <p>Currently 17 stn has 7 dorms and the increased number would be cost neutral other than wages.</p> <li data-bbox="398 1173 1818 1361"> <p>3. Spend money on training relative to our incident response.</p> <p>For example, Bris reg Nth & STH had 977 pages of Escad incidents in a year. Tech rescue was 10 pages for the same time period. That's 1% of jobs in Bris are Tech rescue.</p> <p>Are we spending enough on firefighting, given Bris, S East, S West & Nth Coast had 220 pages of vegetation fire incidents during the same time.</p> <p>BA comms training.</p>

MIR workload at 1&2 station. Not sure about Roma St but Kemp Place is way behind. We need City Central 2nd Day Pump to cover calls so we can catch up & make the city safe.

Full training of sufficient operators before any vehicle is brought on line.

Extra crew on CAPA. 5. Sufficient crew to operate to full capacity.

Operational shift prioritised over day work.

Lack of substantive officers on shift due to day work. Often multiple acting SO's in inner Brisbane on the same shift.

4. Extra FF on all CAPA's – will increase capability and deployment of the CAPA as per the manufactures guidelines. Furthermore, it will allow FF's to train on the CAPA or juniors to ride the CAPA and gain experience.

Designated Deacon Unit – many other services have a dedicated decon unit/s that responds to large scale incidents, this can be easily managed with extra crewing even if it's only one FF per shift.

This will enhance the ability for crews to decontaminate rapidly at jobs and provide a safer and cleaner workplace.

Echo and Yankee crews – will provide an enhanced response for the bushfire season and enable better access to Izone areas around Brisbane.

No need to split crews at stations that have the appliance or call for auxiliaries or RFS. Additionally, they can form a rapid taskforce for large scale incidents within the region or externally.

Additional Day Pump – Out of Bracken Ridge, will allow for flexible work arrangements and enable crews to do more RCR, Live fire and other training including SO, SFF exams across the region.

Upgrade Caboolture - Auxiliaries to transition to a permanent day or 10/14 roster, this will assist with the call rates and allow FF's to gain experience at a busy station.

5. I have previously mentioned this to UFUQ representatives, the lack of a fair and transparent transfer policy is harming members whereby the only way to get a transfer is to have 'pressing circumstances'.

With regards to the recruit placement there is serious concern amongst members with transfers that the increase in recruit positions (throughout the state) will further limit members being able to obtain a transfer to their desired work location/region.

Members with decades of service are not being treated fairly by a flawed transfer policy and equally worrying that they will watch positions filled by new recruits for which they have in good faith applied for through the transfer procedure.

6. We really need to have a response model with weight of attack, this will give us an indication of where stations need to be then that will also flow onto staffing.

Some stations need to be looked at as two full time pump crews due to response area and distance for back up, Caboolture should be two pump full time as if you look at the auxiliary response in a financial year they respond a lot.

Bribie Island should be a full time station at least Monday to Friday for start.

There could be some deep southside stations that should be two pumps for response and weight of attack. We've spoken about the change of numbers from the old Pagano number to a new accurate number reflecting staffing at a station.

Crewing can be used to fill holes where previously cross crewing/ghosting has been a standard for appliances/specials.

Where there extra vehicles at stations like Echo's they can be manned full time, because if there's a need for one at a station it should be manned (see MFB days).

Staffing could be rostered like the old holiday changes where there was overlap and training used to get done , reduction in overtime for training and more training getting completed without dropping pumps off the road or trying to respond whilst training.

Big thing is in my opinion – **response times and weight of attack**

7. I think a Lima truck for tech rescue based at 14stn would be a good move.

Crewed with 1 x SO and 1 x FF.

Also potentially you could crew the Yankee and utilise the “decon/rehab” trailers more often to support the decon process at jobs.

Or alternatively reconfigure the Kilo appliances to be more of a decontamination focussed truck.

We also would have room at 14stn to home a second truck (maybe an extra day pump). This could cover more training opportunities and or work like the old flyers.

8. A 5th fire on the CAPA.

9. I believe with the extra numbers we should look at having a system that after we fill our operational requirements, we have staff available for off shift training.

With all the extra skills we all have to maintain, finding time on shift is becoming a problem and also finding acceptable training locations and or resources.

I think we should investigate the idea to have extra numbers on day work for a set period and use that time to have structured continuation skill training and maintenance. Every qualification would have a set amount of days with it that you would do off shift training.

For example, Fire Fighting would include 1 day every 2 years at live fire, RCR one day, heavy RCR 2 days. TR 3 day per discipline every 12 months.

You could roster members on a 4 on, 4 off day work roster, so no one loses the 4 on 4 off roster, when on training.

If every region could increase their numbers to allow an overflow from operational staff requirements, we could put fire fighters on day work and cover all their training requirements in that time.

This includes state run workshops, with no effect to crewing. We would also need to ensure they stay on day work during their training allocated time and not be used for OT replacement. But that happens already, for example members on day work.

Skill maintenance training is often neglected and has the potential to put members lives at risk. The organisation need to reassess how they view and value training. Not just a tick in the box.

They could also be used for the first wave in deployments and therefore not effect operation positions in region.

- 10.** My suggestion is to ensure all our Yankee vehicles are crewed first with the extra crewing available, this could be a firefighter and senior firefighter/acting SO.

This crewing could then be used to fill holes if required. If there are still more crew available then crew our Echo vehicles next.

Basically crew any vehicles not crewed including ERVs, but start with our Yankees.

- 11.** Full time 10/14 decontamination crews attached to south and north stations to help with Decon set up and profess as a bravo unit.

Review of structure of qual's vs capability schedule (for example First class before you get be a pumper operator, first class before you can apply to special skills sets like BA Hazmat).

Safety protocol of A minimum of one first class or above rank firefighter in the back of any alpha /bravo appliance as the designated BA crew. Not more than one junior on a fire appliance .

Review of how weather events are managed and the pre-emptive staffing that is arranged to prepare for such an event. For example Calling back a Swiftwater crew to man Swiftwater Yankee before the event rather than splitting crews and lessing our resources capabilities during a high level weather event.

Review of Tec rescue number and removal of qual's of members not active in the role, to allow more people active members to be trained to fulfil crewing Resources and crew Capabilities (currently a large number of inactive staff with qual's, stopping new staff being trained because of a skill set cap) qual's removers after a period of inactive use).

Mentors for junior firefighters under first class to help Navigate training skills shortages , cultural issues or other problems.

Removal of process of putting juniors all in the two city stations

Loss of support due to multiple movements and no station location stability.

Difficulty with being able to be trained properly through Q Step training programme creating a lack of identification of any skill or training shortages . Resulting in possible undeveloped firefighters at the 1st class rank.

12. A suggestion for consideration. This mainly relates to the stns that have a CAPA and or other specialist appliance.

I currently work at 17stn which has two specialist appliances as you know. Because of this we cannot carry any juniors or non-qualified firefighters otherwise we diminish the capability of the vehicles.

This in-turn makes it very difficult to train up new staff on both the ET and CAPA.

What I am suggesting is an increase to the crewing levels at 17stn (and maybe 01stn and 16stn) to allow for the training of firefighters on those specialist appliances.

17stn has the dorm space for 1 extra although the mess room and recline room would be tight.

13. Just wanted to forward some of the identified issues that I have experienced or that I feel will get noticeably worse with increased numbers of firefighters coming out of recruit courses and its relationship to safe crewing. The issues in this email are based largely on my experiences at Kemp Place.

Issues that I have encountered at Kemp Place are:

Excessive crewing of junior firefighters at Kemp Place (reducing capability and safety) while outstations are manned with completely senior crews.

The introduction of the CAPA has created 3 specialist stations at Kemp Place, Wishart and Chermside.

Increased firefighter displacement as seemingly more northside based firefighters come on to shift.

Eventually there will be too many juniors to only crew 1 per appliance. Pumping/driving will need to start earlier.

Excessive Crewing of Junior Firefighters at Kemp Place

I work at Kemp Place and we have already had various issues with rostering and crewing of appliances, mainly that 3 juniors are being rostered to Kemp Place on a shift at a time. This is likely to get worse with more and more junior firefighters coming off course into the Brisbane Region.

During a recent phone call with rosters, I was advised that the commissioner has signed off on crewing the CAPA with only 2 qualified operators. Why? How is that safe crewing? It takes 3 operators to conduct emergency make up on the appliance and reduces response capability.

Currently up to 3 juniors are being crewed on shifts at Kemp Place while up to 6 stations across the southside are crewed completely with senior firefighters. I don't understand why the juniors are not spread across all fire stations evenly, before attempting to reduce the safety and capability on the CAPAs. It has become common for CAPA qualified senior firefighters to be sent to an all-senior out station so that a third junior can be rostered at Kemp Place. This makes no sense?? In relation to safe crewing, this means that there are usually 2 juniors on the Alpha appliance while the CAPA is run at reduced capability with only 2 qualified operators. Area knowledge, capability and experience are sacrificed to use Kemp Place as a "dumping ground" for juniors to avoid displacing senior firefighters from outstations.

Creation of 3 Specialist Stations

With the introduction of the CAPA, Kemp Place, Wishart and Chermside have become specialist appliance stations. Where previously crewing 1 or 2 juniors (3 or 4 for Kemp Place) may have been possible, doing that now reduces capability and safety of the CAPA appliances. A junior crewed to the CAPA means 1/3 of the capability of the CAPA is lost, and emergency make up can no longer be conducted as 3 qualified operators must be present for an emergency make up. Do we wait for another operator to arrive from another vehicle or station? What if they are on stand-by or at another incident? How is this safe crewing?

To put this in perspective, it would be like crewing a CAFS appliance with a non-qualified operator while qualified CAFS operators were moved to other stations. The CAFS qualified pump operator can supply foam during operations, but with only 1 qualified branch operator in the back seat, operations are limited to one CAFS delivery. Is this an effective use of resources and personnel? Is this the best way to protect the community? And again, how is this safe crewing?

By creating 3 specialist stations with the introduction of the CAPAs, considerations for crewing those stations must change. It should be considered a last resort to crew a non-qualified firefighter to the appliance unless all other options have been exhausted. Again, would rosters crew a Lima,

Kilo or CAFS appliance with a non-qualified if there was room for the non-qualified firefighter elsewhere?

Increased Firefighter Displacement

As a by-product of more firefighters coming on to shift, it has been recognised that an increasing number are from the northside. This has started to have a knock-on effect, with additional northside firefighters being sent to Kemp Place as overflow. This means Kemp Place firefighters are frequently sent out to other stations to accommodate the northside firefighters.

While I believe most firefighters are willing to move around to accommodate changes in crewing, Kemp Place firefighters seem to be the first port of call to be moved on to make way for northside firefighters (or at the end of the month when callbacks run out). This then displaces 2 firefighters rather than just the one firefighter. Again, this also has the potential to reduce area knowledge and capability/crewing of the CAPA as qualified operators are moved out from the station. If more and more firefighters are being recruited from northside areas, eventually rosters are going to have to consider crewing them to southside stations where there are vacancies, rather than continually putting them at Kemp Place and moving Kemp Place firefighters out.

In addition, most firefighters based at Kemp Place have committed to working there and becoming qualified on Tango and the CAPA. There is a lot of time, training and pride taken in learning and improving these additional skills, the high call rate and area knowledge. As previously mentioned, whether intended or not, QFES has created a specialist station out of Kemp Place. To frequently dismiss the commitment of these firefighters by regularly crewing them to backfill other stations while multiple other stations crewing remains unchanged, shows a lack of equitable rostering methods and a disregard for capability and community safety.

Earlier Driving/Pumping Sign Offs

With the number of new firefighters coming on to shift it will be impossible to keep the ratio of only 1 junior per appliance in BR. Junior firefighters currently tend to come up driving/pumping around the rank of 2nd class (or 2 years in to the job). This will have to be brought forward to as early as 3rd class (1 year in to the job) for BR. The motor officers and rosters will need to work together and plan effectively for this to be achieved. While preparing for a pump assessment, junior firefighters

(where possible) will need to be crewed consistently at the same station to allow for pump training on the same appliance.

POSSIBLE SAFE CREWING SOLUTIONS

- Aim to place a junior firefighter on every non-specialist appliance/urban pumper (northside and southside) before any thought is given to adding an unqualified firefighter to any specialist vehicles like the CAPA.
- A plan needs to be put in place for rosters. There needs to be an agreed upon approach for the future. Rosters need to have clear goals and parameters to work towards to achieve safe crewing. Where are the goal posts?
- Rosters will need to put some serious planning in to future firefighter movements. To accommodate a junior on every station in BR, seniors that have not moved from their station in years will have to start taking turns to move to other stations. There will need to be a system or rotation for this, rather than targeting the same senior to move every tour or holiday block.
- Junior firefighters will have to come up on driving and pumping earlier (on or before 3rd class/1 year). Most firefighters in BR come up driving around the 2nd class rank (2 years), and with the number of junior firefighters coming on shift, there will be too high a ratio of juniors to back seat riding positions. Again, to facilitate this will take serious planning from rosters and organisation to accommodate the pumping training and assessments.

To summarise, I feel that while it is a benefit to have more firefighters in the workplace, I don't feel like there has been any forethought or planning with regards to how those firefighters were to be managed and crewed on shift without compromising safety and capability.

I hope this information sheds some light on some of the issues that have been encountered so far, and that I expect to get worse as more and more new firefighters come on shift in the next couple of years.

NORTH COAST

14. I will try to dot point some of our concerns/ suggestions, however -first some stats.

- The Estimated Resident Population of Gympie Regional Council was **52,935** as of the 30th June 2020
- Gympie South's population growth has exceeded that of any Australian capital city in the past 12 months
- Property prices in the region had increased by 10.3 per cent in the last 12 months and 17.3 per cent in the past five years.
- The final stage of the Highway upgrade to be completed mid 2024

What does this mean?

- Unprecedented growth in the area
- Increased number of road users
- Large population growth in the lower socioeconomic outer areas as rental demand pushes people out of town

Suggestions for Gympie

- Updated station - (currently over 80 years old) beautiful old station but many issues with age and simply not up to current operational standards.
- Manned (SO and FF) Kilo appliance to manage the increasing RTC both highway related and surrounding areas. (these included farm accidents / tractors & machinery which we regularly attend)
- Updated GFU (Grass fire unit ECHO) Our current 4000 litre 4WD unit is very functional however extremely old. (Kilo crew could possibly man this appliance during heightened BPL's)

Lack of interest in Regional placements' topic:

I have been pushing for some time for local recruitment, ie allowing where you live to be used as a factor in position placement.

We recently had a local Gympie Auxiliary FF who applied for permanents. He was successful in his application and offered Mackay!!

He lived in Gympie, his wife was a local school teacher and his children went to school here.. He was forced to sell his home and relocate his family when in reality he should have been offered a position here (which are coming up now). I feel our local inspector and Super should have been able to push his request with Talent Acquisition to get him posted here.

This would have resulted in a long term Gympie Local FFER. (which has always been a problem for Gympie).

15. Please find attached a submission on behalf of the Maryborough / Torquay Branch of the UFUQ, requesting the provision of additional staff at Maryborough Station, to permanently and adequately crew one of the two specialised appliances (as required), in order to provide confident, competent, efficient and effective Firefighters and service.

On behalf of the members of the Maryborough / Torquay Branch of the United Firefighters' Union of Australia, Union of Employees, Queensland (the UFUQ), I provide this correspondence as an urgent request for assistance with obtaining an increase in the Full-Time-Equivalent (FTE) employment of additional Station Officer / Firefighter crew numbers for Maryborough Fire Station.

We provide the following background information so as to assist yourself and others who may be involved in making the decision to support our request.

Why are more full-time professional firefighters needed?

The Maryborough Fire Station is crewed with the traditional one Station Officer and three Firefighter model, and has not experienced an increase in full-time professional Firefighter crewing numbers since the early 1990s. In that time, significant changes have occurred in the Maryborough Command. Maryborough Fire Station alone houses the following appliances;

- 432 Alpha
- 432 Bravo
- 432 Kilo
- 432 Sierra
- 432 Yankee
- 432 Delta
- Communications Trailer
- Hazmat Trailer
- Maryborough Station is also the Command Breathing Apparatus Station, providing maintenance and supply support for five fire stations.

General appliance maintenance and upkeep, together with equipment skills and knowledge of the above list of appliances and associated support units is above and beyond the expectations of the majority of Permanent Firefighters and Fire Stations.

- The Maryborough Command has also seen the population growth more than double in the same period, and is expected to double again in the next 15 years.

The most notable inclusions above, are the addition of two specialist appliances, being 432 Kilo and 432 Sierra. Both of these appliances were added to Maryborough Station without the provision of appropriate crewing. Both appliances are regional assets, seeing them provide support to both Permanent and Auxiliary Stations throughout the northern zone of the North Coast Region, from Rainbow Beach to Kingaroy, from Gympie to Childers, travelling up to 250km to incidents. Response Information from OMS over the previous five financial years;

- 432 Kilo
 - 500 responses to Road Traffic Crash (With Entrapment or Unknown Entrapment / Heavy Vehicle) and Technical Rescue Incidents
- (2021-2022 year to date [06.09.2021]– 31 responses to RTC (With Entrapment or Unknown Entrapment / Heavy Vehicle) and Technical Rescue Incidents).
- 432 Sierra
 - 130 responses to Hazmat and Incident Control Incidents

The equipment knowledge and skills required to be confident and competent with operations on both appliances is tremendous. However, with the sizeable workload already experienced at Maryborough Fire Station, together with the lack of training courses, training facilities and training opportunity, staff find their confidence and competence wavering. The application of staff is 'spread thin'!

Both Special appliances remain 'Ghost Manned', which sees crewing supplied by the Station Officer and a Firefighter from the on-shift crew. This process leaves the Alpha appliance unable to respond to any emergency incident until backfill with Permanent Firefighters on overtime, can be arranged. This delay is usually 15-20 minutes.

This is unacceptable service provision to the community of Maryborough.

Updated recruitment processes over the years have seen the number of Firefighters choosing to live in Maryborough reduce, with persons preferring to live and travel from Hervey Bay (within Command Area) and the Sunshine Coast (outside of the Command Area).

The reduction in the number of staff living in Maryborough, coupled with fatigue rules, often effects the ability to provide the required Permanent Firefighters to adequately backfill the Alpha appliance or crew the Special Appliances. This results in Auxiliary Firefighters being called in to perform the duties of a Permanent Firefighter. In many cases, this practice is deemed unacceptable by the UFUQ.

Maryborough Fire Station is located alongside the Bruce Highway, regularly attending Road Traffic Crash (RTC) incidents from Gympie to Childers. Currently, the Bruce Highway is being upgraded, with a four-lane bypass of Gympie being constructed. Once the bypass is complete (expected early 2023), it is anticipated that the RTC zone will move further north (due to single lane / fatigue / driver behaviour) towards Maryborough, significantly increasing the call rate for both 432 Alpha and 432 Kilo.

There is no doubt that that the 1993 level of crewing at Maryborough Fire Station is now inadequate and has been for some time.

What increase in full-time professional firefighters is requested?

Based on the information provided above and the model currently used at other Queensland Fire Stations, the Maryborough / Torquay Branch of the UFUQ urgently request an increase of ten (10) full-time professional Firefighters (FTE), with the necessary mix of Station Officer and Firefighter ranks.

These additional numbers would be used to permanently crew the Specialist Appliances (one at a time as required) at Maryborough Fire Station.

What would an increase in full-time professional firefighters provide?

Provision of an increase in the FTE resulting in more full-time professional Firefighters at Maryborough Fire Station would allow for;

- Adequate, fulltime crewing of at least one Special Appliance, providing an efficient and effective emergency service, as expected by Firefighters and the community of Queensland.

- Greater operational response and reduced response times, not only for the response radius of the Station, but also to areas outside, to which Maryborough Station is often called on to provide primary response or assistance.
- Ability to provide additional operational support to the Alpha crew (e.g. additional Breathing Apparatus (BA) Team at structure fires without delay).
- Increased capacity to perform core Firefighter skill training, skill training associated with rank progression, and exercises involving QFES stakeholders, partners and external agencies.
- Increased capacity to upskill on specialised appliances (e.g. having time to learn, in depth, operational equipment on specialised appliances, when performing the duties as the dedicated crew).
- Increased community safety activities such as building inspections, safety assessments, and better local area knowledge and preparedness for crews.
- Increased capacity to perform general appliance and equipment maintenance (upon nine appliances and support units [as listed above]).
- Improve Firefighter Mental Health (e.g. ability to confidently and competently respond to emergency incidents, with a confident and competent team of professionally trained and qualified Firefighters, to achieve an objective).

Further to this, from a cost perspective, overtime would be reduced as the extra operational crew on shift would mean fewer call backs for overtime for the current crew numbers.

Finally, the Auxiliary Firefighters of Maryborough Fire Station, who on occasion, cannot respond in a fire appliance to an emergency of any type with a full crew of four firefighters, due to their responsibilities in life (e.g. employment and family) taking precedence and preventing them from being able to respond.

Below are some of the hazard facilities in the immediate response area for Maryborough Fire Station;

Current

- The Bruce Highway
- Three Solar Farms
- Hyne Timber Glulam Factory
- EDI Rolling Stock Maintenance Facility
- Rheinmetall Munitions Plant and Forging Factory

- Origin LPG Bulk Storage

Under Development

- QLD Government Rolling Stock Manufacturing and Maintenance Facility
- Cocoa Cola Amatil
- Iron Flow Lithium Battery Factory
- Qld Government Steel Works
- Wind Farm

Whilst the increase in incident call rates, increased general station workload, population growth and the development of major hazard facilities in the response radius is, in the opinion of the Maryborough / Torquay Branch of the UFUQ, reason enough to warrant the increase as requested above, we also point out that QFES providing the additional crewing also satisfies their capacity to comply with their own 'Strategic Plan' for 2021 – 2025, in particular;

Our Purpose

- Deliver contemporary and effective fire, emergency and disaster management services that meet Queensland communities' needs.

Our Challenges

- Continue to meet community, stakeholder and government expectations.
- Continue to ensure the QFES' service delivery model meets the shifts in demographic and workplace trends, and the global threat of climate change.

Our Objectives

- A strong, collaborative and sustainable QFES recognised for a contemporary and adaptable fire, emergency and disaster management service delivery.
- Collaboration occurs with communities and partners before, during and after fires, emergencies and disasters.
- Communities are connected and capable in the face of fires, emergencies and disasters.

Our Strategies

- Deliver public value and service optimisation through contemporary and sustainable resource management.
- Connect evidence-based decision-making to operationalise strategy, enhance performance and realise efficiencies.
- Maintain a commitment to ensure the health and safety of our staff and volunteers.
- Work collaboratively with communities and our partners to plan and deliver efficient and effective emergency services across the prevention, preparedness, response and recovery phases of all types of fires, emergencies and disasters.
- Harness the knowledge, diversity, ability and experience of all our staff and volunteers to enhance the scope and quality of the services we deliver.

Our Measures of Success

- Percentage increase in our Working for Queensland and Volunteering for Queensland surveys of our people, who recognise a collaborative and safe approach to service delivery.
- Percentage of service delivery partners who feel that QFES works collaboratively to achieve results.
- Percentage of delivery partners who are satisfied that QFES' service delivery offerings match local risk profiles.
- Percentage increase in the number of exercises that involve partner organisations and the community.
- Percentage increase in the number of communities who recognise and understand their local risks.
- Percentage of high-risk bushfire communities where mitigation strategies have been undertaken by QFES.
- Percentage increase in community engagement across prevention, preparedness, response and recovery.

The Maryborough Branch of the UFUQ has communicated (including face to face) on various occasions with our local member of parliament, Mr Bruce Saunders MP. Mr Saunders has offered his full support to our plight, including the relay of information to, and having in depth discussions with the Minister of Fire and Emergency Services, Mr Mark Ryan, MP.

I hope that the information included in this correspondence provides the necessary background to enable you to put a case forward that compliance with our request would improve the safety of both the Firefighters and the community in your electorate.

16. I work in Brisbane Region, but also in North Coast Region as an Auxiliary Lieutenant at Beerwah Fire Station. I would love to see either a day crew or a daywork Station Officer assigned to Beerwah Fire Station.

It is a busy location that has several significant incidents every year.

It is first into high-profile risks such as Australia Zoo, GHM Christian College (Over 1000 students), planned water park, and large-scale residential care homes. Some of the other risks are the large area of HQ Plantations ground that every year prompt various levels of response and all the Glasshouse Mountains. Tibrogaran, Beerwah, Ngungun ect.

These require a lot of local knowledge to manage these incidents safely from the beginning. There is a significant stretch of the Bruce Highway that can be reached from Beerwah quicker than Caloundra or Caboolture stations.

It also has little in the way of permanent response to the West of the area.

The town of Peachester is a long way from most resources and has big Izone risk and lots of RTC calls that take crews a while to reach due to distance and normal auxiliary response delay. All the areas are growing rapidly and there are large, planned expansions such as Beerwah East (Area between Beerwah and the Bruce Highway)

I have been proud to serve there for over 8 years and have always been amazed that it was not in some way upgraded. The crew there have gone above and beyond to provide a high-quality professional service for many years.

The process of finding new Auxiliaries and retaining them is getting more difficult especially during the working week and turning out a safe crew is more challenging than ever.

17. Gympie has some issues with manning because of the area we cover nature of calls and the fact that we are constantly attending calls in other auxiliary station areas because they have insufficient crews.

The below suggestions are my opinion on how this could be overcome. By no means is this a definite list but some suggestions.

1. Increased Manning at gympie for a second permanent manned fire appliance to cover when alpha appliance called away and or response to all areas.

2. Increased manning at gympie and installation of kilo rescue appliance. Large numbers of highway RTC jobs.

3 place a station officer/leading ff at tin can bay / rainbow beach as a liaison to addressing recruitment training and initial response.

4. Day crew at tin can bay to respond as required

Gympie population : approximately 52,935 people +6.32% per year (as per 2020 Gympie regional council website)

Amount of call attended 2021 year : 679

Distance to Kilkivan : 44 Kilometres

Distance to Tin can Bay: 46 Kilometres

Distance to rainbow beach: 53 Kilometres

- Number of acting roles in all locations and functions
Acting staff in senior Ranks places unnecessary burden on the roster both in Overtime and workload on depleted staff number
- Ratios of FF to SO
I believe that Gympie station should be rostered with 2 So's and 4 FF's on duty station with a Kilo appliance this would enable varied response utilising Alpha Bravo Echo and Kilo appliances it would also limit the numbers of times that the Lima Vehicle would be impacted by 1&2 crewing.
- Accumulation of, and capacity to take, excess leave
This places strain on rosters and diminishes the ability of staff to access this type of leave.
- Access to both compulsory and discretionary training
Training is nearly non existent we have huge holes in Operational training with regard to Aims ICC functional roles BA technician and hazmat qualifications and other disciplines.
- Reliance on, and effects of, 'Pagano model' and sick leave replacement rules
This should be abolished dropping to 1& 2 at any sunshine coast station requires the Lima rescue appliance to be taken off the run to fill positions
- Ghost crewing / drop off in crewing of additional appliances
Gympie requires a kilo type appliance given the amount type and distance covered
Dropping to 1& 2 at any station requires the Lima rescue appliance to be taken off the run to fill positions
Juliet appliance not manned and requires crews to be called in to satisfy this response at an extended response time
Sierra appliance at Caloundra unmanned requiring call in staff to attend emergencies this prolongs response times.

