

OPERATIONS MANAGEMENT

OPERATIONS BUSINESS MANAGEMENT

PROFESSIONAL DEVELOPMENT



Statewide Integrated Operational Planning Process

Regional Functional Plan 2010 – 2011

SOUTH WESTERN REGION

*Operations
Management*

Technical Rescue

COMMUNITY SAFETY OPERATIONS

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1.0 INTRODUCTION:

South Western Region covers a large section to the South Western area of Queensland and at present location known as the Surat Basin is experiencing increased oil and gas exploration activities soon to be followed by extensive industrial activities

This **South Western Region Special Operations Plan** is designed to complement the operational plans, policies and procedures developed by the Special Operations Unit at Cannon Hill.

The SOU provides links to other Queensland government agencies to support operational deployment and to integrate policy development.

This Regional Plan has three sections, being:

- Technical Rescue
- Safety Equipment
- Major Events

1.1 Scope

This Regional Plan will operate from 1 July 2010 to 30 June 2011 and incorporates the response and training capabilities provided by the Special Operations Unit at Cannon Hill.

South Western Region Standard Mobilising Procedures include the capability to access and respond all available resources from the Special Operations Unit at Cannon Hill, in addition to special operations' resources within South Western Region.

1.2 Associated Documents

Doc Ref	Title
1	Operations Doctrine Manual
2	State Rescue Policy Statement 1999
3	State Rescue Policy Guidelines 2000
4	State Rescue Policy Guidelines - Functions and Responsibilities for provision of Rescue Services within Queensland 2000
5	QFRS Pandemic Response State Plan

2.0 OBJECTIVES:

To maximise the effectiveness of technical rescue and safety equipment within South Western Region through the efficient use of all associated resources (both human and material) in the delivery of all aspects of special operations.

2.1 Regional Goals

- Compliance with the relevant requirements as described in Operations Doctrine
- Required number of Technical Rescue and Safety Equipment staff trained, resourced and appropriately located to maximise service delivery
- All regional staff receiving the minimum required standard of competency maintenance training in technical rescue and safety equipment skills.

2.2 Measures

Technical Rescue:

- 12 staff (preferred breakdown of 1 x Station Officers and 2 x Firefighters) trained as Level 2 technicians and rostered to selected technical rescue stations
- Technical Rescue appliances 311L (TR11) at Kitchener St Station Toowoomba continuously staffed by Level 2 technicians.

Safety Equipment:

- 1 staff (1 x Station Officers) trained as Safety Equipment operator.
- Safety Equipment Vehicle (WS1(QGG081)) Day manned, and staffed by an appropriately trained officer
- Hazmat detection kits operating on the Emergency Tenders at Toowoomba, staffed by crews trained to operate this equipment.

3.0 LINKAGE TO STRATEGIC PLAN:

This South Western Region Special Operations Plan contributes towards the requirement and achievement of:

- Key Community Outcomes (Safe and secure communities)
- Whole-of-Government Priorities (strengthening services to the community)
- Department of Emergency Service Corporate Plan 2004-2008 (enhancing operational service delivery)
- QFRS Strategic Plan 2004-2008.

QFRS Strategic Plan 2004-2008

- **Goal 2 – Enhance operational service delivery**
Effective and efficient operational service delivery
 - Strategies:
 - 2.1 – Use appropriate resources and a flexible approach service delivery that matches community needs
 - 2.3 – Provide operational best practice equipment, communications and technology to support service delivery.

