



Tasmania Fire Service



Consultation Paper – TFES Reforms

Regulations Summary and Supporting Processes

Tasmania Fire and Emergency Service Reforms

August 2026

This Consultation Paper is to be read with the Tasmania Fire and Emergency Services Bill 2026 and Fact Sheet.

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Background

Tasmania Fire and Emergency Service Reforms

The Tasmanian Government has committed to:

- bring the Tasmania Fire Service (TFS) and the State Emergency Service (SES) together under one organisational banner: the Tasmania Fire and Emergency Service (TFES).
- establish in legislation the role of the Fire and Emergency Services Commissioner (FES Commissioner) as the operational lead of the TFES.
- establish the State Fire and Emergency Services Commission (SFESC) as the statutory authority to oversee the TFES and FES Commissioner, with a skills-based board.
- continue the TFES as an operational pillar of the Department of Police, Fire and Emergency Management (DPFEM).
- establish a volunteer charter in legislation.
- expand the coverage of the *Asbestos-Related Diseases (Occupational Exposure) Compensation Act 2011* to include SES volunteers, and
- replace the existing *Fire Service Act 1979* and regulations with contemporary, principles-based legislation.

New legislation is being developed to deliver on these commitments. The Department of Police, Fire and Emergency Management (DPFEM) is responsible for leading these reforms.

Previous reviews

Links to significant reviews, which preceded and informed the TFES reforms, are available [at https://www.fire.tas.gov.au/reform/reform-journey/](https://www.fire.tas.gov.au/reform/reform-journey/).

Consultation

Previous consultation on the TFES reforms included a [Consultation Bill](#) (TFES Bill), which was released in September 2023, and a *Position Paper – State Fire and Emergency Services Commission* ([Position Paper](#)), which was released for public consultation in December 2024.

Stakeholders who made submissions to the 2023 Consultation Bill and the Position Paper highlighted a need for further information on the proposed future regulatory framework for the TFES so they could comment fully on the proposed reforms.

This Consultation Paper responds to that feedback.

Purpose of this paper

This Consultation Paper provides an overview of the proposed future regulatory arrangements for the TFES (Part 1) and invites discussion and feedback on matters that may be addressed in the new TFES Regulations (Part 2).

Matters relevant to implementation are also discussed, to promote transparency and provide further context for the proposed legislative reforms (Part 3).

How to use this paper

Stakeholders are invited to comment on what is working well, what could be improved, and whether the proposed regulatory changes (discussed in Part 2) are supported, including any unintended impacts or areas requiring further consideration.

This Consultation Paper should be read alongside:

- TFES Bill 2026 (Consultation Bill), and
- Fact Sheet – TFES Bill 2026.

For more information on the TFES reforms, please visit www.fire.tas.gov.au/reform/ or www.ses.tas.gov.au/reform.

Providing feedback

If you would like to provide feedback to this Consultation Paper, please contact the TFES Project Team.

Please email your submission to tfes@dpfem.tas.gov.au or post your submission to:

TFES Reform Submissions

Strategy and Support

Department of Police Fire and Emergency Management

GPO Box 308

Hobart TAS 7001

Consultation and Next Steps

Consultation on this paper is open from 7 August 2026 until 9 October 2026. Feedback will continue to inform the development of the draft TFES Regulations, which may be released during the consultation period and implementation planning.

Feedback received on the consultation paper, including comments on matters proposed to be addressed in the new Regulations, will be carefully considered as part of developing the new TFES Regulations.

However, stakeholder feedback may not be fully reflected in the working draft of the TFES Regulations that is expected to be released for public consultation in the

coming weeks. Further opportunities to provide input will be available during the public consultation period on the draft Regulations.

Part 1: Future changes to the regulation of TFES

TFES Bill 2026

The TFES Act will replace the *Fire Service Act 1979* with principles-based legislation¹ and make consequential amendments to the *Emergency Management Act 2006* regarding functions of the State Emergency Service (SES).

A principles-based approach

The *Blake* review² found that, in order for any new legislation to be contemporary, flexible and sufficiently forward-looking, it needs to be principles-based.

How will this be achieved?