Maryborough station has 4 on duty staff to cover the needs of their town and other responses for special vehicles to other parts of the region I.E Sierra, Kilo as well as other operational trailered resources.

- **Lack of interest in regional placements**

An emphasis on local recruitment needs to be adopted in relation to Gympie station to stop the revolving door of staff being hired to the Sunshine coast only to leave in a short time frame this has a major negative impact on the moral at the station many local Auxiliaries have been forced to leave to areas as far afield as Mackay to find work while people from the sunshine coast and Brisbane have started at Gympie only to “whinge “ till they get a spot on the sunshine coast. There needs to be a mindset to keep these staff in their home locations when possible.

- **Access to training other than basic QFRS/FF training to allow for career progression**

Training is poor at best Officer development review is taking too long

No access to live fire training as a skills maintenance for staff in some cases more than 20 years has elapsed since a firefighter has attended such training

Very few training opportunities for staff in relation to BA Hazmat, Instructors training for permanent staff in all areas

A strong focus on auxiliary trainers has limited the ability for permanent staff to access these types of skills, some auxiliaries have upward of 6-7 instructor qualifications this results in poor moral lack of career advancement and a training department reliant on staff that may work outside the organisation with competing schedules not to mention conflicts of interest with other entities (I.E Mines Rescue etc.)

- **Distance between stations, response boundaries and response time methodologies**

Gympie station is stand alone and responds to a large area often in other auxiliary stations areas due to lack of crews available for response this includes Kilkivan in the west to Tin-can Bay and rainbow beach in the east rainbow beach is a 1hr response best case scenario meaning that Gympie station is manned with auxiliary crews many times each month. This is also true when Gympie has a prolonged job in our own area and we have second and subsequent trucks manned by auxiliaries some of who respond from more than 40 minutes away.

As more than 50% of our work involves RTC's I believe that the addition of a manned kilo appliance would be extremely beneficial to our area. This would go part way to relieve some of these issues

In general to few stations to far apart to poorly resourced and manned this has been apparent in emergencies such as perigeon fires and the like we have been stretched to thin relying on a dedicated but inconsistent response of volunteer staffing model.

A further Impact on the Gympie area is the fact that we work from a station that was built in 1940 and till this date has received no measurable renovations to improve its functionality. The station has reached its use by date the engine bays are too small and there is insufficient room to house additional staff

requirements. There has been no decision to rectify this in a timely manner, the land that has been purchased for a new station is both poorly located and insufficient in relation to size for future proofing.

18. I feel that regarding general firefighting roles and duties that there are many, far more qualified and motivated people than me, so I am happy to accept their input over mine.

As a Senior Swiftwater instructor who has been involved with swiftwater from its introduction to Queensland fire. I have grave concerns regarding safe crewing and overall safety within this discipline. I ask that the following information be considered and represented in any report.

- Every fire officer is a swiftwater technician, Some are level 2 qualified with the rest level 1. A level 1 swiftwater technician can operate at the waters edge if wearing a pfd (lifejacket). But our organisation has chosen to adopt a level 1 qualification process that does not require any training on how to self-rescue if accidental water entry occurs. In fact it is my strong belief that our organisation influenced the writing of the national competency to remove any requirement for swimability or self-rescue, as management saw it as an expense they wanted to avoid. The ability to understand the reasons and requirements for self-rescue through practical training should be the right of every swiftwater technician regardless of their level of training, it is fundamental to their safety. Swiftwater level 1 training should include level 1 technicians having a practical session which includes practicing self-rescue techniques in a flowing water environment.
- Because of the level of risk involved in swiftwater rescue and as all firefighters are swiftwater rescue qualified, it should be mandatory as part of the application process to gain entry into the job (recruitment process) that applicants have a minimum swimming capability. There is a recognised standard which is the Bronze medallion so it would be easy to mandate that as an entry requirement. This could be implemented from a set date with those already employed being exempt.
- Response protocols If you are responded to a RTC with unknown entrapments a pumper and specialist rescue appliance will be responded. If you are responded to a swiftwater incident there are no response protocols. The RTC may be life threatening for the casualty as can the swiftwater rescue but with the swiftwater incident the potential to place the rescuer at risk far outweighs the same potential at the RTC. If a swiftwater incident is an in water rescue or if this information is unknown then a minimal response of level 2 swiftwater rescuers must be mandated. There is much debate as to the numbers of rescuers that is required at a swiftwater incident but as a knowledge content expert I believe that a minimum of four level 2 technicians should be required to respond.
- Deployment to keep things simple as per the point above the minimal number of swiftwater rescuers in a deployment crew must be four. The only exceptions may be the inclusion of a motorised craft MSRC. My belief is that the craft has a requirement of two fully qualified crew so in a deployment situation they could be staged at strategic locations and when responded they are either responded with another craft giving four rescuers and two MSRC or they are responded with a swiftwater deployment crew giving six rescuers in all.

There should not be mixed deployment crews of 1x MSRC with two crew + 2 x swiftwater rescuers = four persons in all, as two rescuers are an inadequate safety response for the MSRC.

I have provided information regarding these issues before and I am more than happy to discuss any information provided if necessary. I understand that other persons with a swiftwater background are involved in trying to resolve issues around response and deployment. I just cannot let any opportunity pass to push these issues as they directly relate to the safety of fellow firefighters.

19. Crew the Kilo in Maryborough.

20. An additional Firefighter per shift to maintain safe crewing on the appliances. This would also allow for various types of leave to be taken or training to be performed in an appropriate setting or timeframe.

An additional 2 firefighters per shift. This would allow for the crewing of an additional appliance. This may also allow for the relocation of the Sierra appliance from Marybrough to Bundaberg to be crewed. However this may result in 2 specials being Ghost crewed when an Alpha appliance is needed. Also Auxiliary staff may be effected.

The biggest issue at stand alone stations, such as Bundaberg, are the lack of staff, and lack of back up and appropriately trained staff for specialist incidents, such as Tech rescue, trained staff, Hazmat and Aerial appliances. In addition, the lack of staff, secondments, and slow (non-existent) replacement of staff has caused a large amount of overtime, and a rejection of some LSL applications.

Additionally the staff numbers prevent effective training to be conducted on some skills, such as swift water and BA hazmat.

21. Recently I got knocked back for a transfer to Maryborough through TAP, stating that I need to complete my 4yrs at Bundaberg despite the fact that there has been a transfer to Bundaberg recently that was within the 4yrs and there was also a swap between a firefighter from Torquay to Bundaberg and Bundaberg to Torquay. The firefighter from Bundaberg was 12 months into the job.

1. An obvious use of a few firefighters would be to man Cooloom 7 days a week on 4x12hr day shifts. This would definitely make this station more desirable
2. A system used in Newcastle (they have one daywork station, all the rest are 24s). New firefighters to the area get sent to the daywork station and when a spot comes up at a 24hr station the longest serving firefighter on daywork gets the choice to go.

3. The whole transfer system in NSW is very transparent, whilst its not perfect you do know exactly where you stand. Currently through TAP a firefighter could travel many hours to work every day for years only to miss out on a position close to home to someone that is not travelling to work and has decided to move if they win the position. I believe this is unfair.

The way the transfer system works in FRNSW is the busy regional centres have a transfer list (Newcastle, Wollongong, Albury, Northern Rivers etc)

All new recruits go to Sydney (unless an area cant get firefighters and they might have a specific recruitment campaign)

Once you graduate you can put your name on any or all of the transfer lists.

You gradually move to the top of the list as those above you either get promoted to SO, retire, resign, or remove themselves from the list (may have accepted a position off another list)

People that are on the list and living in that regional centre for more then 2 yrs (must be able to prove it via rates, rental statements, petrol receipts, airfares) will automatically jump ahead of all of the firefighters on the list that do not live in the town

There are separate lists for SOs for each of the same regional centres.

If you knockback a position on the list 3 times you go back to the bottom of the list

Positives

1. The lists are kept on the computer and accessible by everyone
2. New recruits do not get desirable positions over current serving employees
3. No need for the interview process for SOs (saving of many manpower hours)

Negatives

Firefighters can sit on the list without bettering themselves and still gain a position in a desirable location.

**SOUTH
EASTERN**

22. Feedback and further discussion areas outlined in **BOLD** below, will take place.

- Number of acting roles in all locations and functions
- Ratios of FF to SO
- Accumulation of, and capacity to take, excess leave - **CASUAL LEAVE ROSTER MATRIX OPTIONS TO BE A MANDATORY CONSIDERATION IN REGIONS, WITH INCREASED FTE NUMBERS.**
- Access to both compulsory and discretionary training - **PROFESSIONAL DEVELOPMENT TRAINING FOR SO's TO HAVE A STATEWIDE PROGRAM FOCUS THAT CONTAINS ACTUAL DEVELOPMENT CONTENT FOR MANAGEMENT RESOURCES (NOT INTRODUCTION OF LATEST MINORITY GROUP PROPAGANDA SESSIONS)**
- Reliance on, and effects of, 'Pagano model' and sick leave replacement rules **REAPPROACH FOR THE FORMULA USED TO MAKE CALCULATION or GUESSTIMATION FOR LSL AND OTHER SICK LEAVE MODELS.**
- Ghost crewing / drop off in crewing of additional appliances **PAYMENT LOADING CONSIDERATIONS IF THIS IS AN EFFECTIVE METHOD OF MANNING**
- Rank progression methodologies and timeframes and merit processes / required competencies and training **REDRESSING THE MERIT RANKING PROCESSES - CONSIDER WHAT OTHER STYLES AND SYSTEMS EXIST IN OTHER INDUSTRIES AND SELECT THE BEST POINTS FROM EACH SYSTEM.**
- Increase in deployments
- Internal interoperability affecting FF roles and functions, use of non-FF in command and control **LIMIT EXPOSURE OF NON-FF OCCUPANTS ANYWHERE NEAR FIRE DECISION MAKING PROCESSES, EXCEPT AS A DEFINED CONTENT EXPERT OR LIAISON OFFICER**
- Lack of interest in regional placements **SYSTEM TO BE DEVELOPED FOR ENTISEMENT**
- Access to training other than basic QFRS/FF training to allow for career progression **CONSIDER PURPOSE DEVELOPED SILO TRAINING SYSTEMS WITH PAY LOADING APPLICATIONS. HAVE DEDICATED TRAINING DEPARTMENT TO EACH SILO. CONSIDER LOOKING AT MILITARY SYSTEM AS TEMPLATE. REFUSE TO ACCEPT THE NO MONEY RESPONSE FROM QFES - INFORM THEM TO NEGATE THE RAINBOW WARRIOR LUNCHENS AND PLACE PRIMARY FOCUS ON FRONTLINE DEVELOPMENT**
- Allocation of actual FF and SO numbers versus FTE and unders and overs at work locations **HAVE POOL OF SELECT ROVING CREWS TO BACK FILL SHORTAGES, SUCH AS Z-SHIFT OR DAY PUMP**
- Distance between stations, response boundaries and response time methodologies **CONSIDER DIFFERENT MATRIX SYSTEMS AVAILABLE WITH GREATER RENUMERATION FOR CERTAIN INCONVENIENCES AND OUTSIDE NORMAL TRAVEL BUBBLES.**

- **BAO structure and attraction/retention of BAO's ALLOW FF's to OBTAIN BAO POSITIONS AND AFTER PERIOD IF TIME NATURALLY PROGRESS TO SO RANK 'IN THAT SILO ONLY' to ALLOW RETIREMENT RANK ESTABLISHMENT AND ALSO ALLOW OPPORTUNITY FOR FF TO DO A DW ROLE AT DESIRED TIME IF THEIR CAREER. THUS REMOVE THE 'NEED' FOR SO'S TO ONLY QUALIFY FOR DW ROLES.**

23. If our F/F numbers are to increase I suggest placing some of them in an area of urgent need.

The Lockyer Somerset Command within the South East Region has at present 9 Auxiliary Stations that cover a large area and population base, this command doesn't have any Permanent operational staff apart from one SO based at Gatton.

This position was gazetted over 10 years ago to assist with day-time calls because of low attendance numbers, this stop-gap measure has not been effective and each Station within the command struggles to maintain safe crewing most days, this is well documented via access to DABI and has been acknowledged at all levels of Senior Management over the past few years yet nothing ever gets done about it.

A recent example of this exposure to harm by unsafe crewing levels was a House Fire at Lowood where the occupant died. The initial response was an Auxiliary Truck with a crew of 1. Day time job Friday 11 June at 15:30.

Apart from the risk to Firefighters and the public the Government is collecting Fire Levies under false pretenses, by not providing an equal standard of coverage across all Commands.

All of that said, and it has been said numerous times as you would be aware, the time is now to place a Permanent Station mid way between Toowoomba and Ipswich. The natural progression would be for a 'Day Station' as the Auxiliary coverage on nights and weekends is sufficient throughout the Command.

As to location of this 'Day Station' exactly half way between Toowoomba and Ipswich there happens to be a disused School property adjacent to the University of Queensland Gatton Campus on the Warrego Highway.

Plainland was suggested by QFES as a location for this Station however that would put it outside the 14 mins for response to both the University and the Correctional Facility on Gatton Esk road. The acquisition of land also gets thrown up as an excuse, seems to me there was a disused School property used at Charlton a while ago?

There is a need to consider the Safety of these depleted Day-time Auxiliary crews and the risks to the public.

24. GOLD COAST BRANCH

This model would work well in the south-east corner of the State, and would work with some modifications in the country areas, but certainly would need some input from the other Regions.

This model is based on using current Inspector positions and rearranging them. I think with all the current stuff around the 17.5%, there is change with this to drive a wedge into the seniors and make the Shift Commanders a sup-ed-up SO, maybe a 'Senior Station Officer' rank, with title/role of Shift Commander. I reckon we could get quite a few current disaffected Inspectors who would jump at the chance to come back on 10/14, as well as opening it up to current SO3's.

The model also leaves some spots on daywork in Comm Safety, Training etc for those who don't want to do shiftwork.

RATIONALE FOR PROPOSED OPERATIONAL 'BATTALION' MODEL

It is proposed that the QFES moves to a US style 'battalion chief' operational structure that will enhance operations, management and administration of Zones.

The QFES appropriately follows a Greater Alarm Response System (GARS) that allows for a stepped up model that includes command officers at each upgrade for command and control purposes at an incident. In theory this is an effective model, however, the flaw in the system is on nights and weekends where senior officers have to be called from home from the 'on-call' senior officer's roster. This is inefficient and does not allow for a timely arrival of seniors to the fireground. Often, the incident is moving to the recovery phase before the arrival of a more senior command officer.

There is also currently a gap in the SIOPP and TSWL model that occurs at the Area Commander level. The management of the four portfolios of Operations Management, Community Safety Operations, Professional Development and Operations Business Management is adequately and appropriately managed at station level. It also appears that it is well-managed from Assistant Commissioner to Zone Commander level.

The gap therefore occurs where there is no oversight and accountability for portfolio management at Area level. At station level, portfolio management is done generally well but is not broadly consistent

across a Command. There is no one 'in-charge'. Currently the Area Commanders are on day work and have a responsibility to overview all shifts across four to five stations. Therefore, there is no 'ownership' of a shift and its portfolio responsibilities by a senior officer. This model provides for appropriate command and control in the early stages of a growing incident, continuity and accountability of SIOPP portfolio functions, a first 'port of call' for any personnel issues that may arise across a shift – such as pay or grievance issues, better oversight of leave and absences, better oversight of day to day rostering, less requirement for an 'on-call seniors' roster and a reduction in the number of Emergency Response Vehicles (ERV's) needed in a Region. It is also indisputable that the 10/14 roster is attractive to firefighters. It is the roster associated with all fire services in Australia. It has also been recognised by the QFES as a result of the Determination recently handed down by the Industrial Commission. The 10/14 is worked by the vast majority of full-time firefighters in the State. The introduction of a system of command officers on a 10/14 will therefore make it a much more attractive proposition for promotion. A 'battalion chief' position will undoubtedly attract a better quality and quantity of applicants to more senior ranks. Every major metropolitan fire service in Australia runs a similar system of senior command officers on a 10/14 in charge of a Zone, District, Area, Group, Cluster or whatever the local term is for a group of stations across a particular shift. With the exception of the DMO's in Brisbane Region, there are no on-shift senior command officers in Queensland. If the QFES wants to be a mature and grown-up fire and emergency service, it must reform an outdated and inefficient system of command. Using South Eastern Region as an example:

- It is proposed to abolish Area Commands and the DMO positions and move to a 10/14 shift based senior command officer position known as a Commander.
- In Gold Coast Zone (GCZ) and West Moreton Zone (WMZ), a shift Commander will report to a day work Zone Commander (Superintendent rank)
- The Zone Commanders report to the Director – Regional Operations (a Chief Superintendent)
- Each shift Commander will be the senior command officer for the SIOPP portfolio function associated with that shift *eg: A Shift – Operations Management.*
- The Gatton (WMZ) and Beaudesert (GCZ) (*auxiliary only areas*) based day work Station Officers will remain and will report to the shift Commander of the day.

- Professional Development, Community Safety and Operations Business Commands remain headed by a day work Inspector and report to the Director – Regional Development (Superintendent rank)
- All day work senior positions will remain on the seniors 'on-call' roster for IMT and command purposes.
- In SER there currently eight Area Commander/operational Inspector positions ie: 6 x Area Commanders and 2 x Duty Manager Operations = 8 positions
- Moving to a battalion style system would require 8 senior command positions.
- Shift Commanders when on leave, absences etc will be relieved by a SO3 from the shift they run. This keeps continuity and allows for professional development of staff.
- This can be achieved easily across the south-east corner of the State (North Coast, Brisbane and South Eastern Regions)

CENTRAL

25. Information for Gladstone.

Current Numbers are 8 x SO's with no holiday Relief either side of the Shifts and 22 x FF's (including 1 x FF Long Term Leave, may not return).

We did have 2 x external SO's which assisted with numbers but both have moved on.

Currently, we run with 2 x SO's and 4 x FF's per shift, Day and Night, that being 1+3 on the main Pump and 1+1 on Special to man any of the other Specialist Appliances.

We have lost 1 x SO to the Training Officers Role.

To accomplish Safe and Full Crewing, Gladstone Branch would propose the following.

We would like to Increase the Crewing level to reflect –

SO's x 8 for the 4 shifts

SO's x 2 Holiday Relief

SO x 1 Daywork training officer

FF's x 8 per shift Day and Night.

This will give enough FF's to cover 1 x FF Holiday Relief across all shifts and 1 x FF Fulltime Extra to cover Long Service, Sick Relief, Parental leave, Carers Leave, Swift Water Courses, Trench Course and other Courses, therefore reducing Station OT Budget.

Therefore we will need an extra 2 x SO's and 11 x FF's

This will enable Gladstone Fire Station to accomplish Full and Safe crewing for the CAPA along side the main pump to provide better Service Delivery to the Community.

Increase to a Full 2 Pump Station.

Alternatively, 1+3 on the Main Pump with an extra "option" of 1+1 on 250V and 1+1 on 244E, giving us a better Response during Bushfire season OR

an option of 1+1 on 244E for Swift Water deployments or even 1+3 once more staff have been Trained.

Also if 244K (1+1) were to leave the Response area, there would not be a need for a "Call-back" as an extra 2 x staff are on Station and they could be available to respond on 250V, 244E, 244S as required.

Being a stand alone Station with Auxiliary backup, does come with problems regarding lack of Aux attendance to Fire-calls. We really don't know how many OR IF ANY Auxiliary FF's show up when we really do need Trained and Reliable Crews to assist.

It is also difficult in Regional towns that consist of a lot of shift workers, to find Dependable and Competent people to maintain Aux staff levels.

The extra numbers of staff would fortify our Response for any Incident within the city limits. The issue of having 2 x Crews of 1+3 has been talked about many a time and SO's agree that Tactically

26. ROCKHAMPTON BRANCH

Here are a few ideas for Rocky / Yeppoon.

In short, they Agreement with –

- Crew trucks from the floor first with full crew 1 and 3, before regional or state positions
- Remove the SO from stn32 and 33
- 2nd Special crew at 34. For OSU and bronto or grass fire units.

Consider a flyer pumper 1 and 3, based at possibly at Stn38 but in the true sense of a flyer could operate at any of the Fitzroy station, solving issues of Gracemere lack of AUX response a appropriate back up for Mt Morgan, much better option to back Rocky instead of Yeppoon and crews can be used to ferry special vehicles such as OSU, bronto or Grass fire units, crews can be used to cover station on exercises ect.

27. EMERALD EMPLOYMENT LOCATION / WORK LOCATION SUBMISSION (NEXT PAGE)

ASSESSING THE NEED FOR SAFER & FULLER CREWING

INTRODUCTION

Emerald is considered the 'hub' of the Central Highlands Region and is largely driven by the mining and resources and agricultural sectors. The Central Highlands Region incorporates 13 mines which generate an output of approximately \$10.563bn annually. There are approximately 3291 registered businesses operating within the Central Highlands Region in an area that is close to 60,000km² in size.

Emerald is a popular tourist hotspot, well known in caravan and camping forums and serves as a 'must stay' destination for the many of the 678,000 tourists that visit the Central Highlands Region each year.

Emerald's prominent location along the Capricorn and Gregory Highway's exhibits consistent, large volumes of traffic year-round. A continuous mix of road users from caravanning enthusiasts through to heavy combination vehicles carrying dangerous goods are commonly observed in the area.

The mining and resource sector, along with the agricultural sector, have required an ongoing expansion of service and facilities in the Emerald area.

In October 2020, the Emerald Fire Station was upgraded with an additional staffing allocation of 5 permanent firefighters working Monday to Friday, 8.00am to 4.00pm. The addition of these firefighters has allowed a significant reduction in response times to emergency incidents attended by the permanent crew. The additional crewing has also introduced specialist skill sets to Emerald including fire investigation capabilities and a Fight Fire Fascination (FFF) practitioner that serves to work with and educate 'at-risk' children who have had at least one concerning incident of fire play/setting.

Having experienced the 5-day permanent staffing model at Emerald Fire Station for almost a year now, an opportunity to closely study local and surrounding district risks has identified areas where improvements could be made to dramatically increase the safety of the Emerald and surrounding districts as well as the safety of responding crews. This can easily be achieved with an increase in permanent firefighters to ensure far more timely emergency responses of fire and rescue resources 7 days a week and for a greater span of the day.

The following information has been made available to provide clarity of the risks observed in the Emerald area, the emergency response shortfalls we feel currently exist and suggestions on how we might overcome them together.

ASSESSING THE NEED FOR SAFER & FULLER CREWING

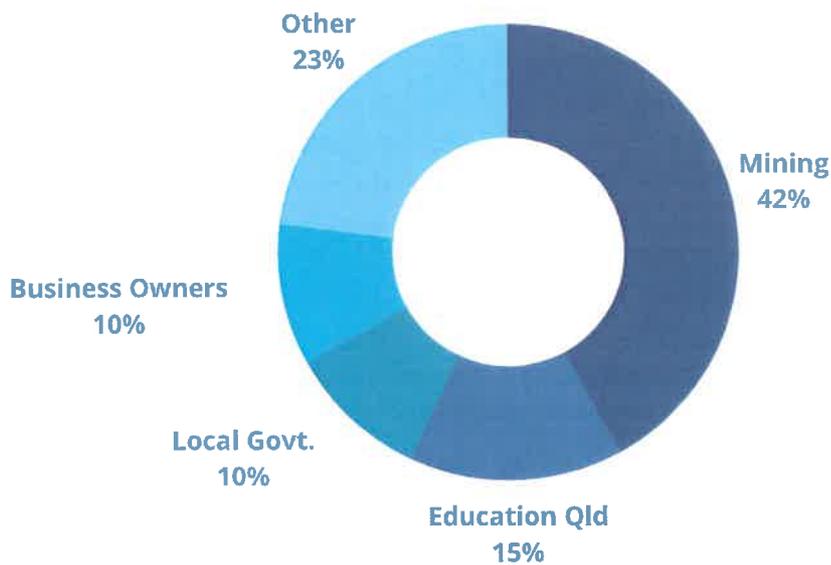
CURRENT STAFFING MODEL



Permanent on-shift firefighters



Auxiliary on-call firefighters



Auxiliary Firefighter's Primary Employment



ASSESSING THE NEED FOR SAFER & FULLER CREWING

CURRENT STAFFING MODEL

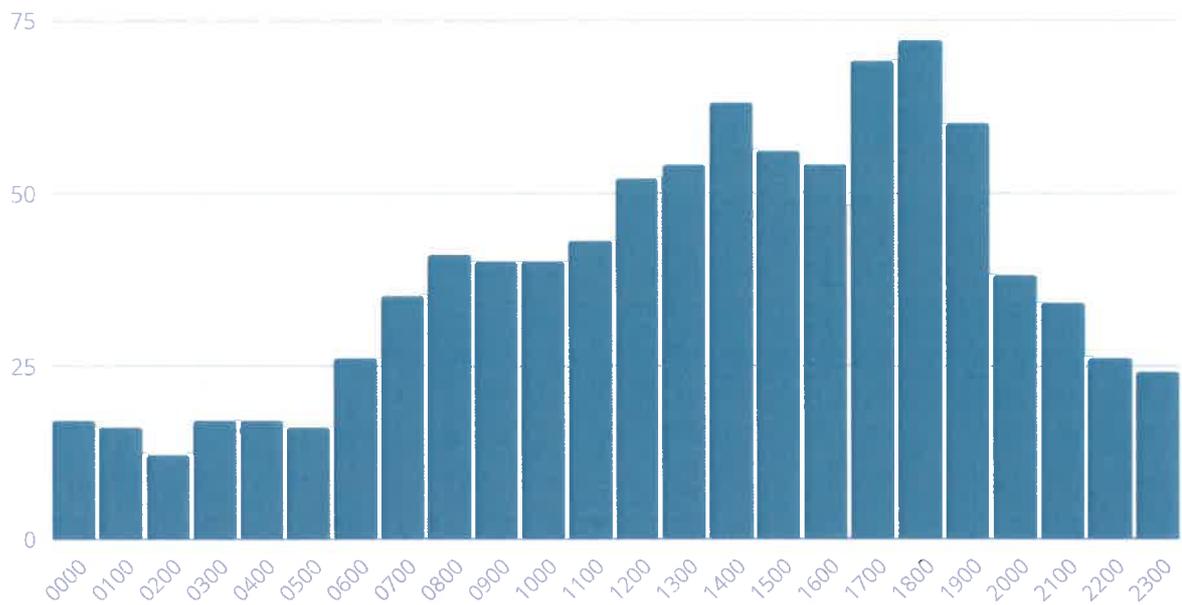
Emerald Fire Station currently has:

- 5 x permanent firefighters that typically make up a crew of 1 x Station Officer and 3 x firefighters (1+3). The fourth firefighter is used to cover annual leave for approximately 6 months of the year and any other leave such as secondments or training. The permanent crew respond to emergency incidents Monday to Friday, 8.00am to 4.00pm.
- 19 x part-time auxiliary firefighters. Emerald Fire Station has a dedicated team of auxiliary firefighters that bring a diverse range of experience and backgrounds. Auxiliary firefighters have other primary places of employment and are the primary response crew for emergency incidents that occur outside the permanent-crewed hours. They may also be called to provide backup to the permanent crew.
- Consideration must be given to the need for the auxiliary team to give priority to their primary place of employment. With this in mind, it would be an unrealistic expectation that all 19 auxiliary firefighters be available for response at any one time, given they all have other primary places of employment and other commitments.

