

s.73 - irrelevant information

RFS – DRAFT

Consultation still being undertaken

Region	Headquarters	Management Levels	Responsibilities
Northern	Townsville	Commissioner	Queensland Fire Department
Central	Maryborough	Chief Officer	Rural Fire Service
Southern	Ipswich	Region	Finance, forward planning, WHS, Workplace Standards, HR
Western	Toowoomba	District	The Business Hub – (Approval delegation)
		Area	Frontline engagement with Brigades and Fire Wardens

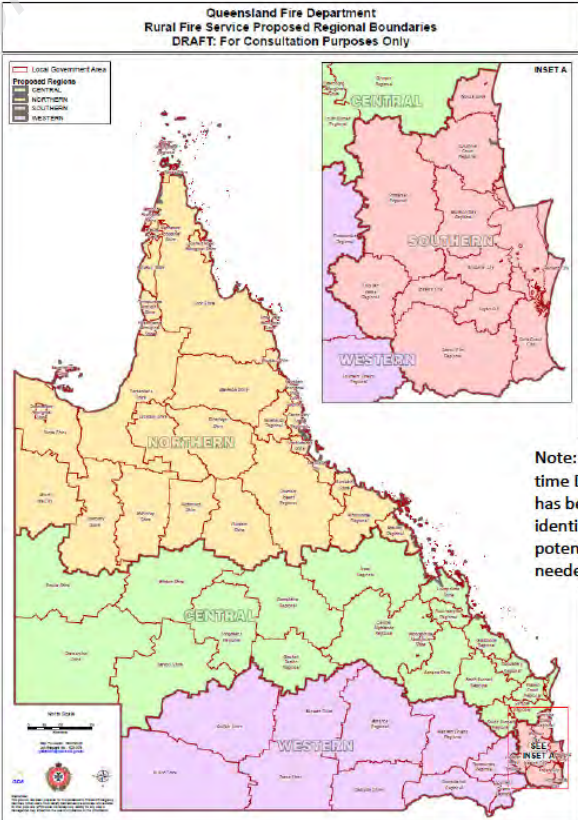
Draft breakdown

- 4 Regions
- Assistant Chief Officer – Operations
 - Planning & Performance
 - Finance
 - WHS
 - HR
 - Workplace Standards
 - Executive Support
 - Business Support

- 6 (Heavy) Districts
- Superintendent (Operations)
 - Planning
 - Capability
 - Training
 - Assets
 - Bushfire mitigation
 - Bushfire safety
 - Staff Development
 - Business management
 - Business support

- 4 (Light) Districts
- Superintendent
 - Bushfire Safety
 - Training
 - Business Support

- 25 (approx.) Areas
- Inspector
 - Area Support



Note: E = existing in establishment, NU = new from uplift, Corp (new)= new from QFES corporates

Region	NU	Corp (new)	District	E	NU	Corp (new)
North (11 FTE)	4 FTE	7 FTE	District N1 (18 FTE)	11 FTE	5 FTE	2 FTE
			District N2 (5 FTE)	3 FTE	1 FTE	1 FTE
Central (11 FTE)	2 FTE	9 FTE	District C1 (19 FTE)	11 FTE	6 FTE	2 FTE
			District C2 (19 FTE)	11 FTE	6 FTE	2 FTE
			District C3 (4 FTE)	2 FTE	2 FTE	
West (11 FTE)	4 FTE	7 FTE	District W1 (20 FTE)	10 FTE	8 FTE	2 FTE
			District W2 (5 FTE)	2 FTE	2 FTE	1 FTE
South (11 FTE)	2 FTE	9 FTE	District S1 (20 FTE)	10 FTE	7 FTE	3 FTE
			District S2 (20 FTE)	11 FTE	6 FTE	3 FTE

Next steps: Consultation on 19th and 20th with RFS leaders on District & Areas which may result in changes
Finalisation of FTE uplift numbers for Area offices in discussion

Townhall talking points

Note timeframes are subject to change and that this is evolution

Legislation	1. QFES has been working with the Reform Implementation Taskforce to implement the Government response to the Review, including the development of potential amendments to the Fire and Emergency Services Act 1990. 2. As part of usual Government processes, the Minister will seek approval from Government to prepare a Bill (Authority to Prepare) and engage with stakeholders on a consultation draft of a Bill. 3. The consultation draft is prepared by the Office of Queensland Parliamentary Queensland. Once prepared, a period of consultation with stakeholders will occur. 4. Subject to stakeholder feedback, changes to the Bill may be required. As part of a further submission (Authority to Introduce) to Government, the Minister will seek approval to include any changes to the Bill and to introduce it into the Legislative Assembly. 5. Once the Bill is introduced (First Reading) the Bill will be referred off to a Parliamentary Portfolio Committee to consider whether the Bill is suitable for passage. As part of its inquiry into the suitability of the Bill, the Committee may seek submissions from interested parties or hold public hearings to inform its recommendations to the Legislative Assembly. Once the Committee has reported back to the Legislative Assembly, the second and third readings of the Bill can occur. Once passage of the Bill occurs, the Bill will receive Royal Assent by Her Excellency the Governor of Queensland on behalf of His Majesty, turning the Bill into an Act of Parliament. Depending on how the Bill is drafted, parts of the Act may commence on the date of Assent or by way of Proclamation.
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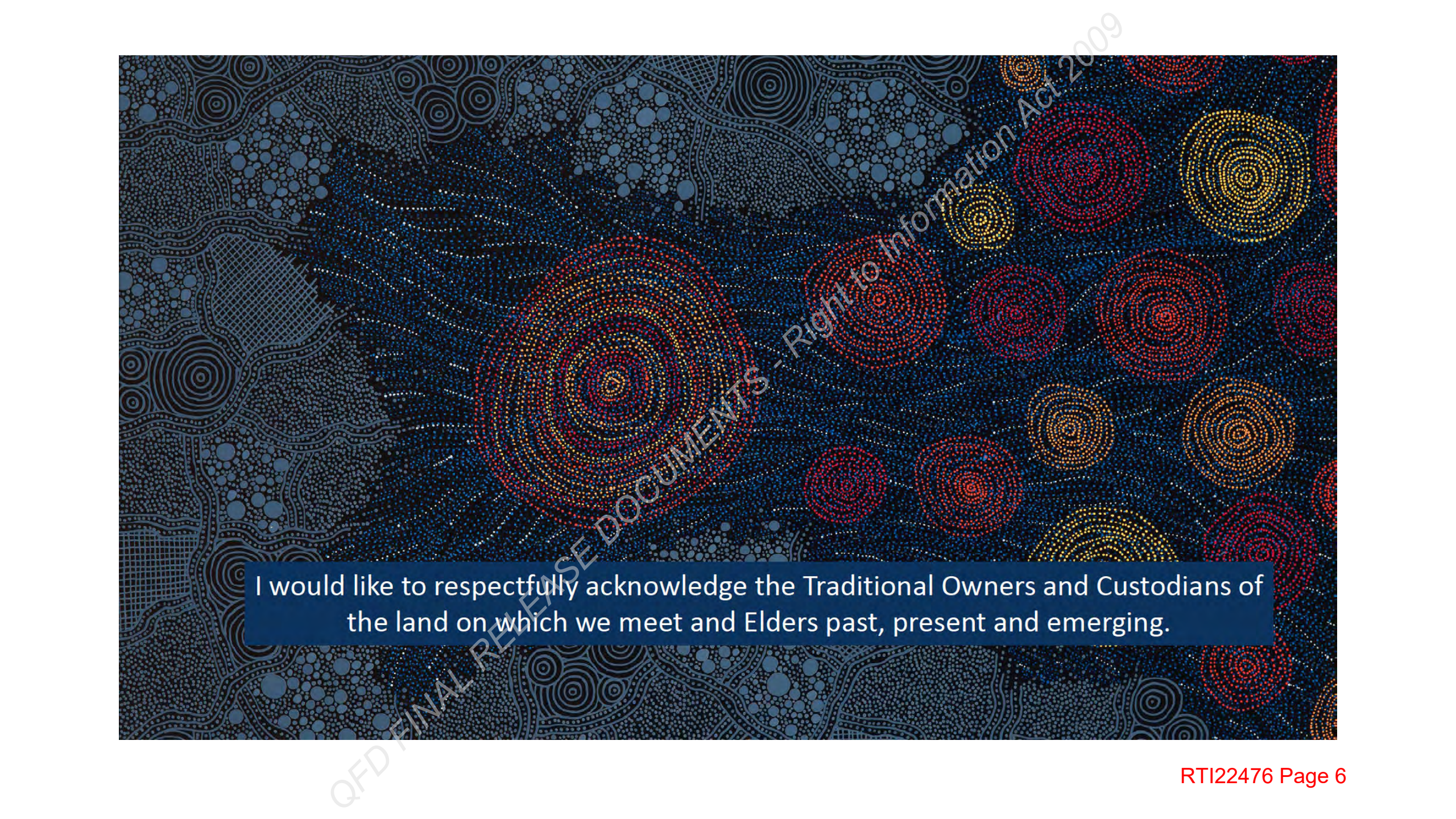
	1. Subject to the above process, the RIT will complete work by 30 June 2024 and ongoing reform work/optimisation will continue with agencies
FRS Language will be:	s.73 - irrelevant information
RFS language will be:	- Regions - Districts - Areas
FRS Regions and Division	s.73 - irrelevant information
RFS	• 4 Regions • Still consulting on whether an 8 District or a 6 Heavy and 4 light district model best for supporting the community
FRS: Proposed regional names	s.73 - irrelevant information
RFS: Draft regional names	- Northern - Central - Southern - Western
FRS uplift	s.73 - irrelevant information
RFS uplift	Uplift of 67 positions this financial year and the rest the following financial year.
Consultation:	Continue to work collaboratively with unions QFES will continue regular updates through Commissioner updates and townhalls, reference groups, SME consultations.
Joint Ops	As per Commissioner Update: will be providing an update soon on the broader QFD considerations including: - interoperability (joint ops) and

	- other areas such as - o corporate support and - o ongoing disaster management obligations and commitments.
Chief Fire Officer	Key roles: - Operational Assurance - Operational Innovation and Research - Best Practice - Operational Integration - Organisational Culture Appointment included in build in legislation Not going to see a CFireO in next 12 months
What is the corporate support going to be?	Working out nuance between region and division/district level with a focus on frontline support



Rural Fire Service Reform Overview





I would like to respectfully acknowledge the Traditional Owners and Custodians of the land on which we meet and Elders past, present and emerging.

Goals of the Reform Program

Establish a new Queensland Fire Department.

Establish a new entity, Marine Rescue Queensland, which will bring together coast guard and marine rescue activities.

Expand the Queensland Police Service to incorporate additional disaster management functions, including the State Emergency Service and the soon-to-be-established Marine Rescue Queensland. These organisations will continue to maintain their respected identities, procedures and uniforms.

Boost capability and capacity for the Queensland Reconstruction Authority to improve resilience.



Queensland Fire Department

114 extra full time equivalent positions for the Rural Fire Service

143 additional firefighter positions for the Fire and Rescue Service



Marine Rescue Queensland

35 positions and up to **\$27 mil** annual budget for frontline support, resources, vessels and equipment



Disaster Management

80 positions and up to **\$20 mil** in recurrent funding



State Emergency Service

\$60 mil operational budget from the 2023/24 financial year, including funding for personnel, crucial safety equipment, vehicles and vessels

45 additional operational staff to focus on regional support



Queensland Reconstruction Authority

\$4 mil in additional funding for an extra **30** full time equivalent positions



Queensland
Government

Legislation update

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6. Subject to the above process, the RIT will complete its work by 30 June 2024 and ongoing reform work/optimisation will continue with agencies

What is changing?

- The QFD will encompass the Rural Fire Service (RFS) and the Fire and Rescue Service (FRS) and will continue to deliver world-class fire and rescue services.
- The reforms will see an extra 114 full time equivalent (FTE) positions for the RFS, as well as additional funding for new appliances, facilities and equipment.
- For the RFS, the reforms mean a change in the structure of the organisation to meet the needs of a modern RFS, with a focus on supporting our frontline volunteers and their communities. The aim of the restructure is to streamline processes and improve our front-line service delivery by putting resources where they're needed most, supporting our Fire Fighters and Fire Wardens in the local communities they protect.



What is already in progress

Funding and Assets

- **Stations** - The \$10 million uplift provided in 2022-23 for new or upgraded RFS station facilities to effectively maintain assets such as appliances, support vehicles and trailers and hold brigade meetings and training.
- **Amenities** - In 2022, the Government committed funding of \$1 million annually for the provision of amenities to existing RFBs that do not have toilet and shower amenities.
- **Fleet** - QFES fully funds the acquisition and equipping of RFS firefighting appliances including light, medium and heavy attack appliances as well as water tankers of various capacities.



Why are we changing?

The Reform Program has been developed as a result of a review into our disaster and emergency services, which aim to ensure the long-term sustainability of emergency services for Queenslanders.