In line with preparing principles-based legislation, the TFES Bill no longer includes many prescriptive provisions seen in the *Fire Service Act 1979*. Instead, much of the detail in the current Act will be moved to the new regulations; or referred to in the legislation with detail addressed in underlying policy or doctrine.³

Please refer to the TFES Bill 2026 and the Fact Sheet on the Bill.

TFES Reform - Regulations Summary

Regulations made under the Fire Service Act

Currently, there are three sets of regulations made under the *Fire Service Act 1979*:

1. General Fire Regulations 2021 (General Fire Regulations)

These regulations make provision in respect of fire protection equipment, fire protection systems, fire exits, fire evacuation plans, and other matters relating to the fire safety of certain premises.

¹ **Principles-based legislation** focuses on *what* the legislation is trying to achieve, rather than relying on detailed rules to explain *how* the TFES must achieve its statutory objectives.

² In 2020, Mr Mike Blake was appointed to develop a draft report with recommendations for drafting of a new Fire Service Act. The Blake Report was released in August 2021.

³ For the purpose of this paper, **policy or doctrine** means policies or procedures developed and maintained by the TFES.

2. Fire Service (Finance) Regulations 2017 (Finance Regulations)⁴

These regulations prescribe the percentage rates for:

- Contributions payable by insurance companies (Insurance Fire Levy)
- The fee retained by councils for collecting the Fire Service Contribution⁵ on behalf of the State (collection fee)
- The pensioner rebate.

3. Fire Service (Miscellaneous) Regulations 2017 (Miscellaneous Regulations)

These regulations prescribe various matters, including reimbursement to volunteers; superannuation; rules for sawmills and appliances; inspections of fire hydrants, engines, and other equipment; and some offences.

Regulations to be made under the TFES Act

Most of the provisions in the current fire regulations (above) will be adopted in the TFES Regulations, unchanged.⁶ Matters that will be continued in the new regulations are discussed below. No provisions in the *Emergency Management Regulations 2020* are planned to be moved to the new TFES Regulations.

Standards for equipment, training and facilities

Functions of the Commission include ensuring that TFES members (including volunteers) have the necessary infrastructure, equipment and training to discharge their statutory functions and duties; and meet the objectives of the TFES. Standards may be addressed in organisational policy or doctrine.

SES volunteer units

No changes are proposed to the current arrangements under the *Emergency Management Act 2006* in relation to municipal SES volunteer units. This means that councils will remain responsible for ensuring the provision of equipment, training, facilities and other resources to those units.

However, the Bill will introduce the ability for the SFESC and the FES Commissioner to specify standards for equipment and facilities provided by councils to the SES; and provide that instructions may be issued to councils to adequately maintain their municipal SES volunteer units.⁷

⁴ The TFES Bill does not make any changes to the funding model which exists under the *Fire Service Act 1979*, other than to provide for the use of revenue to be extended to non-brigade costs and to formalise the SES to be funded from revenue collected (noting that the SES has received Commission funding since 2014-15). Additional information on this is included in the Fact Sheet on the Bill. No additional contributions will be required from local government or rate payers. As such, the Consultation Paper does not discuss funding matters other than in relation to the proposed rewrite of the *Fire Service (Finance) Regulations 2017*.

⁵ The Fire Service Contribution is a balancing item set annually by the Minister once all other funding for the Commission has been taken into account. The Fire Service Contribution is collected by local councils through rates charges (Property Levy).

⁶ Other than to reflect new numbering and nomenclature changes in the Bill.

⁷ TFES Bill, cl. 22(2)(c).

Part 2: Proposed reforms (TFES Regulations)

Key themes

The following themes have been identified from a review of the provisions in the current fire regulations.

- **Governance:** Any matter relevant to TFES governance matters, not covered in the Bill or by internal policy documents (e.g. establishment and function of Fire Management Area Committees)
- **Community Safety:** Matters relevant to TFES operations, including:
 - Safety compliance in the built environment, for example:
 - Evacuation plans, fire permits and emergency lighting
 - Compliance with national standards
 - Obligations on owners, occupiers and councils.
 - Powers of TFES and TFES members
 - Safety measures for fire and other emergency hazards (such as rules and standards for fire protection equipment, and specified premises)
 - Inspections of engines and appliances, and other matters.
- **Finance:** Any matter relevant to the finances of the TFS, SES, SFESC, TFES members, or similar.
- **Volunteers:** Matters specific to TFES volunteer members.
- **Infringement Offences:** Offences in the TFES Regulations that may be dealt with via an infringement notice; and penalties for infringement offences (fines).