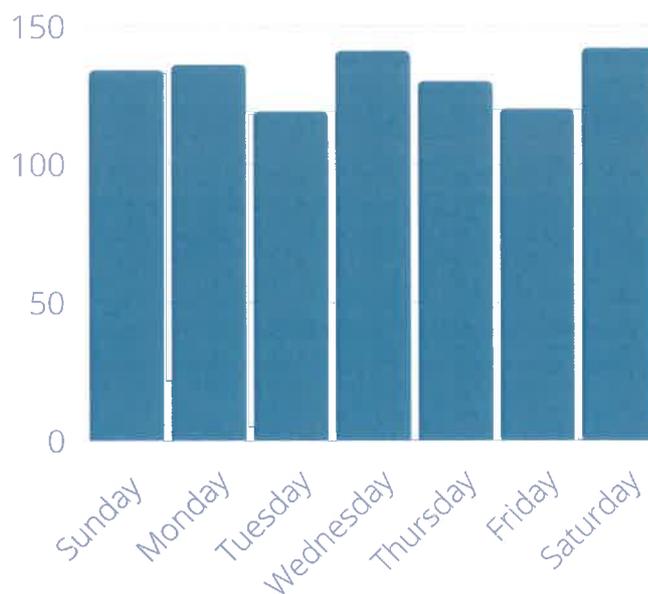
The part-time auxiliary crews are committed to protecting their local community, but are also under pressure from their primary employers to minimise disruptions to the businesses and organisations they work for. This pressure can affect the part-time auxiliary crew's ability to fully recommission fire vehicles and equipment after use prior to attending their primary place of employment.

ASSESSING THE NEED FOR SAFER & FULLER CREWING

EMERALD FIRE STATION EMERGENCY RESPONSE STATISTICS



Emerald Fire Station Incidents by Hour of the Day (1 July 2016 to 30 June 2021).



Emerald Fire Station Incidents by Day of the Week (1 July 2016 to 30 June 2021).



ASSESSING THE NEED FOR SAFER & FULLER CREWING

EMERALD FIRE STATION EMERGENCY RESPONSE STATISTICS

Recent statistics suggest the current permanently-crewed days and hours of work are inadequate to support the needs of the Emerald and surrounding areas. Longer shifts, along with 7-day permanent crew coverage, would allow for immediate response by on-shift crews during the hours that have historically shown to attract higher rates of emergency incidents.

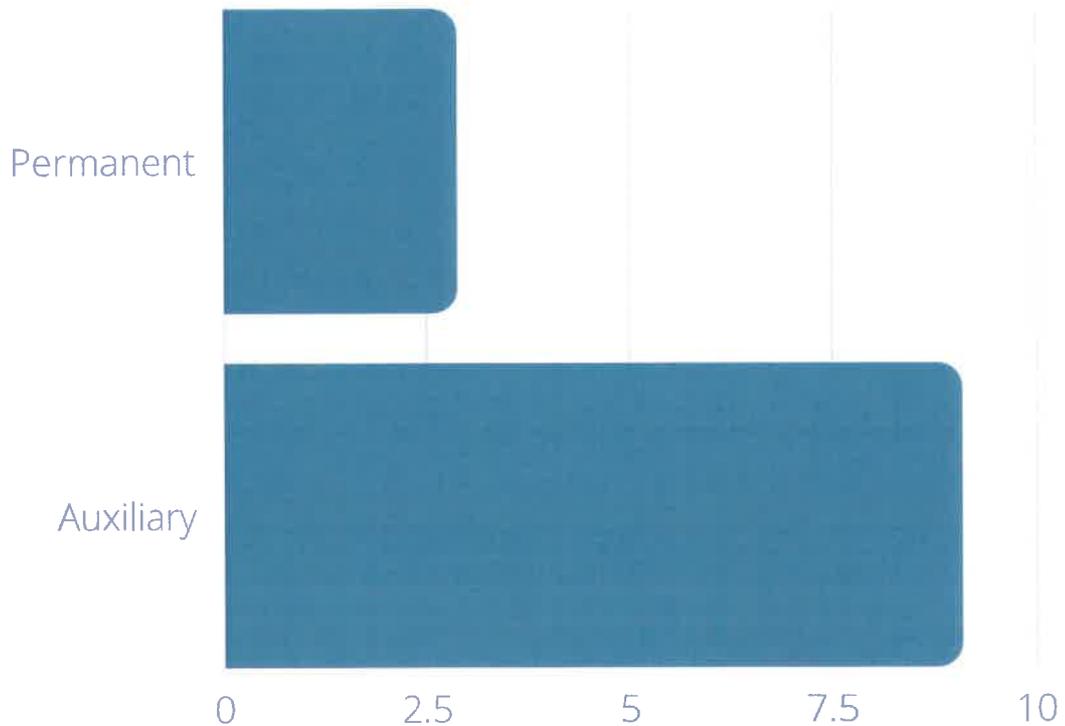
The 'Emerald Fire Station Incidents by Hour of the Day' graph on page 4 shows very clearly that an increase in emergency incidents starts at approximately 6.00am and begins to lessen at around 7.00pm. If we then observe the 'Incidents by Day of the Week', it is also clear that both Saturday and Sunday, days not currently covered by permanent crews, are two of the busiest days of the week for emergency incidents. These incident figures are based on 5 years of data from 1st July 2016 to the 30th June 2021.

Solution

Having Emerald Fire Station transition to a 7-day permanent station will allow for a permanent professional crew to be on-shift 7 days a week for 11 or 12-hour shifts. An optimal shift duration under the 7-day crewing may be to start at 6.30am and finish at 6.30pm to capture the majority of the historical spike in emergency incidents shown in the 'Incidents by Hour of the Day'. This would encourage a timely response to emergency incidents during these times - something that can only be achieved by having on-shift permanent crews at Emerald Fire Station, 7 days a week.

ASSESSING THE NEED FOR SAFER & FULLER CREWING

THE DIFFERENCE BETWEEN 'ON-SHIFT' AND 'ON-CALL'



Emerald Fire Station
Average Minutes from Receiving Emergency Call to Leaving Station
(October 2020 to August 2021)

ASSESSING THE NEED FOR SAFER & FULLER CREWING

THE DIFFERENCE BETWEEN 'ON-SHIFT' AND 'ON-CALL'

What's the difference between an on-shift (permanent) crew and the on-call (auxiliary) crews that respond from home/work)?

On average in Emerald, on-call part-time auxiliary firefighters take 6.21 minutes longer to leave their homes/places of employment and turnout of the station to emergency incidents than permanent on-shift crews. This is of no fault of their own, but a simple fact that there is no quicker way to respond to emergency incidents than by having a permanent crew on-shift ready to respond.

The difference between the average response time by on-shift permanent crews (**2.88 mins to leave the station**) and on-call part time crews (**9.09 minutes to leave the station**) cannot be overlooked. Seconds count. The 'time to turnout' figures is based on emergency responses from Emerald Fire Station by permanent and auxiliary crews from October 2020 to August 2021. Screenshots of a room test burn conducted by Lancashire Fire Authority shows very clearly how quickly a fire can develop in only two minutes. It's chilling to think how much more a fire could develop with an additional 6.22 minutes.



ASSESSING THE NEED FOR SAFER & FULLER CREWING



ASSESSING THE NEED FOR SAFER & FULLER CREWING

FLOOD RESPONSE

Emerald experienced devastating floods in late 2010 in what was described as the 'worst flooding in the town's history'. ABC News reported the widespread damage caused by the swelling waters of the Nogoa River to have washed through more than 1000 houses and caused damage to 95% of town's businesses over a single weekend.

At present, Queensland Fire and Emergency Service (QFES) Level 2 Swift Water Rescue technicians are required to drive from Rockhampton or Gladstone to standby at Emerald when prolonged periods of rain are experienced. These Swift Water Rescue experts have an ideal minimum crewing level of 4 x Level 2 technicians. It would be beneficial for Emerald to become self-sufficient with their own Level 2 Swift Water Rescue technicians and equipment. This would be near impossible to achieve with only one permanent crew at Emerald Fire Station with consideration to annual leave coverage and skills maintenance of other qualifications already held.

Solution

As a 7-day permanent station, Emerald Fire Station would have a complement of 10 permanent firefighters. It would be reasonably expected that at least 4 of these crew would commit to becoming Level 2 Swift Water Rescue technicians and provide Emerald and the surrounding districts with prompt attendance to Swift Water Rescue incidents and while having the benefit of local knowledge. In addition to Level 2 Swift Water Rescue technicians, an opportunity to have a locally based team of Level 2 *Technical* Rescue technicians might also be achieved to assist with vertical rescue (Gemfields, recreational climbing/abseiling areas), confined space rescue (local industry and mining) and trench rescue incidents.



Floodwaters in Emerald Queensland 2010/2011.

ASSESSING THE NEED FOR SAFER & FULLER CREWING

DANGEROUS GOODS

'(The) Puma depot in Emerald moves approximately 8 million to 9 million litres of fuel a year' – **Matthew Uren, Central Qld Depot and Sales Manager (Central Queensland) Chevron Australia.**

'We run B-tankers of Sulphuric Acid normally 12,750 litres, truck and dog of Sodium Hypochlorite 24,000 litres and occasionally Sodium Hydroxide solution road train(s) 23,000 litres x 3 (approximately once a month through Emerald)' – **Kyle Dunn, Coogee Chemicals.**

'There is approximately 1-2 trucks a day that move about 25 tonnes of Class 1 explosives, about a dozen trucks that move 40 tonnes of Ammonium Nitrate and about 40-43 tonnes of Ammonium Nitrate Prill moved through the Emerald area each day' – **Chris Donovan – Resources Safety & Health Queensland.**

'Approximately 300 million litres of fuel is transported through Emerald (Qld) each year' – **Amanda, Emerald Carrying Company.**



**Ammonium Nitrate Explosion, Charleville Queensland
5 September 2014**



ASSESSING THE NEED FOR SAFER & FULLER CREWING

DANGEROUS GOODS

Emerald's prominent location on the Capricorn and Gregory Highway's and close proximity of train lines, brings with them inherent risks. Both highways and nearby train lines are main thoroughfares that join the Central Coast to the mining, agricultural and other industry sectors located throughout the Central Highland's District. It is not uncommon to see road train trucks transporting a variety of dangerous goods including Class 1 Explosives, Ammonium Nitrate (emulsion and prill), Hydrocyanic Acid, bulk flammable and combustible liquids, bulk mixed gases and more. It is also not uncommon to observe Aurizon coal trains delivering much of Central Queensland's 150 million tonnes of coal on the 'Blackwater Coal Rail System'.

The current 5-day permanent crewing model at Emerald Fire Station provides limited immediate response coverage to the Emerald and surrounding districts considering bulk dangerous goods are transported 24 hours a day, 7 days a week. Dangerous goods such as Ammonium Nitrate and Class 1 Explosives regularly pass only meters from public places of gathering and homes in the Emerald and surrounding districts anytime of the day or night.

Solution

Transitioning Emerald Fire Station to a 7-day permanent crewed station would provide a greater span of emergency response coverage for a more significant time period 7 days a week. An additional 4 hours coverage a day is easily achievable Monday to Friday as well as an additional 24 hours of timely coverage across Saturday and Sunday. The increase in permanent crewing may also encourage the implementation of additional specialist training and equipment for Hazardous Materials management at a local level. This might include the ability to ground and bond overturned bulk fuel vehicles and monitor on-site hazardous materials incidents using high-tech equipment such as AP4C detection and radiation assessment detectors.

ASSESSING THE NEED FOR SAFER & FULLER CREWING

EMERALD AIRPORT

Airport	Rank	Passengers	Aircraft Movements	Fire & Rescue Coverage
Proserpine	22nd	205,666	1,612	On-site Aviation
Mount Isa	26th	145,929	4,025	24/7 Permanent
Gladstone	29th	110,037	2,810	On-site Aviation
Emerald	30th	98,864	3,261	5 Day Permanent
Bundaberg	40th	56,414	1,543	24/7 Permanent
Hervey Bay	n/a	42,410	940	24/7 Permanent
Toowoomba	43rd	28,319	1,537	27/7 Permanent

2019/2020 Airport Statistics

Note: Out of all 5 and 7 day permanently crewed stations in Queensland, only Emerald Fire Station is primary response to an airport of this size.



ASSESSING THE NEED FOR SAFER & FULLER CREWING

EMERALD AIRPORT

Emerald Airport has recently completed a \$6 million upgrade of the terminal building and carpark. In 2020, the Australian Government reported Emerald as being the 30th busiest airport in Australia with 3261 aircraft movements for that year. (https://www.bitre.gov.au/publications/ongoing/airport_traffic_data).

Emerald airport is regularly used by commercial aircraft including the Fokker 70 jets (80 passengers), Fokker 100 jets (109 passengers) and Dash 8 Q400 turbo props aircraft (74 passengers). It is also frequented by the Royal Flying Doctor Service and rescue helicopters. 98,864 passengers flew through Emerald Airport in 2020 with pre-Covid-19 passenger total of 201,523 in 2019. The risks associated with frequent commercial aircraft movements in a regional area has resulted in recent fire safety upgrades to Emerald Airport including a direct fire brigade alarm connection along with fire hydrant and booster system upgrades.

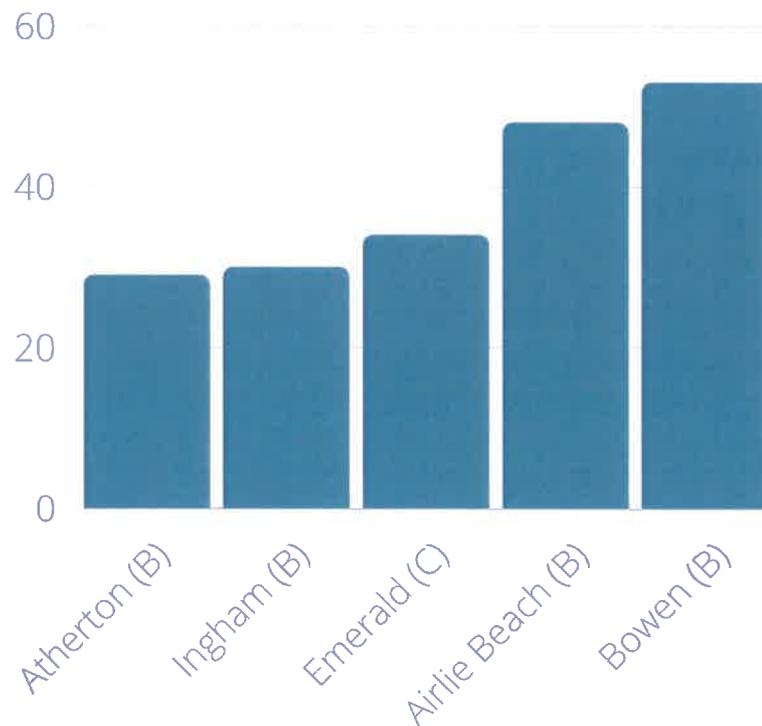
Commercial flights typically land in Emerald from 7.15 am and depart at the last departure is typically scheduled for 5.10 pm. There is concern that the current 5-day permanent crewing of Emerald Fire Station does not adequately cover the aircraft movements risks that come with being the 30th busiest airport in Australia. A comparison of similar sized airports (see opposite page) shows Gladstone Airport had only 11,173 more passengers with 451 fewer aircraft movements in 2020, yet it has a fully dedicated on-site Aviation Rescue and Firefighting (ARFF) team on-site to manage their risks.

Solution

Transitioning Emerald Fire Station to a 7-Day Station will allow a permanent crew to be on-shift from the time commercial aircraft are typically scheduled to first land in Emerald to the last time they are typically scheduled to fly out (assuming a 12 hour shift would be in place). It is reassuring to note that Emerald Fire Station (where the on-shift permanent crew is usually located) is only 3 minutes north of Emerald Airport on the Gregory Highway.

ASSESSING THE NEED FOR SAFER & FULLER CREWING

HOW DOES EMERALD FIRE STATION COMPARE TO EXISTING 7-DAY STATIONS?



B Class Levy (B) - 7 Day Permanent Station
C Class Levy (C) - 5 Day Permanent Station

Number of Structure Fires Compared to some Existing 7-Day Fire Stations in Queensland (2012-2020)

ASSESSING THE NEED FOR SAFER & FULLER CREWING

HOW DOES EMERALD FIRE STATION COMPARE TO EXISTING 7-DAY STATIONS?

	Emerald	Atherton	Mareeba	Innisfail	Ayr	Airlie Beach	Bowen	Ingham	Yeppoon
Population	13,532	7,331	11,079	1,145	8,738	1,208	10,377	4,426	16,350
Levy Class	C	B	B	B	B	B	B	B	B
Current Permanent Staffing	5	8	10	11	10	11	10	10	10
Local Area (Sq km)	844.88	94.14	53,491	10.3	29.14	3.22	1,659.8	40.55	27.55
Fire & Rescue Back-up within 50km	Nil	Yungaburra Herberton Malanda Mareeba Millaa Millaa	Yungaburra Dimulah Kuranda Atherton Smithfield	Bramston Bch Babinda Kurrimine Bch El Arish	Home Hill Giru	Proserpine	Nil	Halifax Forrest Bch	Emu Park R'hmptn Nth R'hmptn
Fire & Rescue Back-up within 75km	Capella	Ravenshoe Gordonvale Dimbulah Kuranda	Cairns Cairns Sth Malanda Herberton	Millaa Millaa Mission Bch Tully	Nil	Nil	Proserpine	Cardwell	Gracemere
Closest Permanent Station	R'hmptn 269.2km (3hrs)	Mareeba 32.6km (29min)	Cairns 63.6 (1hr)	Cairns Sth 78.7km (59min)	Wulguru 83.2km (59min)	Bowen 80.2km (1hr)	Airlie Bch 80.2km (1hr)	Woodlands 100.3km (1hr 12min)	R'hmptn Nth 31.7km (23min)
Primary Response to Commercial Airport	Yes	No	No	No	No	No	No	No	No

ASSESSING THE NEED FOR SAFER & FULLER CREWING

EMERALD FIRE STATION POTENTIALLY UNSAFE CREWING (DECEMBER 2020 TO AUGUST 2021)

Nominal Safe Crewing
1 x Officer + 3 Firefighters



10 x potentially unsafe crewing shifts
1 x Officer + 2 x Firefighters



5 x potentially unsafe crewing shifts
1 x Officer + 1 x Firefighter



3 x potentially unsafe crewing shifts
No Officer + 3 x Firefighters



ASSESSING THE NEED FOR SAFER & FULLER CREWING

EMERALD FIRE STATION POTENTIALLY UNSAFE CREWING (DECEMBER 2020 TO AUGUST 2021)

Contributors to potentially unsafe crewing:

- When operating as a standard safe crew of 1 x Station Officer and 3 x Firefighters (1+3) and where a crew member is required to take unplanned leave (sick leave, carer's leave, emergent leave, etc), there are limited options available for a timely solution to re-establish safe crewing levels in Emerald due to its remote location. It may take 30-60 minutes to source a replacement Station Officer or Firefighter from Rockhampton to cover the Emerald crew member who is on leave. Once a replacement has been found, it will take at least another 3 hours for them to drive to Emerald.
- If a crew member is required to leave part-way through their shift due to illness or to care for a family member, there are limited options to re-establish safe crewing levels in a timely manner.
- When Emerald's heavy rescue appliance (265 Kilo) or light attack grass fire unit (265 Yankee) is dispatched to an emergency incident outside the urban response area, it would be expected practice for the on-shift Station Officer and an accompanying Firefighter to respond immediately. If this were to occur, there is no timely solution to re-establish safe crewing levels as Emerald Fire Station currently operates with only one permanent crew.

Solution

With the implementation of a 7-day station in Emerald, part of the second permanent crew could be readily called upon to report to the station on short notice and re-establish safer crewing levels. This would help ensure Emerald Fire Station continued to provide the community's expected permanent crewing levels of 1 x Station Officer and 3 x Firefighters - a standard practice throughout Queensland.

ASSESSING THE NEED FOR SAFER & FULLER CREWING



ASSESSING THE NEED FOR SAFER & FULLER CREWING

FINAL THOUGHTS...

- Emerald Fire Station is presented with greater risks and challenges than many of the current 7-day permanent fire stations in Queensland.
- The remote location of Emerald heightens the need for an immediate upgrade from the current permanent 5-day staffing model to a minimum of a permanent 7-day staffing model. This will ensure the Emerald and surrounding districts are adequately protected for emergency responses. There is a disturbing lack of timely backup available from fire stations in the surrounding districts. Even the limited backup that is available could easily become compromised or cut off during significant weather events or simply because it might not be possible for auxiliary firefighter crews to be released from their primary places of employment. Additional permanent crewing is *guaranteed* crewing.
- Comparing Emerald Fire Station to all current 7-day permanent fire stations in Queensland, Emerald Fire Station is remarkably:
 - the second-highest populated city
 - the only station required to protect a heavily-trafficked regional commercial airport
 - exposed to thousands of seasonal tourists who use Emerald as a thoroughfare for their travels
 - the only permanent day station with no fire and rescue backup within 50km's
 - historically proven to have high call rates on Saturdays & Sundays
- Few, if any, of the current 7-day permanent fire station's in Queensland would see even a fraction of the quantities of dangerous goods that pass through Emerald on a daily basis.
- Emerald Fire Station has proven unable to maintain the safer crewing level of 1 x Station Officer and 3 x Firefighters on 18 separate occasions since December 2020 due to the necessity of crew members requiring sick leave or to care for family. The closest permanent replacement staff are located 3 hours away meaning the delay in getting replacement staff to Emerald is inevitable.
- To help mitigate identified risks, action needs to be taken to upgrade Emerald Fire Station to a minimum 7-day permanent staffing model without delay.

**FAR
NORTHERN**

28. Port D should already have 1+4 for staffing, but doesn't even have 1 +3 because the organisation mismanaged the placement of recruits (told them Cairns, when actually it was Port Douglas).

We have agreed to rotate through for a short while. This is a very short term fix.

1. Aff used when no Pff can be found has only ever occurred at Port, Tablelands and Innisfail, but I know of three times this year. We are over our max capacity for LSL right now, due to some exceptional circumstances. I've advised our Region that their numbers (8 extra) are ok, but would benefit from a couple extra to cope with our big Isl liability.

2. If there are extras, we'll always bring them to town and staff the Bronto. Ideally, that would be the Sierra too.

3. We do move people to fill gaps, and the first truck to get short staffed is Lima. That is sometimes necessary for 1+2 but means that our Auxiliary stations then miss out on important support from the Lima.

4. Daywork jobs are

2xSOs in PDC.

2 saos

3 baos

1 regional ops officer

Gordonvale so.

Ba (1 ff, 1so)

Thurs Island

Western command support

southern command (tully so)

rosters

I don't think these are bleeding the trucks, but priority should definitely be given to staffing red trucks with qualified people. Smoke and mirrors is typically used to justify why they all need to be substantive in day work. That's an organisation wide hr issue.

- #1 - Port Douglas to be a separate Employment location, preferably 7 day, but AT LEAST with 5 or 6 permanent staff if remaining as 5 day.

- Innisfail then Tablelands to get the next extra each, since their staffing is harder to backfill

- Comprehensive elevation of numbers in Cairns to allow for 1+3 all the time while allowing for leave to be taken (LSL, LSL half, Maternity (and Spousal) etc)

- Removal of the sick leave quota

- Based on the elevation from 19 to 23, we expect to see around 17 new staff in FNR

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- Based on the elevation from 19 to 23, we expect to see around 17 new staff in FNR

	<p>- Staffing the Bronto and Sierra full time is the next priority once numbers are sufficient to allow for all leave to be taken</p>
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29. WESTERN COMMAND (pdf) (FOLLOWING PAGE)

Western command Rosters Model

Current existing staffing is based on an operational crewing level of 1 and 3 per shift per station during permanent manned hours 7 days a week. This crewing level has not changed since the early 1990's. The size of the response demographic, call diversity, population increase, as well as the introduction and specialist response required of the service, within the Command compared to that of 30 years ago, has drastically changed.

The increased risk and operational requirements has also coincided with a steady decline in the available primary response from auxiliary crews within the Command. This is due to reluctance of employers to allow release of staff as well as the occupation type, e.g. seasonal / shift and FIFO workforce. On a regular basis Auxiliary stations are unable to staff an appliance at all or often with significantly reduced crew. This immediately compromises their safety as well as the community expectations of the service delivery from QFRS.

Proposal

Existing current establishment figures with an additional 8 staff across 4 shifts over 2 permanently manned stations over a two-year period. This would ensure being able to meet the seasonal operational demands of the Command.

Proposed Command Operational Roster Model

Based on three operational periods.

Wildfire season - Sep - Dec (period length is increasing)

Climate change is causing both an increase in intensity and the longevity of this period. Population increase within the area would traditionally be considered "rural" are now "rural residential" and the rural/urban interface is becoming more prominent. This in turn exposes more of the population to threat of wildfire as undeveloped fingers of bush intertwine with development.

Mareeba station currently has the following permanent appliances. Type 3, Type 2 4wd, 4wd Echo, 4wd Yankee. Subject to the season, on a regular basis an OSU, rehabilitation trailer, ATV, Vsat, swift water and vertical rescue caches are also housed at station. Whilst the Command has the luxury of this equipment and appliances, they are regularly unable to be manned due to insufficient staff.

Atherton station has a Type 3, Type 2, 4wd Yankee a specialist Heavy vehicle rescue trailer, specialist Hazmat trailer, swift water and tech rescue caches.

During this operational period and subject to periods of severe weather and current fire activity, the additional safe crewing level of 1 and 3 would be rostered to Mareeba Station. Alternatively, the command also has the ability to crew the Yankee vehicles with 1 and 1 at

either or both stations to cover a greater area at risk. Or the ability to man and operate the OSU, rehabilitation trailer, specialty trailers or vehicles within the region or command.

Operational advantages

- Ensuring safe crewing levels and immediate and sufficient weight of attack
- Provides real time response of specialist equipment with guaranteed manning
- Operational flexibility to immediately man alternative appliances
- Flexibility to man appliances at different locations within the command
- Flexibility to staff Auxiliary stations within the command during an identified high fire danger period
- Flexibility to immerse local knowledge in the early stages of ICC / IMT requirements
- Greater ability to manage fatigue at initial stages of an incident
- Immediate ability to deploy teams which have safe crewing level to remote areas. Such as Cooktown or Thursday Island. Reducing drain on other areas / auxiliary staff and associated costs.
- Ability to manage fatigue during campaign fires by rotating crews on a more frequent basis.
- Ability to vary start and finish times without reducing expected operational coverage. Reducing the reliance / expectation of volunteer and Auxiliary personnel to work long hours at night before returning to their normal employment the following day.