- **Independent Review of Queensland Fire and Emergency Services** - KPMG – 2 November 2021
- **Review into Queensland's Disaster Management Arrangements** - IGEM – 30 May 2023



RFS Engagement to date

- 29 sessions – including Staff, Volunteers and Stakeholders
- More than 600 individuals participated, with more engagement planned
- Regular updates will be posted on RIT Website



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Current state of play

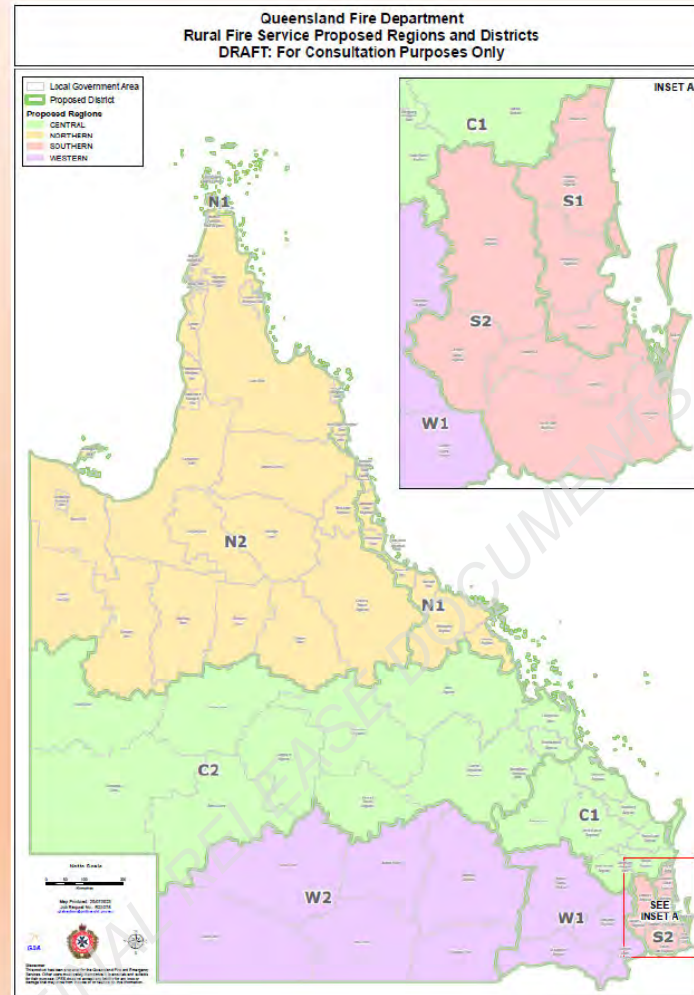
- The RFS project team have been engaging with more than 600 staff and volunteers across the State, conducting workshops and seeking feedback.
- As we know more, the reform team will continue their visits across the State, seeking input on how we can build a better, more contemporary and community-focussed RFS.



Your RFS rep in the RIT:

- Chief Superintendent Alan Gillespie, Business Reform Coordinator, Reform Implementation Taskforce

The Regions and Districts



Management Levels

Commissioner

Chief Officer

Region

District

Area



**Queensland
Government**

Outcomes we are working towards

- A contemporary Rural Fire Service.
- Increased frontline delivery and support.
- An increased focus on prevention and mitigation.
- Long-term sustainability of emergency services delivery for Queenslanders.
- Clear focus on fire prevention, response and control.
- The RIT will complete its work by 30 June 2024, with ongoing work to support the development and uplift of the RFS.
- Uplift of 67 positions this financial year and the rest the following financial year.
- This end date doesn't mean all the new positions will be in place, but we will have established the structure of RFS.
- There are challenges around recruiting 114 FTE positions into what is a niche market, and we have a lot of engagement to do before we get it right.

Police and Emergency Services

REFORM PROGRAM

REFORM IMPLEMENTATION TASKFORCE

What is not changing?

- For volunteers, the capabilities you deliver remain unchanged, the reforms are aimed at providing better support to volunteers.
- For staff, nobody is losing their job as part of the reforms, and there'll be no forced redundancies.
- You can rest assured that where your workplace location is and what you get paid, won't change, unless you chose to do so through avenues such as achieving a promotion.
- There may be elements of your day-to-day role that might change a little to fit our new program, but in these cases, any changing responsibilities will remain in line with the skill set you use in your current role and done in consultation with you.



Next Steps

- We are analysing feedback received during consultation, including around concerns around training, fleet and equipment.
- Finalising structure with the 114.
- Re-engaging with RFS employees and volunteers to commence mid-August, with in person events, and other regular communications to keep you updated, every step of the way.
- RFS reference group meeting on 5th August



Stay informed

1

Check our ForGov
website for regular
updates



2

Ask questions and
provide feedback



3

Subscribe to the
RIT newsletter



Queensland
Government

Police and Emergency Services
REFORM PROGRAM
REFORM IMPLEMENTATION TASKFORCE



Queensland Rural Fire Service

Concept of Operations

First Draft Version 1.0

March 2023

1. Introduction

- 1.1 To move forward, we must first understand our past and paths we have followed to get to the strong position Rural Fire Service (RFS) is in today. As we look to the future, we should see the challenges of our past as the corner stones for which we are building upon.
- 1.2 The RFS in Queensland was founded and empowered under the Rural Fires Act of 1927. After the challenges of the Great Depression and World War Two, Rural Communities across Queensland once again came together to form brigades to protect their properties and communities from bushfires.
- 1.3 The formation of Rural Fire Brigades across Queensland has always had a single core principle at its heart, this is the principle of *"neighbour helping neighbour to protect their community"*. During its ninety-five-year history, Staff and Volunteers from Rural Fire Brigades have provided support in response to many major fire and disaster events across Queensland and Australia.
- 1.4 After the amalgamation of the Rural Fire Boards into the Queensland Government's department of Emergency Services in 1990, the RFS commenced a journey of evolution and has continued to grow as a fire service.
- 1.5 During this period, there have been many advancements in the capabilities of the RFS, with initiatives such as increased funding for vehicles, fuel maintenance, protective clothing and equipment all seeking to advance the RFS forward.
- 1.6 Following the announcement of the creation of two independent fire services under the Department of Fire, the RFS now stands at the foot hills of change. By embracing the knowledge and experience obtained over the last ninety-five-years, the Rural Fire Service in Queensland is embarking on a journey of change.
- 1.7 The RFS has for many years delivered high quality support to its volunteers, who have in turn provided frontline response support to their communities. As the RFS has grown and become a more capable community-based fire service, the demand for operational and business support has grown.
- 1.8 In October 2022, the Minister for Police, Fire and Emergency Services announced the findings of the Independent Review (IR) into the Department of Queensland Fire and Emergency Services (QFES). The IR has outlined a pathway that will enable future investment in RFS staffing and financial capabilities that will allow for an increase in frontline support for volunteers.
- 1.9 The IR recommended the creation of a Department of Fire. This department is to become the statutory authority which would enable two fire services to operate from within. The IR and the Queensland Governments response have become the drivers for positive change within

the RFS. The IR found the RFS had experienced a number of key operational and business delivery challenges and limitations under the current operating model. The review found that these impaired the RFS's ability to undertake its service delivery requirements effectively and efficiently.

- 1.10 RFS has a number of key drivers that are powering the evolution of change in the service. The RFS has both internal and external drivers that will collectively bring about change for the service in the short term, whilst providing the foundation peace for future growth beyond the next decade.
- 1.10.1 **Leading Bushfire Capability in Queensland**, Currently the RFS is the lead for bushfire response and mitigation in Queensland. Moving into the future RFS has a vision to further empower volunteers and staff to deliver this capability efficiently and effectively in the protection of Queensland Communities.
- 1.10.2 **Connection to Community**, RFS is the largest community led volunteer emergency service capability in Queensland. By its nature and design RFS provides a collection point for a large representation of the Queensland Community, to ensure RFS's sustainability into the future, the service needs to ensure it continues to understand communities and align service delivery to community expectations.
- 1.10.3 **Climatic impacts**, the evolution of climate changes is a key driver for change in RFS, as the Capability lead for bushfire response and mitigation, it is important that RFS remains at the forefront of technology, research and innovation development in the field of bushfire response and mitigation. By adopting this approach, RFS will ensure that its volunteers and communities are able to take an active role in mitigating the known hazards to their communities.
- 1.10.4 **The 2019/20 Black Summer Fire Royal Commission Recommendation**, the lessons learnt from the 2019/20 Black Summer will shape and drive the future development of the RFS. The findings of the Royal Commission highlighted the need for stronger investment by Governments in firefighting resourcing and capabilities which will continue to build the resilience of Queensland communities.

2. Intent

- 2.1 The Concept of Operations is intended to provide the foundation point for the role out of the future RFS. The RFS can be described as a coordinated body of capable staff and volunteers providing frontline mitigation and emergency response functions within Queensland communities. Volunteers are supported by a staffing model that, in conjunction with volunteers' association forms the connection with the Queensland Government strategic

intent. The maintenance of the relationship between the two is extremely important for ensuring a harmonious platform for delivering services and support to community.

2.2 The RFS Concept of Operations document is has been drafted through a lens that is focused on positive change and department interoperability. The evolution of the RFS since its inception has been one of growth based of a solid foundation. As the new day dawns on the Queensland Fire Department, RFS is well positioned to define its presence in the Department and to take its place as the leader in Queensland of Bushfire Response and Mitigation operations. In the recent past, the RFS has made significant innovations that have advanced the quality of support provided to its volunteers.

2.3 To describe the RFS it is best to apply the following lens to the question.

2.3.1 **What** – RFS is a community-based emergency service that is the leading Government Agency in relation to bushfire response, mitigation, planning and education. RFS contributes significantly in times of emergency and disaster operations.

2.3.2 **Where** – The RFS delivers services in communities covering approximately 93% of Queensland. The vast expanses of the RFS Service delivery areas provides both benefits and challenges. There is great benefit in the diversity of membership of the service, this reflects the communities which the service represents. However, the sheer size of the Service Delivery Area provides a significant logistical and operational challenge for providing support to members and communities.

2.3.3 **When** – The RFS service delivery operations are defined by four categories these are

2.3.3.1 Business as Usual,

2.3.3.2 Bushfire mitigation season,

2.3.3.3 Bushfire season

2.3.3.4 Severe weather season.

2.3.3.5 The implementation of the multi-season service delivery model places a significant demand on all RFS resources (volunteers, staff, equipment, facilities). To meet this demand, RFS needs a flexible and scalable resourcing model that allows for engagement of a seasonal workforce, whilst supporting the business-as-usual service delivery requirements.

2.3.4 **How** – The current resourcing, legislation, policy and authorising environments aren't completely supportive of the RFS Service Delivery requirements. RFS has in many circumstances, adapted business or operational practice to address the limitation of the environment, however, this comes with a series of risks and exposures for the department. RFS does use a volunteer led workforce to achieve the large majority of its service delivery requirements.

2.3.5 **Who** – RFS has a broad and diverse stakeholder group, these include Local Governments, State and Commonwealth Government departments and agencies, Community groups, land owners, peak farming bodies, agricultural groups, livestock industry groups, forestry Industry, First Nation Groups, large corporate businesses, financial institutions, land management agencies and so on. All stakeholders have a level of influence over the operation of the RFS, as a result of the diversity in the RFS stakeholder groups, the service has a high demand for accurate and timely engagement with a broad range of people and communities.

2.3.6 **Why** – In its simple format, the RFS exist to provide bushfire mitigation and response and other emergency and disaster operations support to affected communities. But beneath that, there RFS is so much more, it is a family, for people in communities it is their sense of identity, it is a place were neighbours connect or friends catch up with a common focus of supporting community. The RFS is a trusted service that has been there for its communities and many others during their times of crisis. There are so many elements that influence the Why, but it is the deeper connection of its members to the service, that form the strong fabric that binds the RFS.

3. **Our Vision** A modern well-resourced, capable, independent Rural Fire Service, that supports communities in times of bushfire and other natural disasters”.

4. **Our Mission** is to empower, train, sustain and equip RFS Volunteers to provide high quality frontline emergency response and hazard mitigation operations to ensure the protection of all Queensland Communities.

5. **RFS Interoperability within the Queensland Fire Department**

5.1 The introduction of QFD has provided a platform for which the RFS and the Fire and Rescue Service can provide enhanced joint service delivery to all Queensland Communities. Building on the current foundation established by the 2018 C4I report prepared by retired Major General Maurie McNan, the RFS seeks to continue to engage in shared major incident management into the future.

5.2 Utilising centres such as the Regional Coordination and State Operation Centre, RFS will maintain an ongoing lead agency response posture for bushfires and will continue to provide agency support to the Fire and Rescue Service and other Emergency Services and Government Departments during period of operational response.

5.3 RFS seeks to continue the use of the current interoperable incident command and response doctrine to support future operations. Future iterations of the doctrine framework will need

to have strong alignment to the department Capability Framework and ensure all services are empowered.

- 5.4 This interoperability will be further enhanced by a joint legislation that reflects the various in both services and empowers each service deliver effective and efficient command, control, coordination, communication and timely and accurate intelligence products.
- 5.5 RFS is strongly committed to further streamlining the integrated management systems that exist across the three layers of command within the Department.
- 5.6 RFS is part of an integrated QFD delivery model that is responsive to community risk and anticipates potential climate change impacts.
- 5.7 RFS will seek to continue the development of new bushfire management policies and procedures that address all aspects of the PPRR spectrum to enhance shared responsibility and accountability to measurable standards.
- 5.8 RFS is valued for its expertise and as a source of reliable and capable support to other areas of QFD. RFS will continue to participate in national programs with Fire and Rescue Service (FRS) for use of aerial firefighting including development of required policies.
- 5.9 RFS will continue to develop and implement standardised operational doctrine that enables capabilities for effective incident, regional and state C6I for bushfire.
- 5.10 RFS values and capitalises on the internal operational and business capabilities of QFD. Develop training components to support the improvement of required skillsets for RFS people to better lead large-scale bushfire events.
- 5.11 Through a codesign process, RFS will seek to establish a capability concept of operations for Future Bushfire Management in Queensland. This approach will shape the future investment by QFD, RFS working with our partners across government and community.
- 5.12 RFS is committed to maintaining a positive and trusted relationships with Local, District and State Disaster Management Groups for well-integrated bushfire management in the Queensland Disaster Management Arrangements.
- 5.13 RFS has a shared understanding of the values that land managers and other agencies bring to bushfire mitigation and response. The strong relationships between RFS and other land managers ensures that the service is entrusted to work with partners to engage in tenure-blind bushfire operations.
- 5.14 RFS is committed to Implementing Incident Management Team (IMT) practices into mitigation activity to support the improvement of the IMT capability in QFD. RFS is committed to continuing to support building of bushfire management related capability in partners including traditional owners.

- 5.15 Proactively develop the state bushfire plan to include all key stakeholder capabilities, roles and responsibilities with a greater influence on coordinated command and control with partners.
- 5.16 Develop and implement tenure blind integrated bushfire management processes that guide land owners/ managers through all phases of PPRR.