This Consultation Paper invites feedback from stakeholders on matters proposed to be addressed in the new TFES Regulations, in the context of these key themes.

Proposals for the TFES Regulations

Governance matters

Governance matters currently proposed to be addressed in the new TFES Regulations are discussed below.

Fire Management Area Committees

Proposal

Adopt all provisions in the *Fire Service Act 1979* relating to Fire Management Area Committees (FMACs) in the TFES Regulations.

Discussion

Fire Management Area Committees (FMACs) are established by councils for the purpose of managing vegetation fuels to mitigate bushfire risks.⁸ A committee must be established for each Fire Management Area (FMA).⁹

FMACs report to the State Fire Management Council (SFMC). The SFMC will be continued in the TFES Bill as a sub-committee of the SFESC.

In line with preparing principles-based legislation, FMACs are not addressed in the TFES Bill. Instead, the detail currently prescribed in the *Fire Service Act 1979* is proposed to be moved to the TFES Regulations. This would ensure that stakeholders would continue to be required to meet under the new legislation and collaborate to strategically manage local bushfire risks.

Operational matters

The TFES Operational Regulations will include any matter that is about, or informing, TFS or SES operations. This includes fire permit period detail, the ability to take certain actions, police being able to arrest without a warrant in certain cases, powers of authorised forestry officers and parks officers, infringement notice offences, and other matters listed below.

Offences in the Bill and offences in the Regs that are prescribed as *infringement offences* will be listed in Schedules together with the prescribed penalties

Fire Permit processes

Regarding fire permits, the TFES Bill will allow the FES Commissioner to declare fire permit periods and appoint a person as a fire permit officer in the *prescribed manner*.

Detail around the supporting processes will appear in the Operational Regulations. This will include:

- Division 3 – requires that the process to declare a fire permit period is to be done in the “prescribed manner”. The Operational Regulations will include, at a minimum, that the FES Commissioner must declare a fire permit period by public notice.
- requires that an order or direction made by the FES Commissioner to take steps necessary to limit fire risk, may be made or given in the prescribed manner.
- requires that during a fire permit period, a person must not light or cause to be lit, a fire for a prescribed purpose. If a prescribed purpose is ever identified, it

⁸ FMACs bring together various stakeholders that manage land use across the State. The primary role of FMACs is to prepare a fire protection plan, known as a *Bushfire Risk Management Plan*. These plans are developed at a strategic level and identify which organisations or individuals are responsible for addressing bushfire risks in the relevant FMA.

⁹ The SFMC may declare any area of the State to be a Fire Management Area (FMA) via a notice published in the *Gazette*. The boundaries of FMAs do not have to coincide with the boundaries of municipal areas: *Fire Service Act 1979*, s. 17(3).

will be included in the Operational Regulations. At this time, no prescribed purposes have been identified.

The supporting processes will have some new features:

- a person appointed under the fire permit section will be appointed on terms and conditions to be defined in an instrument of appointment.
- the regulations will no longer require a committee to appoint a fire permit officer.
- fire permit officers will be appointed by the FES Commissioner, on a recommendation of a TFES officer, rather than by the Commission and the Minister. This will help to more effectively and efficiently appoint fire permit officers.

Permits to light fires

Clause 47 of the TFES Bill relates to fire permits. Clause 47(2) provides that a fire permit officer may issue a fire permit, in the prescribed manner, in respect of the area for which the officer was appointed as a fire permit officer. The Operational regulations will contain the processes as currently detailed in section 66 of the *Fire Service Act 1979*.

TFES may take certain actions

Clause 39 of the Bill provides that “An authorised member may take a prescribed action or commence a prescribed process” to respond to “emergency events”.

