

# **RFSQ Reform Program 2024**

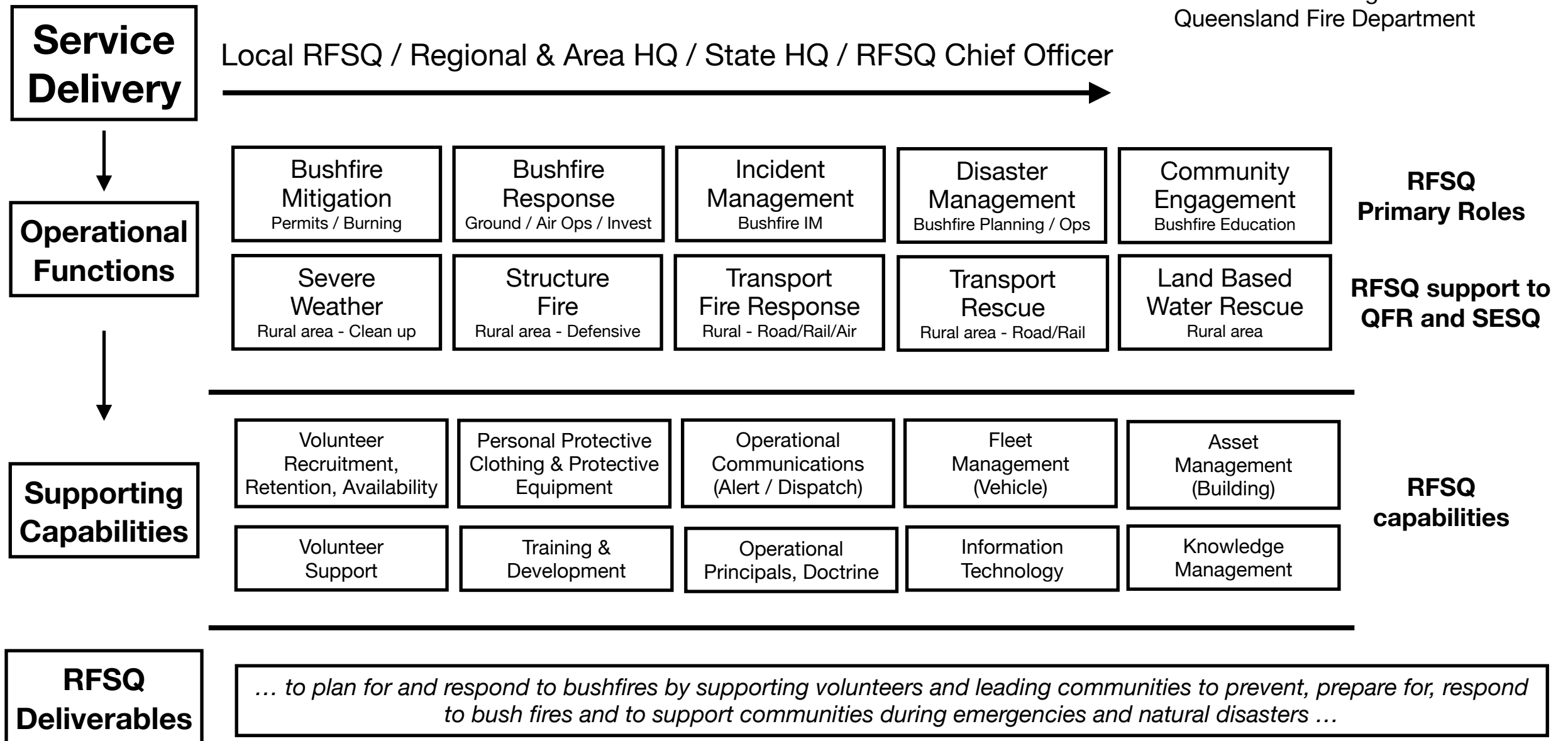
**Craig Lapsley**

# RFSQ Reform Program 2024

RFSQ Concept of Operations	RFSQ Strategic Directions	RFSQ Resourcing to Risk
<p><b>Rural Fire Service Concept of Operations (CONOPS)</b></p> <p><b>Scope</b></p> <p>A document that articulates the purpose and functions of the Rural Fire Service, the capabilities that are required to undertake these functions (both embedded within the agency and those which are drawn from external agencies or Departments), a broad conceptual business structure, the high-level operational approaches and methodologies that guide how the Rural Fire Service conducts its business.</p> <p>As part of the service delivery model, development of future strategies on service delivery, service delivery requirements, appropriate and proportioned budget planning, capability growth and associated expenditure planning.</p> <p><b>Deliverable</b></p> <p>Qld RFS Concept of Operations document</p>	<p><b>Rural Fire Service Future Strategic Framework (Guiding Principles)</b></p> <p><b>Scope</b></p> <p>A future focussed document (2023 to 2028 Strategic Directions) that takes account of potential organisational changes and provides options for a new Rural Fire Service organisational framework and structure that will best serve the needs of Queenslanders at risk.