KPM	Target
<u>Customer satisfaction</u> Percentage of stakeholders involved in emergency incidents that indicate satisfaction with the service provided.	95%
<u>Brigades/Stations</u> Percentage of Brigades/Stations resourced in accordance with the standard set for their Brigade/Station.	90%

4.0 LINKAGE TO STATION TOTAL WORKLOAD:

A - Operations Management:

- A.2.1 Monitor Appliance Inventory
- A.2.3 Manage Operational Consumables
- A.2.4 Manage Equipment movement
- A.2.6 Coordinate Standard Test of Operational Equipment
- A 3.1 Respond to Incidents as per Operations Doctrine

5.0 REGIONAL ACTION PLANS:

OPERATIONS MANAGEMENT	Technical Rescue	PREPAREDNESS		
General Description:				
South Western Region has technical rescue capability in Two areas, being:				
<ul style="list-style-type: none"> • Response • Training • Provision of equipment 				
Outcomes:				
<ul style="list-style-type: none"> • Reduction in loss of life due to regional technical rescue capability. 				
Measure				
<ul style="list-style-type: none"> • Activities implemented and in accordance with due dates. 				
Activities	Target	Due date	Action Officer	Standards
Maintain and implement South Western Region Technical Rescue Policy		Annually		Refer Appendix A
Increase number of L2 technicians		Ongoing	Special Ops, TR Coordinator	
Continuous staffing of (TR11)311L with L2 technicians		Ongoing	Roster Officer	
Roster up to 20 x L2 technicians equally between a Northside and a Southside station and across all shifts to support 850L and 502L		June 2010	Roster Officer	
All L2 technicians complete their annual competency maintenance requirements		August 2010	TR Coordinator	Regional Professional Dev. Plan
L2 technicians support training of L1 skills maintenance program			MRT, ATO (TR portfolio)	Regional Professional Dev. Plan
Technical rescue equipment purchases to be in accordance with approved standards			MOS, TR Coordinator	
Technical rescue equipment maintained in accordance with required standards			AD's, TR Coordinator, L2 Technicians	SO-5-OM-3.4 Operational Equipment - Testing

OPERATIONS MANAGEMENT	Safety Equipment	PREPAREDNESS		
General Description:				
It is critical that a strategic approach be taken with Safety Equipment and hazmat resources, both equipment and personnel.				
Outcomes:				
<ul style="list-style-type: none"> Reduction in loss of life due to Special Operations response capability. 				
Measure				
<ul style="list-style-type: none"> Activities are implemented in accordance with due dates. 				
Activities	Target	Due date	Action Officer	Standards
BA Hazmat incidents supported by (TR11)311L and Special Operations Unit at Cannon Hill	All incidents	Ongoing	COS, Mgr Safety Equip. Firecom	Regional Std Mobilising Procedures
All Safety Equipment (BA Sets, detection equipment, PPE) maintained	All Safety Equipment	Ongoing	Safety Equip.	Manufacturers Specifications & Aust. Standards
Develop Regional Decontamination Response Plan			SOC	Operations Doctrine
BA Rooms installed in all fire stations	All fire stations	Ongoing	DRD	Regional Capital Works Plan
BA's and Oxy-Vivas serviced by appropriate resource		Ongoing	Safety Equip Station Officers	SO-5-OM-4.8 CABA & Oxy-Viva Use & Maint.
BA Hazmat Module on TR11(311L) operating to support Safety Equipment Units		Ongoing	Crews of TR at Toowoomba	
Detection kits installed on Warwick Pumper.		June 2010	Safety Equip Officer	
All Safety Equipment maintained in accordance with associated standards. Maintenance records up to date		Ongoing	Safety Equipment Unit Toowoomba	
Skills maintenance program implemented		Ongoing	Manager Regional Training	

**OPERATIONS
MANAGEMENT**

Major Events

PREPAREDNESS

General Description:

Regions have the responsibility for planning and providing emergency services that are commensurate with the size of the event and the level of risk. The Risk Management Matrix provides regions with a planning guide for events that occur in their region. This process will ensure that the planning for regional events is systematic and comprehensive.

- Advice on the development of the risk management process;
- Technical advice in relation to chemical, biological or radiological incidents;
- Specialist advice in relation to hazardous materials;
- Technical rescue advice; and
- Provision of additional human or equipment resources.

Whilst planning for these types of events is conducted at a regional level, it is important from a coordination perspective that the Special Operations Unit is advised of the occurrence of the event in the region. This advice is not required for regular events where QFRS is involved, but rather for large scale events in the region that present some significant level of risk (e.g. events that may attract political interest).