This copies section 49 of the Fire Service Act which provided for responding to “fire dangers”. The reclassification of “fire danger” to “emergency event” is to include the SES and encompass emergency events as to not be fire centric. This change will continue to support responding to fire dangers whilst also allowing the SES more powers to operate in a business-as-usual context.

The regulations will provide more information on these prescribed actions or processes, which are largely taken from section 49 of the Fire Service Act.

Police officer may arrest without warrant in certain cases

Clause 134 of the Bill provides there are certain cases where a police officer may arrest without a warrant a person whom they find committing a prescribed offence.

The prescribed offences will copy section 125 of the *Fire Service Act 1979* in the Operational regulations.

Powers of responsible officers

Under clause 4 of the TFES Bill a responsible officer includes in the case of a State forest (PTPZ), an employee of the Forestry corporation, (currently trading as Sustainable Timber Tasmania), within the meaning of the *Forest Management Act*

2013. In the case of other protected areas of crown land, a person is authorised by the Director within the meaning of the *Nature Conservation Act 2002*.

As per the *Fire Service Act 1979*, section 43 Powers of forest officers (employees of the Forestry corporation) have specific powers to take steps necessary to ascertain if fire is burning on any of the land specified (State forest (PTPZ)) and to control or extinguish any fire that is burning.

It is the intent that these powers will also be given to authorised Parks and Wildlife Service officers. It is not intended that there will be major policy reform in this area.

Infringement Notices

Clause 104 of the TFES Bill refers to infringement notices. These infringements will be copied from the *Fire Service Amendment (Fire Infringement Notices) Act 2016*, a new feature of the TFES Bill. Under the old system individuals were prosecuted for any offences committed.

Where a TFES member is satisfied that a person has committed an offence, they may serve on that person an infringement notice. An infringement notice is to be in accordance with section 14 of the *Monetary Penalties Enforcement Act 2005*. It is up to the discretion of the TFES member to issue a caution notice if they don't believe an infringement notice is warranted.

Other matters

In addition to the headline features, the operational regulations will also provide:

- that FES Commissioner can install fire safety systems in public spaces.
- accreditation for bushfire hazard documentation.

TFES “Community Safety” Regulations

The TFES Community Safety Regulations will include any matter that places obligations on the community, in order to ensure community safety from fire and emergency events.

The Community Safety Regulations will continue the policy intent of the *General Fire Regulations 2021* largely unchanged, including:

- Rules around fire protection equipment, in prescribed buildings generally; the registration of a person to install, routinely service or repair fire protection equipment; permits to install, routinely service or repair fire protection equipment etc;
- Rules and standards around the ways and means of escape, exits and emergency lighting and fire evacuation plans in prescribed classes of buildings;
- Rules around the containment of Fire Hazards;

- Standards and requirements for building owners and occupiers not to compromise discharge of respective fire safety obligations; and
- In addition, the Community Safety Regulations will include some of the existing *Fire Service (Miscellaneous) Regulations 2017* including fire safety rules for sawmills, rules for appliances, inspections of fire hydrants, engines, appliances and other equipment. These will also remain largely unchanged.

Work is underway to consider opportunities for improvements to the existing *General Fire Regulations 2021* and *Fire Service (Miscellaneous) Regulations 2017* to ensure the TFES has the appropriate authorising environment to discharge its statutory functions and duties. Gaps will also be addressed in the current regulatory framework that are inconsistent with contemporary industry best practice. This work will also clarify and delineate stakeholder roles and responsibilities to promote a holistic, collaborative approach to community safety.

Other possible inclusions may be:

- Ensure that a Class 4 part of a building is considered when determining the highest risk building for the required safety standards.
- Provide that the FES Commissioner may approve a fire-fighting water supply if it is operationally suitable for the TFES, even if it does not meet all of the criteria in the National Construction Code.
- Ensure the standard of competency required of plumbers who design, install, commission, and test fire hydrant systems is consistent with the training that is mandated for the fire protection industry.
- Provide a head of power in the TFES Regulations for the existing TFS Code of Practice regarding standards for fire protection equipment.
- Identify scenarios where a person should not be penalised for a false alarm and the TFES may give them written instructions on how to address the cause of the false alarm, instead.