Sever weather Season - Jan – April

During this operational period and subject to periods of severe weather the additional safe crewing level of 1 and 3 would be rostered to Atherton Station. Alternatively, the command also has the ability to crew the Yankee vehicles / Swift water trailer and caches with 1 and 1 at either or both stations to cover a greater area at risk

- Extra crewing will provide an immediate response or back up response of 4 x Lev1/2 FF's where currently AFF backup can be nil or not include Lev 1's.
- Extra crewing will allow local area knowledge for multiple deployment teams that may be covering both Northern and Southern ends of command simultaneously.
- Extra crewing would cover off on a command or regional deployment requirements during early stages of weather events i.e. Strike team
- Reduction in the reliance of SOCC to supply staff in severe weather event periods i.e. Reduced requirement for intra state teams to be deployed for event that may not be as severe – financial saving (airfares, accommodation, hire cars, meals, mileage, wages)
- Increased ability to imbed content experts into DDMG or LDMG
- Increased ability to imbed trained and experienced FF's into multiple LDMG's when stood up.
- Flexible start/finish times of staff will allow greater coverage periods (hours) when events are taking place.

- Flexible hours could allow to 24-hour coverage during severe weather period where currently after hours requires a call back of trained staff where there is no guarantee of availability in a call back.
- Ability to support regional requirements to permanently man Flexible Habitats and Cyclone Shelters/ Places of refuge when needed.
- Ability to perform skills training with Lev 1 Staff trained in command.
- Increased ability to perform equipment checks of caches stored at Aux Stations in the lead up to declared weather periods or pending event.
- Increased flexibility to review risks in command in lead up periods or prior to a declared event impacting a known area.

Operational Readiness – May - August

During this period the staffing model would allow for the following benefits –

Pre-season Hazard reduction burns

The crewing model would allow the manning of vehicles and rotation of staff to assist in inter agency hazard reduction burns. This collective approach would relieve the burden on auxiliary and volunteer staff.

Operational Advantages

- Greater interoperability between agencies outside of an emergency incident
- Significant increase in local knowledge of adjoining areas
- Ability to assist in more remote locations without compromising response capabilities
- Exposure of differing fire management techniques between agencies
- Can be used as an opportunity for training and professional development within in agencies - exposure to function roles and ICC requirements
- Allows for the introduction of newer staff to the wildfire environment in a controlled safe manner

Training

The crewing model would allow greater flexibility in allowing release of staff to undertake and contribute to Command training, both Urban and Auxiliary.

Operational Advantages

- Exposure of SFF to undertake training in functional roles for ICC deployment, reducing the burden during large scale or campaign events
- Ability to vary hours to assist in the delivery of training to Auxiliary personal
- Ability for staff to undertake training in other areas to relieve workload of speciality areas e.g. BA servicing and maintenance
- Ability to deliver training to auxiliary staff at station, relieving the cost and workload of PDC

- Ability to participate in interagency and command / region exercises, without reducing response capabilities
- Provides flexibility in managing crewing levels to allow staff with specialist skill sets to maintain competencies without compromising response.

Command requirements

The crewing model would ease the workload and demand placed on the Area commander with regard to meeting management's expectations in response to the geographical boundaries of such a large response area

Operational Advantages

- Ability to undertake remote area LAP's and MIR
- Facilitate the relief of staff to undertake additional specialist duties – BA servicing / NP mask facial fits
- Assist in the delivery of Auxiliary training
- Secure the Command support officer position
- Enable greater access for staff with regard to additional leave entitlements.

NORTHERN

30. CHARTERS TOWERS

I wish to propose the following argument that Charters Towers should move to two crews 4 x 11 hour shifts and permanent staff On Call as a priority due to the following;

Our response area is 180 km to the South with the next closest Southern support is Claremont Aux station 337km away. Between us is the Adanni mine project and the Gregory Development Road Highway is a gazetted Dangerous Goods Hi Risk route which major hazard materials are required to use when heading to Northern locations.

To the North we respond to Greenvale some 200km away with the next Northern station of Milla Milla Aux station 442 KM away

TSV is usually our back up 140 km from the East

Our closest Western Station is Hughenden Aux 248km and the Flinders Highway is also the transport route for all mining DG. Some 10 million litres of DG per year pass through our area.

We do on average over 300 calls per year and many are out of area calls. We regularly have 0 capability to cover a second response and Wulguru is rolled if we will be at an incident for more then 3 or 4 hours out of area. Management are prepared to have no response for the Town if out of area for less than this 3 hour period.

All sick replacement is usually called back from TSV and when monthly quota of 2 is exceeded we run short. We activate auxiliary pagers to form a crew.

The auxiliary workforce is predominantly drawn from the mining industry that is bus in and out of town. We have 11 Aux active 4 in mining that are only available maximum 50 percent of the time and 1 that is Telstra worker who does 3 weeks on 1 week off in Weipa so max 25% of time and we have a QPS officer that cannot leave her workplace ever and cannot work within 8 hours of her shift. 11 looks good on paper and the last time I checked Dabi showed we had 20 staff which has not been the numbers for some 10-15 years.

Perm staff have been first pager for over 12 months as Aux numbers are so low. Previously they would roll out short and not request perm staff to ensure safe crewing as this reflected on them unfavourably. We have recently responded after hours with 0 response from Aux staff on occasion where perms have gone away on the weekend I responded 1+1 to a 2 vehicle RTC as no other crewing was available after a 15 minute delay

waiting for reactivation of crewing and 3 weeks ago a Perm staff member responded on his own to a Nursing home alarm on a Sunday which is a two pump response backed up by Wulguru 1 and ½ hours away. The other perm staff including myself were away that weekend. Aux availability board is regularly 0.

We cross crew as to not delay response but due to fear of loosing staff ramifications of not attending to training or calls are not enforced and really cant be. The effect of this is significant different in Skill level between Aux and Professional FF's. This is no disrespect to all as some are very capable are generally very long term and experienced. This depth is not there. There is also the issue of not fit for duty within Aux ranks which is a touchy subject but even the fitness standard is different for Aux staff. They are able to have some disabilities. Same thing we are reluctant to say no or remove staff as sometimes at a Grass fire wet stuff on the hot stuff you need bods. But when you have two staff in the back going to a structure Fire persons reported or RTC with entrapments it is certainly a challenge and expectations need to be adjusted by the OIC.

Managing fatigue is also an issue. I have attached NR Policy on managing fatigue.

I know having a second crew will make a big difference both allowing downtime of perm staff going away and us still having a single pump roll but when the 2 crew levy is suppose to cover up to 15 personal maybe really the community and staff require 10/ 14 due to our remoteness. No nearby secondary Aux back up like allot of locations. Should the community expect Professional Fire Fighters at their door ? The most cost effective way to achieve professional Fire Fighters to their door 24hrs and is sustainable for at least one pump is 4x11 hour shifts and On Call for two crews.

We are unable to support specialist capability – Tech Rescue and as you know 2 crews still usually cannot draw the numbers. In the Wet season we are regularly cut from TSV due to Road flooding of the Burdekin Bridge therefore we have zero ability for Swift Water staff to respond West of the Burdekin. Next closest is Mt Isa some 800km away. The organisation does usually deploy staff to us in the event of road closure. This does not guarantee after hours support for FFing when access to TSV is cut. These staff will regularly move further west.

I believe a Mt Isa model would suit this town the best. 10/14 On Call perm second pump and Aux support as well. Our population is 11800 by the Census and Warwick is 17000 and Mt Isa is 18000.

It should be at no cost to the Government as an increase in the Levy should cover.

Our isolation is our predominant justification with no nearby stations. However I understand that this is unlikely now so as an interim I believe two shifts of 5 (4 Fire Fighters plus 1 SO per shift) is a priority. I hope the Safe Crewing Task force agree with this evaluation. Further to my argument for Charters Towers to go two crews sooner rather than later. I have calculated the figures of Auxiliary staff availability for the last financial year.

Per day the average availability of Auxiliary staff has been 2.21 staff per day. Permanent staff have been primary response capability for over 1 year 24 hours a day. This cannot be sustained. Without the 5 permanent staff trucks would not be going out safely crewed. I realise nothing will be done but just wanted to high lite we have 1 Auxiliary available Saturday and Sunday Days and 2 during the nights.

These numbers are not that unusual but this also coincides with 4 permanent staff including myself being out of town this weekend. This leaves only 1 permanent staff member available.

2 Weeks ago I responded 1 and 1 to a 2 vehicle RTC on a Sunday due to insufficient crew and the week before that 1 permanent responded to the retirement village/nursing Home on his own in Yankee for an Alarm activation.

I was told when I started here we no longer send crews to standby when numbers are low but I just thought I would let you know the situation to pass onto the On Call Senior over the weekend if an incident occurs.

Just want to high light the crewing situation at Charters Towers and the urgency for crewing. We have 11 Auxiliaries on the books but they have rarely been able to fill an appliance with full crewing for nearly 12 months.

Half work at mines and are bused to work 12 hour shifts unable to respond when on shift. Normally the permanent numbers On Call have covered this shortage to roll a full truck most of the time but below is an email I have sent to the Acting Inspector to notify him of the likely occurrence again this weekend of possibly only 2 FF's responding. I have been advised in the past staff will not be deployed to cover such short falls so what usually happens is that Wulguru 130km away will roll to all calls received.

31. TOWNSVILLE BRANCH

Please see attached documents detailing Townsville Branch request for increased capability. Should you require any further details please don't hesitate to contact myself or any of the other reps directly.

Increased Capability/Crewing Submission – Townsville Employment Location

This submission will detail the position of the Townsville Branch of the UFUQ regarding desired allocation and use of a percentage of the additional Fire Fighter positions secured by the UFUQ. This submission will detail some facts and provide evidence to support our position whilst taking into consideration that the allocation of all positions has a four-year timeframe.

Current Statistics

Population – 200,000 approximately (4th most populated city in Queensland)

Fire & Rescue Stations – 4 (1 for every 50,000 population)

Brisbane = 38 (1 for every 33,345 population)

South East = 37 (1 for every 36,590 population)

Total Station Officers & Fire Fighters per shift – 18 (1 for every 11,000 population)

Brisbane = 1 for every 7450 population

South East = 1 for every 9000 population

In the year 2000 Townsville's population was 150,000 with the same amount of station and Fire Fighter numbers detailed above. In 21 years, there has been an increase in population of 25% with no increase in capability provided by Fire & Rescue. The same period has seen an increase of approximately 24,000 dwellings combined with commercial building approvals to an approximate value of \$7 Billion. This is a conservative estimate as the last four years has totalled \$1.8 Billion alone and these figures do not include Queensland County Bank Stadium (\$318 Million), the expansion of Sun Metals Refinery (totalling approximately \$550 Million), development at Lavarack Barracks and RAAF Base Townsville and the recently announced \$80 Million 5-star resort with super yacht facility (developed by The Ville Resort & Casino). More importantly, nor does it include the Townsville City Deal (an agreement between all 3 levels of government) which over the life of the deal will see the expansion of the Port of Townsville, the Townsville Eastern Access Rail Corridor, and the forthcoming industrial estate at Woodstock. The Townsville City council are set to approve several major facilities for the Woodstock industrial estate including a lithium battery plant and a nickel refinery estimated to employ over 500 people. It is also important to note that the Woodstock industrial estate will exceed the 90th percentile response time of 12.6 minutes being over 20 minutes away from the closest Urban Fire Station, however within the Townsville Local Government Area. These figures provide for a significant increase in fire levy payments received and yet the community of Townsville has seen no increase in permanent, full-time Fire Fighters or capability.

It is unfortunate that there are no minimum figures for required permanent, full-time Fire Fighters per head of population as that would make this exercise far easier. The only information that can be drawn upon, from research, is the NFPA reporting from the United States of America. The lowest rate of permanent, full-time

Fire Fighters per 1000 population was 1.54 in 2015 and highest was 1.81 in 2018. In Townsville we average just over 0.5 permanent, full-time Fire Fighters per 1000 population.

2020-21	Townsville	Kirwan	Wulguru	Woodlands
Crewing Model	1+3 & 1+1	1+3	1+3	1+3
Appliances	5 + Specialist	2	2	2 + Spares
Responses	1580	1205	1332	740
First Attendance	1042	987	825	536
Population	33697	75044	34990	33131
Time per Incident	35.4 min	30.3 min	32.5 min	36.1 min
Average Distance	10.65 km	6.5 km	9.3 km	10.1 km

Resource Count at Incidents (last 5 years data)

Resources in Attendance	# of Incidents
3	288
4	74
5	23
6	15
7	9
8	2
10	3
11	2
12	2
14	1
22	1

The previous table provides a total of 422 incidents where 3 or more resources were in attendance in the Townsville response area. This resulted in an average of 84 days/year that the Townsville community has 1 resource or less available to respond (4 Fire Fighters for 200,000 members of the community). Any station, outside of the South East, also faces geographical isolation when considering nearest back-up. The back-up for

Townsville is Ayr (75km), Ingham (109km), Charters Towers (133km) and Bowen (201km) resulting in a minimum of 1hr delay on support.

Defence Presence

Townsville is home to the largest Army base (personnel & equipment) in Australia and the RAAF base has the largest military rotary wing aviation regiment in the country. Every military activity requires a Health Support Plan (HSP) that dictates what is to occur should an emergency arise. All HSP's require a call to be made to 000 and attendance by the appropriate emergency service. This expectation, by the Australian Defence Force, is for all activities which includes exercises at High Range. There have been many occasions that Kirwan has responded out of area to assist ADF in an emergency.

Talisman Sabre is the largest defence exercise in Australia and is a multi-national, tri-service event that triples the military personnel presence for a month-long period and results in a significant equipment and infrastructure increase, thus increasing risk.

Ghost-Manning

Whilst Townsville has seen an increase in appliance capability there has been no increase in crewing to man these appliances. South Townsville station has a 1+3 crewing for an Alpha with the 1+1 crew ghost-manning a Kilo, India, Sierra and Yankee. South Townsville is also a designated rescue station with a Technical Rescue Trailer (quasi-Lima), 3 x Motorised Swift Water Rescue Craft and a side-by-side ATV all towed by a Landcruiser, all of which are "manned" by the 1+1 crew. Woodlands station has a 1+3 crewing for an Alpha but also houses an Oscar that is crewed via a call-back model. The reliance on call-back for any of these appliances is highly inefficient, ineffective and the Townsville community deserve better.

Workload

With the detailed increase in population, commercial properties and appliances there has also been an increase in workload. More community relations events, equipment periodic testing, building inspections and risk identification activities are being carried out by the same number of Fire Fighters as 20 years ago. With a constant "fiscal" focus by QFES Senior Managers, the large proportion of our essential training is required to be conducted on-shift and, by virtue of the increased workload and no increase in personnel to complete it, there are things that simply can't be completed. QFES Senior Management do not place an emphasis on training but would rather ensure that all KPI's are green. KPI's don't save lives or protect Fire Fighters from injury or death but good quality training goes a very long way to achieving those things. Training in HAZMAT, heavy RCR and aerial have all been hindered, or prevented completely, by a lack of on-shift crewing to support the way QFES Senior Management want to conduct training.

Townsville is also the only other location, outside of Brisbane, that manages and responds a Disaster Assistance Response Team capability. A medium USAR cache and 2 Cell Flexible Habitat Capability are housed on a semi-trailer located at 602 Ingham Road. With only 12 qualified Cat 2 USAR Technicians in Townsville, and all being located at South Townsville station, the periodic testing and maintenance of this

capability is not being achieved to anywhere near an appropriate level. The skills maintenance requirements, including driving a Heavy Combination vehicle and loading/unloading a 2.5T Moffett forklift, are unable to be achieved to an appropriate level for high-risk activities. This critical asset will continue to degrade if an increase in manning is not made a priority.

Current Upgrade Projects

\$232M Port & Channel Upgrade which will see trade volume triple over the next 30 years.

Upgrade of Townsville to Mount Isa rail line to cope with increased trade volume.

\$117M facilities upgrade at Sun Metals Refinery in order to increase production.

Townsville Employment Location – Fire Fighter Increase Request

Two options have been developed, voted on and now submitted for support from State UFUQ office. Both options have been divided into what we can achieve immediately, what we can achieve within 6-12 months and what we can achieve by the end of the four-year rollout. Both options will be displayed in table format with desired crewing options and proposed increased capability and benefits detailed further in the submission.

It is the express desire of the Townsville Branch to NOT run “overs on shift” as this provides no increased capability to the community, is detrimental to Fire Fighters career progression, operational experience and training and merely aids cost-saving (minimal) by QFES Senior Management. We have been running “overs” for some 12 months and can categorically state that they do not work in any shape or form. All numbers contained in both our proposed options are for increased capability and any vacancy due to courses, sick relief or leave would require replacement.

Option A (40 FF's)		
Immediately	6-12 Months	End of 4 Year Rollout
2 x FF per Shift (12 total)	1 x SO + 3 x FF on Day Pump (5 total)	1 x SO + 3 x FF per Shift (23 Total)
Option B (29 FF's)		
Immediately	6-12 Months	End of 4 Year Rollout
2 x FF per Shift (12 total)	1 x SO + 3 x FF on Day Pump (5 total)	1x SO + 1 x FF per Shift (12 Total)

The most important column for both options is the “Immediately” one. The reason for this is that we currently have the numbers to support moving to this now, most Northern Region Senior Management

support this increase in manning and capability, but the Assistant Commissioner does not and is not replacing any retirees or transfers until such time as we are back to just 18 on-shift. This is counter-productive to what we are trying to achieve with a manning increase and makes no sense to go backwards and try to then come back up to 20. With this in effect immediately we can join the additional 2 Fire Fighters per shift with the current 1+1 crew and stand up a Bravo at South Townsville station. This crew will be considered a "Special" crew that can split or respond together on whatever specialist appliance is required eg 4 x Technical Rescue in Landcruiser with Motorised Swift Water Rescue Craft (Safe Crewing). At any other time, this crew will increase the "pumper" capability in Townsville by 1. This model also supports achieving some of the workload associated with the Disaster Assistance Response Team capability and the current workload of South Townsville station. There will be a small increase in the ability to achieve on-shift training which is further supported by the additional numbers requested in the 6-12-month column. A Day Pump crew will greatly assist in conducting and completing essential training that is currently either not happening or happening under less than ideal conditions. Monday to Friday there will now be up to 6 pumper crews servicing the Townsville community and the ability for 2 crews to be "last response" whilst maintaining decent coverage with 4 pumpers (as we have done for the last 20 years).

The final column will cater for 2 x 1+1 crews whilst maintaining the Bravo capability in Option A or 1 x 1+1 crew whilst maintaining the "specialist" Bravo crew in Option B. Both options will require additional Station Officer positions but allows for expansion and additional stations that will be required as Townsville continues to grow. This increase will also result in a dedicated 1+1 (Lima) being able to place a focus on all facets of the Disaster Assistance Response Team capability.

Both options will also require an increase in Northern Region's fleet profile. Although we can move immediately to a Bravo, this is achieved by utilising one of our current spare appliances, with the second spare being used for the Day Pump. A priority would need to be placed on having two Type 3's moved onto the build program, or we could see additional crewing not having an appliance and therefore being utilised as "overs".

Conclusion

The Townsville Branch feels that it is highly critical to request the move to 20 on-shift happens without delay. There has never been a better time or opportunity to do so and if it is not actioned quickly those numbers will drop below the ability to action, and the waters will be purposely "muddied" on when we can achieve it again and how the "extras" will continue to be used. The Townsville Branch also requests that the State office supports our submission request for Option A with Option B as a fall-back position.

The Townsville branch has consulted with the stations of Ayr, Ingham and Bowen regarding allocation of one FF per shift (two FF per location). Currently FTE is 9 at all 3 stations and they believe this needs

	<p>to be increased to 10. They are currently running one over at these stations (10) and feel this is a sufficient number for leave and training purposes.</p> <p>However, they see significant benefit in the allocation of the other proposed positions, to be retained within Region, to enable full and complete crewing of specialist appliances 365 days per year. These stations require specialist assistance at times and need this capability to be guaranteed and made available from Townsville when requested. All three stations are willing to donate their allocated positions (three total) to South Townsville station to ensure the complete manning of specialist appliances. They also see the benefit of a day pump that can allow specialist staff to undertake on shift training in these stations without compromising response in Townsville. This familiarity with capability and staff is imperative for Regional stations to function efficiently at the highest level.</p> <p>These positions must be retained in the Region.</p>
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NOTE:

SUBMISSION FROM SOUTH WEST REGION TO BE INCLUDED IN UFUQ REPORTING CONTENT AFTER PUBLICATION OF REPORT.

ADDITIONAL INFORMATION:

CREWING AND ROSTERING OF STATIONS.

The following table contains the nominal crewing and arrangement of appliances at all QFES stations staffed by Firefighters and/or Station Officers.

This nominal arrangement does not consider short-term relocations due to emergent conditions and/or deployments.

Station name	Station type	Roster shift times (Permanent)	Station crewing	Station appliances
Brisbane Region				
Burpengary	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Caboolture	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	2 x Station Officer 4 x Firefighters	1 x Type 3 1 x Type 2 1 x Echo 1 x Kilo 1 x Water Tanker
Petrie	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3 1 x Yankee

Eatons Hill	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Arana Hills	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Kippa Ring	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Hendra	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 5 x Firefighters	1 x Type 4T 1 x Bronto TLP
Sandgate	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Taigum	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Chermside	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	2 x Station Officer 4 x Firefighters	1 x TAP 1 x Kilo

Kemp Place	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	3 x Station Officer 7 x Firefighters	2 x Type 3 1 x Command-Tango
Annerley	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	2 x Station Officer 6 x Firefighters	1 x Type 4 1 x Type 3 (DW)
Cannon Hill	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 4
Roma Street	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	3 x Station Officer 9 x Firefighters	1 x Type 3 1 x TAP 2 x Bronto TLP 1 x Lima
Windsor	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3 CAFS
Pullenvale	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3 1 x Echo
Ashgrove	10/14 station	0800 – 1800 (Day)	1 x Station Officer	1 x Type 3

	Crewed 24 hours	1800 – 0800 (Night)	3 x Firefighters	
Enoggera	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	2 x Station Officer 6 x Firefighters	1 x Type 3 1 x Type 3 (DW)
Taringa	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Durack	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 5 x Firefighters	1 x Type 4 1 x Simon TLP
Mount Ommaney	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Rocklea	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Acacia Ridge	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Wishart	10/14 station	0800 – 1800 (Day)	2 x Station Officer	1 x TAP

	Crewed 24 hours	1800 – 0800 (Night)	4 x Firefighters	1 x Kilo
Camp Hill	10/14 station	0800 – 1800 (Day)	1 x Station Officer	1 x Type 4
	Crewed 24 hours	1800 – 0800 (Night)	3 x Firefighters	
Wynnum	10/14 station	0800 – 1800 (Day)	1 x Station Officer	1 x Type 4T
	Crewed 24 hours	1800 – 0800 (Night)	3 x Firefighters	
Capalaba	10/14 station	0800 – 1800 (Day)	1 x Station Officer	1 x Type 4 CAFS
	Crewed 24 hours	1800 – 0800 (Night)	3 x Firefighters	
Cleveland	10/14 station	0800 – 1800 (Day)	1 x Station Officer	1 x Type 3
	Crewed 24 hours	1800 – 0800 (Night)	3 x Firefighters	1 x Echo
Redland Bay	10/14 station	0800 – 1800 (Day)	1 x Station Officer	1 x Type 3
	Crewed 24 hours	1800 – 0800 (Night)	3 x Firefighters	1 x Echo
Bribie Island	Auxiliary		1 x Station Officer	1 x Type 2
	Daywork Station Officer			1 x Echo

South East Region				
Southport	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	2 x Station Officer 6 x Firefighters	1 x Type 3 1 x TAP
Helensvale	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 4
Hollywell	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 4
Nerang	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	2 x Station Officer 4 x Firefighters	1 x Type 3 1 x CR 1 x Type 1
Surfers Paradise	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	2 x Station Officer 8 x Firefighters	1 x Aerial 2 x Type 3
Burleigh Heads	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Bilinga	10/14 station	0800 – 1800 (Day)	1 x Station Officer	1 x Type 4

	Crewed 24 hours	1800 – 0800 (Night)	3 x Firefighters	
Robina	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 4 2 x Type 1
Bundamba	10/14 station Crewed 24 hours	0700 – 1700 (Day) 1700 – 0700 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Karana Downs	10/14 station Crewed 24 hours	0700 – 1700 (Day) 1700 – 0700 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Camira	10/14 station Crewed 24 hours	0700 – 1700 (Day) 1700 – 0700 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Ripley	10/14 station Crewed 24 hours	0700 – 1700 (Day) 1700 – 0700 (Night)	2 x Station Officer 4 x Firefighters	1 x Type 3 1 x CR
Brassall	10/14 station Crewed 24 hours	0700 – 1700 (Day) 1700 – 0700 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 4 2 x Type 1
Beenleigh	10/14 station	0800 – 1800 (Day)	2 x Station Officer	1 x Type 4

	Crewed 24 hours	1800 – 0800 (Night)	4 x Firefighters	1 x CR 2 x Type 1
Woodridge	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 4
Loganlea	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
West Logan	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 4
Beaudesert	Auxiliary Day work Station Officer		1 x Station Officer	1 x Type 3 1 x Type 2
Gatton	Auxiliary Day work Station Officer		1 x Station Officer	1 x Type 3 1 x Type 2

South West Region

Kitchener Street	10/14 station Crewed 24 hours	0700 – 1700 (Day) 1700 – 0700 (Night)	2 x Station Officer 4 x Firefighters	1x Type 3 1x Lima 1x TAP 1x Sierra 1x Yankee (special crew 1 x S.O. 1x F.F. ghost man and crew L,J,S,Y vehicles as required)
Anzac Avenue	10/14 station Crewed 24 hours	0700 – 1700 (Day) 1700 – 0700 (Night)	1 x Station Officer 3 x Firefighters	2 x Type 3 1 x Type 2
Warwick 10/14 Hour	7-day station	0700 – 1800 (7 days)	1 x Station Officer 3 x Firefighters	1 x Type 3 (Atego appliance) 1 x Type 2 (4wd appliance) 1 x Water tanker 1 x Yankee
Roma	Auxiliary Day work Station Officer		1 x Station Officer	3 x Type 3 (Atego) 2 x Type 2 1 x Kilo

North Coast Region

Bundaberg	10/14 station Crewed 24 hours	0800- 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	2 x Type 3 1 x Type 2 1 x Type 5 1 x iZone medium 1 x Swift Water/ Flood Water trailer 1 x ERV Ute
Maryborough	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Inspector 1 x Station Officer 3 x Firefighters	1 x Type 3 2 x Type 2 1 x Urban Rescue Tender Light 1 x iZone light 1 x OSUM (Sierra) 1 x Decontamination Trailer 1 x Swift Water/ Flood Water trailer 1 x ERV Ute 1 x ERV Wagon
Torquay	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3 1 x Type 2 1 x iZone light

				1 x ATV 6WD 1 x VSAT 1 x Swift Water/ Flood Water trailer 1 x Marine Firefighting Kit
Gympie	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3 1 x Type 2 1 x Echo 1 x Ute ERV 1 x Swift Water/ Flood Water trailer 1 x ERV Ute
Noosa Heads	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 2 1 x Type 4 1 x iZone medium 1 x Polaris 4WD
Maroochydore	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	2 x Station Officers 4 x Firefighters	1 x Type 3 1 x UALP40 1 x Type 5