</p> <p>This would include facilitating Senior and Executive leadership futures focused planning sessions to assist with the development of the strategic content.</p> <p><b>Deliverable</b></p> <p>Qld RFS Strategic Directions.</p>	<p><b>Rural Fire Service Resourcing to Risk</b></p> <p><b>Scope</b></p> <p>The establishment of a Rural Fire Service Resourcing to Risk Strategy document.</p> <p>The Resource to Risk model will develop and deliver decision support tools to guide the CONOPS &amp; Strategic Plan.</p> <p><b>Deliverable</b></p> <p>Qld RFS Resource to Risk model/plan.</p>

# Rural Fire Service Queensland Concept of Operations

**Authorising environment**  
Minister for Fire & Disaster Recovery  
Qld Govt Policy  
State Disaster Management Plan  
Queensland Fire Department



## Delivery models

**Service Delivery Model - Operational Capabilities, Procedures, Guidelines & CONOPS**

**Operational Model - C6I / PPRR - Incident Management**

**Interoperability Model - Disaster Management - joined up service delivery with all partners**

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Links to

**Legislation**

**Delegations**

**Code of Conduct**

**Standing Operational Procedures**

**Brigade Model Rules**

**Training Doctrine**

**Organisation structure**

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# Queensland Fire Department Strategic Plan - DRAFT

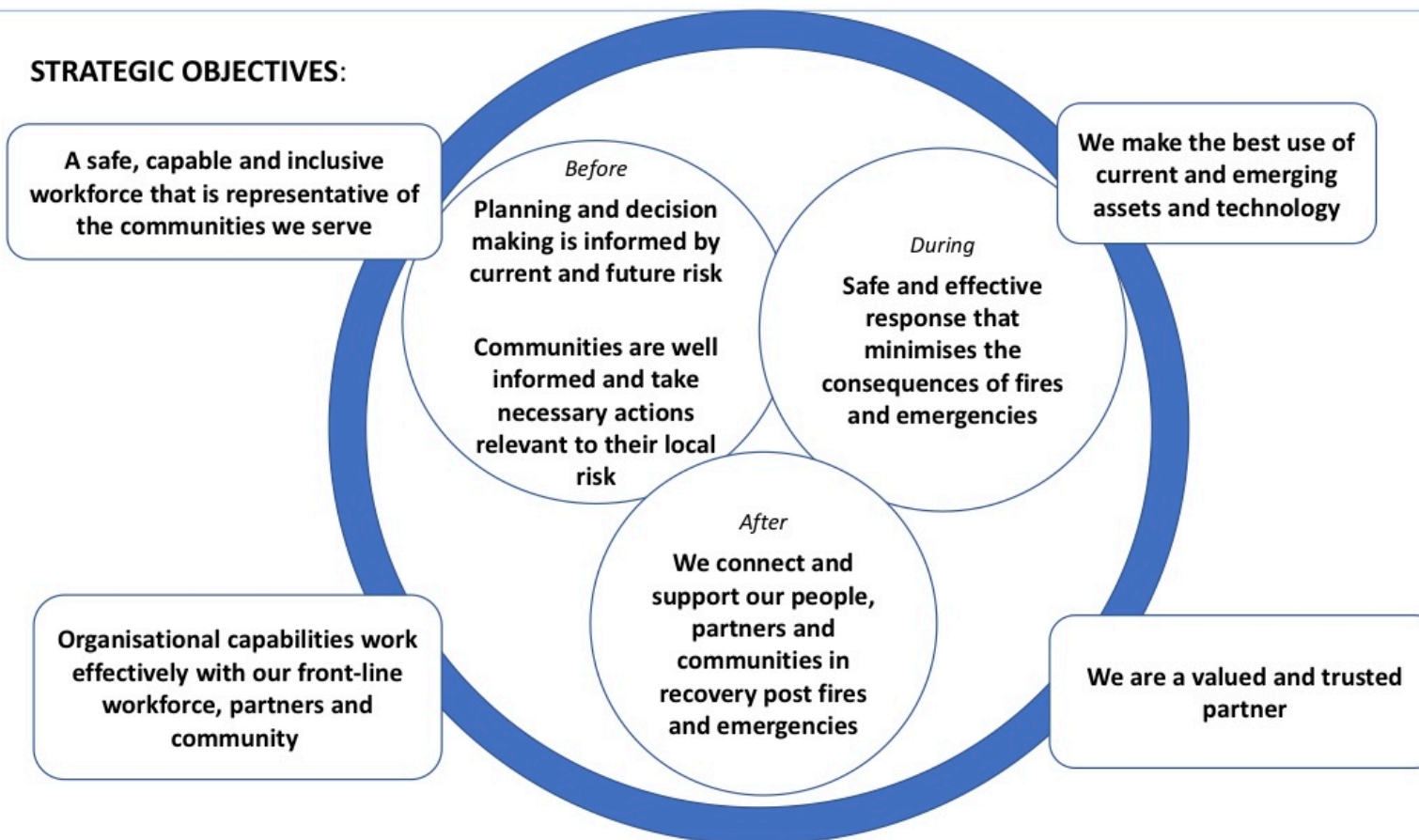
## PURPOSE:

To pre-empt, prevent, mitigate and manage the consequences of fires and other emergencies on Queensland communities.

## VISION:

Working together to create safer communities through contemporary fire and emergency services.

## STRATEGIC OBJECTIVES:



## RFSQ Strategic Intent

To lead Queensland in preventing, preparing for and responding to bush & grass fires and assist communities during times of other emergencies & natural disasters.

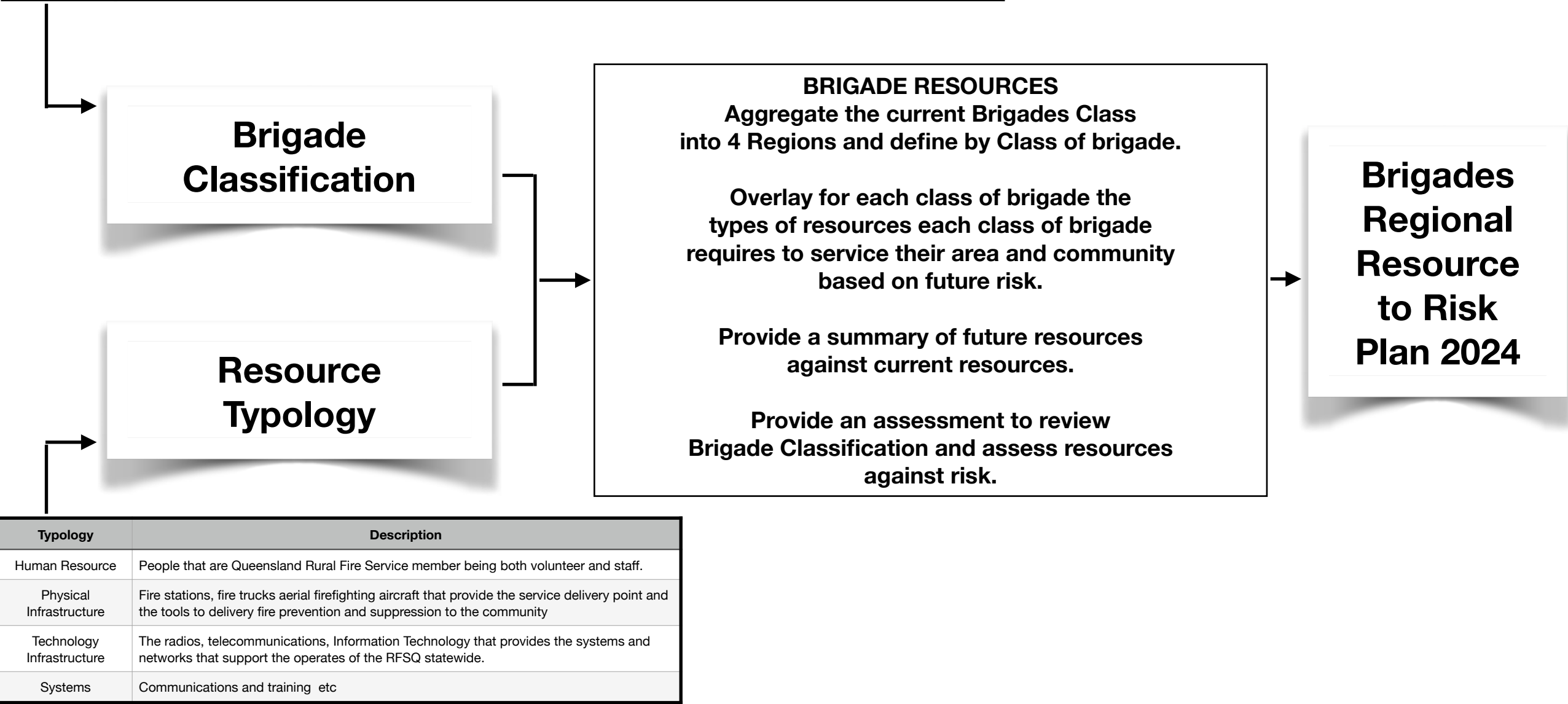
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RURAL FIRE BRIGDE - CLASSIFICATIONS		
Brigade	Numbers (%)	BRIGADE PROFILE DESCRIPTOR
iZone	160 (11%)	Brigade profile area consists of a significant amount of high and medium bushfire prone areas and consists of a considerable rural residential development or township.
Village	161 (12%)	Brigade profile consists of a small amount of high or medium bushfire prone areas and surrounding areas will be principally rural properties and/or rural residential villages.
Rural	253 (18%)	Brigade profile consists of predominantly rural producing properties (farms) and small rural residential hamlets.
Primary Producer	812 (58%)	Land use is based on primary production and the brigade area does not contain a settlement or any rural residential areas. Brigade members are generally owner occupiers of properties.
Special Purpose Brigade	8 (1%)	Industry, Community and Functional Brigades and if a special brigade is deemed necessary (industry (e.g resorts, mines), community education, logistics, catering brigades etc) then these Brigades will be treated separately and will be established and resourced, equiped and trained based on the special circumstances, risk and operational needs. Resourcing may not be a total responsibility of the RFSQ.