TFES volunteers

The TFES Volunteer Regulations will include any matter that is relevant to the registration, support or management of volunteers.

It will include the process to apply for registration and the registration itself as a volunteer member, the process for suspending or deregistering, a volunteer member. These regulations will also cover providing training, role classification and providing protections and securities to youth volunteers.

This work is still under development and will be released independently for consultation, but will be informed by:

- Current processes for registering, suspending and deregistering a volunteer as outlined in Tasmania Fire Service Volunteer Handbook, Volunteer Code of Conduct, the Volunteer Recruitment Toolkit Manual. Section 26 of the *Fire*

Service Act 1979 and the *State Service Act 2000* currently require all new transferring or promoting volunteers to undergo a National Record of Conviction Check and requires that all Junior and Cadet Program Coordinators undergo the same check every five years in addition to maintaining a Registration to Work with Vulnerable People.

- Some other volunteers (brigade officers of a brigade with a Junior and Cadet Program) are also required to maintain Registration to Work with Vulnerable People. There is currently no process for suspending or terminating volunteer membership (or for appealing those decisions). Historically the process has followed the conventions laid out in the *State Service Act 2000* with advice and support from Business and Executive Support and People and Culture. Currently all volunteer members sign a Volunteer Agreement, comprising the organisation's values and volunteer Code of Conduct, which states that breaches of the agreement may result in suspension or termination of membership.
- Current training requirements as outlined in Tasmanian Fire Service Volunteer Handbook - this includes operational training, work health and safety training, as well as training for managing people's performance, and child and youth safety training. These areas of training will remain, and regulations developed to provide the best outcome for volunteers and the TFES. The primary responsibility for training brigade volunteers lies with the Brigade Chief/First Officer. All volunteer firefighters undergo training on safe practices, ensuring the protection of themselves and their team members from potential risks.
- Volunteer role descriptions, operational firefighter, operations support, community engagement, junior cadet program coordinator, brigade officer, brigade chief/first officer and group officer. This will also cover the change from provisional to probation volunteer.

In effect, the regulations and doctrine and policy will bring existing mechanisms into a regulatory framework. It is not intended to fully reform this space. It is proposed that powers of brigade chiefs to summon members for training will be determined by the FESC and not expressly mentioned in the legislation (unlike the FSA).

Section 26 (5) of the *Fire Service Act 1979* is also intended to appear in the Volunteer Regulations. If a volunteer brigade is established, the Commission must appoint a volunteer as Brigade Chief of the brigade.

These Regulations will also include section 5 of the *Fire Service Miscellaneous Regulations 2017*, Reimbursement of volunteer expenses.

Furthermore, key insights from the TFS-SES Culture Review Report revealed that:

Volunteers form a significant part of the workforce, yet many feel undervalued and disconnected from leadership. Poorly managed volunteer leadership structures, including brigade chief elections based on popularity rather than skills, create

inconsistent leadership experiences.

Currently, the *Fire Service Act 1979* provides that the Commission must not appoint a volunteer as an officer of a brigade unless that volunteer has been so nominated or elected by the other volunteers who are members of that brigade.¹⁰

This prescription will be removed from the legislation, acknowledging the need for Brigade Chiefs and Unit Managers to have discretion to determine eligibility criteria for promotions, with regard to their unique operational needs.

TFES “Finance” Regulations

The TFES Finance Regulations will include any matter that is relevant to Part 4 – TFES Funding of the consultation Bill.

It will continue the *Fire Service (Financial) Regulations 2017* by:

- Detailing the percentage of aviation hull insurance which will remain at 14%, in the case of marine cargo insurance it will remain at 2%, and in the case of any other class of insurance 28%. These percentages will be unchanged.
- For the purpose of the Bill, the Commission for the Conservation of Antarctic Marine Living Resources, established under Article VII of the Conventions on the Conservation of Antarctic Marine Living Resources, will continue as a prescribed entity.
- 4% of a local council contribution is prescribed as the fee which the local council responsible for making that contribution is entitled to retain for collecting the contribution, and this will remain unchanged.
- The prescribed fire service contribution for pensioner rebate is unchanged at 20% of the contribution.