				1 x iZone Light 1 x Marine Firefighting Kit 1 x ERV Wagon
Nambour	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3 1 x Type 2 1 x Urban Water Tanker 1 x Swift Trailer
Caloundra	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3 1 x Type 2 1 x OSUH (Sierra) 1 x Decontamination/ Rehabilitation Trailer 1 x Ute ERV 1 x USVP Prime Mover 1 x Mobile Command Modules (20ft) 1 x Mobile Command Module (40ft incl. Western Shelter) 1 x ERV Ute (ACDR)
Kingaroy 8 Hour – Day Station 0800 - 1600	Auxiliary		1 x Inspector 1 x Station Officer 3 x Firefighters	

			Current Staffing Model 1 x Station Officer 4 x Firefighters	
Gayndah	Auxiliary		1 x Inspector	
Coolum 8 Hour – Day Station 0800 - 1600	5 – day station	0800 – 1600 (Monday – Friday)	1 x Station Officer 3 x Firefighters Current Staffing Model North Coast Employment Location	
Central Region				
Mackay	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)		
North Rockhampton	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3
Rockhampton	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	2 x Station Officer 3 x Firefighters	1 x Type 4 1 x India 1 x Victor 1 x Sierra

				1 x Kilo 1 x Echo
Emerald 8 Hour – Day Station 0800 - 1600			1 x Station Officer 4 x Firefighters Current Staffing Model ????	
Airlie Beach 12 Hour Shift 0600 - 1800	5 – day station	0800 – 1600 (Monday – Friday)	2 x Station Officer 7 x Firefighters Current Staffing Model 2 x Station Officer 7 x Firefighters	
North Mackay	10/14 station			
Gladstone	10/14 Station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	2 x Station Officer 4 x Firefighters (Day) 1 x Station Officer 3 x Firefighters (Night)	1 x Alpha 1 x Bravo 1 x Kilo 1 x Echo 1 x Juliet 1 x Sierra 1 x Victor 1 x DECON Trailer

				1 x Zulu (AREA SPARE) 1 x Ford Ranger Ute CU44
Emu Park	Auxiliary Day work Station Officer	0800 – 1600 (Monday – Friday)	1 x Station Officer Current Staffing Model Rocky Employment Location	1 x Type 2 1 x Echo 1 x Yankee
Mount Morgan	Auxiliary Day work Station Officer	0800 – 1600 (Monday – Friday)	1 x Station Officer Current Staffing Model Rocky Employment Location	2 x Type 2 1 x TEM truck
Yeppoon 12 Hour Shift 0630 - 1830	7 – day station	0630 – 1830 (7 days)	1 x Station Officer 3 x Firefighters Current Staffing Model Rocky Employment Location	1 x Type 3 1 x Type 2
Northern Region				
Kirwan	10/14 station Crewed 24 hours			1 x Type 3 1 x Echo
Woodlands	10/14 station Crewed 24 hours			1 x Type 3 1 x Oscar command vehicle
Townsville	10/14 station Crewed 24 hours			1 x Type 4 1 x India

				1 x Sierra 1 x Kilo
Wulguru	10/14 station Crewed 24 hours			1 x Type 3 1 x Echo
Charters Towers	5 – day station	1300 – 2100 (Monday) 0800 – 1600 (Tuesday – Friday)	1 x Station Officer 3 x Firefighters Current Staffing Model 1 x Station Officer 4 x Firefighters	2 x Type 2 1 x Yankee 1 x Work Ute
Ingham	7 – day station	0600 – 1700 (7 days)	1 x Station Officer 3 x Firefighters Current Staffing Model 2 x Station Officer 7 x Firefighters	1 x Type 3 1 x Type 2
Ayr	7 – day station	0600 – 1800 (7 days)	1 x Station Officer 3 x Firefighters Current Staffing Model 2 x Station Officer 7 x Firefighters	1 x Type 3 1 x Type 2
Bowen	7 – day station	0700 – 1800 (7 days)	1 x Station Officer 3 x Firefighters	2 x Type 2 1 x Yankee

			Current Staffing Model 2 x Station Officer 7 x Firefighters	1 x Work Ute
Mount Isa	10/14 station Crewed 24 hours	0800 – 1800 (Day) 1800 – 0800 (Night)	1 x Station Officer 3 x Firefighters	1 x Type 3 1 x Type 2 1 x Oscar command vehicle 1 x Echo
Far Northern Region				
Cairns	10/14 station Crewed 24 hours			
Cairns South	10/14 station Crewed 24 hours			
Smithfield	10/14 station Crewed 24 hours			
Atherton	7 – day station	0700 – 1800 (7 days)	1 x Station Officer 3 x Firefighters Current Staffing Model	1 x Type 2 1 x Type 3

			2 x Station Officer 7 x Firefighters	
Mareeba	7 – day station	0700 – 1800 (7 days)	1 x Station Officer 3 x Firefighters Current Staffing Model 2 x Station Officer 7 x Firefighters	1 x Type 2 1 x Type 3
Innisfail	7 – day station	0700 – 1800 (7 days)	1 x Station Officer 3 x Firefighters Current Staffing Model 3 x Station Officer 7 x Firefighters	1 x Type 2 1 x Type 3
Thursday Island				
Port Douglas 8 Hour – Day Station 0800 - 1600	5 Day Station		1 x Station Officer 3 x Firefighters Current Staffing Model Cairns Employment Location	1 x Type 2 1 x Type 3

ADDITIONAL INFORMATION:

Change 5 x 8 Hour Stations to 7 x 12 Hour Stations

Coolum

Port Douglas

Charters Towers

Emerald

Kingaroy

Change some 7 Day Stations to 10 x 14 Hours?

Airlie Beach

Innisfail

Bowen

Ayr

Yeppoon

Atherton

Mareeba

7 day Stations

Airlie Beach

To North Mackay – 1hr50min – 150km – **Perm 10/14**

To Bowen – 1hr – 80km – **Perm/Aux 7 day**

To Proserpine – 25min – 26km – **Aux**

Innisfail

To Cairns South – 1hr – 78km – **Perm 10/14**

To Gordonvale – 45min – 65km – **Aux**

To Babinda – 23min – 30km - **Aux**

Bowen

To North Mackay – 2hr6min – 190km - **Perm 10/14**

To Airlie Beach – 1hr – 80km – **Perm/Aux 7 day**

To Ayr – 1hr20min – 115km - **Perm/Aux 7 day**

To Proserpine – 49min – 67km – **Aux**

To Collinsville – 57min – 88km – **Aux**

Ayr

To Wulguru T'Ville – 1hr – 83km – **Perm 10/14**

To Home Hill – 12min – 12km – **Aux**

To Bowen – 1hr20min – 115km - **Perm/Aux 7 day**

Yeppoon

To North Rockhampton – 23min - 38km - **Perm 10/14**

To Emu Park – 19min – 23km - **Aux**

Ingham

To Woodlands T'Ville – 1hr10min – 100km - **Perm 10/14**

To Forrest Beach – 15min – 19km – **Aux**

To Halifax - 15min – 19km – **Aux**

To Cardwell – 36min – 53km – **Aux**

Atherton

To Cairns South – 1hr14min – 71km - **Perm 10/14**

To Mareeba – 26min – 33km - **Perm/Aux 7 day**

To Yungaburra – 12min – 13km – **Aux**

To Herberton – 17min – 20km – **Aux**

Mareeba

To Smithfield - 45min – 51km - **Perm 10/14**

To Atherton – 26min – 33km - **Perm/Aux 7 day**

To Dimbulah – 35min – 48km - **Aux**

5 day Stations

Port Douglas

To Smithfield – 46min – 51km - **Perm 10/14**

To Mossman – 16min – 18km – **Aux**

To Kuranda – 1hr8min – 67km – **Aux**

Kingaroy

To Gympie – 1hr40min – 141km - **Perm 10/14**

To Nanango – 22min – 25km – **Aux**

To Wooroolin – 13min – 16km – **Aux**

Emerald

To Rockhampton – 2hr55min – 269km - **Perm 10/14**

To Blackwater – 49min – 75km - **Aux**

To Capella – 40min – 56km - **Aux**

Coolum

To Maroochydore – 19min – 20km - **Perm 10/14**

To Noosa – 19min – 17km - **Perm 10/14**

To Nambour – 21min – 25km - **Perm 10/14**

Charters Towers

To Wulguru T'Ville – 1hr23min – 129km – **Perm 10/14**

To Ayr – 1hr48min – 164km - **Perm/Aux 7 day**

To Hughenden – 2hr37min – 249km - **Aux**

10/14

Warwick

To Anzac Parade – 59min – 82km - **Perm 10/14**

To Stanthorpe – 43min – 61km – **Aux**

To Killarney – 24min – 33km – **Aux**

- **Stations**

10/14

Composite 11hr

Atherton, Mareeba, Innisfail, Ingham, Bowen

15 Aux 18 Aux 16 Aux 10Aux 11 Aux

Composite 12hr

Ayr, Airlie Beach, Yeppoon

3 Aux 14 Aux 20 Aux

Day 8hr

Emerald, Coolum, Port Douglas, Charters Towers, Kingaroy

20 Aux 14 Aux 15 Aux 11 Aux 17 Aux

Information for Auxiliary numbers are from OMS

EMPLOYMENT LOCATIONS FROM POLICY:

AGREED EMPLOYMENT LOCATIONS AT OCTOBER 2021

Region	Employment Location	Work Locations (FRS stations/QFES offices)
State Directorate	Brisbane	Albion

Region	Employment Location	Work Locations (FRS stations/QFES offices)
		Cannon Hill Kedron Park Hamilton Morningside Mt Gravatt Whyte Island
Brisbane Region		Acacia Ridge Albion Annerley Arana Hills Ashgrove Bracken Ridge Bribie Island Burpengary Caboolture Camp Hill Cannon Hill Capalaba Chermside Cleveland Dunwich Durack Eatons Hill Enoggera Hendra Kedron Park Kemp Place Kippa-ring Mt Ommaney Mt Gravatt Petrie Pullenvale Redland Bay Rocklea Roma Street Taigum

Region	Employment Location	Work Locations (FRS stations/QFES offices)
		Taringa Windsor Wishart Wynnum
Region	Employment Location	Work Locations (FRS stations/QFES offices)
Central Region	Rockhampton	Emu Park Mount Morgan North Rockhampton Rockhampton Yeppoon
	Mackay	Mackay North Mackay
	Gladstone	Gladstone
	Airlie Beach	Airlie Beach
	Emerald	Emerald
Far Northern Region	Northern Command	Cairns Cairns South Smithfield
	Port Douglas	Port Douglas
	Tablelands	Atherton Mareeba
	Southern Command	Gordonvale Innisfail Tully
	Thursday Island*	Thursday Island
North Coast Region	Maryborough	Maryborough Torquay
	Bundaberg	Bundaberg
	Sunshine Coast	Caloundra Coolum

Region	Employment Location	Work Locations (FRS stations/QFES offices)
		Gympie Kawana Kunda Park Maroochydore Nambour Noosa
	Kingaroy	Kingaroy
Northern Region	Townsville	Kirwan Townsville Woodlands Wulguru
	Ayr	Ayr
	Ingham	Ingham
	Bowen	Bowen
	Charters Towers	Charters Towers
	Mount Isa	Mount Isa
Region	Employment Location	Work Locations (FRS stations/QFES offices)
South Eastern Region	Logan Command	Beenleigh Loganlea West Logan Woodridge
	Gold Coast Zone	Bilinga Burleigh Heads Helensvale Hollywell Nerang Pimpama Robina Southport Surfers Paradise
	Beaudesert*	Beaudesert

Region	Employment Location	Work Locations (FRS stations/QFES offices)
	Gatton*	Gatton
	Ipswich Command	Brassall Bundamba Camira Karana Downs Ripley
South Western Region	Dalby*	Dalby
	Toowoomba	Anzac Avenue Charlton Highfields Kitchener Street
	Warwick	Warwick
	Roma*	Roma

*Firefighters are not appointed to these employment locations.

Information on the need to, and how to, backfill crew:

1. NEED FOR AGREED HEIRARCHY OF CREWING REPLACEMENTS:

In order to maximise (with a view to ensuring full compliance with) the UFUQ position that it is essential to maintain crewing of 1+3 on Alpha appliances, the UFUQ seeks to hold discussions with QFRS with the view to developing a standardised, agreed hierarchy of methods to provide firefighters and station officers to stations where there is a risk of an alpha appliance turning out with less than 1+3.

2. WHEN WOULD CREWING REPLACEMENT BE REQUIRED:

The UFUQ considers that provision of crewing support to an alpha appliance arises in one of three circumstances –

1. Replacement crewing is required for a part of a shift, or
2. Replacement crewing is required for a full shift, or
3. Replacement crewing is required for multiple shifts.

3. NO SINGLE SOULTION FOR EVERY STATION:

Given the heterogeneity of 5 Day, 7 Day and 10/14 stations and their locations across Queensland, the standardised hierarchy to be agreed must have multiple forms, based upon the availability and suitability of the individual solutions to be agreed in each hierarchy (for example the number of appliances at a work location or in an employment location and proximity to another station or work location).

4. MANY OPTIONS CONFLICT WITH EXISTING POLICY

Many of the options in the list conflict with existing doctrine, policy, industrial instrument requirements or accepted custom and practice and as such will require negotiation and resolution to the satisfaction of the UFUQ to be considered applicable and available to QFRS within the context of maximising 1+3.

5. LIST OF METHODS TO IDENTIFY SUITABLE CREWING REPLACEMENTS:

The following list is the initial identified ways an individual or multiple crew members can be sourced to provide 1+3 at a station where an alpha appliance is at risk of being under-crewed.

The list is in no particular order regarding preference for the method.

- a) Call back on overtime
- b) Organisational shift swaps
- c) Peer to peer shift swaps
- d) Movement of available crew at a station
- e) Movement of available crew from another work location within the same employment location
- f) Movement of available crew from another employment location within the same region
- g) Movement of crew from another region (relying upon other criteria within this list being met in an agreed way)
- h) Removing the bravo appliance from operational duty and distributing the crew from that appliance as required
- i) Remove the appropriate crew member from a special appliance and pair the alpha with the special appliance for the remainder of the shift (this is not to be considered unless full pairing for the full shift is agreed, as splitting a paid will not be agreed to by UFUQ in this negotiation)
- j) Remove the appropriate crew member from a day work role to work on shift in an appliance
- k) Appropriate crew member stays back at end of shift or commences shift early to cover for short crew until another of these options is realised and the crewing returns to 1+3 for the remainder of the shift
- l) Use the temporary transfer process to have an appropriate crew member relieve at a particular work location for a defined (temporary) period

As stated above, this list is in no particular order, and nor is it exhaustive, further options may be added by the parties as negotiations continue.

Where used in the list, 'available' means capacity to move work location due to crewing of an alpha appliance in excess of 1+3 (often called an overplot) at another work location, or within the same employment location.

INFORMATION REQUESTED OF BRANCHES FOR REASONS CREWING BECOMES UNSAFE:

What SCTF feedback is the UFUQ seeking from members?

The work done to date by your union on SCTF matters has identified some general issues that are restricting safe and full crewing across the state, including (but not limited to) –

- The number of acting roles in all locations and functions
- The ratio of FF to SO
- Access to leave
- Access to both compulsory and discretionary training, including training to allow for career progression
- Reliance on, and effects of, 'Pagano model' and sick leave replacement rules
- Ghost crewing / drop off in crewing of special appliances
- Rank progression methodologies and timeframes and merit processes / required competencies and training
- Increase in deployments
- Internal interoperability affecting FF roles and functions, and the use of non-FF in command and control
- Lack of interest in regional placements
- Allocation of actual FF and SO numbers versus FTE and unders and overs at work locations
- Distance between stations, response boundaries and response time methodologies
- BAO structure and attraction/retention of BAOs
- Firecom resourcing model
- Firecom rank and paypoint progression
- Firecom access to mandatory and discretionary training

Your union is seeking your input on these issues, what solutions you can identify for your specific work location and any other information, including issues not listed that restrict safe and full crewing in your specific work location.

The issues above are just the starting point and any further issues you can identify are welcome and will be considered and collated for inclusion in the SCTF report where it improves options for safe and full crewing.

Your feedback can come in whatever format you like, but please find below some questions to prompt your feedback.

Questions to prompt your feedback

1. What are the barriers to safe and full crewing specific to your employment location?
Supply evidence / data to support your assertions. We need your help in building the evidence.
 2. What are the solutions you can identify in your employment location that provide for safe and full crewing?
Supply evidence / data to support your solutions. We need your help in building the justification for the solutions.
-

BUILDING APPROVAL OFFICERS:

357 Safe Crewing Taskforce – BAO

Trying to establish a wholistic approach to the accepted problems within the community safety operational unit by:-

- Establishing a career stream
- Recognising the skills attained for firefighters and officers and being properly remunerated for those skills.
- Rename Community Safety positions to properly reflect their tasks and skillset.
- Allow for a grandfather clause in any changes to the award so none is disadvantaged.
- Have BAO skilled managers to mentor, authorise compliance and run the regional and state operational units efficiently and competently.
- Educate current senior managers to realise that their decisions create disinterest within the pool of relief BAOs when there is no support, training, peer meetings, industry forums, and opportunities to network and meet industry peers. They only understand emergency management and, it appears, dealing with the immediate threat.

Idea	Proposal
Title changes to properly reflect skills set and task.	<p>-QFES Compliance Officer – Skill set and training achieved through the current SAO course. (just Compliance officer or CO internally)</p> <p>-QFES Building Advice Officer – Skill set and Training aligned with the current Building Approval Officer system. (BAO1 and BAO2 internally)</p>
Renumeration to change to reflect the skills set attained within Community Safety.	<p>- Compliance Officer allowance - \$300 per pay gross.</p> <p>- FF BAO1 & SO BAO1 skill allowance - \$900 per pay (includes Compliance allowance)</p>

	<p>Skillset allowance paid on top of rank payment. Rank structures and increments maintained for career stream and emergency management.</p> <ul style="list-style-type: none"> • Amounts calculated on July 2021 awards. • Percentages were not expressed – not known which is used as base 100% 	<ul style="list-style-type: none"> - FF BAO2 & SO BAO2 skill allowance - \$1300 per pay, includes previous allowances. (with consideration to the Inspectors PayScale)
	<p>Attract personnel to career stream though the ranks to become the leaders of Community Safety. Observation- Considering the recent brain drain of BAO qualified senior management.</p>	<ul style="list-style-type: none"> - Support FF BAOs to complete ODP for career progression whilst in Community Safety Command. - Support S01 BAOs to progress thru SO3 to Inspector - Tech Rescue has Tech Rescue Inspectors. - BA Hazmat has BA Hazmat Inspectors. - Few regions have BAO Comm Safety Inspectors. - BAOs are busy and focused on supporting industry and firefighter safety. - Currently – a SO1 BAO is paid same as SO3 BAO – no career incentive; too busy.
	<p>Training Very poor opportunities in the last 4 years for any proper training support. Held back by senior management decisions.</p>	<ul style="list-style-type: none"> - Attend peer conferences. - Regular regional and state community safety conferences for competency maintenance and peer lectures. - BAOs without positions to be given the opportunity every year for inclusion of the above and moved off shift. - BAOs without positions to be given the opportunity to maintain work experience and moved off shift. - Relief BAOs relinquish credentials due to lack of support and training to keep up with the everchanging trends. (Diminishing returns for training costs) - Focus on getting value from training to maintain staff. It is management support decisions that create BAO disinterest and lack of confidence due to lack

		of time relating to the outside agencies and industry representatives.
	Brain Drain – retention of skilled workforce?	- Proper succession planning by State and Regional Comm Safety Managers for business continuity. -
	<p>ADDITIONAL INFORMAITON FOR CONSIDERATION:</p> <ul style="list-style-type: none"> • Time allotted to firefighths core skills • Time allotted to specialist skill sets e.g tech rescue • Time allotted to imt, roc, soc skill sets • Agree need time allotted to continued skill development in com safety and bao • Time allotted to wellness • Time allotted to providing advice to operations e,g link between buildings and operations • Access to deployment which is currently prevented due to workload • This all equals grossly under staffed. 	

ADDITIONAL BAO CONTENT:

CA 2016 Part 5 – BAO's

Clause 59 current 20% loading on call (alter).

Note: Current CA16 and payslips refer incorrectly to a flexibility allowance.

Job evaluation (2000)

BAO = 344-375 without QUT Grad Cert.

FPO3 = 340-450,

Mercer stated BAO's to be classified as FPO3's. (Was this when we received the 20% loading as a means of remuneration for the job work value and the dropping back to Station Officer rank?)

Mercer 2007

BAO=393

Grad cert is now a mandatory qual for Performance solution BAO2.

CA 2016 Seniors Mercer

8% pay rise = 524 points

Min requirement Qualification Diploma = \$133,507p/a

BAO2 PP2 = \$119,149.16 p/a (now required to obtain Grad cert.

BAO1 PP2 = \$115,723.14

Difference \$3426.02 p/a = \$131.77 p/fortnight

SER BAO's suggests for attraction, retention and recognition for their accountability, expertise and judgement, we suggest that the UFUQ investigate the proposal to maintain the current 4 levels and 4 pay points, however creating a 4 tier pay gap between the DTS and AS BAO's (as shown below)

Proposal

Part 5 Clause 59

Create an aggregate base rate omitting the current 20% loading to a 20% functional role allowance with an increasing tiered BAO structure and classification.

BAO1PP1 – 20%

BAO1PP2 – 22.5% \$117,968.94

BAO2 PP1 – 27.5%

BAO2 PP2 – 30% \$128,405.91

(pay rate values above are calculated on 1st July 2018 and includes base rate + proposed functional role loading + 38 hour week + 2.5% flex allowance)

Proposal:

Encourage QFES to map the current level 3 BAO course to the PUA Public Safety Training Diploma PUA51012 national competency.

BAO1PP1 – Level 3 Course (part Diploma)

BAO1PP2 – Diploma PUA 51012 (attained)

BAO2 PP1 – Grad Cert

BAO2 PP2 – 12 months experience.

Part 9 Clause 91 CA16

omit: BAO Extra ordinary hours

Insert:

Include identical conditions for deployment as other station officers undertaking functional roles in receipt of a 2.5% flexible allowance.

Part 5 BAO

Insert: When a BAO returns to an operational shift roster for any reason eg. upskill, maintain skills, etc. BAO to be remunerated at the applicable BAO base rate.

SER BAO's request that the BAO1 and BAO2 role descriptions are to be clearly defined within the award or the certified agreement. This would eliminate any confusion surrounding the BAO1's conducting inspections that have performance solutions included within the building design and other related matters (remuneration, competencies etc.)

In response to the Union's request and pursuant to the CA19 clause 12 Safe Crewing Task Force (d) (ii), I forward the following concerns which directly relate to the Building Approval Officer's functional role and the lack of change, innovation or improvement within the workplace:

1. BAO 1 - no attainment of National competencies or recognition of BAO1 skill sets, too much importance placed upon the BAO2 and the associated Graduate Certificate qualification. QFES's Community Safety level 3 course should be mapped to an PUA applicable recognise Diploma e.g. Public Safety, which is already credited on the Australian Qualification Framework. Structure the pay point levels inclusive of the BAO1 position establishing particular targets not dissimilar to e.g tech rescue.
2. Currently throughout the State, Region's service delivery is dissimilar. BAO1s in some Regions are conducting inspections that have performance solutions agreed upon. Establish a new job descriptions between the two classifications developing a clear delineation and associated educational pathways and roles.
3. Minimum remuneration to attract BAO1s to transition or retain BAO2s. Currently the Grad Certification convenes 3 levels above the minimum requirement to become an Inspector within the Vocational Education Training system. Renumerate appropriately.
4. On call roster is clause obsolete.
5. Deployment clause is unfair. BAOs are not Seniors or Communications Managers.
6. BAOs returning to shift work for overtime should be paid at there gazetted rate of pay, not altered. Rotational Station Officers on day work undertaking functional role positions maintain allowance e.g tech rescue, for 18 months not just a shift. BAOs bring skill sets when undertaking overtime.
7. Currently some unsuitable vehicles provided in this Region to do the BAO role e.g Yankees

Rank SO, Role BAO2.

Issues –

Staff numbers –

1. Insufficient staff to enable BAO to maintain operational skill sets and perform BAO role
2. Increase in work load and difficulty of work, yet at QFES own admission there has been no increase in staff. Furthermore, no compensation for the increase in workload output expected or the degree of difficulty of the work
3. Insufficient staff to meet legislated required inspection requests. E.g should a builder/fire system installer request all inspections required under legislation QFES cannot facilitate due to lack of Station Officers filling BAO roles.

Management Structure –

1. General managers, no content knowledge or worse limited content knowledge. These managers can in theory become managers at a state level and adversely impact the workload of subordinates, make and influence policy to which they have lack of knowledge in. This potentially impacts operational response and the safety of Firefighters.
2. Streaming to provide pathway for BAOs to become managers.

Operational response/Deployment –

1. Due to workload and legislated timeframes restricted opportunity to deploy, restricting opportunities to access additional hours preventing BAO gaining operational experience and additional pay. There seems to be no such restriction on Senior Officers . There is no compensation for this.
2. Buildings required to have operational hydrant systems during construction, I propose QFES should inspect and test system to ensure functionality of system. E.g is it fit for operational purpose. Unsure if this would require a change in building legislation, increase in BAO numbers. Failure to test or inspect such facilities may place firefighters in a dangerous environment

Attracting and or retaining Staff/BAOs –

1. Lack of policy for staff retention and attraction.
2. Effects staff numbers – see staff numbers

Equipment-

1. Use out dated computer programs which do not mesh seamlessly with current computer hardware, places additional pressure on BAOs as this slows down the ability of the BAOs to be productive, however the BAO is still required to meet legislated timeframes.
2. Lack of importance of updating systems and databases to keep up with legislated requirements.

Professional development –

1. Limited to no professional development opportunities. Critical for keeping up to date with changing in codes, how fire safety systems work, new fire safety systems. This all impacts on BAO advice which may adversely impact on fire safety systems in buildings and Firefighter safety.
2. No funding set aside for BAO PD, despite BAOs across the state generating in excess of 16 million dollars
3. Insufficient staff to maintain operational skill set and perform BAO role while meeting legislated timeframes.