6. RFS's Implementation of C6I (Control, Coordination, Consequences, Communication and Community Connection)

- 6.1 The introduction of the C6I principles is a modern approach to emergency management which is inclusive of the community. As a community-based organisation, RFS believes that this approach supports building resilience in communities.
- 6.2 Including Consequence, Communication and Community Connection into a well-established and tested emergency management system is the next logical step to better focus on the community being central to everything we do in emergency management.
- 6.2.1 Control - the overall direction of response activities in an emergency, operating horizontally across agencies.
- 6.2.2 Command - the internal direction of personnel and resources of an agency, operating vertically within the agency.
- 6.2.3 Coordination - the bringing together of agencies and resources to ensure effective preparation for, response to and recovery from emergencies.
- 6.2.4 Consequences the management of the effect of emergencies on individuals, the community, infrastructure and the environment.
- 6.2.5 Communication -the engagement and provision of information across agencies and proactively with the community to prepare for, respond to and recover from emergencies.
- 6.2.6 Community Connection - the understanding of and connecting with trusted networks, trusted leaders and all communities to support resilience and decision making.
- 6.2.6.2.7 Intelligence
- 6.3 Understanding the impact of an emergency, the consequences of the impact and how we reach in and acknowledge the community connections before during and after an emergency, is vital in building a sustainable emergency management framework and one that recognises the central tenets of wellbeing, liveability, sustainability, and viability for communities.
- 6.4 The RFS's approach is supported by the QFD's priorities which include "primacy of life" and a focus on protection of property, infrastructure, economics and environment assets and values.
- 6.5 These are important priorities provided to incident controllers and response personnel as they plan their response and they have stood the test of time. They have grown from being control

and response focussed, to be applied to planning, mitigation, response and relief and recovery - Before, During, After.

- 6.6 Safer and more resilient communities is always our aim. How we recognise what is important to communities, the consequences of emergencies and work with those who can make a difference is fundamental.

7. Capability Delivery – What Drives the Organisational Construct

- 7.1 RFS administer locally based volunteer brigades that support communities in times of bushfires, emergencies and natural disasters. RFS currently has 135 full time paid staff.
- 7.2 There are a number of key attributes to the RFS that both validate the public benefit they demonstrate and indicate the core requirements of the service in order for it to provide an effective capability through a well-supported and equipped volunteer force.
- 7.3 The RFS is a highly diverse workforce operating across a range of environments and often only connecting 'via their Area Officers' to the larger organisation. Connectivity and communications both administratively and operationally are crucial. The functional capability to maintain, support and refresh information and communications technology and systems (and be responsive to crises) is seen as a necessary embedded capability.
- 7.4 RFS Volunteers are locally based and connected to their community. RFS Volunteers and Staff are quick to respond to emergency calls and come with a good understanding of local conditions and local needs. Command and control must be simple, unambiguous and allowing for the greatest level of autonomy possible to cater for local requirements.
- 7.5 RFS Training is delivered at the Area, Group and Brigade level, this training is generally self-managed and internally driven through a large volunteer-based trainer network. There is legal compliance requirements associated with the current non-mandatory application of volunteer training in the RFS.
- 7.6 There is scope for a review to address the current and future enterprise and operational risks associated with the current training model. Future RFS training should continue to adopt the approach of building a safety-first culture.
- 7.7 Comprehensive training oversight and audit mechanisms are needed. These should be linked to capability gap assessment mechanisms.
- 7.8 RFS equipment procurement, maintenance and disposal is a complicated partnership with QFD. During peak weather events or a protracted incident, there is a high demand for resourcing from across other Brigades, Areas or Regions or state to meet the needs.
- 7.9 For maximum effectiveness a high level of equipment commonality is needed, this highlights a requirement for an embedded resource capability plan, and an asset management system.

- 7.10 Due to the size and geographical challenges that Queensland poses, there is a requirement to maintain a large state-base equipment and vehicle surge capacity to meet demand.
- 7.11 Strong and enduring partnerships are essential for RFS capability multipliers. But partnership and stakeholder engagement does not occur without consistent, persistent, and coordinated effort.
- 7.12 RFS works in an authorising environment under the *Fire and Emergency Services Act* 1990. RFS is also subject to a range of other Acts, such as the Public Service Act, Work Health and Safety Act, and Financial Accountability Act.
- 7.13 The need for an 'identity' that is recognised, trusted and valued will be key to the RFS's success in attracting volunteers and ensuring its future sustainability.
- 7.14 The future RFS construct will need to enable and enhance the many factors that will contribute to this brand identity in the future. These include:
- 7.14.1 The unique community-connected volunteering culture
 - 7.14.2 Physical aspects that reinforce the identity – physical facility (Headquarters), uniforms, vehicles, web site, branding, representation to government, RFS Service awards.
 - 7.14.3 Feeling valued through recognition, respect and support will also be a significant element in retaining and sustaining RFS volunteers into the future.

8. Oversight Mechanisms and Authorising Environment

- 8.1 RFS will not be a formally designated government entity under its own Act, rather a Fire Service within the Queensland Fire Department. In this case a 'Charter Letter' or similar from the Commissioner QFD to the Chief Officer RFS could outline strategic level administrative arrangements, delegations, and high-level reporting requirements.
- 8.2 It is important that the Chief Officer RFS has membership of relevant senior government committees. In particular the Chief Officer RFS should be a member of the State Disaster Coordination Group particularly during business-as-usual meeting to ensure the RFS interest are tabled when government policy issues and agendas are under discussion. At the national level there are a number of committees in which the Chief Officer RFS should have representation to influence nationwide policies and processes.
- 8.3 Accepting that the RFS will be a partner in the Queensland Fire Department, is important that there be a level of oversight and guidance available to the Chief Officer that draws upon a broader range of experiences. An Advisory Board with an independent chair and a reporting line to the Chief Officer RFS could provide the necessary diversity of perspectives.

Such a board could have a remit to provide an annual report to the Minister through the Chief Officer RFS and Commissioner QFD.

9. RFS Department Relationships and Engagement

9.1 Three strategic level roles can be described for RFS:

- 9.1.1 **shape and influence** the bushfire management policy settings at the state and national level
- 9.1.2 **partner** with all stakeholders to build and improve service delivery, policy, capacity, capability, and community resilience.
- 9.1.3 **deliver** this capability to communities, through coordination and interoperability across services and agencies that enable efficient preparation, preparedness, response and recovery.

9.2 Importantly the partnering role with local communities, other services and agencies and other peak bodies, is a key capability enabler and will provide further recognition in the QFD.

9.3 RFS should establish strong links across state, regional and local government levels, other departments and agencies. Importantly, people with the necessary skills must be enabled and empowered to foster and maintain these relationships.

9.4 At the local level these arrangements are not likely to significantly change with the introduction of the QFD. Operational responses to incidents and support requests will still be managed in accordance with the current arrangements, with the role of First Officers, volunteers and brigades becoming more empowered with changes in legislation.

9.5 Communication and coordination mechanisms may need refining due to the reforms being implemented within the department. There are many challenges surrounding the dispatching of resources within defined brigade areas to incidents.

9.6 Whilst RFS has made significant in-roads in connecting volunteers with information and data sources, to continue to support service delivery into the future, further investment is required in platforms and systems to better enable engagement of volunteers with the service's policy and training environments. An increase in investment in communication and coordination platforms will also have a positive impact on fireground operations.

10. Functional Hierarchy

10.1 RFS operates under a functional hierarchy that uses a para-military command framework to administer operational response. Elements of the para-military framework is applied across elements of the corporate working environments.

10.2 The hierarchy consists of a multi-layer internal service leadership model, that is linked to a Department and Government management framework. Individual to the before mentioned

management structures are the volunteers and brigades, who are un-incorporated individual bodies that administer operational functions and people management using a defined policy framework.

10.3 The future RFS has an education, mitigation and response focused service delivery model. This model is enabled by providing increased training and operational support to Brigades, Fire Wardens, volunteers and community. In addition, the future service delivery model would enable resources to be allocated across multiple levels of management.

10.4 **Management level one** – is focused on frontline service delivery and supporting brigades, fire wardens and local area stakeholders. This level of management will provide senior operational command at incidents. This level of management is primarily a field-based management level, with minimal administration requirements.

10.5 **Management level two** – is focused on enabling environment for frontline service delivery. This level of management would support business and administrative support functions, volunteer training and fleet and asset management. This level of management would also support key functions such as mitigation, operational planning, compliance and investigation. In addition, management level two would also provide the surge capacity support for escalation of incidents being managed by level one staff.

10.6 **Management level three** – is focused on managing the business functions that enable level one and two frontline service delivery. These functions include overarching operational planning for the RFS enhancement and service delivery program. Management level three will be the centralised coordination point for financial services, audit and compliance. This level of management will also see the highest escalation point for major incident management, with level three staff providing overarching strategic management of operations. It is at this level that cross agency collaboration would occur.

10.7 **Management level four** – is focused on the overarching strategic direction and management of the RFS. Level four sets the business and operations framework that enables frontline service delivery to occur consistently across Queensland. Level four will also administer the RFS's operational and capital budgets and support their delegation to the appropriate people. Management level four is the strategic collaboration point with the other department services and functions and would be supported by the RFS Board.

11. Alignment with stakeholders

11.1 The RFS has a diverse number of stakeholders, these stakeholders are divided into service consumers (the broader community) and service enablers (local governments, Queensland Government Departments, non-government organisations etc). It is important that the future operating model of the RFS has strong engagement with stakeholders and identifies opportunities to align its service delivery model with key consumer risks, and its

service enablers. In addition, it is important for RFS to have integrated engagement with the internal service membership.

12. Creating an empowering authorising environment

- 12.1 A modern and contemporary service requires an authorising environment that empowers RFS Staff and Volunteers to undertake their roles. The authorising environment should consider the incorporation of functions, boundaries, roles and duties into a legislative framework. This will empower volunteers and ensure adequate protections are provided.
- 12.2 The RFS has identified a need for the legislative reform in relation to the current authorising environment for volunteers. Any future act providing coverage to the RFS will need to address a number of fundamental issues and challenges being faced by the RFS.
- 12.3 The application of powers to volunteers under the current act is ambiguous and provides confusion in RFS Brigade Areas. The purpose of this act would be to establish the structure and functions, application, funding, compliance, areas of operation and recognition of volunteers within the RFS as authorised fire service officers.
- 12.4 To enable the future functions of the RFS it is important that there be a modernisation of the department policy and doctrine frameworks to ensure they reflect key areas of reform, including a greater integration of the C6I principles and any legislative reform.
- 12.5 RFS must also continue to maintain coordination of the key enabling frameworks including the State Bushfire Plan and Committee, State Bushfire Planning

13. Managing Population Growth in Rural Areas

- 13.1 Queensland has one of the highest population migration rates in Australia, with the current growth rates, comes an increased need for Governments to unlock land for development. This in turn sees the urban fringe push more and more into rural and regional areas across the state.
- 13.2 This pattern of growth brings a number of risks and challenges for the RFS now and into the future. These risks include physical ones, with increased populations moving closer to more volatile and flammable vegetations leading to increased bushfire risk.
- 13.3 There is also a significant risk of change in area profiles, with RFS Brigades Areas becoming more urbanised, leading to a change in service delivery requirements.
- 13.4 There is also a positive opportunity for RFS to adapt the Service's capability model to be able to deliver village firefighting response.

14. Operational C3I – Command, Control, Coordination and Intelligence

- 14.1 RFS operates across a broad range of landscapes and environments when delivering services to community. Whilst RFS is committed to delivering a future C6I incident response

model, there is a need to continue to use a baseline C3I model in managing low level incidents.

14.2 The C3I model has long been the foundation of operations for RFS and its partners. When applied in a single Service response situation, the C3I model has been effective in delivering an outcome.

14.3 RFS operates a vertical and lateral information and coordination pathway across the service and other agencies when providing response to emergency incidents. The use of the AIIMS Incident Management Framework provides the foundation platform for the application of the C3I model.

14.4 Moving forward, there is scope for the use of C3I in managing low level single service incident response, however, as has been shown in recent reviews into major incidents, the C3I has limited application in broad scale disaster operations or more complex incidents.

14.5 The breakdown of the C3I model is as follows,

14.5.1 Control - the overall direction of response activities in an emergency, operating horizontally across agencies.

14.5.2 Command - the internal direction of personnel and resources of an agency, operating vertically within the agency.

14.5.3 Coordination - the bringing together of agencies and resources to ensure effective preparation for, response to and recovery from emergencies.

14.5.3 14.5.4 Intelligence

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15. RFS People

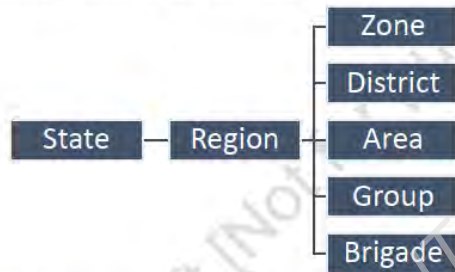
15.1 RFS's People are the single highest valued asset the Service has, through its people the RFS is able to deliver connection and service to community. The future success of the RFS is based upon the level of investment it makes in its people.

15.2 Moving forward into the future, RFS's growth and expansion metrics are focused on value adding to volunteer's time in the service, by increasing engagement time with staff to deliver key service functions like, training, operational response, de-briefing, meetings and so on.

15.3 By reducing the Area's span of control to more manageable numbers through the introduction of more staff and area offices, RFS will be able to facilitate a more positive connection with brigades.

15.4 The leadership hierarchy within the RFS is reflective of the volunteer workforce that it represents. It is important for the RFS that its leaders have a strong foundation knowledge of what it takes to lead, to manage and to be a volunteer.

- 15.5 To enable a pathway of progression and opportunities for volunteers, RFS must offer an integrated learning pathway that provides opportunities from progression through all ranks of the RFS.
- 15.6 To support RFS's people, there is a strong need to develop RFS's managers to be leaders of people.
- 15.7 To support the management of its people and to manage the interoperability across the Department of Fire, RFS is proposing the introduction of a multi-layer management system.
- 15.8 A key area of focus being around expanding the role of Group in the hierarchy of command and building an operational coordination level across Areas at the District level. In addition, the creation of a Zone management layer is intended to provide a strategic linking layer between State and Regional initiatives and Areas, Groups and Brigades.



- 15.9 To achieve an effective people focused management model, RFS has developed a series of aspirational staff to volunteer ratio targets. The current ratio of total staff to volunteers for RFS is 1: 199 (staff: volunteer), when this is broken down further to direct volunteer contact and support, this figure increases to 1:376.
- 15.10 Within the next five years, the RFS has a goal of reducing the overall ratio down to 1:107 and direct support ratio down to 1:226. RFS proposes to achieve this in partnership with the Department of Fire and investing in recruitment and the creation of additional Area Offices to support frontline delivery services.