The intent of the *Fire Service (Financial) Regulations 2017* will be unchanged in the TFES Finance Regulations.

¹⁰ *Fire Service Act 1979*, s. 26(6).

TFES Reform - Supporting Processes

A TFES Volunteer Charter

Clause 27(2) of the TFES Bill requires that a Charter in respect of volunteer members, and volunteering within the TFES generally, is developed.

To develop the Charter, existing charters in other Australian jurisdictions were reviewed, focussing on the kinds of commitments the documents made between volunteers, their representative organisations, and government. This information was then redesigned to reflect the Tasmanian context.

The Charter will also reflect the intent of the Minister for Police, Fire and Emergency Management, the Tasmania Fire Service, and the State Emergency Service; and the undertakings made by each of the named volunteer associations.

The Volunteer Charter is intended to demonstrate the commitments made to volunteers to ensure their safety, protect them from liability when acting in good faith, to provide them with support and training, and to ensure their efforts to keep the Tasmanian public safe are recognised. The Charter acknowledges that the TFS and SES are fundamentally volunteer organisations, and that the TFES will continue to recognise and prioritise their contributions, and to actively seek and consider their expert advice.

The draft Charter is currently subject to review by the parties who will sign the final document, including the Minister for Police, Fire and Emergency Management, the Tasmania State Emergency Service Volunteers Association, the Tasmanian Volunteer Fire Brigades Association, and the Tasmanian Retained Volunteer Firefighters Association.

Establishing the State Fire and Emergency Services Commission

Division 1 of Part 2 of the TFES Bill will establish the State Fire and Emergency Services Commission (SFESC), as a continuation of the State Fire Commission, to oversee the TFES and the FES Commissioner.

The TFES Bill will require that:

- The Governor, at the recommendation of the Minister, is to appoint a board of directors of the Commission that consists of no more than eight and no fewer than three members, including an independent chair of the Commission. The FES Commissioner is legislated as a member.
- Before making a recommendation to the Governor, the Minister is to ensure that the directors, in aggregate, have the relevant knowledge and skills to ensure that the functions of the Commission are performed appropriately and

in accordance with legislation; and skills and experience in emergency management or a similar area of expertise.

Clause 34 of the Bill directs that the SFESC is to establish two sub-committees, one established to provide authoritative advice on matters relating to volunteer or employed members, and one which will continue the functions of the State Fire Management Council, originally established under the *Fire Service Act 1979*.

The SFESC will develop a Corporate Charter. The Charter will incorporate descriptions of the roles, responsibilities, and powers of the SFESC and its sub-committees, and will feature Terms of Reference for the sub-committees, with annual review requirements.

The SFESC will be obliged by the TFES Bill to consult a sub-committee on any matter stated in the committee's Terms of Reference.

The sub-committee Terms of Reference will set the tenure of the membership and chair, the frequency of meetings, establish quorum and other relevant administrative matters.

The sub-committees must also provide the Commission with advice on any matter referred to it by the Commission and must perform any functions (and may exercise any powers) delegated to it by the Commission.

Subcommittees will be required to provide annual reports to the Commission on its work; these reports will be, in turn, included in the Commission's corporate plan.

The TFES Bill will also provide that the Minister may seek advice directly from the SFESC or a sub-committee.

Skills matrix

As part of the [Position Paper - Establishing the State Fire and Emergency Services Commission](#), released in December 2024 an example of a skills matrix that could be used to inform the recruitment of the skills-based SFESC was provided.

As outlined in the paper, the matrix was informed by guidance provided by the:

- [Tasmanian Government Department of Treasury and Finance Guidelines for Board Appointments \(2016\)](#) (the Guidelines);
- the [ASX Corporate Governance Council Corporate Governance Principles and Recommendations](#) (4th Edition, 2019);
- the [OECD Guidelines on Corporate Governance of State-Owned Enterprises \(2024\)](#);
- the [Government Business Enterprises Act 1995](#)

A literature review of the sources listed above led to the recommendation that best practice would be to establish a skills-based Commission; this would include:

- A Board of Directors that form the Commission.
- The Commission will include one independent Chair and no more than eight members with no fewer than three members including the Chair.
- The FES Commissioner will be a member of the Commission.
- The Chair and Directors are to be appointed by the Governor, on the recommendation of the Minister.
- Directors are to be appointed with skills and experience to ensure the State Fire and Emergency Service Commission meets its functions and objectives.