Role vs Rank –

1. Remains an issue. This causes issues in what BAOs can and cant do what they will be paid for and at what rate.

FIRECOM:

CENTRAL	<p>Safe Crewing Taskforce – A Shift Firecom</p> <p>Fire communications Officer Feedback</p> <ul style="list-style-type: none">• Adrian Sotelo• Melissa Sealy• Jillian Jones <p>Safe Crewing Task Force - Concerns and recommendations:</p> <p>Staff Welfare</p> <p>Our highest priority is our staff's welfare. Without staff the organisation cannot meet the needs of the community and operational staff. Staff need to feel supported by the correct staffing levels and rank structure to ensure the responsibilities of each role are clearly understood and met, at any time of the day. Every Fire Communications Centre should have the minimal staffing of a supervisor for each shift. With the introduction of new staff, as recently experienced in Central Region, the risk of having two officers on duty together with minimal experience is likely. Even though the newly qualified staff are capable, they lack experience in the decision making and regional variances through procedures, gained by time in the role. This responsibility falls onto the most experienced person in the centre at the time, however this should be overseen by a Fire Communications Supervisor. The supervisor can also ensure the mental and emotional health of our staff is monitored and managed by having an awareness and offer support through discussions, debriefing, and referring and encouraging staff to access organisational support networks eg FESSN, Peer Support etc. Supervisors also provide clarification on procedures, offering continual mentoring and leadership for developing staff. It can at times be days or weeks between staff having the opportunity to talk with their manager in person, which could be dealt with in a more timely manner by the on duty supervisor.</p> <p>Career Progression</p> <p>Currently within Central Region, for FCOs to gain experience in a supervisor role, they have to consider working outside their home location for periods of time. This can also be discouraging for staff given there are no supervisor roles locally for them to apply for. This then puts the centre at risk of losing experienced and highly capable staff due to moving locations or sorting other employment due then feeling 'stale' in their current role. The experience in our Region is vital to ensure service delivery to the community and organisation, given the vast area covered, number of stations and staff to manage, and variations in managing resource capability and response. Officers are forced to reach out to staff from other centres as mentors, where as local experienced supervisors can provide more relevant examples and guidance for staff to apply and gain full time positions or progress through the Firecom Ranks.</p>
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Supervisor roles would also need to be filled temporarily due to leave etc, giving FCOs an opportunity to gain an understanding of the FCS role, this may also provide them with insight into their own substantive role.

Suitable Duties

When an FCOs is unable to perform in their role due to injury or health concerns, current options do not accommodate staff to continue to work and maintain their skills and knowledge. This could be improved by positions in regional centres in roles supporting SOSO, CTDU, and roles within Regional and Area Offices in other streams within QFES. This however is not achievable without a better staffing model to ensure the Centre has the staff to manage the workload and provide the service to the community.

Utilisation of Skills

With the vast amount of knowledge, skills and experience Firecom staff have across all streams under QFES, we are very resourceful and subject matter experts in regards to operations and resource capability. We could be utilised within Incident Management Teams and Disaster Management Operations due to our understanding and experience. Currently we're unable to expand into these fields due to staffing models which restrict Officers being released as the Centre Operations takes priority. This utilisation of skills gives staff a feeling of worth and value, which leads to staff feeling more involved, included and important in their role within QFES.

Covid

With the current state of our social climate due to Covid, as essential workers, forced lockdowns and risk of transmission puts further strain on our staff, families and Firecom Centres to meet the government's expectations. Given the highly populated areas have proven to be more at risk of these concerns, regional centres should be staffed adequately to ensure business continuity is implemented. The close proximity of staff within our centres puts us at risk of transmission if someone was to become infected, putting all those in contact into quarantine.

Supervisor (Adrian)

I strongly advocate for a Supervisor in Firecom Central, and I am firmly of the belief that the absence of one in Central as opposed to the majority of centres in Queensland is a breach of the Certified Agreements commitment to *"safe and full crewing of all employment positions covered by this agreement"*.

I submit that Firecom Central like any other QFES department operates in the same capacity and is bound by the same employee directives as the rest and with the interlinked network where Firecom Central handles overflow from the state and still operates with its own workload furthers my opinion that consistency across Firecom should be adopted. If a supervisor has been deemed necessary in other centres it should be mandated across all to ensure the same quality of work, duty of care and safety is being administered.

I have experienced operating in Firecom Brisbane where there is a Supervisor rostered onto each shift and the specialist support that they offer is unique to the role and can't be simply explained however to provide context to the Safe Crewing Task Force they carry a duty of care to ensure the safe and effective operation of each shift. Supervisors handle higher end tasks and administration that take the workload off Fire Communications Officers

ensuring they can operate without distraction during high turnover periods ensuring the public and employees overall safety on shift. Supervisors also monitor and ensure correct practice conducting quality assurance and maintaining employee wellbeing when traumatic jobs come across the radio which is one method of ensuring post-traumatic stress and QFES employee mental health/safety is being monitored and cared for.

I note that individually I notice the impact that Supervisors had when I was working in Brisbane and I notice the impact that not having one in Central region has on the day-to-day operations in the centre.

Assisting the FCM

From an operational standpoint due to a lack of Supervisors, Firecom Central's manager and Fire Communications officers are expected to undertake an increased workload which includes supervisor level enquiries and tasks. We believe that in line with the SCTF's purpose to ensure safe crewing that is appropriate and in line with QFES state standards Supervisors in Firecom Central is long overdue

Safe Crewing Taskforce – B Shift Firecom

Fire communications Officer Feedback

- Timothy Townsley
- Emily Barton
- Rebecca Fleming

Issues

Absence of supervisors in Firecom Central Region. As outlined by other shifts. Importance of upholding an aligned standard of service delivery to the community, across all regions within in Qld.

Points of consideration:

1. **Upholding work-life balance** – this aligns with workplace fatigue, the ability to take leave and mitigate stress and strain on employees' fatigue.
2. **Ability to create more full-time positions.** This would provide more job security and continuity, particularly for newer employees. Would reduce staff turn-over and attract a wider pool of potential employees through talent acquisition for new recruits.
3. **Equal opportunities** – Provide a fair and equitable platform for career advancement and opportunities to learn and improve FCO and FCS skillset within the region, removing the need to second or relocate out of region. Importance to provide the opportunity for FCO's to apply for positions elsewhere within the organisation, both in and outside of region.

4. **Acknowledgement of current duties being undertaking** – As discussed by previous shifts, the additional experience and duties currently being undertaken by FCO's in mentorship, overseeing of shift decisions and notification processes in liaison with senior staff management levels.

5. **Workplace Health and Safety** – staff fatigue levels working overtime to back fill, unable to take sufficient leave, increase in sick leave taken, driving when fatigue levels are high after long shift times.

Recommendations

Implementation of Supervisor positions on each shift

Safe Crewing Taskforce – D Shift Firecom

Fire communications Officer Feedback

- Kerrie Buckton
- Dannielle Farrell
- Nicole Cronin

Further to A Shift,

Our Concerns:

Our biggest concerns are Staff Wellbeing and Community Safety. In our opinion, the current staffing model is not sufficient and has led to staff fatigue and increased leave, leaving the centre more short staffed. This can also lead to an increasing number of shifts where there are only inexperienced/new FCO's on shift together, this leaves the community at risk. The training given at the academy is thorough but does not account for regional variations or give a true representation into the multitasking and decision making nature of the role that having no Supervisor entails. Due to the increase in shifts running with only new FCO's, there is the concern that due to this inexperience, the community's safety could be at higher risk in the event of an emergency. This could also put the new FCO's welfare at risk as they could potentially feel overwhelmed, unsupported and feel at risk of reprimand. It would then be left up to the other new FCO on shift to monitor their colleague's wellbeing, with no training or support of their own. In addition to this, extra tasks usually undertaken by a supervisor, such as CNIR and Regional Notifications can be delayed in time taken to execute these tasks as the FCO must maintain business continuity for the safety of the community.

In other regions, FCO's who would like the extra responsibility and challenges that come with being a supervisor, go through a formal process. This role in other regions also attracts a higher pay point. Having no Supervisor at Firecom Central means that all FCO's on shift have the higher responsibility, challenges and pressure with no added pay point or recognition for the extra responsibility put on them.

Our Recommendations:

- A supervisor per shift would ensure an experienced and knowledgeable staff member would be on hand to assist if needed. They would go through specific training for the role and take on the higher responsibilities and tasks and be paid accordingly.
- 1 Supervisor and 2 FCO's per rostered shift

Safe Crewing Taskforce – FIRECOM MANAGER

Fire Communications Manager Feedback

Issues:

Inexperience staff can be rostered together. This is a risk to them, the F&R crews and the community. FCO's are very conscientious and take their responsibility very seriously. This means any error in a response that resulted in a negative or lessor than the potential conclusion will be a great burden/ stress on them.

The omission of Supervision also demonstrates a devaluation of the community, with an acceptance of a greater risk to the service provided.

When members of the community are having a very bad, maybe the worst day of their life, Fire Communications Officers answer that 000 call for help. There is no excuse to not support the Officers and Centres that are supporting and providing the help to them.

Firecom Officers are very skilled and have a great deal of knowledge of their region. I believe they are an untapped resource of knowledge and it would benefit QFES to utilise their skills in projects and works both internal and external of Firecoms. This would also greatly support some of their mental wellness. Additionally, it allows for greater skills and awareness development.

Recommendations

Supervisors: Obviously 4 would be the desire, but 2 as a minimum initially, in a stepped approach to having 4. Greater opportunities for inclusion in projects, workgroups and temporary positions in state and regions.

NORTHERN

UFUQ Firecom Information (Safe & Full Crewing)

The following submission information is provided collectively from the staff at Firecom Townsville, Northern Region

for consideration of the Safe Crewing Taskforce.

Firecom Supervisors FCS (every shift, every Firecom)

□ **History:**

o In October 2014, QFES (State Communications Section) introduced two Fire Communication Supervisor (FCS) positions (this was in addition to the establishment, therefore no FCO positions were used) with the intent of two more FCS to be introduced within a 6-month period. Six years later, this is yet to occur.

When asked to numerous executive managers within the branch over the years when the next two positions were occurring, there was no answer or dates provided. All Firecom then moved to the Regions, with the query now lying with the Regional AC's. Northern Region AC Steve Barber is aware and supportive of two more Supervisors, however, will not progress the request to the relevant delegation (DC) as he believes "it's not the right time".

□ **Operations:**

o There is a disparity between the day and night shifts that is unique to Firecom Townsville. With the Supervisors having to spend hours every shift on the previous night's operations, including and not limited to; reviewing all incidents and actions to ensure procedures were followed, identify and rectify any abnormalities with operations and/or technical equipment, notifications if missed, and reporting. This time spent not only takes away the attention of the Supervisor for live operations, it is done post shift, therefore no immediate action can be done to rectify. If any knowledge and skill gaps identified during this time, is then noted down, and addressed with the relevant FCO, when seen again (this can be up to 4 days or more, depending on the shift rotations, therefore losing currency and relevance).

o The workload of four Supervisors is carried by two Supervisors including and not limited to – guidance to FCO's/developing FCO's through coaching, mentoring and training/identification of improvements and amendments to policy, systems, procedures/allocate, undertake and review portfolio activities of the team/reporting, maintaining and updating communication technology/participating in state and regional projects contributing to the development of operational and administrative functions/support and assist the FCM with operational management of the Centre.

o During night shifts, the above workload is either not carried out due to operational tempo or is carried out by FCO's who are not trained or remunerated to carry out Supervisor duties. To leave

Supervisor duties to FCO's is irresponsible and puts the team members in a very difficult position to feel under pressure that all duties will still be carried out. This adds to the team members workload, stress and anxiety, in an role that has an inherited level of stress and anxiety.

o During night shifts, there is no Supervisor to have safety and oversight of operations, strategically lead the team, make change in a complex environment, make decisions, accountability, and delegation.

o During night shift, there is no Supervisor to carryout operational management, community safety, professional development, operations business management in accordance with QFES strategic and operational plans.

o During night shift, there is no Supervisor to lead the team to deliver outcomes, lead strategically (thinking critically and acts on the broader purpose of the systems), make insightful decisions (making considerate, ethical and courageous decisions based on insight into the broader context), driving accountability and outcomes(accountability for the execution and quality of results), sound governance (ensuing a high standard of practice through governance and risk management).

o Current manning during the day of 1 & 2 still means 1 FCO on duty when the other FCO takes a break or goes to the bathroom. Supervisors having to step in & do FCO duties.

o Firecom Supervisor staff have minimal/insufficient time for staff mentoring eg, FCO staff interested in Acting Supervisor duties.

o Firecom Supervisor Cert IV training package under review and has known issues. Training & professional develop opportunities are being squashed due to not having enough staff. Firecom staff require a specific and comprehensive training plan package that supports all personnel from recruit learner through to Managers.

□ **Establishment/staffing/roster:** with only two Supervisors in the establishment, there is no allowance or personnel for relief, including all leave types, training, secondments, higher duties, etc. This puts an unnecessary strain on the limited FCO positions within the centre to backfill, and the flow on effect to then back fill the FCO is an added strain on the members and rostering. Because of this difficulty and strain with backfilling, there is limitations for the substantive Supervisors to take leave, conduct professional development, secondments, etc. Verification of data can be supplied on request.

o Some Firecom Townsville shifts without Supervisor FCS as nil backfill available.
Firecom Officers FCO (additional required in Firecom Townsville)

□ History:

o Firecom went from single officers to dual officers over 14 years ago, with no substantial review conducted on staffing/establishment/operations. In the last election period (approx 2017) the government did make an election promise to increase FCO's across the state, with 12 positions, however this was not enough, and only providing a very small relief for leave. These positions were not an increase to the operating model that every Firecom can not exceed, unless during an extreme tempo incident/campaign event.

□ Operations:

o As population grows, and stations increase, so to does Firecom's operational workload. Queensland is one of the fastest growing States/Territories in Australia – refer Census data 2020. (data to be supplied on request)

o With the introduction of Genesys and the interoperability of the Firecom Centres, the workload has increased, eg. Overflow calls, TORP, sharing workload. System limitations in product purchased & adaptations to try and suit Firecom requirements i.e. calls waiting on hold as approximately 20 inbound lines to handle. (data to be supplied on request)

o Due to changes in technology and streamlining to make operations more efficient, the staff regularly have dedicated roles, eg. Call taker and radio/dispatcher. This means, that during the day shift, there is approx nine 000 call takers in the state, and during the night shift, there is approx seven 000 call takers in the state. This is insufficient and Firecom's across the state are regularly not meeting KPI's and surge capacity, this is more evident with high tempo operations/campaign incidents/extraordinary events.

o FCO's carrying out FCS roles/responsibilities during night shifts, in addition to own roles/responsibilities/operations, without the relevant training and remuneration.

o Deployments & secondments are rarely approved due to insufficient or short staffing. Firecom unable to provide FCO to ICP/ICC or ROC for more than couple of days, especially if needed 24/7.

□ Establishment/staffing/roster:

o Current operating model is 1 x FCM, 1 x FCS and 2 x FCO during day operations, and 2 x FCO during

night operations, with the current establishment is 1 x FCM, 2 x FCS, and 13 x FCO's. The numbers for FCO's is insufficient to maintain the operating model, with approx. 1500 hours overtime in first six months of 2021, to maintain operations, leave, training, higher duties, etc. This is further highlighted with the requirement to TORP due to inability to fill shifts, 21 occurrences to date in 2021.

- o TORP activations are generally 1 FCO working alone for 10-14hr shifts. This is not safe.

- o On projected end of year overtime costs, equivalent of at least two additional full-time FCOs.

- o Leave balances continue to be a concern, with over half of the staff members in excess of either annual or Z leave and have difficulty to take leave due to the strain on backfill, and fatigue. Staff fatigue and likely future WHS Issues i.e. Extra stress/strain on staff when working alone trying to manage incidents solo; What if a medical episode occurs? How does the FCO have breaks (meal/toilet)? Higher cost for relief staff compared to the SEQ with flights, travel, accommodation, expenses etc.

- o On current Firecom Townsville staff numbers, there is just under 100 weeks of Rec AL & Z Shift leave to cover, not including other types i.e. sick leave, defence leave etc.

- o There is no future planning for staffing model in place, with reminders from all levels with QFES and Government to "do more, with less" as there is no budget or funds to increase.
Firecom Managers FCM (review on pay and progress ranks)

- History:**

- o A Mercer review was conducted on the FCM positions in Brisbane, Gold Coast and North Coast only, no further review was done for the other FCM positions across the state. Subsequently, only these three positions have the FCMZ role. No pay review has been conducted on the FCM role in some years, with no success to have this included in the last CA bargaining.

- Operations:**

- o FCM's in Firecom Centres without Supervisors, and with only two Supervisors, have a larger workload, with the reality and expectation that the FCM will carry out the role of Manager and Supervisor.

- o FCM role is classified as program leader, equivalent to Inspector, however there is a large disparity in

pay and conditions between the ranks. The further insult to the FCM cohort, was when the Rural Inspectors were automatically included with pay/conditions change, post the review conducted on the role of FRS Inspector.

o FCMs have minimal/insufficient time for mentoring Supervisors in the role of manager and FCOs in future role opportunities. Staff should be encouraged to apply for internal & external EOI opportunities, Higher Duties etc. whether in or outside of Centre region, with relief staff available to cover.

□ Establishment/staffing/roster:

o with only two Supervisors in the establishment to assist with backfill of the FCM position, there is limited opportunities for relief, including all leave types, training, and professional development. This puts an unnecessary strain on the limited FCS positions to take their own leave and opportunities and then further compounded within the centre to backfill all levels, and the flow on effect to then back fill the FCO is an added strain on the members and rostering.

o FCM position leave backfill if greater than two weeks. At times, the FCM will still be contacted while on leave or not on call and/or workload remains to be completed on return.

General Firecom

o Review on current and future operations is required for Firecom operating model, with population growth to continue, and the introduction of stations, and increase to operational fire fighters (357 this election period), will all of these factors adding to the increase of operations and resource/incident management. Existing RAM is insufficient for actual business needs, impractical to fulfill call taker/dispatcher roles effectively.

o Volume of Emergency Triple Zero (E000) calls presented and Urgent/Allied, Fire call/Special, General Non-Emergency & Permit calls presented exceeds Firecom capability with only 1+2 or 2 FCOs on-duty. Cases of Triple Zero callers waiting on hold with Telstra operator trying to patch call or are unanswered abandoned call. Community must have confidence in QFES Firecom Emergency Triple Zero E000 system to report emergency calls at any time, answered appropriately to Directive standard (call details/essential and additional information). QFES has obligation to ensure present and future growth needs of emergency service responses. Some lower priority calls remain on hold for significant time duration or are unanswered as abandoned calls. Firecom business reporting statistics shows ongoing issue.

o Incidents traffic is more complex and involved than ever before. Each individual incident has multiple keystrokes; radio transmissions/phone calls and as required duties including notifications. Delays in notifications being done as FCO's busy doing core business for incidents, turnouts, radio word back etc. Staff assistance page set up but the timeframe from when this is activated to help arriving is anywhere from 30-60mins. Additional consideration and costs being used to buy personal duress alarm pendants/man down alarms.

o The Quality Assurance (QA) of Triple Zero E000 calls is scaled. Firecom staff are unable to answer each Emergency call to the same required standard due to limited staffing and systems constraints. The duplicate call entries are seemingly downgraded by way of amended Communications Directives (ComsD), to minimise call time duration interaction with the caller informant, in order to process the high volume of calls waiting i.e. not asking for their name or number.

o Firecom Recruit course has been under review, offline and revamped numerous times past few years. Insufficient staffing levels to provide for Instructors or qualified staff are taken offline to train recruits. Core Skills absent for number of years. FCPDLP (formerly FCPDP) is under review. Allow regional trainers access to opportunity to train new recruits, especially if they are unable to attend Brisbane academy. Also work better for recruits who live in in the top half of Queensland. Recruit training in NQ would stop SEQ trainer fatigue

o Qualified Firecom staff are being disadvantaged by default if unable to access required or optional training. Missing out on opportunities to compete for positions/secondments with qualifications; and at disadvantage to other Firecom staff when applying for roles. Firecom staff rank promoted in recent years generally without study or skills/knowledge enhancement, as the Pay point adjustment is often amended based only on hours counts or anniversary.

o The timeframe provided for collation of investigation data/RTI requests etc is often very short by the time the request has travelled through to Firecom. Firecom emergency business workload and other operational constraints can hinder the ability to complete this necessary administrative task.

o Firecom Townsville staff are positive towards the future SES integration. Firecom can provide the volunteers with safety oversight, dispatch and radio response, which is core to our duties. The integration of SES workload into Firecom Centres has been circulated for some time and just needs a bit more thought to ensure we have an adequate staffing level as Firecom Centres would struggle to adequately and successfully handle integration of SES in its present draft form in consideration of

existing workload constraints.

o Consider introducing optional wellness time for Firecom staff on-shift, in accordance with Section 29 of the Certified Agreement. The existing QFES Procedure only applies to Firefighters, however Firecom staff are exposed each shift to an identified potential WHS issue (ref: Safe Work Australia 'sitting and standing'). Sedentary work is a risk to staff and the QFES organisation.

o Consider introducing a Firecom specific 'Flexible Leave' block roster (not to be called or confused with existing rotating leave for Firefighters) for each FCO/FCS to access a scheduled amount of yearly allocated leave i.e. 60% of core leave = equivalent to 120hrs or 3 tours. The remaining core leave amount of 80hrs or 2 tours could be flexible as ad-hoc; with Z Shifts remaining as single or multiple shifts off when combined. Staff could also swap flexible leave blocks as required, in line with an established State-wide block calendar. If Firecom staff are to consider this as an option, there could be some negotiations on this.

o Consider introducing a new element, similarly to what the Victorian Police Service introduced, being: All Firecom staff to have the 'right to disconnect' from work duties, requiring work to respect leave and rest days and avoid contacting staff when off-duty or outside work hours (unless an emergency or welfare check). While on leave, there is no call back but FCS and FCO have still been asked to cancel their own leave to assist with workload.

Options for consideration

o Change Firecom Townsville RAM to increase new minimum crewing level standard for every shift in Townsville and consideration of further additional staff requirement for SES integration (if progressed).

o Implement the remaining further two Firecom Supervisors FCS positions in Townsville, enabling 24/7 operations with 4 FCS staff.

o Provision of Firecom Townsville staffing model to include temporary flexible Day Worker role 2FCOx4 days (8-day rotation or 1FCOx5 days) for duties i.e. assist with administrative duties, rosters officer, return from maternity leave etc.

o Provision for one 50% Part-Time staff on each shift line and additional number of Casual staff for 'as required' shifts.

	<p>o Reclassify the FCM Townsville position to FCMZ, as there are Supervisors in Townsville, similarly to Kawana, Brisbane & Southport. The position is currently vacant and could be amended prior to next advertising. This would further correct the pay discrepancy between FCS and FCM in Townsville. This would also monetarily encourage FCS to act higher duties as currently there is very small difference in end of fortnight pay.</p>
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NORTH COAST FIRECOM:

Executive Summary

Queensland Fire and Rescue Service (QFRS), North Coast Region (NCR), Fire Communications Centre (Firecom) have provided this report and recommendations for consideration of the Safe Crewing Taskforce with the view to increasing the Establishment Full Time Equivalent (FTE) model. The increase in FTE will bring NCR Firecom establishment model to the safe and sustainable crewing model that is the current 'custom and practice' of both Brisbane Region (BR) and South Eastern Region (SER) Firecom centres.

The provided evidence for a comparative basis clearly displays that NCR Firecom are experiencing ever increasing workloads for incidents created, inbound phone minutes (outbound data not available) and GWN radio minutes. This data does not include the analogue data that is experienced due to the digital divide within NCR. This evidence clearly shows that the workload increase within NCR exceeds 40% per Fire Communications Officer (FCO) on a comparative basis with BR and SER.

The current rostering model for NCR Firecom is one Supervisor (FCS) and two FCO's per shift, whilst the BR rostering model is 1 FCS and 4 FCO's and the SER rostering model is 1 FCS and 4 FCO's during the day, and 1 FCS and 3 FCO's at night. This has identified that NCR Firecom not only has an increased workload on a comparative basis with BR and SER Firecoms', it also clearly shows that the NCR Firecom FTE model is a 40% less than the FTE models in BR and SER Firecoms'.

The noted effects of operating on a crewing level that is not sufficient, nor sustainable for the current workload, has shown a number of adverse effects on the Firecom staff. The evidence clearly shows an increase in sick leave due to work and overtime fatigue. It also shows that FCS' and FCO's are rarely able to access their full meal break, as taking this break leaves to entire workload on one FCO. Staff experience fatigue from working extra shifts on their rest days out of the feeling of obligation to their workmates, when they knew that if they didn't come in, the Firecom Centre will be on further reduced staffing. It must be also noted that there have been four medical retirements in the last five years, and all four of these cases have sighted workload and stress as a major contributing factor. With the legislative changes which have seen industrial manslaughter introduced, the addressing of the crewing model for NCR Firecom is paramount.

The recommendation of an increase in FTE for NCR Firecom to a 1 FCS plus 4 FCO model needs to be given the utmost consideration. This model will allow for a minimum crewing of 1 FCS and 3 FCO's at all times, and will have sufficient staffing to allow for absences such as sick leave, Workcover, recreation leave, Z leave, suitable duties, long service leave and secondments. This recommended model should improve the work-life balance of FCS/FCO's, and reduce the workload demands and fatigue.

Evidence Based Information

ESCAD incident reports

Motorola radio reports

Telephony Community Unit reports

NCR Firecom 20/21 FY roster

Australian Bureau of Statistics

Safe Work Australia, Guide for Managing Risk of Fatigue at Work

Current NCR Establishment Model

1 FCS & 2 FCO's per shift

Comparative QFES Establishment Models

BR Firecom

1 FCS & 4 FCO's

SER Firecom

1 FCS & 4 FCO's – dayshift

1 FCS & 3 FCO's - nightshift

Comparative Firecom Statistics

Multiple graphs – comparative reports with data from:

- ESCAD incident reports
- Motorola radio reports
- Telephony Community Unit reports

Note: Whilst radio data for BR and SER is fully inclusive of their respective regions, NCR data only includes the GWN digital footprint area (50%) as analogue data is not available.

Refer to Appendix A – 19 x comparative graphs

Safe Work Australia Recommendations

Of the five factors listed by Safe Work Australia as contributing to an increased risk of fatigue, Fire Communications staff (in a work context) meet four of these, with the fifth relating to non-work activities. These four are:

- Work Schedule – Shift work, night work, hours of work, breaks – when a person's body clock is out of step, alertness decreases making them feel fatigued. This increases the risk of making errors and causing incidents and injuries, either in the workplace or outside of work.
- Job Demands – High concentration types of work such as Fire Communication Centres, requiring continued concentration efforts can increase the risk of fatigue. In particular they note that workers can be mentally and physically fatigued at the same time; and work that is reactive and performed under pressure, for example emergency services, may also increase the risk of fatigue.
- Sleep – sleep deficit which can have similar effects on someone as drinking too much alcohol.
- Environmental Conditions – Working conditions can contribute to fatigue, for example, Fire Communication staff are rarely able to leave the Firecom floor, never alone the Centre.

Refer to full document, Appendix B

NCR Job Demands

The BR and SER Firecom model supports dedicated and focused role functions within the Centre, i.e. FCO's undertaking specific tasks such as radio operation, call taker, etc. The NCR Firecom model of 1 FCS and 2 FCO's does not support this capability. Instead, FCO's on shift are required to multi-task, undertaking radio, call taking, dispatch, etc. concurrently and at the same time.

Refer to Appendix C - 20/21 FY actual backfill requirements for NCR Firecom

Recommendations

1. Increase the FTE for NCR Firecom to a 1 FCS plus 4 FCO minimum crewing model that equals the current custom and practice of BR and SER Firecom Centres; or
2. Investigate models to reduce the workload at NCR Firecom without impacting on service delivery to NCR and the community.