Commented [M11]: Needs some clarity...Confusing ratio

Positions	Service Delivery Ratio
Chief Officer (Deputy Commissioner equivalent Rank)	1:1 Portfolio
Region Deputy Chief Officers (Assistant Commissioner equivalent Rank)	1:2 Zones /Portfolio
Zone / State	1:3 Districts / Portfolio's

Assistant Chief Officers (Chief Superintendent equivalent Rank)	
District / State District Officers (Superintendent equivalent Rank)	1:4 Areas Directors (3) & Managers of Mitigation (1)
Area / State Area Director (Inspector) Manager of Mitigation	1:3 Service Delivery Areas (3 x RO2 and 3 x RO1) 1:3 Local Government Areas 1:3 Areas of Major Risk
Service Delivery Area Area Operations Officer (Rural Officer 2 Rank) Deputy Area Operations Officer (Rural Officer 1 Rank)	1:4 Groups 1:40 Brigades

* Table 1 - RFS Aspiration Staff to Volunteer Ratios Table

16. RFS Value Statement

- 16.1 The RFS in Queensland was founded and empowered under the Rural Fires Act of 1927. After the challenges of the Great Depression and World War Two, Rural Communities across Queensland once again came together to form brigades to protect their properties and communities from bushfires.
- 16.2 The formation of Rural Fire Brigades across Queensland has always had a single core principle at its heart, this is the principle of *"neighbour helping neighbour to protect their community"*. During its ninety-five-year history, Volunteers from Rural Fire Brigades have provided support in response to many major fire and disaster events across Queensland, Australia and around the world.
- 16.3 RFS has demonstrated over the last 95 years, the valued role the service plays in supporting and leading Queensland disaster and emergency responses.
- 16.4 The nexus between RFS volunteers and their community is a key element of RFS' value proposition to the department and whole of Government.
- 16.5 The value that the RFS contributes to community safety comes from:
- 16.5.1 Local people trained, equipped and ready to respond on short notice
 - 16.5.2 Their local knowledge
 - 16.5.3 Their capacity in large scale events when other agencies are overwhelmed
 - 16.5.4 Their connection to the community – personally invested in the safety and resilience of communities.
 - 16.5.5 They are best placed to lead on community-based prevention and preparation.

16.5.6 They are a cost-effective capability that builds community safety and provides a 24/7 response capacity.

17. Capital Works Program

- 17.1 RFS has outlined a clear future focus for the implementation of a sustained department funded capital works program. RFS is focused on delivering the facilities needed to maintain and improve regional service delivery, whilst managing key departmental challenges. RFS is drawing upon lessons learnt from 70 years of Rural Fire Brigades building stations, to deliver modern facilities that support the RFS volunteers well into the future.
- 17.2 To achieve this RFS will need to expand upon its current capital works budget. The investment will provide the ability for RFS to achieve its aspirational goal of building new stations for brigades each year.
- 17.3 The RFS future capital works program is driven by three strategic principles.
- 17.3.1 Sustainable
 - 17.3.2 Collaborate
 - 17.3.3 Standardisation including Local Solutions to local issues/needs and Benefits.
- 17.4 The key objective of the strategy is to assist local businesses across Queensland to benefit from the building of RFS Stations. The Strategy proposes to achieve this by providing standard designs and land requirements to be built by local contractors and service providers. This will ensure that where possible State Capital works funding is spent in Regional Queensland.

18. Outcomes and Strategies

- 18.1 RFS through the strategic and operational implementation of this concept of operations document, is seeking to deliver a modern, well resourced legislatively empowered volunteer fire service, that is well placed to mitigate risk and respond to future emergency and disaster situations.
- 18.2 This Concept of Operations is seeking to guide the overall development of key investment strategies that will enable the delivery of RFS capabilities into the future. Using the foundations of this Concept of Operations, RFS will engage in targeted capability uplift projects over the next ten years. Each project will serve to enhance the volunteers' abilities to deliver frontline mitigation operations and emergency response.
- 18.3 Using the principles outlined in this document, RFS is seeking to build a fire service with a strong focus on mitigation of hazards using evidence-based decision support platforms. This will be achieved by making additional investments in resourcing of mitigation services. In addition, RFS is committed to changing the way fire is used in the landscape, by adopting

strong traditional ~~(cultural)~~ burning practises that support protection of community through ecological burning.

Commented [M12]: We need to get some consistency across our terminologies, in relation to traditional? Or Cultural? Burning practices.

18.4 The Rural Fire Service (RFS) in 2030 is closely connected and representative of the communities in which they exist. RFS is committed to holding meaningful consultation with representatives from groups with barriers to communication (e.g. culturally and linguistically diverse (CALD), disability) to develop appropriate information products and volunteering opportunities. Enable more community members to participate and continuing to improve multiple pathways to joining as a volunteer to enable faster recruitment (increase attraction).

18.5 RFS is seeking to actively advocate ~~age~~ as subject matter experts to work with the community to mitigate challenges. Using platforms such as ~~the~~ Area Fire Management Planning, RFS can receive and provide input to and from communities to establish priorities.

18.6 RFS is seeking to continue delivering bushfire management strategies that ~~is~~are ~~accessable~~accessible for communities ~~that will~~which allow opportunities for Queensland communities to actively participate across prevention, preparedness, response and recovery (PPRR) within their identified capacity and capabilities

18.7 Communities are recognised and valued as a strategic partner. RFS is actively seeking to make contributions to community knowledge and capability as a ~~priority~~ised.

18.8 Volunteers are valued as key contributors to Queensland Fire ~~and Emergency Services~~ Department (QFD) ~~and we need to~~ ~~De~~velop flexible pathways to contributing (increase retention, recognise existing skills, minimise training impost).

18.9 Individuals have a range of flexible options to volunteer, RFS is committed to continuing the improvement of current RFS website and mobile application to provide timely accurate and useful information to communities. To increase engagement, RFS is seeking to modernise and simplify the permit to light fire governance system in working with the community.

19. Training and Capability Development

19.1 Now and into the future RFS is committed to delivering the Rural Fire Development Framework (RFDF). The RFDF is ~~building~~ a complete firefighter development program that delivers well rounded and highly skilled firefighters ready to support their community. The RFDF also provides a linking pathway for the progression of volunteers through to the permanent employment ranks within the RFS.

19.2 The RFS is committed to the delivery of the RFS Staff Development Framework (SDF). The SDF is a program that delivers a broad combination of leadership, management and operational skills to assist RFS staff in delivering support to volunteers.

19.3 The RFS is committed to ensuring training maintains alignment with the current Public Safety 2019 training package frameworks and contents. In addition, the RFS will continue to strive for industry best practice in the field of training to ensure the service will continue to meet the recommendations and findings of the 2019/20 Black Summer Natural Hazards Royal Commission.

20. Operational Fleet Program

20.1 The RFS future fleet profile is proposing a transition from a wholly outright ownership model to a hybrid model of ownership and leasing. This model is intended to support the department in achieving financial and safety targets by reducing the age profile of the fleet, thus decreasing the maintenance cost of upkeep.

20.2 The proposed hybrid model would also see a transition of the fleet to a push model, whereby, State RFS would engage Areas to undertake needs assessments of brigades resourcing based on fixed replacement dates. This model allows for better scheduling of builds and funding models to support the programs.

20.3 The Hybrid program would also see the introduction of modular constructed firefighting bodies, that are designed to be inter-changeable between appliances. This would allow a minimum of 2 vehicles cycles per body. The modular construction would also allow for easier alteration of the bodies to suit new capabilities (such as; RCR or other technical roles). This would allow for greater flexibility with the future fleet as appliances can be moved to manage mileage and be altered on the fly to address the brigade's response profile.

20.4 The proposed hybrid model provides greater flexibility with better value for money from the hybrid arrangements. Whilst addressing key government and department requirements around value for money and worker and volunteer safety.

21. Operating Environment.

21.1 To enable the enhancement to service delivery model to occur, there is a need for a short-term focus on increasing the management support at level one and two for brigades. In addition to the enhancement to the current service delivery model, there is a requirement to re-define the current role of the Area Inspector and their associated staff.

21.2 The Area Office would take a more operational, community and stakeholder engagement focus. This would include delivering training and undertaking operational readiness activities. The secondary business functions currently undertaken by the Area Office, would transition to the Service Business Management functions.

21.3 The Operational structure of the Service would be centred around balancing the alignment of risk against the resourcing required to efficiently and effectively support brigades to manage or mitigate the known hazards within the RFS's service delivery area.

21.4 The establishment of level one management areas could consider the following elements.

- 21.4.1 Known hazard types
- 21.4.2 Number of known high risk locations within an area,
- 21.4.3 Number of brigades to be serviced by level one management unit,
- 21.4.4 Local Government boundaries,
- 21.4.5 Local or District Disaster boundaries,
- 21.4.6 Known area complexities,
- 21.4.7 Other agency or stakeholder boundaries.

21.5 The RFS service delivery model would be founded upon the local community needs. Where a community is not appropriately serviced by other Services or Agencies, RFS will work towards ensuring that a full firefighting capability is available to the community. To meet this capability requirement, the RFS will work towards the re-introduction of traditional capabilities or establishment of new capabilities to ensure community safety is maintained across a brigade area.

21.6 The RFS would also seek to establish a specialist response capability within the service, this branch would oversee key capabilities such as Air Operations, Remote Area Operations, Road Crash Rescue, Large Animal Rescue and Breathing Apparatus Management.

22. Strategic Focus Areas.

22.1 The strategic focus of the RFS over the coming 10 years is centred around building capable resilient communities. Aligning RFS to the C6I principles will assist in shaping a strong flexible service delivery model that supports coordination with community across all aspects of the PPRR spectrum.

22.2 To ensure future sustainability of the RFS's service delivery model, the Service is focusing on using an evidence-based approach to addressing the risk to resourcing equation.

22.3 The fields of key strategic focus for RFS in the coming decade are

- 22.3.1 Firefighter training and capability development
- 22.3.2 Bushfire Risk Mitigation
- 22.3.3 Response capability growth
- 22.3.4 Operational fleet and facility design and investment

23. Risk environment and challenges

23.1 In the coming decade RFS is committed to implementing strategies and policy's that address a number of key enterprise risk within the service. These include,

- 23.1.1 Workforce wellbeing and capability – RFS's people are the services most valuable assets and ensuring their physical and psychosocial health is paramount to RFS's ability to deliver service delivery goals.
- 23.1.2 Sustainability of Service Delivery - RFS operates in a diverse and dynamic environment encompassing various stakeholder groups with complex needs and at times opposing expectations, which can result in unsustainable service delivery.
- 23.1.3 Fraud and Corruption - "RFS business and operational activities present the opportunity for fraud and corruption to take place, which can severely undermine our ability to deliver core functions effectively. "
- 23.1.4 Culture, Cohesion, Diversity, Equity and Inclusion - RFS is a diverse and complex Service encompassing operational and business functions which rely on supportive and collaborative working relationships to achieve successful outcomes for the community. Moving into the future RFS should promote and model respectful relationships and embrace diversity, equity, and inclusion in all aspects of the work it undertakes.
- 23.1.5 Workforce Conduct – RFS staff and volunteers are highly recognisable in the public landscape with greater exposure to scrutiny for their actions.
- 23.1.6 Fleet and Infrastructure – RFS relies on fit for purpose and sustainable fleet and infrastructure to support both operations and business critical functions to deliver effective and efficient services to the community.
- 23.1.7 Workforce Capability & Capacity -RFS operates in a diverse and complex environment where staff and volunteer capacity and capability is vital to delivering services to the community in an effective and safe manner
- 23.1.8 Command, Control and Coordination - "RFS must deliver contemporary and effective response and mitigation services that meet Queensland communities' needs and it is vital that our command, control and coordination delivery is effective in meeting these requirements.

24. Policy Board

- 24.1 The introduction of a RFS Policy Board (the Board). The Board would be made up of representatives from the Bushfire Industry, including members from professional peak bodies, industry experts, affiliated government departments and community representatives.
- 24.2 The proposed purpose of the Board is to determine policy and provide strategic advice to the Chief Officer RFS surrounding the efficient and effective running of the Service. This advice would be in the key areas of Prevention, Preparedness, Response and Recovery. The establishment of the Board will combine a group of experts in the field of Rural Fire

Management to guide policy that supports the RFS in delivering the Ministers intent for the Service.

25. Risk to Resourcing

- 25.1 RFS have historically used a number of approaches to target resource allocation (both human and physical) for Brigades, including the use of a Standards of Fire Cover and a Resource Allocation Planning System to aid in the development of future service delivery models.
- 25.2 There is an opportunity to improve how RFS undertakes its service delivery model through targeted resource allocation and capability required for brigades based on a multifactorial risk analysis of local government areas.
- 25.3 RFS will continue investing in advance intelligence capabilities to better enhance understanding and application of fire prevention and response resourcing in the decade ahead.

Document Reference Table

- Independent Review of Queensland Fire and Emergency Services Final Report, 2 November 2021, Dan Harradine, Partner KPMG, David Ibels, Partner, KPMG.
- C4I Foundation Review, Command, Control, Coordination, Communication, and Intelligence (C4I), 31 August 2018, Author, Maurie McNam AO, Major General (retired).
- CFS 2020 to 2023 Strategic Paper

Reference Legislation (Queensland Acts of Parliament)

- *Queensland Fire and Emergency Services Act 1990.*
- *Financial Accountabilities Act 2009,*
- *Work Health and Safety Act 2011*
- *Disaster Management Act 2009*
- *Local Government Act*
- *Corporations*

Act

Annexure - Independent Review Recommendations

The Independent Review into Queensland Fire and Emergency Services made a total of nineteen recommendations in relation to reforms within the wider department. Of the nineteen, nine are directly related to the RFS and provide the drivers for future change and enhancement within the Service.

These recommendations are;

1. To simplify, emphasise and focus efforts in relation to fire and emergency services activities in Queensland, establish a new, integrated department consisting of the current Fire and Rescue Service (including Auxiliary staff), Rural Fire Service, FireCom and appropriate elements of QFES' current Corporate Services Division.

5. Create the new entity as a department of the Queensland Government, with the Commissioner maintaining all the powers of a Chief Executive under the Public Service Act 2008.