Under this model the membership of the Commission would not be prescribed in the legislation but would be informed by assessments of each applicant against a skills matrix and reviewed by an appointment panel, who would make recommendations to the Minister.

However, in response to concerns raised in numerous submissions to the Position Paper, the TFES reforms will now also include the FES Commissioner on the SFESC as the only legislated member; and, further, require that independent directors have, in aggregate, a mixed skillset of corporate governance skills, and experience in the emergency sector including management of a volunteer workforce.

The number of members on the Commission is based on the number provided for Government Business Enterprise and State-Owned Corporations and is intended to keep the group at a manageable level, in line with principles for focused membership of skills-based boards as recommended by the ASX Guidelines.

Underpinning this model are:

- a skills-based matrix to ensure appropriate skills are present on the Commission and to inform succession planning

The matrix may be found at Attachment 1.

Recruitment process

The Tasmanian Government Department of Treasury and Finance Guidelines for Board Appointments (2016) (the Guidelines) apply to all Government Business Enterprises (GBEs) and State-Owned Companies (SOCs).

It is the Government's expectation that all Government business board appointments will be made in accordance with these Guidelines.

The Guidelines recommend that Board Directors have a range of skills, experience, qualifications, expertise and vision, including the following areas as a minimum:

- Corporate governance;
- Finance and accounting;
- Strategic planning;

- Relevant industry knowledge; and
- An understanding of the Government context including the Government's objectives and risk appetites.

Regular renewal of the Commission membership is important to ensure ongoing independence and to provide fresh perspective through the introduction of new members. Members of the Commission will be appointed for three years and the legislation will require that they serve no more than two terms, other than in exceptional circumstances. The Commissioner will be appointed for a period of up to five years.

Commission members will be subject to the following steps as part of a due diligence process:

- A completion of an Expression of Interest statement, to confirm a candidate's interest in the position and possession of the skills and experience required, in aggregate, of the SFESC;
- Considerations as to whether they have real or perceived conflict of interest with the position they are being invited to fill. Any conflicts of interest should be recorded in the Declaration of Interests Statement; and
- Probity checks – Australian Securities and Investment Commission (ASIC) and Insolvency Trustee Services Australia (ISTA) checks.

Supporting Processes – Establishing the State Fire Management Council (SFMC) Subcommittee

Functions

The legislated functions of SFMC, as described in Sections 14-21 of the *Fire Service Act 1979* will no longer appear in the legislation, but their intent will be continued through the future sub-committee structure.

This is the intent of clause 34 of the TFES Bill which requires “the SFESC to establish a sub-committee for matters relating to vegetation fire management including, but not limited to, the prevention or mitigation of vegetation fire”.

The information relevant to the SFMC in the *Fire Service Act 1979* will be continued in the Terms of Reference and requirements of the SFMC sub-committee, to be set and monitored by the SFESC.

Additionally, the SFMC will be required, as per current practice, to provide quarterly reports for the consideration of the SFESC. The SFMC will also be required to provide an annual report to the SFESC in respect of each financial year in which it was established. The SFESC or FES Commissioner can also delegate responsibilities or functions to the SFMC, as required.

Membership

All members of the SFMC will be appointed by the SFESC.

Appointment will be made on the basis of competency, not simply as a representative of an organisation or stakeholder group, to ensure that membership reflects an optimal set of skills to enhance delivery of key functions.

The SFESC will appoint an independent Chairperson who meets the following criteria:

- independent from any organisation represented on the State Fire Management Council;
- broad leadership experience in the community with a strong commitment to improving efficient and effective management of bushfire related risk in Tasmania;
- a good communicator with experience or ability to be the public face of bushfire management and engage with the media as such;
- an ability and desire to focus SFMC on achieving its objective through inspirational leadership, well-developed chairing skills and/or significant board or governance experience and a structured and rigorous approach to SFMC’s functions; and
- a commitment and capacity to lead an evidence-based approach to bushfire risk management.