Evidence Portfolio

Appendix A – 19 x comparative graphs

Appendix B – Safe Work Australia - Guide for managing the risk of fatigue at work

Appendix C – 20/21 FY actual backfill for NCR Firecom



Population

Population continues to increase in excess of state averages



Incidents

Incident count continues to rise in excess of state averages



Firecom

NCR FCO's each complete at least 800 incidents per year than other centers

click to add text



Capability

QFES & NCR expands station, appliance and firefighter capabilities



Staffing

NCR increases permanent and day work FRS positions, and RFS fleet



Incident Workflow

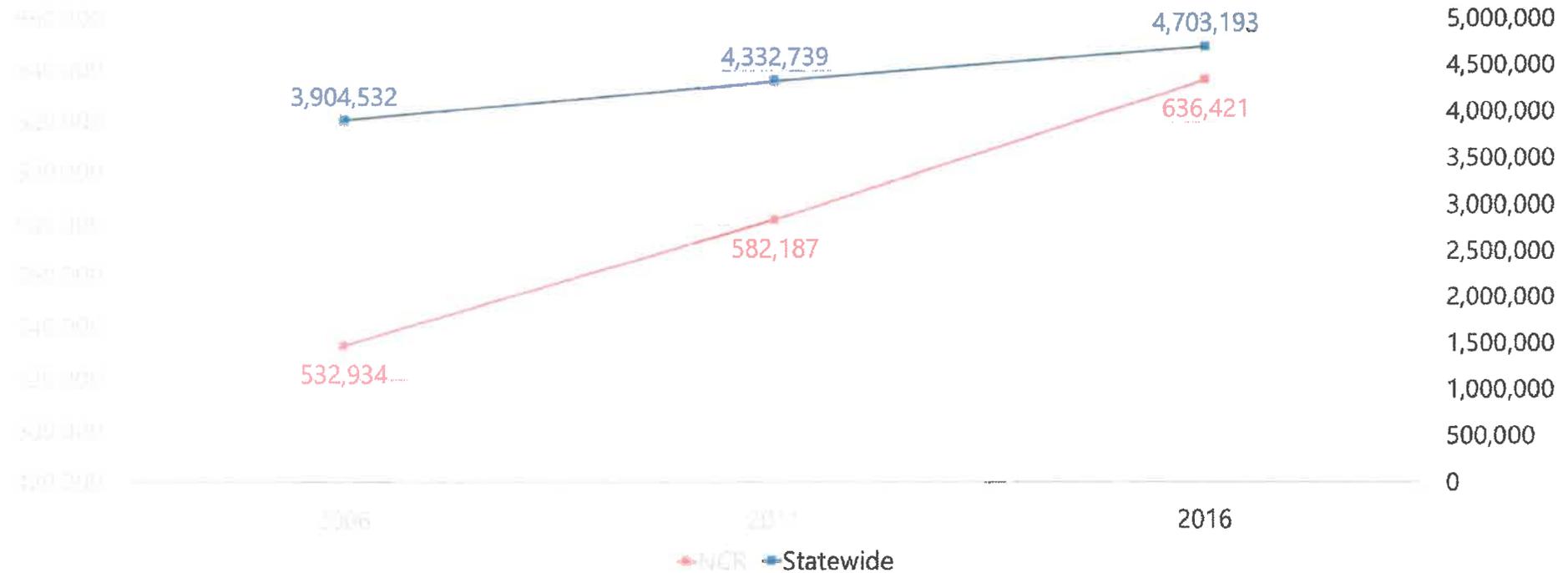
Workload at Firecom NCR is the effective bottleneck between an increase in population and incidents and improvements in capability and staffing

Population

North Coast region continues to experience population growth well in excess of the state average.

The Sunshine Coast alone is expected to grow by over 8,300 people per year to 2041.

Data from Australian Bureau of Statistics [QuickStats](#)

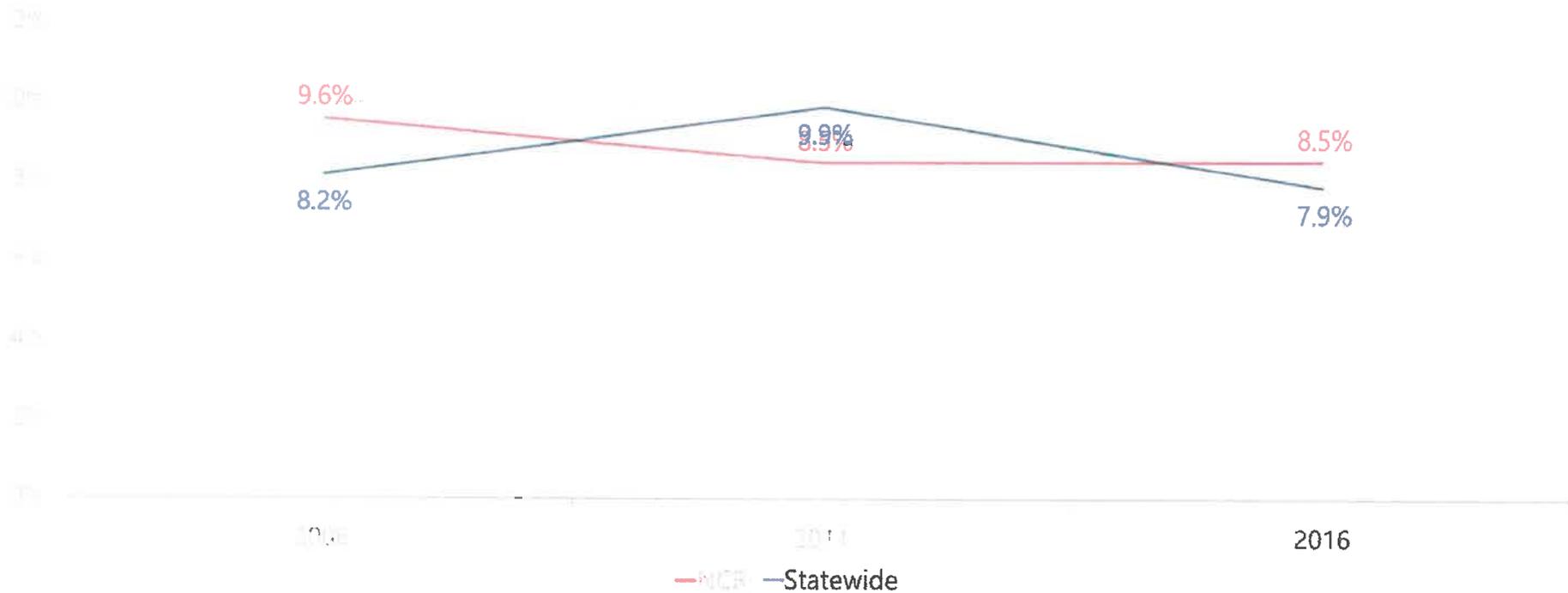


Population

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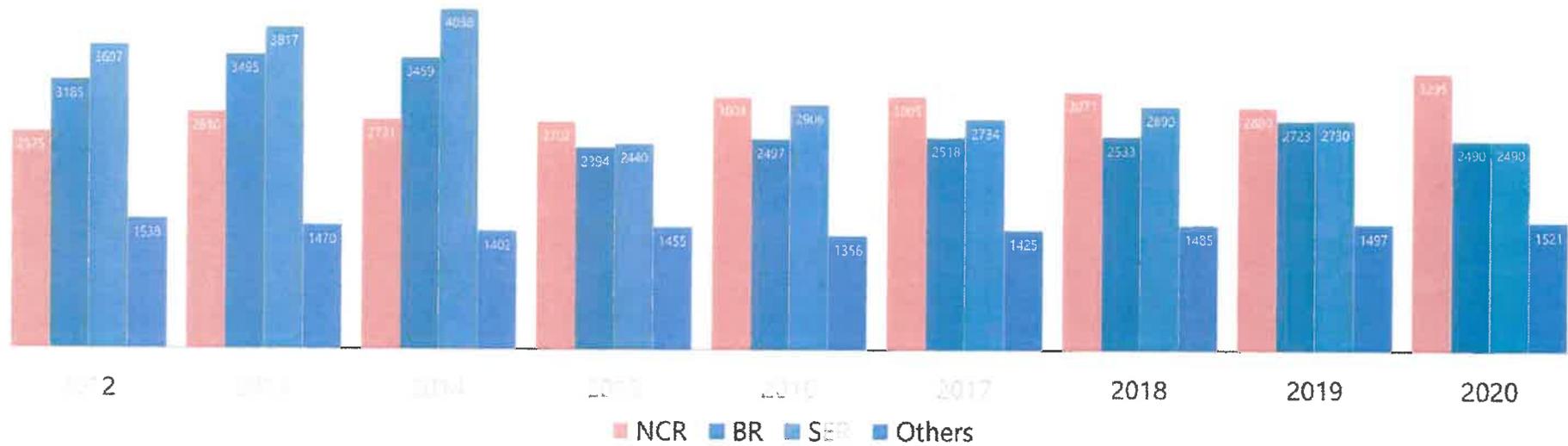
Data from Australian Bureau of Statistics [QuickStats](#)



Average Incidents per FCO

As statewide demand on QFES increases, and along with it Firecom's workload, NCR's most similar sister centers have increased staffing models to ensure consistent delivery of services.

'Others' is an average of all other 2-FCO centers (SWR, CR, NR, FNR).



Pre-2015

Staffing model prior to adjustment for GWN

2015

GWN implementation sees an additional FCO per shift in BR & SER

2019

SER increase staffing to 1&4 for day shifts, remaining 1&3 for nights

2020

COVID-19 sees a statewide decline of 252 incidents per month

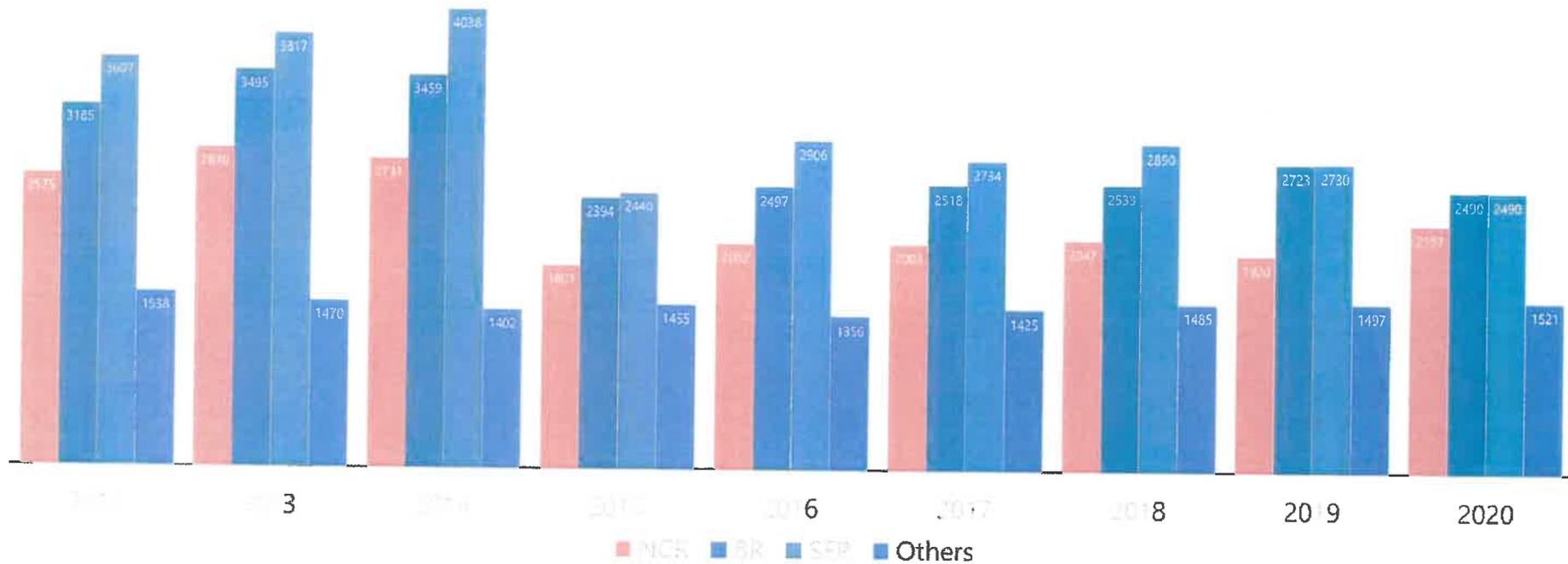
2020

NCR FCO's performing at least 800 more incidents each by comparison

Data Model – 2015 Staffing Increase

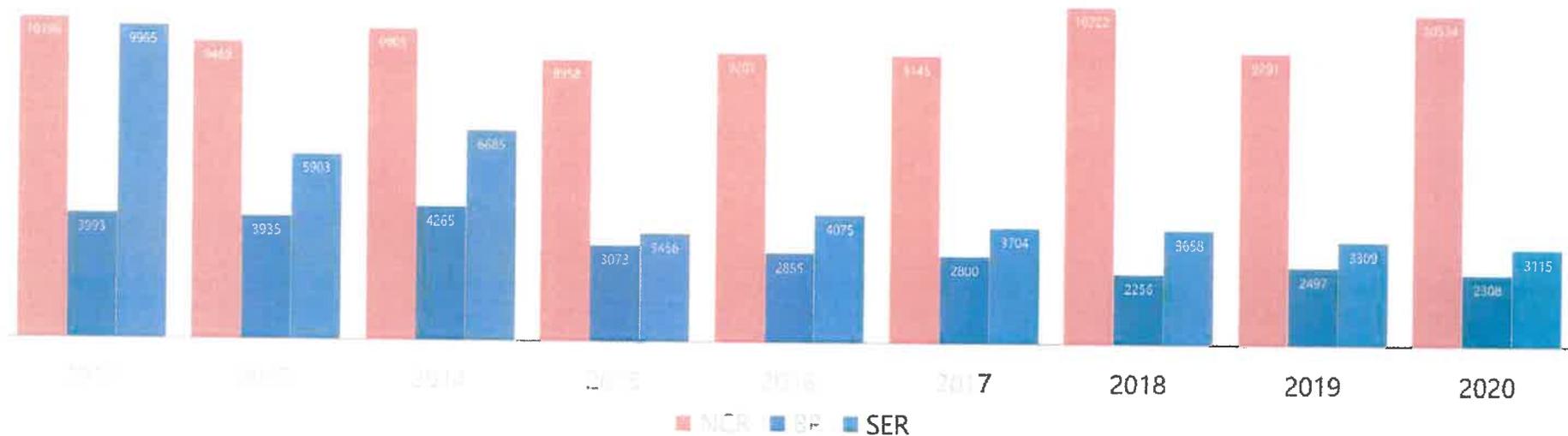
Modelling a staffing increase at GWN go-live equal to other SEQ Firecoms, NCR FCO workload would be more consistent with SEQ workload, and still in excess of other 2-FCO centers.

'Others' is an average of all other 2-FCO centers (SWR, CR, NR, FNR).



Average Inbound Calls per FCO

As statewide demand on QFES increases, and along with it Firecom's workload, NCR's most similar sister centers have increased staffing models to ensure consistent delivery of services.



Pre-2015

Staffing model prior to adjustment for GWN

2015

GWN implementation sees an additional FCO per shift in BR & SER

2019

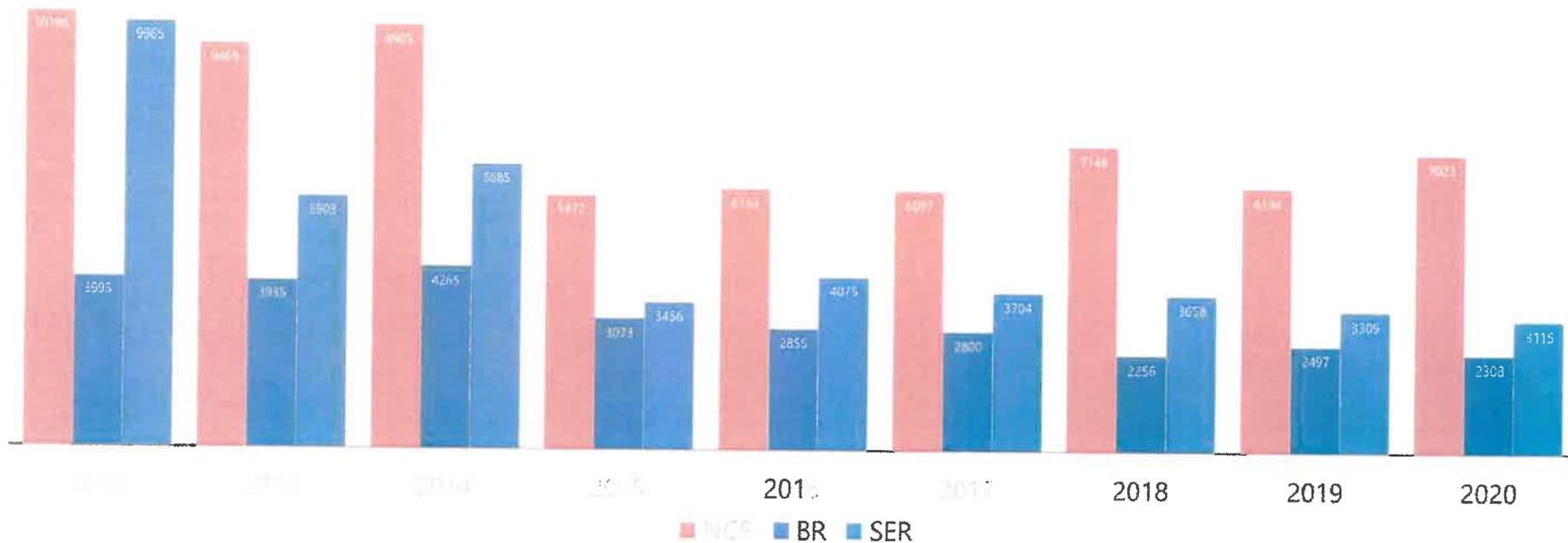
SER increase staffing to 1&4 for day shifts, remaining 1&3 for nights

2020

NCR FCO's performing at least 7,400 more phone calls each by comparison

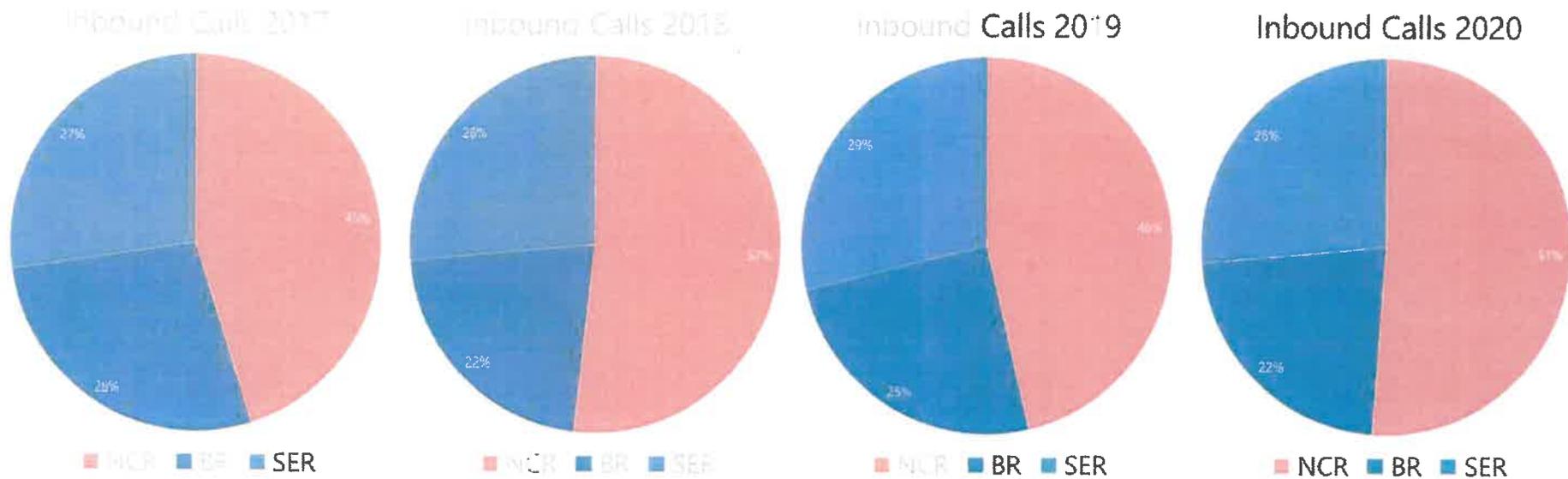
Data Model – 2015 Staffing Increase

Modelling a staffing increase at GWN go-live equal to other SEQ Firecoms, NCR FCO workload would still exceed other centers by a ratio of at least 2:1



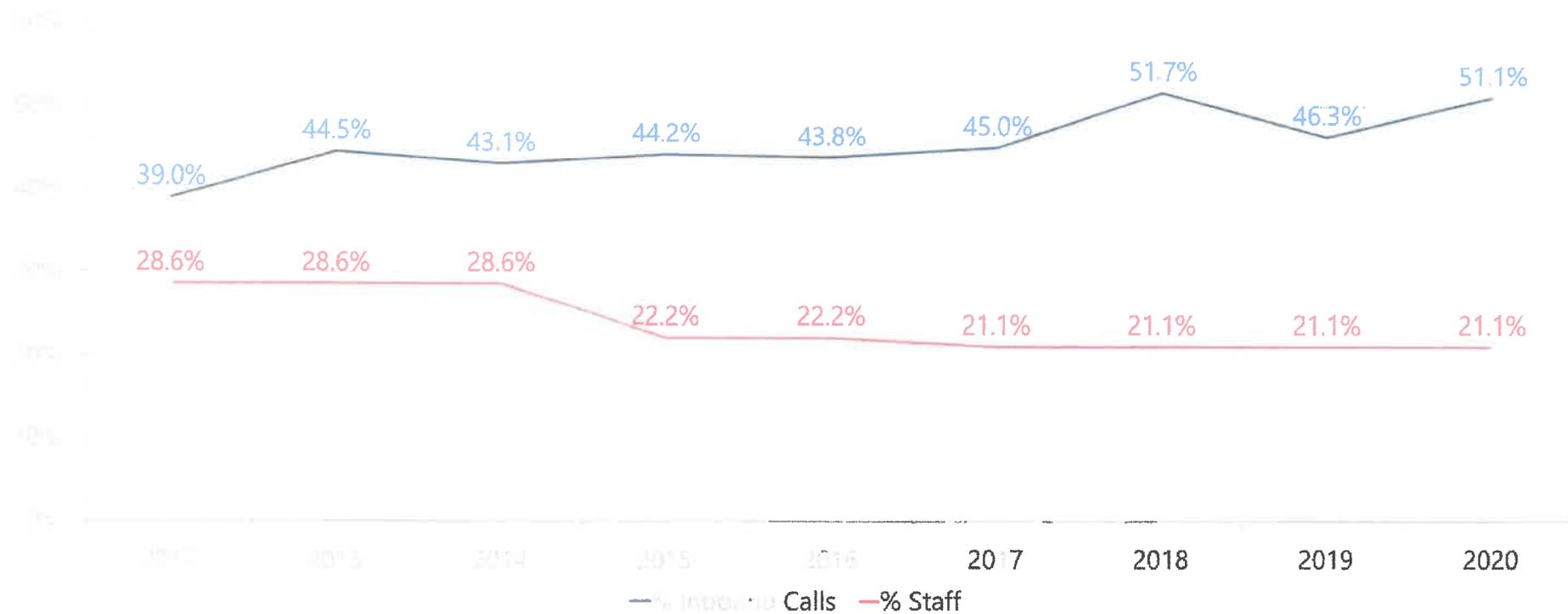
SEQ Inbound Calls per Firecom

Firecom NCR consistently receives an above-average share of inbound calls between SEQ Firecoms in 2020

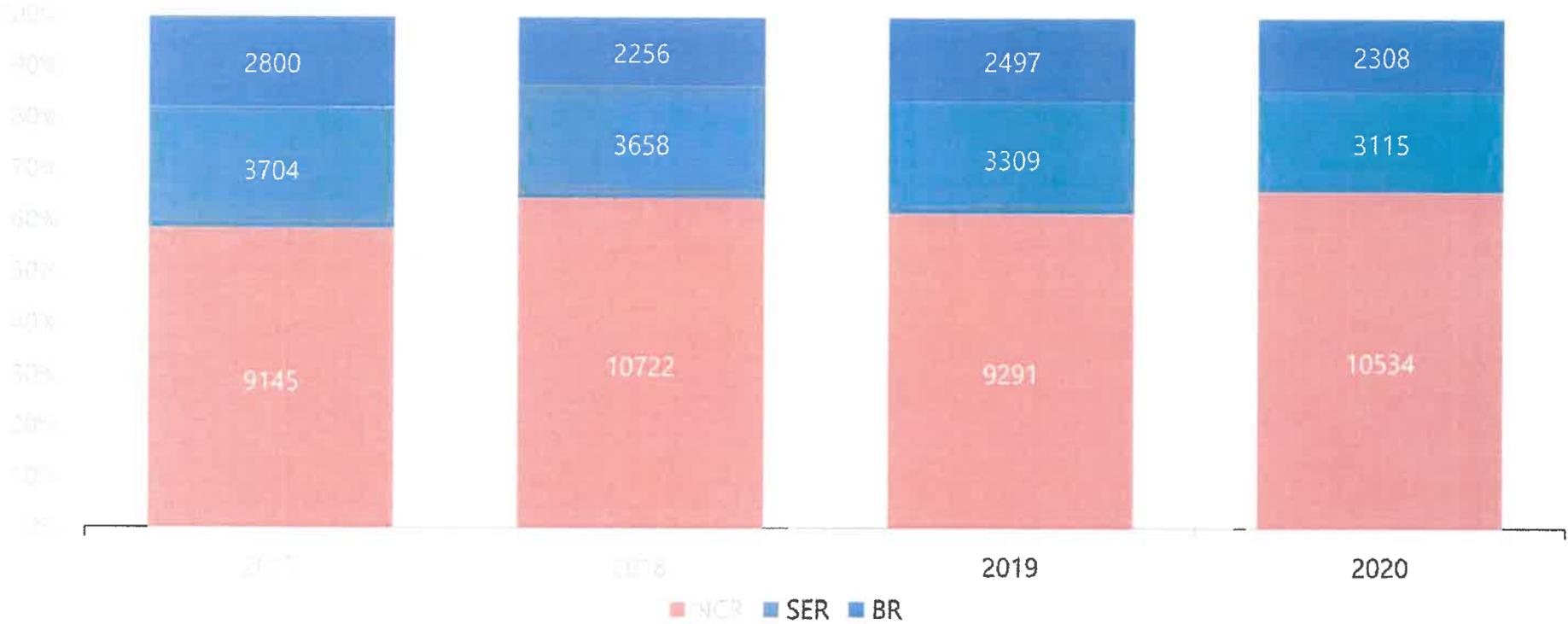


Inbound Call Workload vs Staffing

NCR inbound call workload has consistently outstripped staffing (when both viewed as percentage of SEQ Firecoms – SER, BR & NCR)