6. Establish a specific Project Management and Cultural Reform Office to drive the implementation of recommendations and focus specifically on the cultural and organisational reforms necessary to give effect to the structural changes, ongoing integration of the new entity and drive collaboration between the elements of the new agency.

7. Conduct a detailed functional and structural review prior to the separation of functions from QFES, focused on: reducing duplicated functions and organisational layers to allow more effective decision making; examining opportunities to centralise administrative processes to reduce their impact on front line service delivery; and considering ways in which the existing workforce could be better utilised to address any latency that may be present in current staffing models.

8. Establish a specific leadership program to support continued focus on a diverse and inclusive culture that is representative of the community, with a clear emphasis on continuing to modernise, diversify and establish operational and strategic leadership capabilities in a way that breaks down silos, drives an inclusive fire and emergency service and which ensures ethical decision-making and acceptable workplace conduct is central to operations.

9. Develop and publish performance against (on a regular basis, ideally quarterly) an Outcomes Framework setting out:

- Outcomes-based fire (and broader emergency) services' performance measures;*

- Strategic effectiveness measures across the Prevention, Preparedness, Response and Recovery (PPRR) framework, but focused within the
- remit of the new organisation;
- A formal interoperability plan, focused in two specific parts to drive interoperability between elements within the new organisation and more
- broadly to clarify the new entity's role within the emergency and disaster management system in Queensland;
- A clear link between resource planning/service analysis and community outcomes; and
- Goals to (and progress against) improve(d) operability across professional, auxiliary and volunteer firefighter organisations.

The Outcomes Framework should emphasise the breadth of the PPRR framework, adopting an 'all hazards' approach, and not be solely focused on traditional fire and rescue response activities.

13. Work with local government to establish a reporting requirement for Councils' funding, costs, assets and liabilities that support services currently provided by Queensland Fire and Emergency Services, including the Rural Fire Service Levy and local government expenditure for the State Emergency Service, to create a 'full financial picture' of the services operated by the new entity and the Queensland Police Service.

14. As part of the machinery-of-government changes to relocate State Emergency Service, Disaster Management and Marine Rescue functions, subject to the extent to which the State Emergency Service Levy ameliorates the cost impact of moving those functions to the Queensland Police Service, conduct a zero-based budgeting exercise to determine the elements (if any) of the Service Delivery Statement funding breakdowns (as set out in KPMG's report) to be re-allocated, focussing on budgeting within agencies to clarify the cost of service delivery. This should occur following the establishment of a State Emergency Service Levy which would likely offset the funding requirements relating to the State Emergency Service, Disaster Management and existing Marine Rescue moving to the Queensland Police Service.

15. Following the necessary budget adjustments arising through machinery-of-government changes, adopt a staged process – using a risk-based approach that considers the changing nature of fire services, the impact of climate change and which leverages the newly created service planning capability recommended in this Report – to prioritise funding for the Rural Fire Service to address bushfire, landscape fire and broader rural and seasonal fire risks into the future.

16. Reduce the senior executive structure (Deputy Commissioner and Assistant Commissioner levels) of the new department to reflect the streamlined, more focused nature of the new entity, informed by the detailed structural and functional review set out at Recommendation 7. The structure should support a geographic leadership model that clarifies command and control arrangements.

17. In recognition of both the substantive changes arising because of the recommendations contained within this Report, and the age of the statutes, undertake the following legislative and policy reform projects:

- Review the Fire and Emergency Services Act 1990 and the Disaster Management Act 2003, with a view to modernising both pieces of legislation and (with regard to the Fire and Emergency Services Act 1990) clearly addressing the role of professional and volunteer firefighters (including providing the same legislative protections to auxiliary and volunteer firefighters as afforded to professional firefighters);
- Move the provisions of the Fire and Emergency Services Act 1990 relating to the State Emergency Service into the Disaster Management Act 2003;
- Clarify the Commissioner of Police as the Chief Executive for the purposes of the Disaster Management Act 2003;
- Clarify that the Commissioner of Fire continues to play a key leadership role as part of the State's emergency response and disaster arrangements where they relate to fire or emergency services activities within the remit of the new agency;
- Update Public Safety Preservation Act 1986 to reflect the importance of protecting economic, heritage and cultural sites (in addition to current considerations relating to life and property);
- Examine the role of landholders in relation to prevention, preparation and response activities, with a specific focus on determining whether additional powers are required for firefighters to address at-risk circumstances and more rapid action as fire events escalate;
- make consequential amendments arising as a result of the recommendations of this Review, where necessary; and
- review and update the Queensland State Disaster Management Plan, following the machinery-of-government changes.

18. Develop a formal interoperability plan for the new organisation, supported through an appropriate legislative remit developed as part of legislative review activities recommended by this Review, with a long-term vision of clearly defining, drawing together and empowering the services provided by professional, auxiliary and volunteer firefighters. This plan should recognise

the histories and respect the differing levels of expertise required of different service types and ultimately acknowledge the need to modernise approaches across the PPRR framework – specifically relating to fire and emergency activities. This should be done in a manner to address changing risk profiles, harmonise training activities and provide a more coordinated approach (across urban and rural operations) to planning, funding and support, to achieve a more integrated approach that meets the needs of the Queensland community into the future.

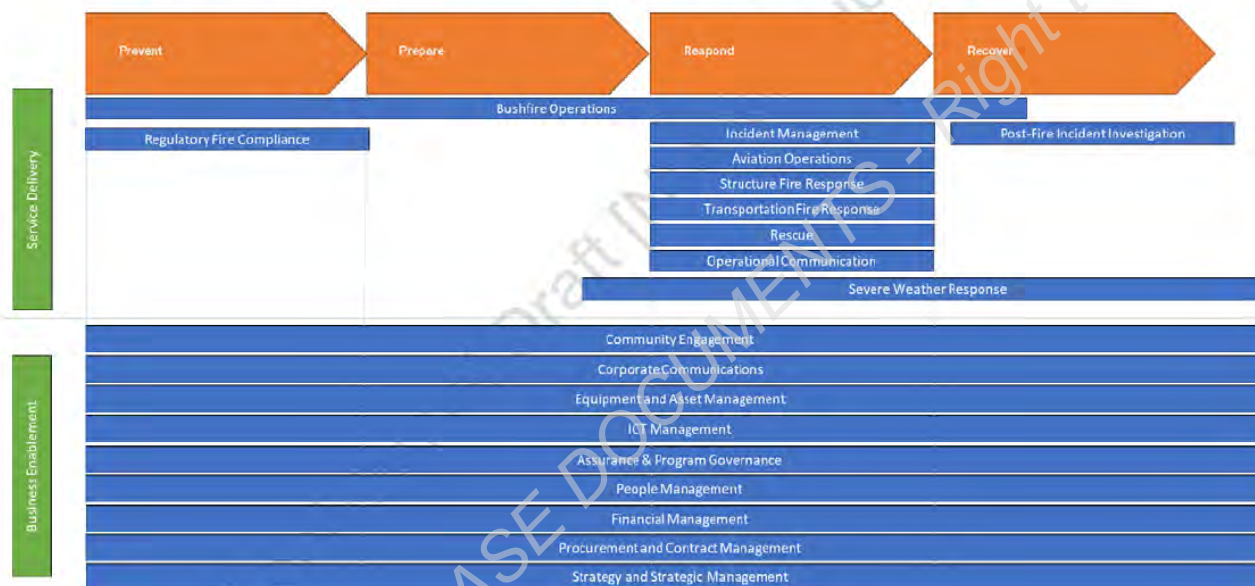
19. *The implementation of reforms set out in this Report should adopt an approach that is staged, planned and that recognises certain high priority recommendations can be expedited, while others will require further consultation and engagement as part of the implementation process.*

Annexure Two – RFS Capability Model

The RFS Capability Map provides the foundation point for building future capacity within the Service.

RFS Capability Map

The ability to achieve a desired effect through having the capacity to mobilise the right people with the right training, the right information, and the right equipment in the right place at the right time.



[Confidential]

Rural Fire Service – Building a stronger Service for 2040 and Beyond



Concept of Operations

- The RFS Concept of Operations document is has been drafted through a lens that is focused on positive change. The evolution of the RFS since its inception has been one of growth standing on a solid foundation.
- As the new day dawns and the deign of the Queensland Fire Department takes shape, RFS is well positioned to define its presence in the Department and to take its place as the leader in Queensland of Bushfire Response and Mitigation operations.
- In the recent past, the RFS has made significant innovations that have advanced the quality of support provided to its volunteers.



Our Vision

“A modern well-resourced, capable, independent Rural Fire Service, that supports communities in times of bushfire and other natural disasters”.



Our Mission

To empower, train, sustain and equip RFS Volunteer to provide high frontline emergency response and hazard mitigation operations to ensure the protection of all Queensland Communities.



Key drivers of change for the future

- **Leading Bushfire Capability in Queensland** – Currently the RFS is the lead for bushfire response and mitigation in Queensland. Moving into the future RFS has a vision to further empower volunteers and staff to deliver this capability efficiently and effectively in the protection of Queensland Communities.
- **Connection to Community** – RFS is the largest community lead volunteer emergency services capability in Queensland. By its nature and design RFS provides a collection point for a large representation of the Queensland Community, to ensure RFS's sustainability into the future, the service needs to ensure it continues to understand communities and align service delivery to community expectations.
- **Climatic impacts** – the evolution of climate changes is a key driver for change in RFS, as the Capability lead for bushfire response and mitigation it is imperative that the RFS remains at the forefront of technology and continues to invest in developing volunteers and communities to take an active role in mitigating the known hazards to their communities.
- **The 2019/20 Black Summer Fire Royal Commission Recommendation** – the lessons learnt from the 2019/20 Black Summer will shape and drive the future development of the RFS. The findings of the Royal Commission highlighted the need for stronger investment by Governments in firefighting resourcing and capabilities as was as building resilience within Australian communities.



Current key business constraints – Staff to Volunteer Ratio

- The ratio of staff to volunteer engagement time – staff due to the high number of brigades within the current area footprints have limited time each week to provide support to brigades. Using the following equation (*staff availability hours – personal administration hours, business process follow up divided by the number of Area Brigades = number of weekly engagement hours*) the RFS Area Office has 1 hours per week to dedicate to a single brigade.
- The Independent Review identified a ratio of 1 staff member per 199 volunteers in Queensland, broken down further, the current direct frontline staff to volunteer engagement model has a ratio of 1:376 staff: Volunteer. This figure is between 110% to 180% above over states volunteer fire services.
- Currently, there is a significant disparity between the number of Local Governments serviced by a single Area Office within the RFS.
- Requirements for business management, service delivery uplift, risk mitigation planning, management of fleet and built assets all fall to the Area Director to coordinate. This provides a significant impost on the their ability to deliver core service delivery capabilities.
- Equivalent representation at executive levels within government, currently, the RFS has limited equivalent rank representation at the executive and strategic levels within the Department of Fire and across other elements of Government.



New Service Delivery Model Staff to Volunteer Ratio

- The uplift in staff and the reduction in Area Office to Brigade Ratio, will see the engagement metric increase from 1.0 hours per week per brigade up to 2.66 hours per week, depending on the implemented model.
- Expanded out, on average each Area Office will have an extra 68 hours a year engagement time with volunteers, this is equal to 2 additional weeks of contact per brigade.
- This will have a positive increase in engagement, retention, application of training and support for operations.



Current 18 Area Offices, 3 operational staff 20 hours of contact time / week / person.

Area Office	Staff Numbers	Area Brigades	Volunteers / Area	Engagement Hours / Week	Staff / Volunteer Ratio 1:1
Caboolture	4	30	1,201	2.67	300
Emerald	4	182	2,634	0.44	659
Gladstone	4	73	1,545	1.10	386
Mackay	4	90	1,681	0.89	420
Rockhampton	4	47	1,126	1.70	282
Cairns	4	121	1,959	0.66	490
Atherton	4	58	892	1.38	223
Bundaberg	4	35	816	2.29	204
Burnnett	4	76	1,744	1.05	436
Caloundra	4	36	1,078	2.22	270
Maryborough	4	56	1,217	1.43	304
North West	4	110	1,347	0.73	337
Townsville	4	70	1,516	1.14	379
South Coast	4	41	1,633	1.95	408
West Moreton	4	38	1,014	2.11	254
Darling Downs	4	68	1,648	1.18	412
Warrego	4	155	2,218	0.52	555
Western Rivers	4	113	1,826	0.71	457
Totals	72		27,095	1.34	376
-	-	-	-	-	-
Total Area Staff to Vol Ratio	376-	-	-	-	-
Total Staff to Vol Ratio	201-	-	-	-	-
-	-	-	-	-	-