RFSQ

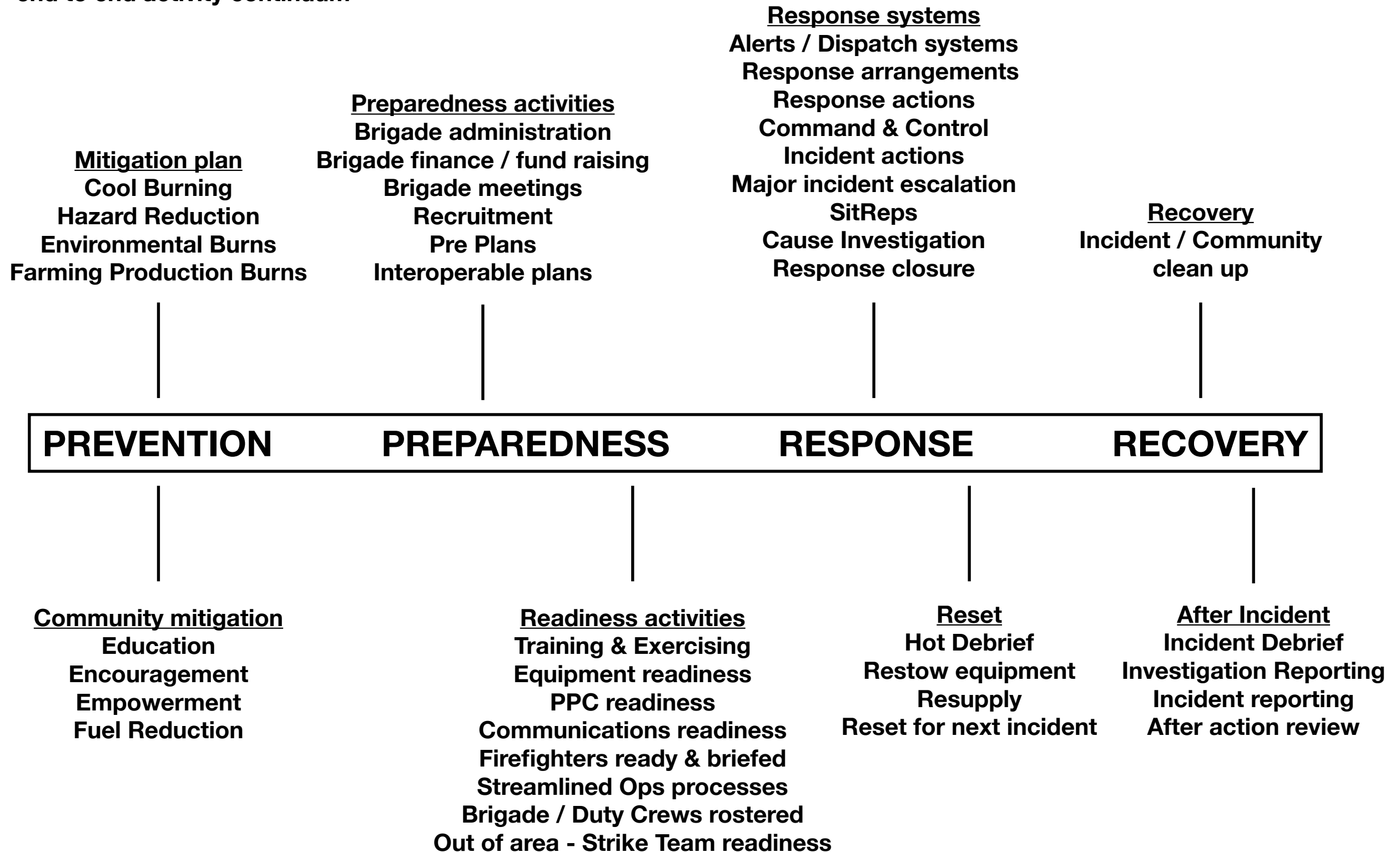
Brigade / Regional Resource to Risk



	Brigade / Regional Resource to Risk (R2R) plan - development process Communicate throughout the entire process with all key stakeholders.
	<b>DATA COLLECTION / CONSOLIDATE</b>
1	Consolidate the Brigade classifications into the 4 RFSQ Regions and confirm the Brigade Classification for each Brigade.
2	Overlay at Regional current resource allocation by Brigades classification. Noting the type and ownership of the resources ie Brigade Owned or RFSQ owned.
3	Overlay the Regional current and future (5 years) risk including bushfire and community population profile. (existing vs future)
4	Overlay Brigade historical operational activity for the past 5 years including surge capacity to respond out of area.
	<b>DISCUSS / CONSULT</b>
5	Discuss the current resources allocation based on Brigade Classification with each Brigade and confirm the current allocation is operationally adequate.
6	Identify and discuss any identified resource gaps for each Brigade and consider the surge capacity required. Inputs include: <ul style="list-style-type: none"> <li>• Bushfire risk profile; Population current &amp; future; Brigade membership #'s;</li> <li>• Current fleet / equipment allocation; Brigade activity; Surge capacity &amp; role;</li> </ul>
7	Determine any resource gaps for each Brigade by type and purpose.
8	Develop options to address identified gaps and discuss with Brigades and determine best fit solution/s to address gaps from the current typology options - vehicles, IT and communications, fire stations, specialist equipment, community education, bushfire mitigation, training etc.
	<b>REGION / STATE PLAN</b>