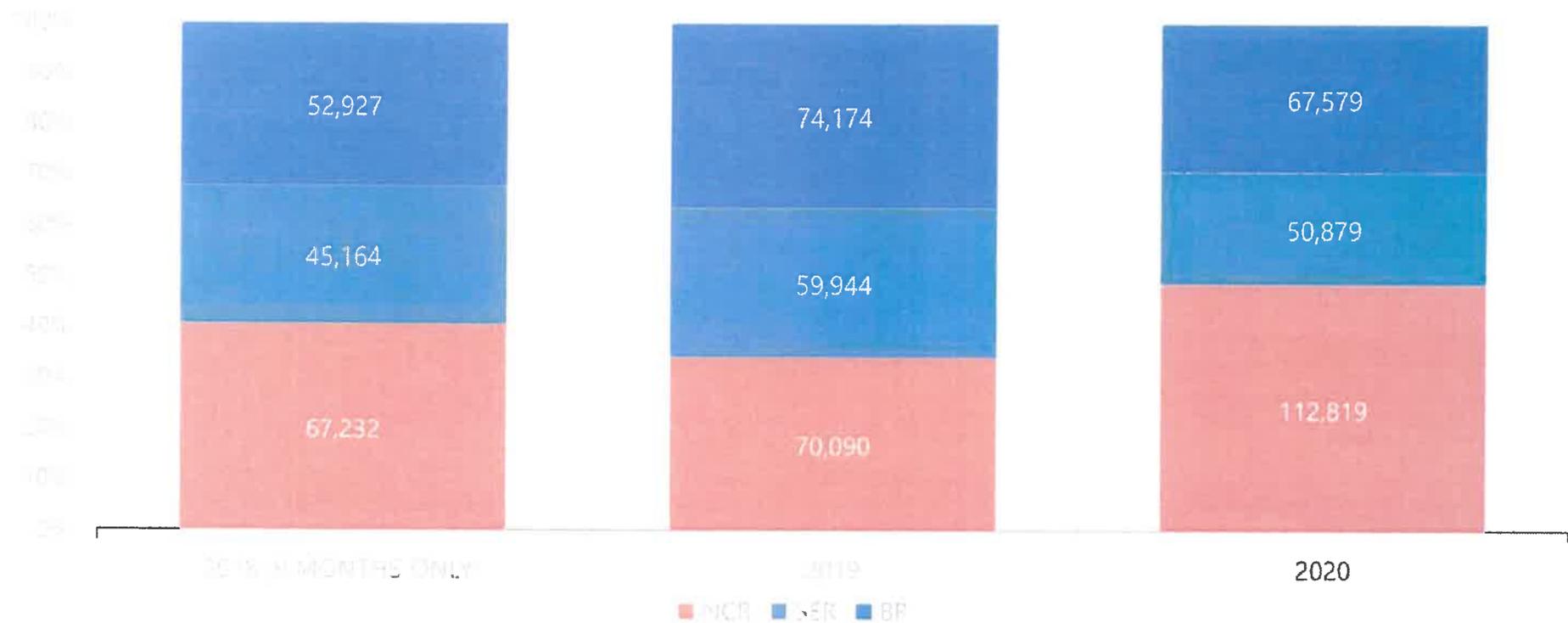


Minutes Spent on Inbound Calls Per FCO



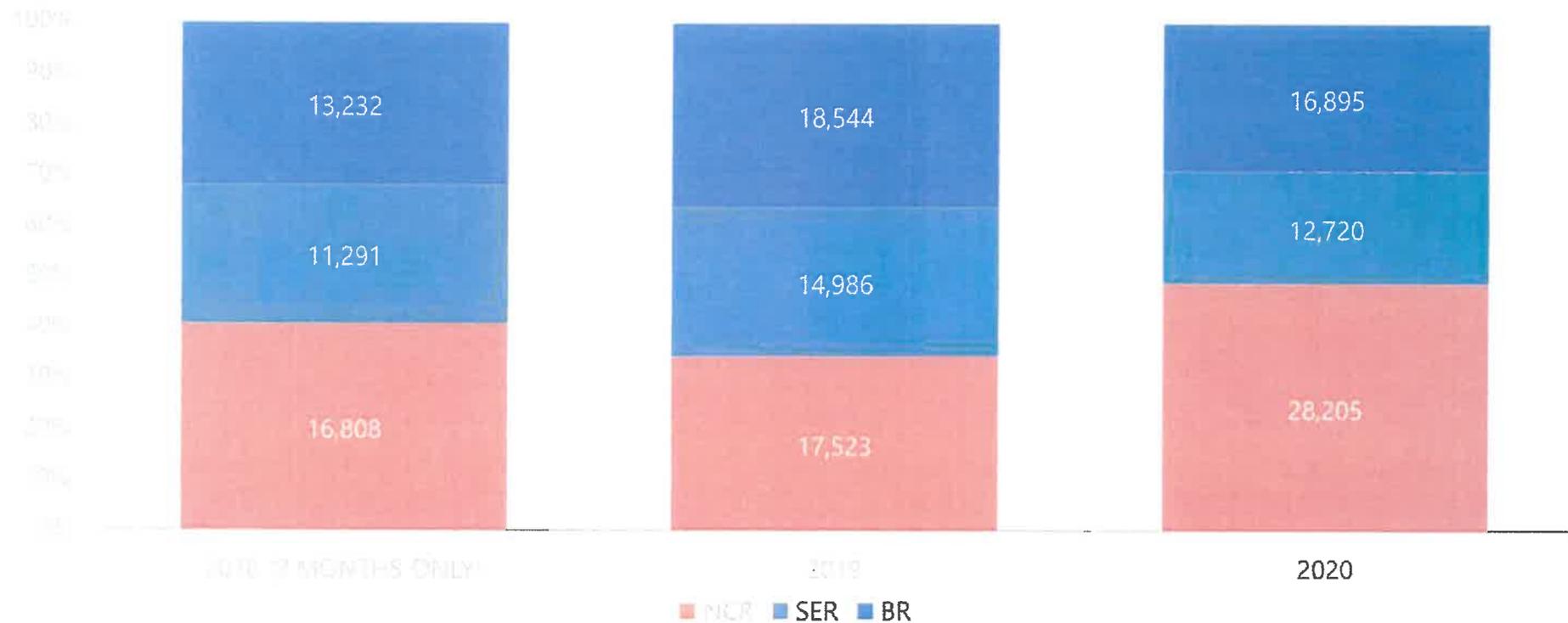
Total Minutes GWN Radio Traffic

This excludes analogue radio traffic in NCR



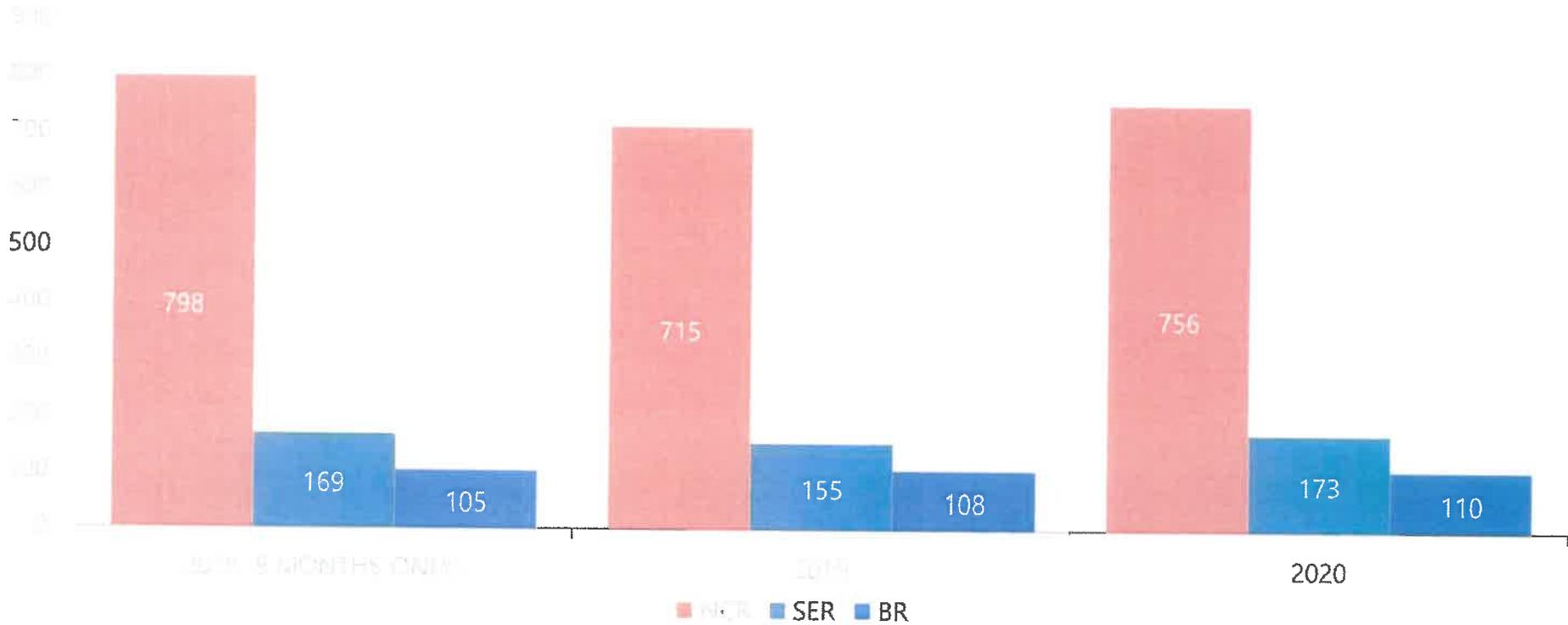
Minutes Spent on Radio Traffic Per FCO

This excludes analogue radio traffic in NCR



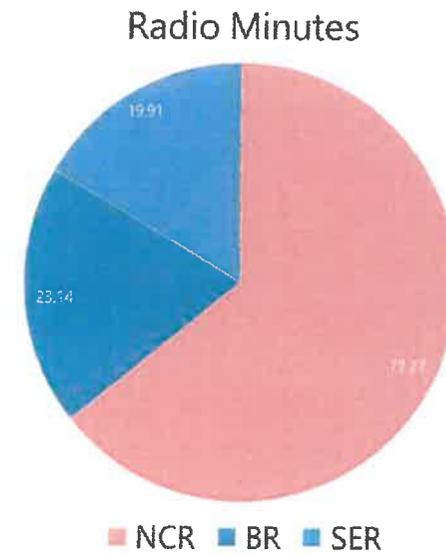
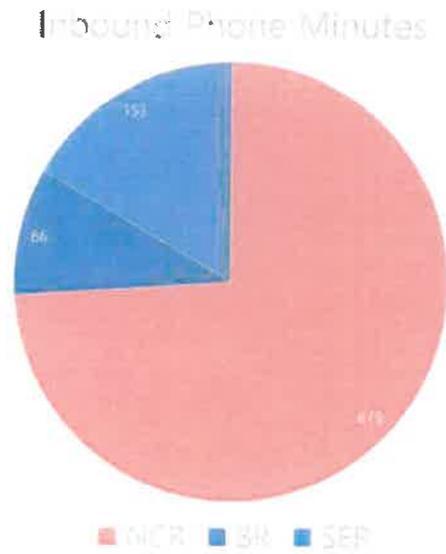
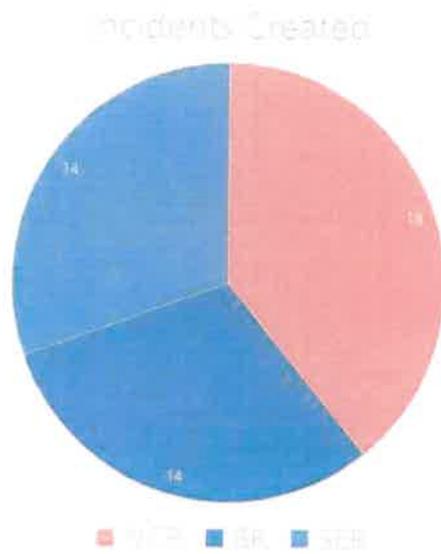
Total* Communications Time Per FCO Per Shift

*Outbound call durations are not included in this time as the data was not available.
This excludes analogue radio traffic in NCR.



Average Workload Per FCO Per Shift

This excludes analogue radio traffic in NCR.

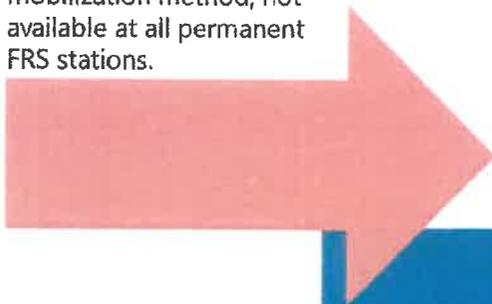


Response Mobilization

A greater complexity of mobilization methods causes increased workload-per-incident compared to other QFES regions

STO

The fastest response mobilization method, not available at all permanent FRS stations.



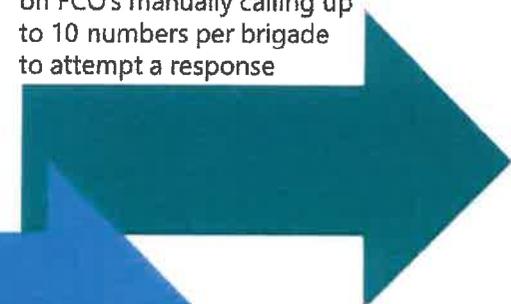
Manual Page

Auxiliaries at permanent FRS stations and some RFB responses need a manual page typed and sent



Phone

A bulk of RFS responses rely on FCO's manually calling up to 10 numbers per brigade to attempt a response



Auto-page

Auxiliary-only FRS and some RFB responses are auto-paged by ESCAD



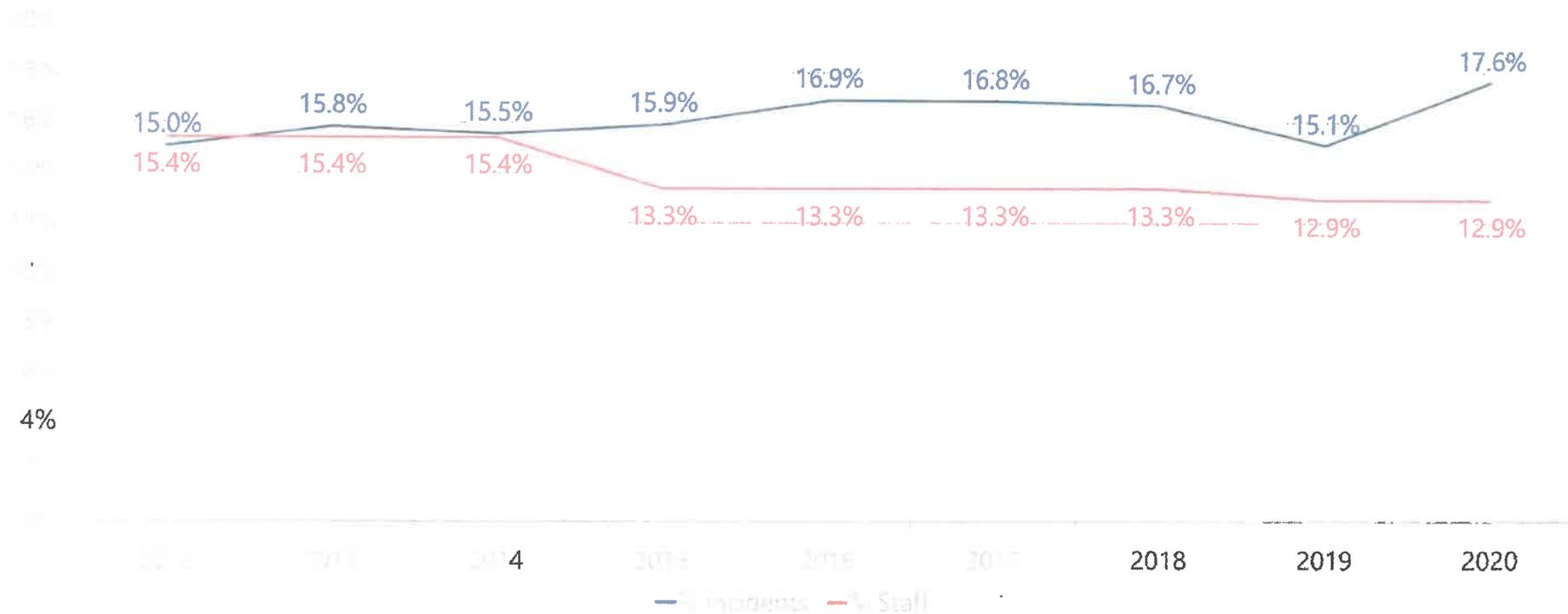
Acknowledgement

Paged responses then need to speak to Firecom for updated incident details prior to responding



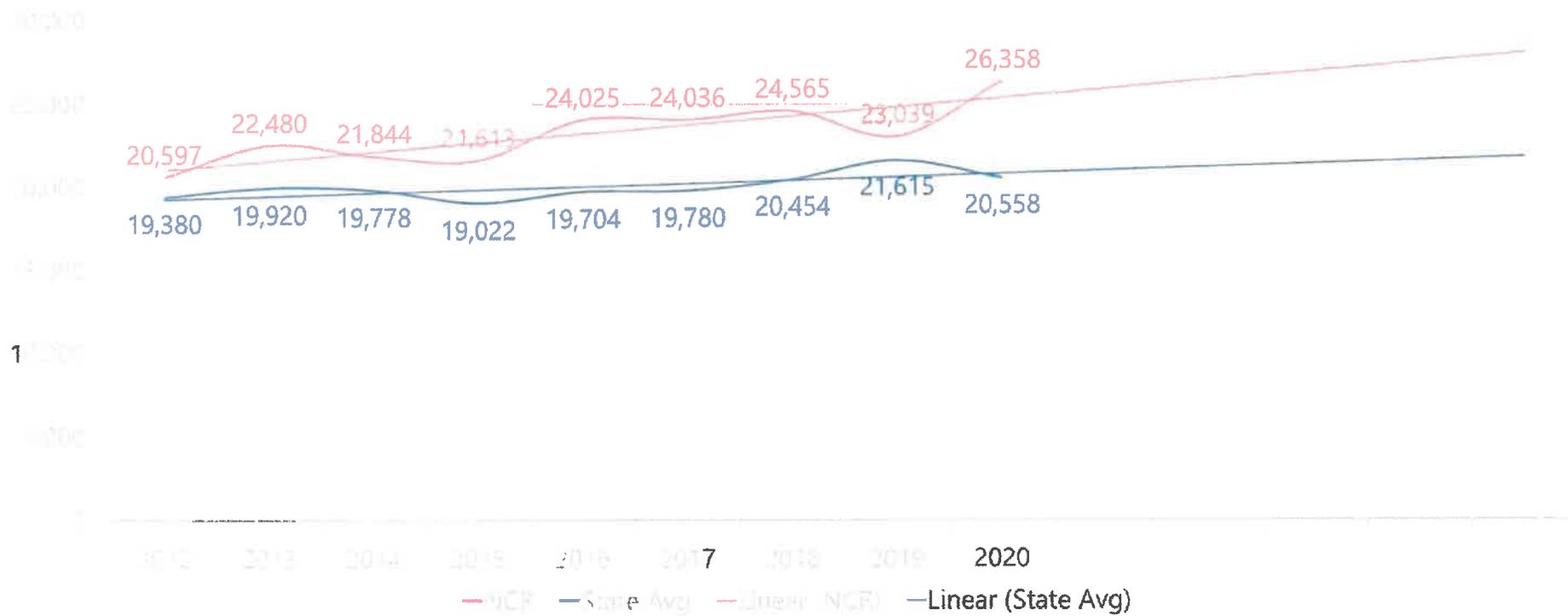
Incident Workload vs Staffing

Since 2015, NCR Incident workload has consistently outstripped staffing.



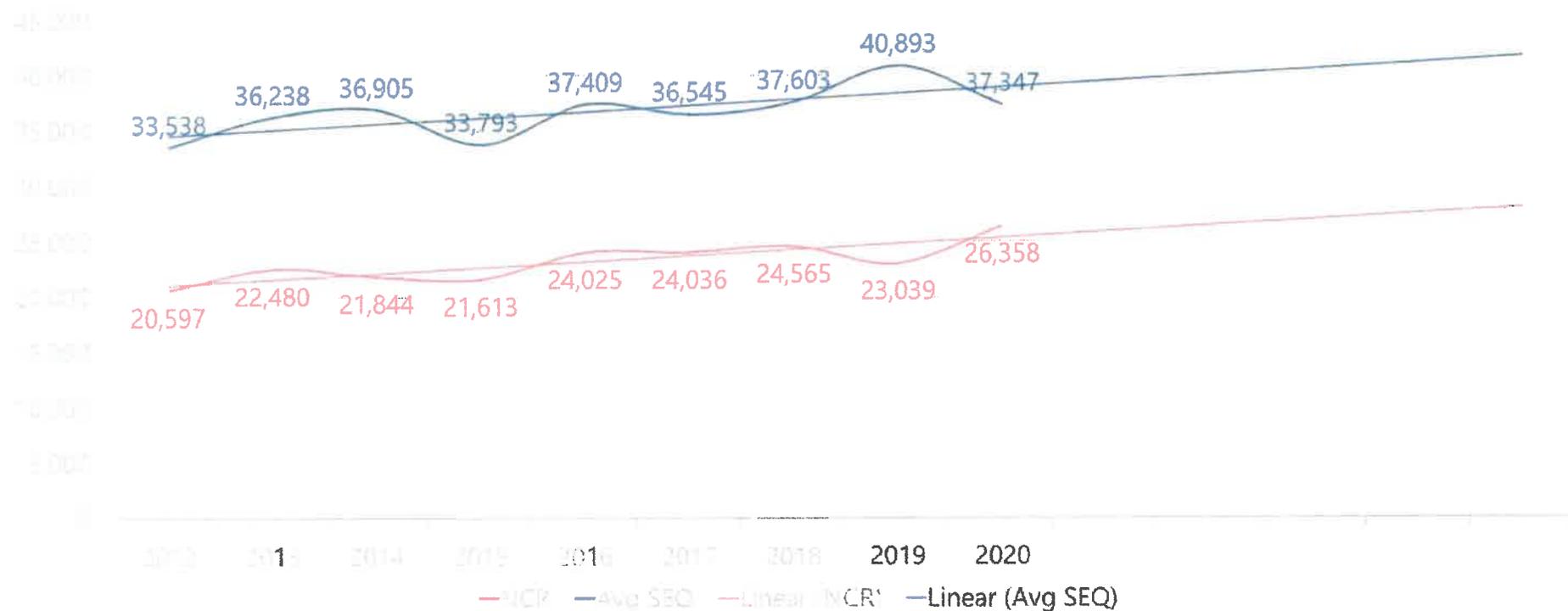
Incident Workload vs State Workload

Firecom NCR's incident workload continues to grow at a greater pace than the state average



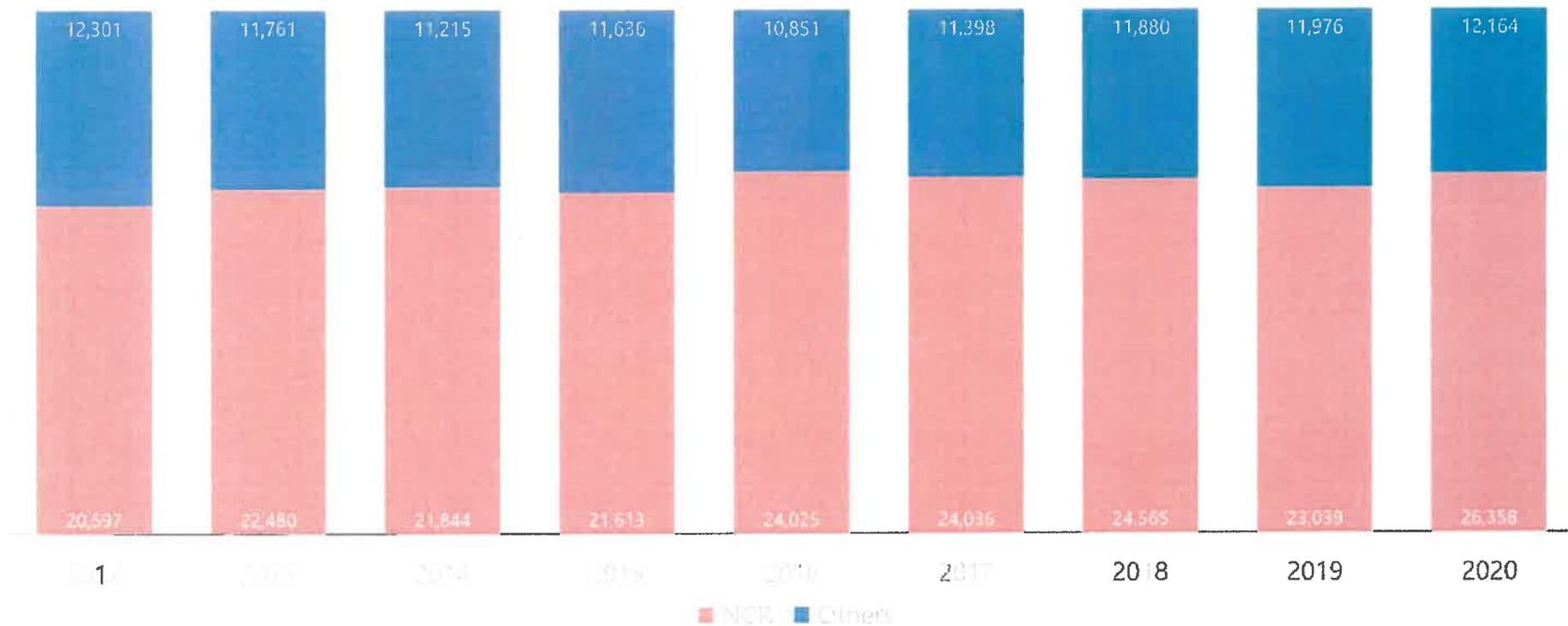
Incident Workload vs SEQ Averages

Firecom NCR's workload is on-trend to increase in equivalent proportion to the rest of the south east corner, and expected to increase further post-COVID, putting further strain on NCR FCOs



NCR Incidents vs Other 2-FCO Firecoms

Firecom NCR consistently undertakes nearly double the incidents of other 2-FCO Firecoms
For data consistency this excludes SER - despite pre-2015 staffing being 1 & 2



20/21 FY ACTUAL BACKFILL FOR NCR FIRECOM**Current Establishment**

1 x FCMZ
 4 x FT FCS
 12 x FT FCO
 2 x FT FCO shared with 4 x PT FCO's

[*Note, 1 x FT FCO RTW PT]

Entitlement per FTE

Annual Leave (200 hrs)	5 tours
Z Leave (104 hrs)	2 tours & 2 shifts

Cover required per year per FTE

Sick Leave (based on actual 20/21 FY)	32 tours
Workcover (based on actual 20/21 FY) [*Note: 19/21 FY 92 tours]	11 tours & 2 shifts
Long Service Leave (based on actual 20/21 FY)	0
Secondments (based on actual 20/21 FY)	80 tours & 3 shifts
Deployments (based on actual 20/21 FY) [*Note: average for previous years is 4-6 tours per year]	2 tours & 2 shifts
Suitable/Light Duties	1 tour
RTW Maternity Leave	29 tours
Annual Leave & Z Leave (4 FCS, 11 FT FCO & 4 PT FCO)	127 tours & 2 days
TOTAL	284 tours & 1 day