Outcomes:

- Emergency services provided for Major Events are commensurate with the size of the event and the level of risk.

Measure

- All contingencies are provided for in Major event planning and implementation.

Activities	Target	Due date	Action Officer	Standards
Conduct risk assessments for major events using the Risk Management Matrix		As required	AD's	
Prepare event operational plans		As required	SRO	
Implement South Western Region Pandemic Plan		As required	AC, DRO,DRD	Refer Appendix B
Advise Special Operations of planned major events		As required		

Appendix A: South Western Region Technical Rescue Policy

Philosophy

To provide an immediate, 24-hour Technical Rescue response to the community within South Western Region, through the effective implementation of procedures and the efficient utilisation and mobilisation of highly trained staff using appropriate equipment.

1. Introduction

As part of Technical Rescue Operations within South Western Region, it is necessary to standardise operational response, training and equipment throughout the region.

1.1 Aim

The aim is to provide a policy that clearly defines the requirements of Technical Rescue. The policy will provide for the delivery of a minimum standard of training, equipment and response from all nominated stations and personnel within South Western Region.

1.2 Limitations

Where a conflict arises between QFRS and/or DES Rescue Policies and QFRS South Western Region Technical Rescue Policy, then the former shall have overarching precedence.

1.3 Regional Technical Rescue Advisory Committee

The QFRS South Western Region will establish and maintain an advisory committee for Technical Rescue matters within South Western Region. The Committee will comprise:

- Director Regional development. DRD(Chairperson)
- Manager Regional Training/Regional Training Officer
- Regional Technical Rescue Coordinator
- Regional Technical Rescue Portfolio Officer – (Area Training Officer)
- 2 x Level 2 Rescue Technicians - (Advisors)
- Brisbane Region representatives (guests).

1.4 Frequency of meetings

The Technical Rescue Committee will meet quarterly. The Regional Technical Rescue Coordinator will arrange the meetings and ensure Minutes are kept.

2. Operations

2.1 Response – primary & secondary rescue stations

Designated Rescue Stations will provide a 24-hour, Level 2 response to Technical Rescue incidents within South Western Region and provide operational support/response to neighbouring Regions as directed/requested.

This will include response to:

- High Angle Rescue
- Confined Space Rescue
- Trench Rescue
- Swift Water Rescue
- Urban Search and Rescue

Primary rescue stations are:

- Kitchener Street (311L).
- Support or secondary rescue station Special Operations Unit at Cannon Hill (850L)

For further clarification refer to the following documentation:

- Department of Emergency Services State Rescue Policy Statement, dated 7 December 1999
- Department of Emergency Services State Rescue Policy Guidelines, dated 3 and 4 March 2000
- Department of Emergency Services State Rescue Policy Guidelines - Functions and Responsibilities for provision of Rescue Services within Queensland, dated 3 and 4 March 2000
- Department of Emergency Services State Rescue Policy - Register of Rescue Units, dated 10 December 2000.

2.2 Start of Shift Procedures

The OIC of the designated technical rescue vehicle will complete a 'Start of Shift' proforma (**Attachment 1**) which will identify the location and skill set of Level 2 Rescue personnel.

This will then be communicated to the:

- FireCom.

2.3 Rescue Operator (L1)

All operational staff, within South Western Region, in permanently crewed stations shall provide Level 1 (Rescue Operator) first responder capabilities.

Auxiliary Stations will be supported by the nearest Level 1 crewed appliance.

2.4 Rescue Technician (L2)

Qualified Level 2 Rescue personnel within South Western Region will provide a specialist

response to Technical Rescue incidents as directed. This will include all disciplines of Technical Rescue as per the Department of Emergency Services State Rescue Policy.

2.5 Specialist Technical Rescue Staffing

Other than for short-term situations, crews of 311L will possess Level 2 skills in all technical rescue disciplines.

Level 2 Rescue technicians who do not possess all disciplines will be rostered to locations that utilise the existing skills as appropriate.