Current State

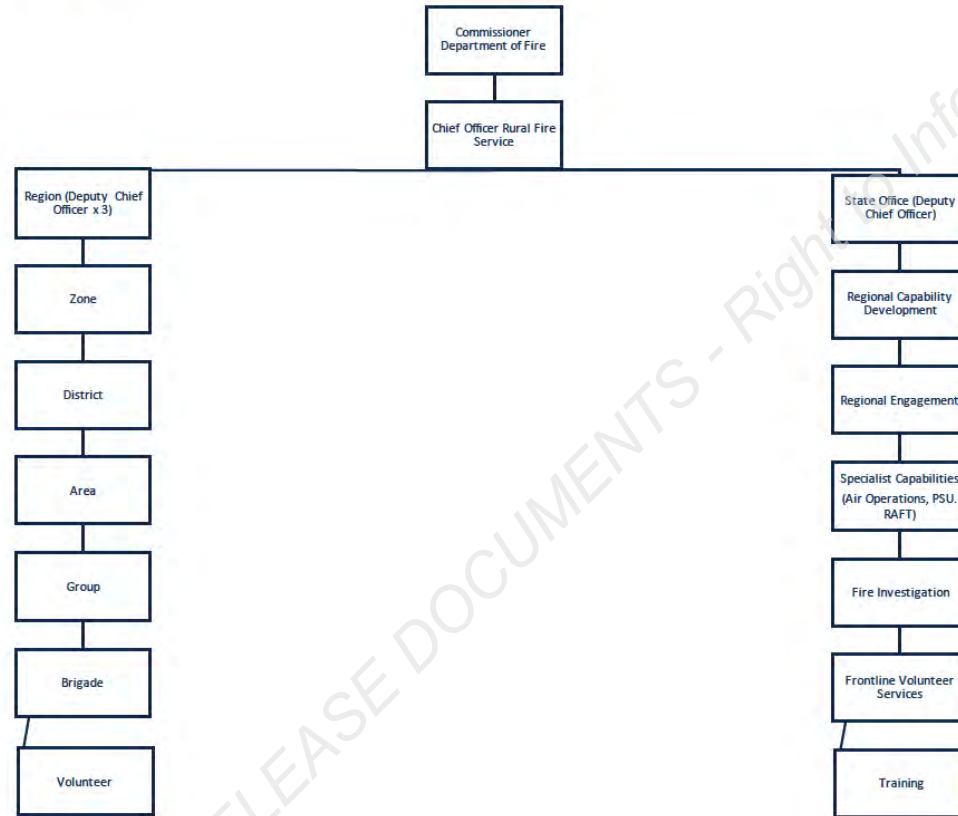


Three or Four Layer Management Model

- **Management level one (Area)** – is focused on frontline service delivery and supporting brigades, fire wardens and local area stakeholders. This level of management will provide senior operational command at incidents. This level of management is primarily a field-based management level, with minimal administration requirements.
- **Management level two (Zone / District*)** – is focused on enabling frontline service delivery. This level of management would support level one management by providing business and administrative support functions, volunteer training and fleet and asset management. This level of management would also support key functions such as mitigation, operational planning, compliance and investigation. In addition, management level two would also provide the surge capacity support for escalation of incidents being managed by level one staff.
- **Management level three (Region)** – is focused on managing the business functions that enable level one and two frontline service delivery. These functions include overarching strategic planning for the RFS Capital Works program, as well as other fixed assets and fleet management. Management level three will be the centralised coordination point for financial services, audit and compliance. This level of management will also see the highest escalation point for major incident management, with level three staff providing overarching strategic management of operations. It is at this level that cross agency collaboration would occur.
- **Management level four (Office of the Chief Officer RFS)** – is focused on the overarching strategic direction and management of the RFS. Level four sets the business and operations framework that enables frontline service delivery to occur consistently across Queensland. Level four will also administer the RFS's operational and capital budgets and support their delegation to the appropriate people. Management level four is the strategic collaboration point with the other department services and functions and would be supported by the RFS Board.
- ** To achieve a three tier management model, the district element is removed from the second level of management.*



Service Delivery Model



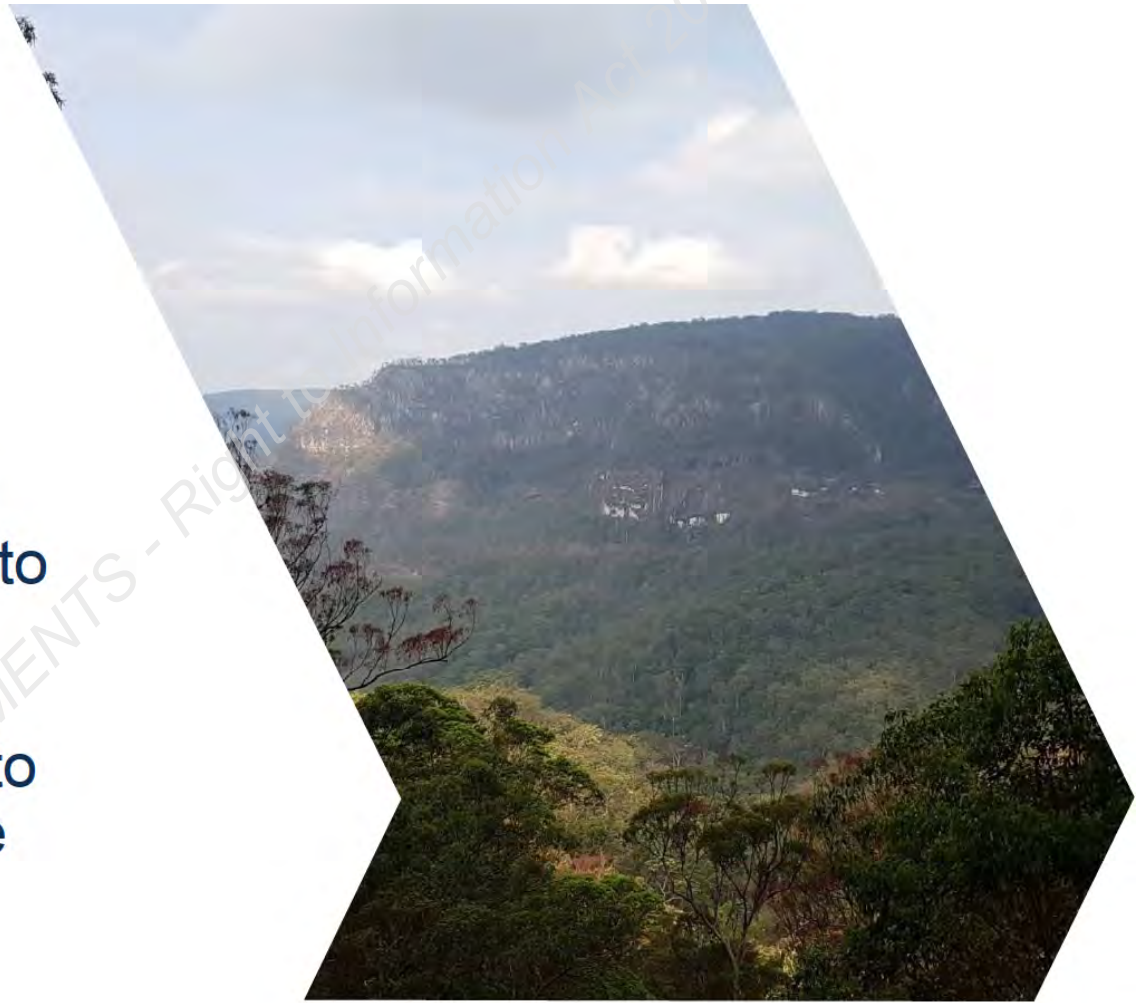
Target Ratios for Service Delivery Model

Positions	Service Delivery Ratio
Chief Officer (Deputy Commissioner Rank)	1:1 Portfolio
Region Deputy Chief Officers (Assistant Commissioner Rank)	1:2 Zones /Portfolio
Zone / State Assistant Chief Officers (Chief Superintendent Rank)	1:3 Districts / Portfolio's
District / State District Officers (Superintendent Rank)	1:4 Areas Directors (3) & Managers of Mitigation (1)
Area / State Area Director (Inspector) Manager of Mitigation	1:3 Service Delivery Areas (3 x RO2 and 3 x RO1) 1:3 Local Government Areas 1:3 Areas of Major Risk
Service Delivery Area Area Operations Officer (Rural Officer 2 Rank) Deputy Area Operations Officer (Rural Officer 1 Rank)	1:4 Groups 1:40 Brigades



Future State

This section is an aspirational business model, it is intended to show areas for potential investment and would provide RFS with metrics and service to client among the highest in the country.

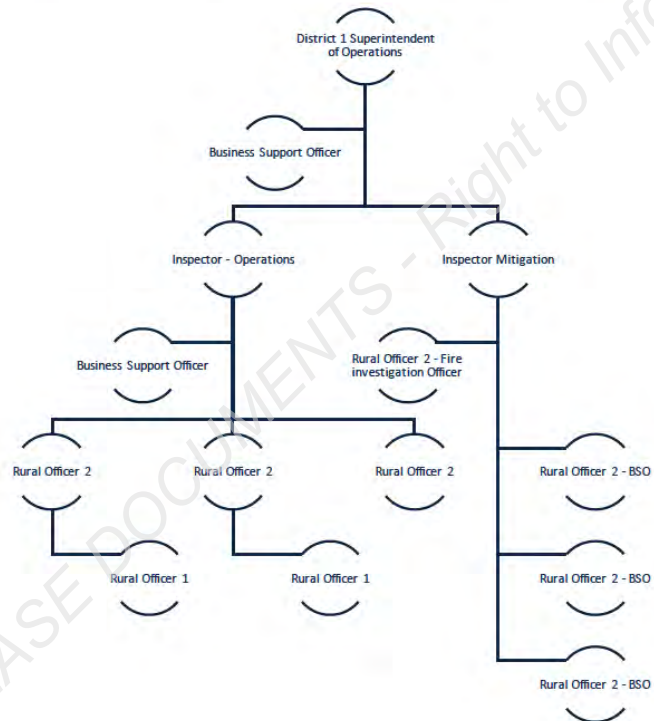


Area Office	Staff Numbers	Area Brigades	Volunteers / Area	Future Engagement Hours / Week	Staff / Volunteer Ratio 1:1
Caboolture	8	20	1,201	11.20	150
Emerald	8	85	1,404	2.64	176
Gladstone	8	75	1,545	2.99	193
Mackay	8	50	1,681	4.48	210
Rockhampton	8	47	1,126	4.77	141
Cairns	8	47	779	4.77	97
Atherton	8	44	892	5.09	112
Bundaberg	8	34	816	6.59	102
Kingaroy	8	32	617	7.00	77
Caloundra	8	36	1,078	6.22	135
Maryborough	8	27	567	8.30	71
North West	8	42	1,177	5.33	147
Townsville	8	69	1,516	3.25	190
Beaudesert	8	27	919	8.30	115
Hatton Vale	8	15	354	14.93	44
Darling Downs	8	42	1,648	5.33	206
Warrego	8	93	1,366	2.41	171
Western Rivers	8	85	1,137	2.64	142
Boulia	2	7	85	8.00	43
Normanton	2	7	85	8.00	43
Mareeba	2	43	711	1.30	356
Weipa	8	29	469	7.72	59
Barcaldine	8	85	1,230	2.64	154
Charleville	2	58	852	0.97	426
Gayndah	8	41	1,127	5.46	141
Gympie	2	31	650	1.81	325
Goondawindi	2	53	689	1.06	345
Esk	2	28	660	2.00	330
Mudgeeraba	2	21	714	2.67	357
Totals	184		27,095	5.10	139
Total Area Staff to Vol Ratio	345				
Total Staff to Vol Ratio	79				