9	Develop a Regional Resource Plan detailing the total Regional Resources detailing the currentl allocated and future needs.
10	Develop Regional Capital Works program detailing the future resource needs for submission to the RFSQ Deputy Chief Fire Officer (State) to discuss and aggregate the 4 Region submissions to a single state Capital Works program that is standardised.
11	Develop RFSQ State Resource plan and Capital Works program for endorsement by the RFSQ Deputy Chief Fire Officer (State).
12	Approve the RFSQ State Resource plan and Capital Works program by the RFSQ Chief Fire Officer for submissions to seek funding for multi year implementation.

# Brigade Management

end to end activity continuum





## Accountability Model

### Line of command

<b>STATE</b>	Statewide leadership led by the RFSQ Chief Officer and a Deputy Chief Officer.
<b>REGION</b>	Regional leadership through four geographic regions led by a Deputy Chief Officer in Regional Offices located at Townsville; Maryborough; Ipswich; Toowoomba. <b>DISTRICT</b> Two districts in each Region led by a District Manager. <b>AREA</b> 25 Area Service delivery points incorporating one or more Local Government Areas within each District led by an Area Manager.
<b>BRIGADE</b>	RFSQ operates 1400 brigades under 5 brigade classifications that consider risk, community, operations, training and resources. A Rural Fire Brigade will be led by a volunteer 1st Officer. <b>GROUP</b> Rural Fire Brigade Group do not operate in all parts of RFSQ and where established provide support and administration coordination of RFSQ local resources.

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## **QUESTIONS?**

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