Additional Level 2 Rescue Technicians will be mobilised from adjoining regions and call back staff as required.

2.6 Equipment

Rescue Operator (L1)

All permanently staffed and selected auxiliary pump appliances will be fitted with a Technical Rescue Operator (L1) High Angle Rescue cordage pack. The equipment will meet standards as per the QFRS Technical Rescue State Policy, Section 3.12.

Rescue Technician (L2)

All designated South Western Region Technical Rescue stations will have an extensive complement of specialist Technical Rescue equipment available and stowed on an appropriate appliance and available for immediate response.

Pumpers at the designated Technical rescue support stations () will have a reduced cache of technical rescue equipment.

All equipment will meet standards as per the State Rescue Policy.

Equipment Purchases

Replacement equipment purchases will be funded at Command level and are the organisational responsibility of the Regional Technical Rescue Coordinator and Area Directors in accordance with QFRS Standard Purchasing Policies and Procedures. All technical rescue purchases will be through the State Technical Rescue department.

All additional equipment purchases over and above the standard issue will be ratified by the Regional Technical Rescue Advisory Committee in consultation with the QFRS State Technical Rescue Committee prior to purchase.

2.7 Appliances

A Technical Rescue appliance will, whenever possible, be provided at designated Technical Rescue stations to enable specialist Technical Rescue operations to be conducted within the region.

2.8 Operational Policy

The Regional Technical Rescue Advisory Committee will be responsible for the formulation and implementation of this policy. This policy will be reviewed at 12 monthly intervals and will have a forward planning cycle of not less than two (2) years.

3. Training

3.1 Training Responsibilities

South Western Region will provide training and training resources to ensure a minimum standard of training competency is maintained, as per the QFRS State Rescue Policy. (See State Rescue Policy 1.18 and 1.21.)

3.2 Conduct of Training

During any practical training course, the ratio of instructors to participants must be no more than 1:6, but if possible two (2) instructors are preferred. (See State Rescue Policy 3.14.) Using a qualified Level 1 operator as an assistant instructor may offset this ratio.

3.3 Rescue Operator Training (L1)

All permanent QFRS operational staff are required to qualify as rescue operators using QFRS Technical Rescue instruction and manuals. QFRS qualified Rescue Technicians (L2) will conduct and deliver all initial theory and practical rescue instruction. Responsibility for course content and delivery remains with the QFRS.

3.4 Courses of Instruction

Courses of instruction must be conducted in the sequence of sections using the QFRS training syllabus. Assessment must be conducted, as a minimum, at the completion of each two (2) week period of instruction.

3.5 Selection of Rescue Technicians (L2)

Expressions of interest may be called by the Manager Regional Training. Eligible personnel may apply in writing. The selection process and subsequent selection of personnel will be determined by the Regional Technical Rescue Advisory Committee in consultation with the Manager Regional Training and Rosters.

All personnel selected to progress to Rescue Technician (L2) must be willing/able to perform all the duties at this level across all Technical Rescue disciplines.

While every endeavour will be made to roster Technical Rescue Staff to their closest rescue station, staff should be aware that they may need to serve at any Brisbane designated Rescue Station.

Preference on training courses will be given to staff at those ranks where the preferred numbers are short. It is preferable for staff to only possess one specialist skill set (i.e. safety equipment, aerial driver and rescue technician) at any one time. Preference will also be given to those staff who do not have other specialist skills.

3.6 Training Standards

All Rescue Operators are required to achieve a competent grading of assessment in each area of the syllabus.

3.7 First Aid

Current First Aid and CPR/Advanced Resuscitation Competencies are required as a prerequisite for all personnel undertaking training in all disciplines of Technical Rescue.

3.8 Training Syllabus

The QFRS Technical Rescue training syllabus is the only recognised training syllabus approved for use within the QFRS, except where external syllabus or training providers

have been approved for use by the QFRS State Technical Rescue Committee. Any RPL (Recognition of Prior Learning) application will be forwarded to the Manager Regional Training as per the current RPL Policy.