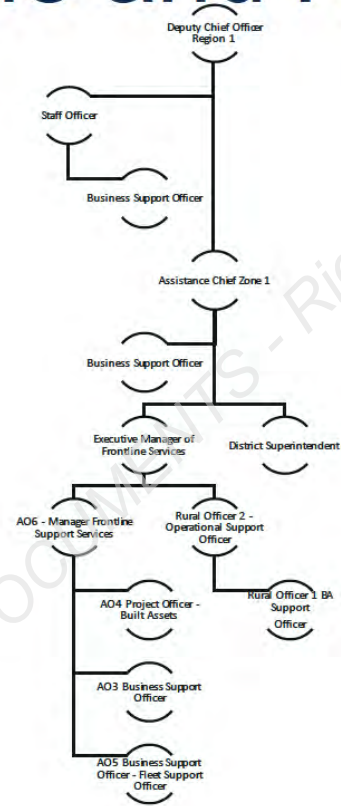
Future State



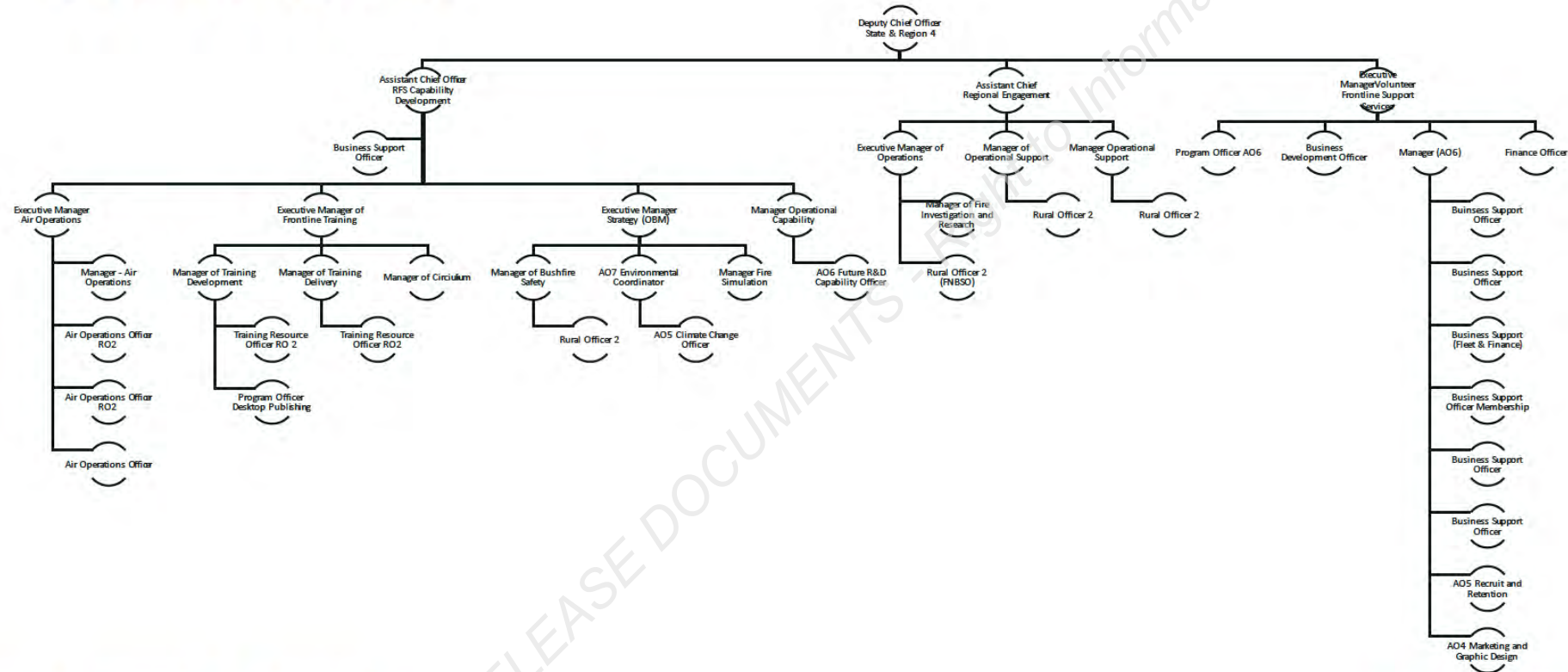
Future State Area / District Model



Future State Zone and Regional Models



State RFS



Potential Area Office and Service Delivery Hub Locations

	Region	Office Location	Zone	Staff Numbers	Zone Office Location	District Number	Staff Numbers	District Office	Office Location	LGA
State	Region One	Cairns	3	Zone One	16	Cairns	District 1	2	Boulia	Diamantina
	Region One						District 2	8	District Mt Isa	Mt Isa
	Region One						District 3	2	Normanton	Burke
	Region One						District 4	2	Mareeba	Cryodan
	Region One						District 5	8	District Cairns	Cairns
	Region One						District 6	2	Weipa	Kowanyama /Pormpuraal /Aurukun
	Region One	Rockhampton	3	Zone Two	16	Townsville	District 7	3	District Atherton	Atherton
	Region One						District 8	2	District Townsville	Charters Towers
	Region One						District 9	8	Townsville	Townsville
	Region One						District 10	8	District Mackay	Mackay
	Region Two						District 11	8	District Barcaldine	Barcaldine
	Region Two						District 12	8	District Rockhampton	Rockhampton
	Region Two	Rockhampton	3	Zone Three	16	Rockhampton	District 13	8	District Gladstone	Gladstone
	Region Two						District 14	8	Charleville	Quilpie
	Region Two						District 15	2	District Roma	Maranoa
	Region Two						District 16	8	District Dalby	Western Downs
	Region Two						District 17	8	District Bundaberg	Bundaberg
	Region Two						District 18	8	District Bundaberg	Bundaberg
	Region Two	Toowoomba	3	Zone Four	16	Dalby	District 19	8	District Kingaroy	South Burnett
	Region Two						District 20	8	Gayndah	North Burnett
	Region Three						District 21	8	District Maryborough	Maryborough
	Region Three						District 22	2	Gympie	Gympie
	Region Three						District 23	8	District Caloundra	Caloundra
	Region Three						District 24	8	District Caboolture	Caboolture
	Region Three	Toowoomba	3	Zone Five	16	Maryborough	District 25	2	Goondawindi	Moreton Bay
	Region Three						District 26	8	District Toowoomba	Toowoomba
	Region Three						District 27	8	District Toowoomba	Toowoomba
	Region Three						District 28	2	District Hatton Vale	Hatton Vale
	Region Three						District 29	8	District Beaudesert	Beaudesert
	Region Three						District 30	2	Mudgeeraba	Mudgeeraba
	Region Four	Brisbane	6	Zone Six	16	Toowoomba	Air Operations	8	Kedron	Kedron
	Region Four						Training	10	Kedron	Kedron
	Region Four						Regional Coordination	10	Kedron	Kedron
	Region Four						Capability Development	11	Kedron	Kedron
	Region Four						Volunteer Support	14	Kedron	Kedron
	Region Four						State Operations Unit	5		
	Total FTE Count		15		98			233		
Unallocated FTE Count										-92



Option Zulu

- Option Zulu provides a high level of staff to volunteer engagement hours and rations, this model also shows a workforce to volunteer ratio similar to the national average for Rural Fire Service across Australia.
- Option Zulu – 18 existing Area Offices
- 3 additional Area Offices (Weipa, Barcaldine, Gayndah)
- 2 additional Area Staff operational staff



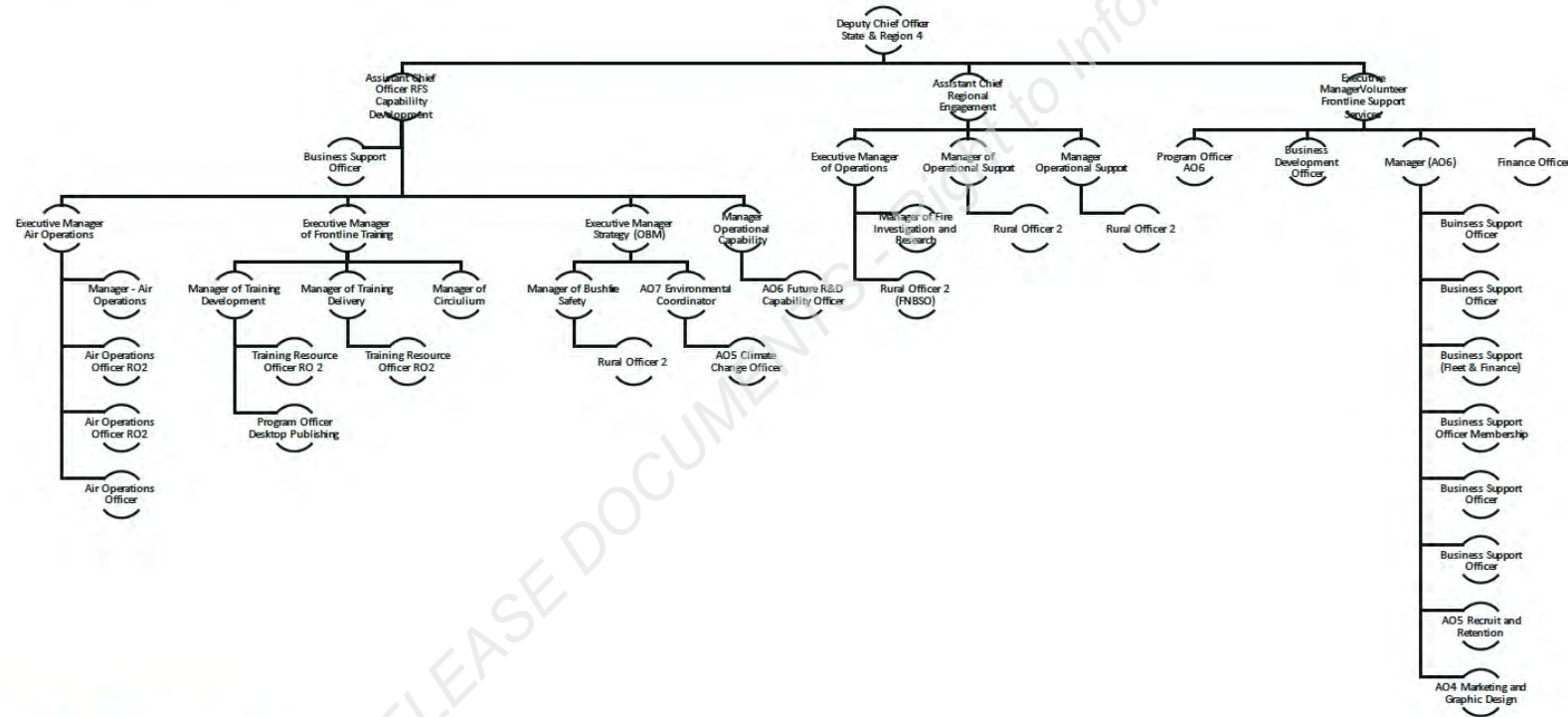
Option Zulu

Option Zulu - 21 Area Offices, 6 operational staff 28hrs of contact time / week/ person / 15 hours of Inspectors time

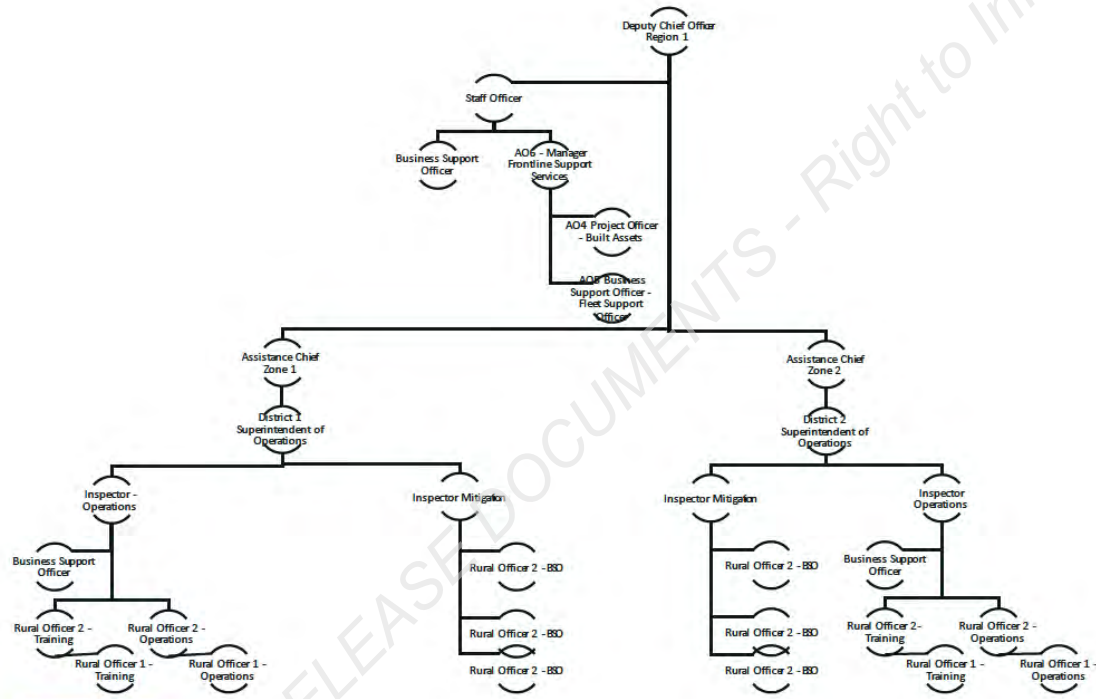
Area Office	Staff Numbers	Area Brigades	Volunteers / Area	Engagement Hours / Week	Engage Variance +/-	Staff / Volunteer Ratio 1:1	Ratio Variance +/-
Caboolture	5	30	1,201	4.23	1.57	240	60
Emerald	6	97	1,404	1.60	1.16	234	425
Gladstone	6	73	1,545	2.12	1.03	258	129
Mackay	6	90	1,681	1.72	0.83	280	140
Rockhampton	6	47	1,126	3.30	1.60	188	94
Cairns	6	92	1,490	1.38	0.72	248	241
Atherton	6	58	892	2.67	1.29	149	74
Bundaberg	6	36	816	4.31	2.02	136	68
Burnett	5	32	617	3.97	2.92	123	313
Caloundra	6	36	1,078	4.31	2.08	180	90
Maryborough	6	56	1,217	2.77	1.34	203	101
North West	6	111	1,347	1.40	0.67	225	112
Townsville	6	69	1,516	2.25	1.10	253	126
South Coast	5	42	1,633	3.02	1.07	327	82
West Moreton	5	39	1,014	3.26	1.15	203	51
Darling Downs	6	68	1,648	2.28	1.10	275	137
Warrego	6	155	2,218	1.00	0.48	370	185
Western Rivers	6	114	1,826	1.36	0.65	304	152
Gayndah	5	47	1,127	2.70	1.36	225	0
Weipa	5	29	469	4.38	4.38	94	0
Barcaldine	6	85	1,230	1.82	1.82	205	0
Totals	120		27,095	2.66	1.45	225	21
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
Total Area Staff to Vol Ratio	226						
Total Staff to Vol Ratio	107						



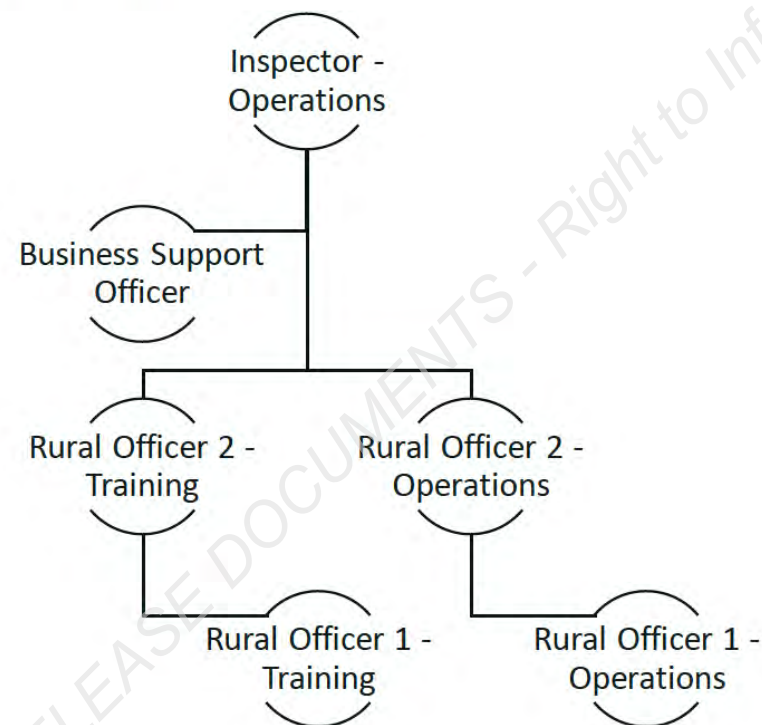
State Structure



Region and Zone Structure



Area Structure



Potential Area Office Locations

	Region Office Location		Zone	Staff Numbers	Zone Office Location	Office of Mitigation	Existing Staff Numbers	Uplift Staff Numbers	Area / District / Unit	Existing Staff Numbers	Uplift Staff Number s	Office Location	
Region One	Townsville	3	Zone One	8	Cairns	Cairns	3	2	Weipa	0	6	Weipa	
									Cairns	4	2	Cairns	
			Zone Two	8	Townsville	Townsville	3	2	Atherton	4	2	Atherton	
									Mackay	4	2	Mackay	
Region Two	Rockhampt on	3	Zone Three	8	Rochampton	Rochampton	3	2	North West	4	2	North West	
									Townsville	4	2	Townsville	
									Emerald	4	2	Emerald	
									Gladstone	4	2	Gladstone	
			Zone Four	8	Maryborough	Maryborough	3	2	Rockhampton	4	2	Rockhampton	
									Barcaldine	0	6	Barcaldine	
									Bundaberg	4	2	Bundaberg	
									Caloundra	4	2	Caloundra	
Region Three	Toowoomb a	3	Zone Five	8	Toowoomba	Toowoomba	3	2	Maryborough	4	2	Maryborough	
									Gayndah	0	5	Gayndah	
									Burnnett	4	2	Burnnett	
									Darling Downs	4	2	Darling Downs	
									Warrego	4	2	Warrego	
									Western Rivers	4	2	Western Rivers	
			Zone Six	8	Redland Bay	Redland Bay	5	1	Caboolture	4	2	Caboolture	
									South Coast	4	2	South Coast West	
									West Moreton	4	2	Moreton	
									Air Operations	7	0	Kedron	
Region Four	Brisbane	6	State						Training	10	0	Kedron	
									Regional Coordination	7	4	Kedron	
									Capability Development	8	3	Kedron	
									Volunteer Support	10	4	Kedron	
Total FTE Count		15		2			20	11		114	64		274.00
												Unallocated FTE Count	-20.00



Option Zulu

- Option x-Ray has no increases in Area Offices, however, there would be the establishment of 12 Service Delivery Hubs with an RO 1 and 2 to staff them.
- The Area Director would take on an increase Staff management role and would have limited engagement time with volunteers.
- Options X-Ray shows a decrease in staff contact time due to the application of resource across the 30 areas, due to the distance and the impacts that will have on the Area Inspector to have engagement hours with volunteers.