The Terms of Reference for the SFMC will outline the membership.

Other than the Director of Parks and Wildlife, the chief executive officer of the Government Business Enterprise responsible for forest management and the Fire and Emergency Services Commissioner, all members are appointed for a term of three years and may be eligible for re-appointment. In line with appointment terms for other Government boards it is not recommended that any member serve more than two terms.

Fire Management Area Committees

The provisions for FMACs will be specified in Regulations as outlined above.

Supporting Processes – Establishing the Employed and Volunteer Members Sub-committee

Section 34(1)(b) of the TFES Bill requires “the SFESC to establish a sub-committee for matters relating to employed members and volunteer members”.

Drafting the legislation in this agile way will provide flexibility in applying the sub-committee model, to best reflect the needs of the SFESC, FES Commissioner and stakeholders such as the Volunteer Associations.

In recognition of the expertise of the representatives, SFESC will seek the advice of the sub-committee on any matters which support SFESC’s capacity to achieve its functions and objectives under the Act. The SFESC will also be obliged to advise and make recommendations to the Minister in respect of any matter that, in the opinion of the sub-committee should be brought to the attention of the Minister.

The Corporate Charter, which will be established for the SFESC, will also include Terms of Reference for legislated sub-committees, and will be reviewed annually. The sub-committees will also be required to provide an annual report to the Commission in respect of each financial year in which it was established

Attachments

Attachment 1 – Example Commission Skills Matrix - SFESC

Example Commission Skills Matrix

State Fire and Emergency Services Commission

Skills sought from the Chair

Skills #	Chair {name}
Leadership qualities and the ability to promote effective working relationships in complex government agencies/organisations	
An ability to communicate complex and sensitive assessments in a tactful manner	
A well-founded understanding of the principle of good organisational governance and accountability, including financial and risk management	

Skills sought from the Chair and Directors in aggregate

Skills #	Chair {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}
Professional and Industry Experience									
Experience in firefighting and representing the fire and emergency service workforce in Tasmania									
Experience in firefighting and representing the fire and emergency service volunteer workforce in Tasmania									

Skills #	Chair {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}
Experience in emergency management* in Tasmania									
Experience in local government									
Experience in corporate law or equivalent									
Extensive governance knowledge and experience									
Strategic thinking									
Strategic financial skills with exceptional financial literacy and the ability to understand and interrogate financial statements									
Corporate governance expertise and awareness and experience in working within Government									
Ability to lead the board or a committee of the board									
Previous board or governance experience									
Commercial acumen									
Financial Reporting									

Skills #	Chair {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}
A demonstrated understanding of accounting and auditing standards									
A demonstrated understanding of accounting and financial management									
System and risk oversight and management									
A demonstrated understanding of risk identification, evaluation, and management in complex organisations									
A demonstrated understanding of public/private sector risk management experience									
A demonstrated understanding of public sector emerging risks and opportunity identification and response									
System and internal control									
A demonstrated understanding of accountability and internal control management guidance									
A demonstrated understanding of the operations of government and the public sector									

Skills #	Chair {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}
A demonstrated understanding of understanding of processes, practices and record keeping in complex organisations									
A demonstrated understanding of compliance and internal control principles									
A demonstrated understanding of the key elements of control effectiveness and methodologies for assessment									
A demonstrated understanding of the requirements of information and communication technology									

Tertiary/Industry Qualifications

Please tick (✓) if qualifications are held. No qualification listed below is mandatory.

Qualifications	Chair {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}	Director {name}
Insurance									
Accounting									
Legal									
Finance/Investment									
Australian Institute of Company Directors (or similar)									
Emergency Management - e.g. Diploma of Public Safety (Emergency Management)									
Firefighting Management - e.g. Diploma of Public Safety (Firefighting Management)									
Natural Resource Management or Climate Science									
Other									

*Emergency Management is defined as “the planning, organisation, coordination and implementation of measures to prevent, mitigate, respond to, resist, adapt to, overcome and recover from an emergency¹¹.”

¹¹ Tasmanian Emergency Management Arrangement, Issue 2, August 2023



Tasmania Fire Service



Tasmanian
Government