Embracing evolving community expectations of public safety with the Queensland Fire and Emergency Services
Client Background

The Public Safety Business Agency (PSBA) in Queensland, Australia was formally established in May 2014 to deliver a range of corporate and business support services to its portfolio agencies. These agencies include the Queensland Police Service (QPS), Queensland Fire and Emergency Service (QFES) and the Inspector General, Emergency Management (IGEM). The PSBA also provides information and communication technology (ICT) services to the Queensland Ambulance Service (QAS).

The Strategy Division within the PSBA provides strategic advice and support to the Minister, the PSBA, and portfolio agencies to:

• Improve business practices and processes within the PSBA and the portfolio
• Improve cross-agency coordination and promote a whole-of-portfolio approach to service delivery
• Enhance service delivery outcomes and efficiency
• Align with whole-of-government policies, priorities and direction

Queensland Fire and Emergency Service (QFES) is the primary provider of fire and emergency services in Queensland, Australia. It has approximately 36,000 Rural Fire Service Queensland volunteers, 6,000 State Emergency Service volunteers, approximately 2,200 permanent firefighters, more than 2,000 auxiliary firefighters and are supported by non-operational administrative support staff.

QFES aims to protect person, property and the environment through the delivery of emergency services, awareness programs, response capability and capacity, and incident response and recovery for a safer Queensland.

Business Challenge

The environment in which QFES operates is changing on many fronts — demographic scale and mix, environmental impacts and technology advancements. These trends drive change in community expectations.

To continue to deliver valuable services to the community and meet fiscal requirements at the same time, QFES needs to evolve and adapt to these changes by building a contemporary organisation with capabilities that are able to meet evolving community needs.

QFES sought an understanding of this future environment and the impact on the communities it serves and its business operations to enable it to adapt to new ways of working for the future. To assist in this work, Accenture were engaged from February to June 2016 to create the 10 year strategic vision for QFES.

How Accenture Helped

The project was run as a collaborative engagement between the QFES, PSBA and Accenture. Accenture took the lead role in developing the project approach, undertaking research on industry changes and trends, developing recommendations on future ways of working and alternative models for the delivery of call-taking and dispatch function.

The final deliverable provided QFES with insights and recommendations for future change to answer the following questions:

• What types of events will QFES encounter and respond to in the future?
• How should services provided by QFES be delivered?
• What are the enablers needed to efficiently align supply and demand in the future?
• What are the possible new ways of working for QFES in the future?
• What are the guiding principles of future QFES operations and investment?
• What should QFES focus on to facilitate changes in ways of working in the future?
• What are the design principles of future call taking and dispatch process for QFES?

“This was about understanding the drivers that would impact on QFES’ business in the future and identifying how its new ways of working would impact on future call taking and dispatch capabilities. Through Accenture's research, coupled with intensive stakeholder engagement, the team delivered a strategic view that will help to shape decision making.”

Leesa Mills, Executive Director (Acting), Strategy and Consulting, PSBA
High Performance Delivered

The outcomes of the project will assist QFES in making important decisions regarding future operations and investments. In addition, it will provide the backdrop for a broader public safety portfolio program to enhance public safety communications in the future.

The project was delivered though a collaborative effort between QFES, PSBA and Accenture. Senior leadership from both QFES and PSBA were involved throughout the project to drive better insights and delivery outcomes. In addition, an agile project approach was used to meet evolving business requirements.

About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world’s largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With more than 375,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.