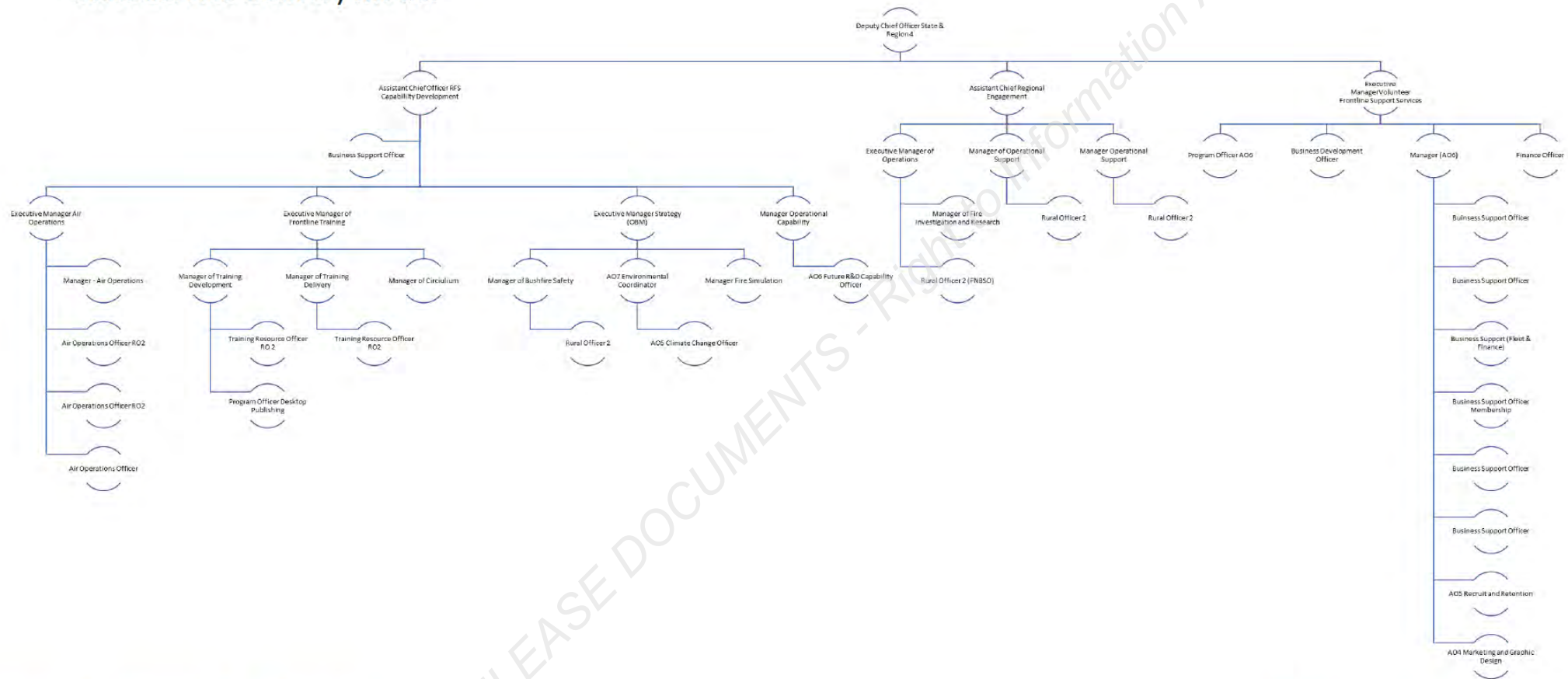
Option X-Ray

Option X-Ray - 18 Area Offices, 12 Service Delivery Hubs, 2 operational staff per Office 28 hours of contact time / week / person

Area Office	Staff Numbers	Area Brigades	Volunteers / Area	Future Engagement Hours / Week	Engage Variance	+/- Staff / Volunteer Ratio 1:1	Ratio Variance +/-
Caboolture	2	20	1,201	2.80	0.13	601	300
Emerald	2	85	1,404	0.66	0.22	702	44
Gladstone	2	75	1,545	0.75	0.35	773	386
Mackay	2	50	1,681	1.12	0.23	841	420
Rockhampton	2	47	1,126	1.19	0.51	563	282
Cairns	2	47	779	1.19	0.53	390	100
Atherton	2	44	892	1.27	0.11	446	223
Bundaberg	2	34	816	1.65	0.64	408	204
Kingaroy	2	32	617	1.75	0.70	309	128
Caloundra	2	36	1,078	1.56	0.67	539	270
Maryborough	2	27	567	2.07	0.65	284	21
North West	2	42	1,177	1.33	0.61	589	252
Townsville	2	69	1,516	0.81	0.33	758	379
Beaumont	2	27	919	2.07	0.12	460	51
Haughton Vale	2	15	354	3.73	1.63	177	77
Darling Downs	2	42	1,648	1.33	0.16	824	412
Warrego	2	93	1,366	0.60	0.09	683	129
Western Rivers	2	85	1,137	0.66	0.05	569	112
Boulia	2	7	85	8.00	6.66	43	0
Normanton	2	7	85	8.00	8.00	43	0
Mareeba	2	43	711	1.30	1.30	356	0
Weipa	2	29	469	1.93	1.93	235	0
Barcaldine	2	85	1,230	0.66	0.66	615	0
Charleville	2	58	852	0.97	0.97	426	0
Gayndah	2	41	1,127	1.37	1.37	564	0
Gympie	2	31	650	1.81	1.81	325	0
Goondawindi	2	53	689	1.06	1.06	345	0
Esk	2	28	660	2.00	2.00	330	0
Mudgeeraba	2	21	714	2.67	0.72	357	0
Totals	58		27,095	1.94	1.00	493	108
Total Area Staff to Vol Ratio	345						
Total Staff to Vol Ratio	107						



State Service Delivery Model

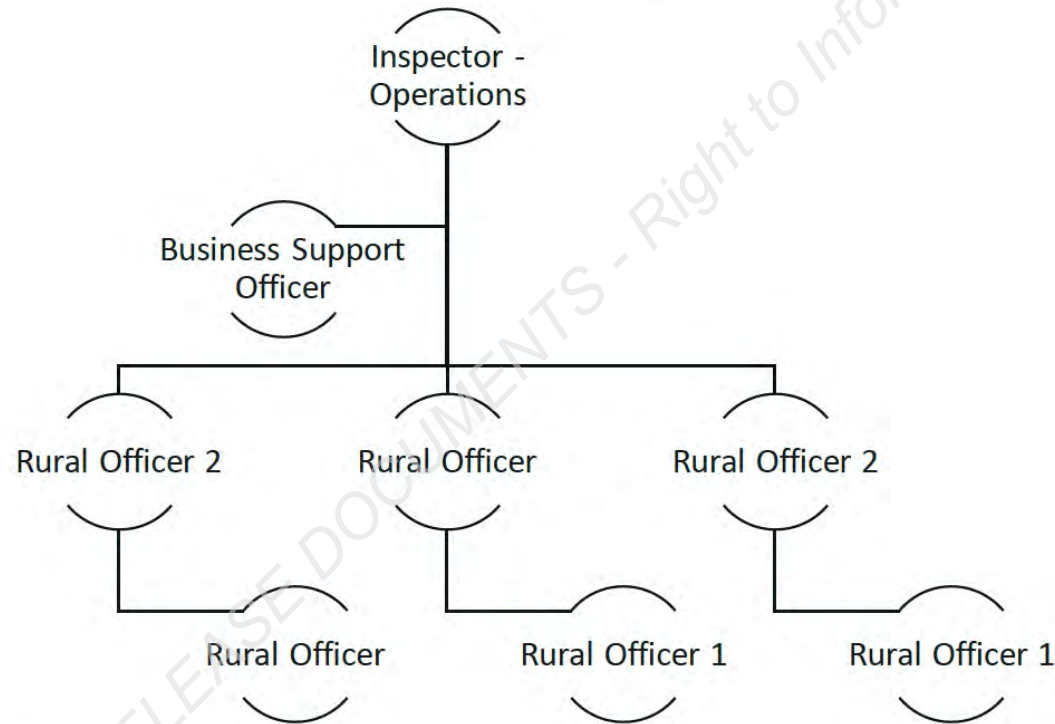


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graph TD
    DCO[Deputy Chief of Officer  
Region 1] --- SO[Staff Officer]
    DCO --- BSO1[Business Support Officer]
    DCO --- H1[ ]
    H1 --- ASO2[Assistant Chief Zone 2]
    ASO2 --- BSO2[Business Support Officer]
    ASO2 --- NP[Nurse Practitioner]
  
```



Area Office and Service Delivery Hubs Staffing Model



State	Region Office Location		Zone	Staff Numbers	Zone Office Location	District Number	Staff Numbers	District Office	Office Location	LGA	LGA	LGA	LGA	Existing or New	
	Region One	Cairns	Zone One	16	Cairns	District 1	2	District Mt Isa	Boulia	Diamantina	Boulia			New	
	Region One					District 2	3		Mt Isa	McInlay	Mt Isa	Cloncurry		Existing	
	Region One					District 3	2		Normanton	Burke	Carpentaria	Doomadgee		New	
	Region One					District 4	2		Mareeba	Crydon	Etheridge	Mareeba		New	
	Region One					District 5	3		Cairns	Cairns	Douglas	Wujal Wujal	Hopevale	Existing	
	Region One					District 6	2	District Atherton	Weipa	Kowanyama / Pomural / Aurukun	NPA & TS / Napranum / Mapoon	Lockhart River	Cook	New	
	Region One					District 7	3		Atherton	Cassowary Coast	Tablelands	Yarabah	Hinchinbrook	Existing	
	Region One					District 8	2		District Townsville	Charles Towers	Charles Towers	Richmond	Rindies		Existing
	Region One					District 9	3		Townsville	Townsville	Burdekin	Whitsundays	Palm Island	Existing	
	Region One					District 10	3		District Mackay	Mackay	Isaac			Existing	
	Region Two	Rockhampton	Zone Two	16	Rockhampton	District 11	2	District Barcaldine	Longreach	Winton	Barcoo	Longreach		New	
	Region Two					District 12	3		Emerald / Barcaldine	Barcaldine	Blackall / Tambo	Central Highlands		Existing	
	Region Two					District 13	3		District Rockhampton	Rockhampton	Woorabinda	Livingstone		Existing	
	Region Two					District 14	3		District Gladstone	Gladstone	Banana			Existing	
	Region Two					District 15	2		District Roma	Charleville	Quilpie	Bulloo	Paroo	Murweh	New
	Region Two					District 16	3	District Dalby	Roma	Maranoa	Balonne			Existing	
	Region Two					District 17	3		District Dalby	Dalby	Western Downs			Existing	
	Region Two					District 18	3		District Bundaberg	Bundaberg				Existing	
	Region Two					District 19	3		District Kingaroy	Kingaroy	South Burnett			Existing	
	Region Two					District 20	2		Gayndah	North Burnett				New	
	Region Three	Toowoomba	Zone Five	16	Maryborough	District 21	3	District Maryborough	Maryborough	Fraser Coast				Existing	
	Region Three					District 22	2		Gympie	Gympie				New	
	Region Three					District 23	3		District Caloundra	Caloundra	Sunshine Coast	Noosa			Existing
	Region Three					District 24	3		District Caboolture	Caboolture	Moreton Bay	Brisbane City			Existing
	Region Three					District 25	2	District Toowoomba	Goondawindi	Southern Downs	Goondawindi			New	
	Region Three					District 26	3		Toowoomba	Toowoomba				Existing	
	Region Three					District 27	3		District Hatton Vale	Hatton Vale	Lockyer Valley			Existing	
	Region Three					District 28	2		Esk	Somerset	Ipswich City			New	
	Region Three					District 29	3	District Beaudesert	Beaudesert	Senic Rim	Logan			New	
	Region Three					District 30	2		Mudgeeraba	Gold Coast	Redlands			Existing	
	Region Four	Brisbane	State	2	Kedron	Air Operations	7	State	Kedron						
	Region Four					Training	10		Kedron						
	Region Four					Regional Coordination	10		Kedron						
	Region Four					Capability Development	11		Kedron						
	Region Four					Volunteer Support	14		Kedron						
	Region Four					State Operations Unit	5								
	Total FTE Count		15		98		135				248				
									Unallocated FTE Count		6				



Authorising Environment, Legislation and Operational Doctrine

- Enabling legislation that is connected to the role of volunteers in the service.
- establish the structure and functions, application, funding, compliance, areas of operation and recognition of volunteers within the RFS as authorised fire service officers.



Policy Board

The introduction of a RFS Policy Board (the Board). The Board would be made up of representatives from the Bushfire Industry, including members from professional peak bodies, industry experts, affiliated government departments and community representatives.

The proposed purpose of the Board is to determine policy and provide strategic advice to the Chief Officer RFS surrounding the efficient and effective running of the Service. This advice would be in the key areas of Prevention, Preparedness, Response and Recovery. The establishment of the Board will combine a group of experts in the field of Rural Fire Management to guide policy that supports the RFS in delivering the Ministers intent for the Service.

The establishment of one Board of Management for RFS would remove the need for other governance committees. The Board will provide; considered expert and timely policy advice, that suits the operating environment of RFS.



Questions?