3.9 Continuance of Training

Each rescue operator must maintain competencies in accordance with State and Regional requirements.

3.10 Certification

Each (L1, L2) rescue operator must be certified as being competent at least once in each 3-year period. To meet this requirement rescue operators must satisfy the rescue instructors that skills have been maintained (**See State Policy 1.21.**)

The Manager Regional Training must note the re-certification and forward a copy of the list to the State Rescue Committee.

3.11 Accidents

Standard QFRS reporting procedures will apply. In addition the Manager Technical Rescue and the Regional Technical Rescue Coordinator will be notified.

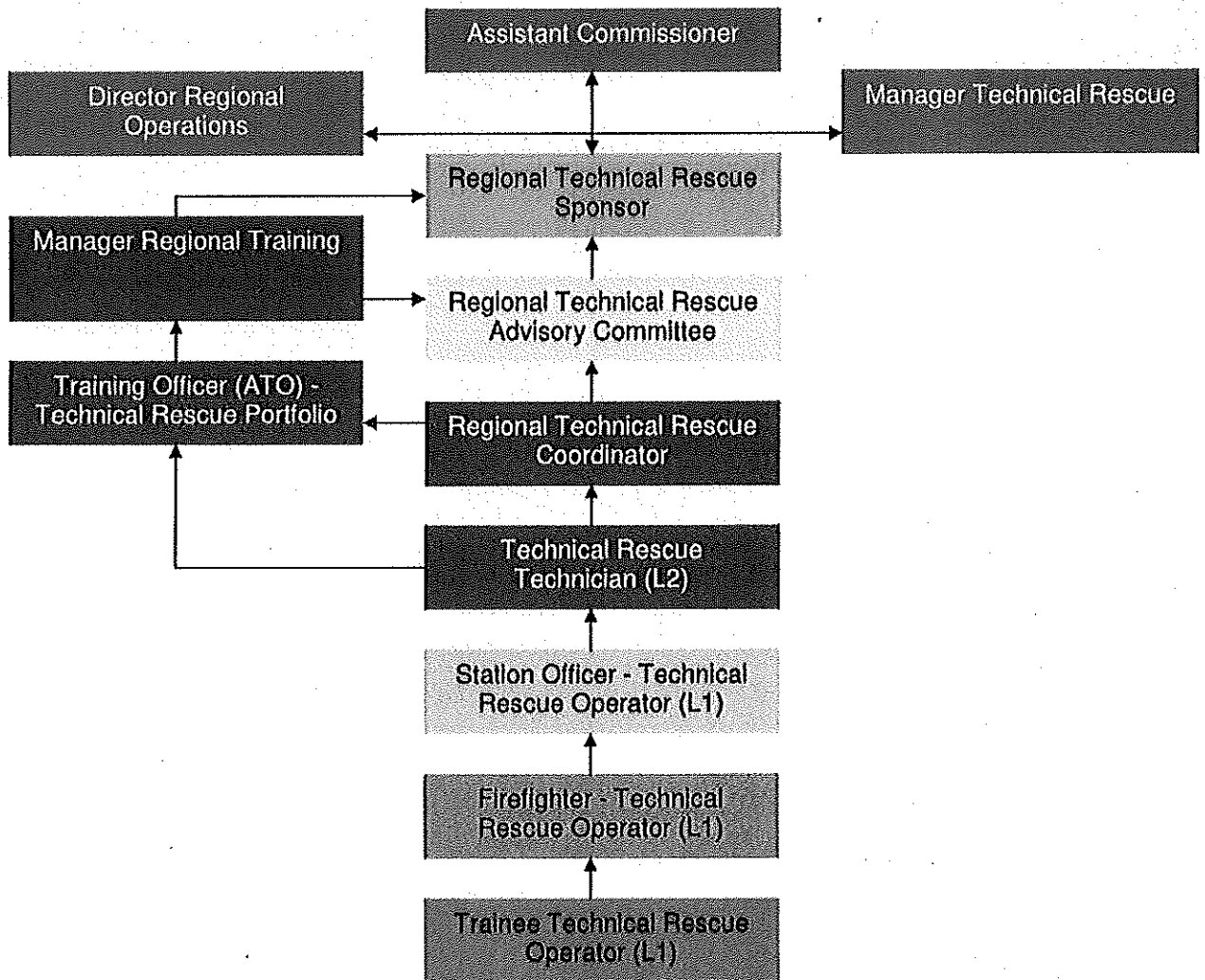
3.12 Training Reporting Relationships

Training reporting relationships will be in accordance with the training reporting relationship flow chart.

3.13 Conclusion

The provision of effective training to personnel is a high priority. The success or failure of training will depend upon the instructional abilities of Rescue Instructors and a demonstrated cooperation between the Regional Technical Rescue Committee and Rescue Instructors. The committee will provide assistance to any instructional staff through the appropriate means at regional level.

South Western Region Technical Rescue Training Reporting Relationships Flow Chart



4. Definitions

4.1 Technical Rescue Operators (L1)

All permanent QFRS operational staff are required to qualify as Rescue Operators using the QFRS Rescue manuals. This specifically includes Vertical Rescue, Confined Space Rescue, Trench Rescue, Swift Water Rescue and Urban Search and Rescue disciplines. This qualification may only be to an awareness level in some instances.

4.2 Technical Rescue Technicians (L2)

Selected QFRS operational staff are required to qualify as Rescue Technicians using the QFRS Rescue manuals. This specifically includes Vertical Rescue, Confined Space Rescue, Trench Rescue, Swift Water Rescue and Urban Search and Rescue.

4.3 Regional Technical Rescue Coordinator

One selected staff member within the South Western Region, of a skill level not less than

Rescue Technician in all Technical rescue fields, will perform the duties and functions as expected of the Regional Technical Rescue Coordinator.

4.4 Regional Technical Rescue Advisory Committee

An advisory and decision making committee consisting of those positions described in Clause 1.3 of this policy will be maintained.

4.5 Regional Technical Rescue Sponsor

One selected Area Director of substantive rank, not less than FPO4, will perform the functions and duties of the South Western Regional Technical Rescue Sponsor.

4.6 Vertical Rescue

The employment of specialist skills, techniques and equipment required to locate, access, stabilise, extricate and evacuate persons and/or property from heights and depths in situations involving injury/illness, entrapment, stranding and/or isolation.

4.7 Confined Space Rescue

The employment of specialist skills, techniques and equipment required to locate, access, stabilise, extricate and evacuate persons and/or property from areas classified as confined spaces in situations involving injury/illness, entrapment, stranding or isolation. May include specific situations unbreathable atmospheres requiring the use of breathing apparatus.

4.8 Trench Rescue

The employment of specialist skills, techniques and equipment required to locate, access, stabilise, extricate and evacuate persons and/or property from collapsed or partially collapsed trenches and collapses in other unstable materials such as grains or sands.

4.9 Swift Water Rescue

The employment of specialist skills, techniques and equipment required to locate, access, stabilise, extricate, evacuate and/or transport persons from swift running waters in situations requiring rapid intervention techniques.

4.10 Urban Search and Rescue (USAR)

USAR is a specialised technical rescue capability for the location and rescue of entrapped people following a structural collapse (National Definition). Commonly incorporates specialist skills, techniques and equipment associated with a number of other rescue areas.

5. Duties

5.1 Technical Rescue Operator (L1)

Perform Technical Rescue operations and assist Level 2 Rescue Technicians with training and operations as directed. Rescue Operators remain subordinate to Rescue Technicians in all areas of training and operations. A current First Aid certificate is a prerequisite for trainees to undertake initial Rescue Operator training and re-certification.

5.2 Technical Rescue Technicians (L2)

Rescue Technicians are responsible for the following duties within South Western Region:

- Serve in this role for a minimum of 5 years.
 - Successfully complete the annual requirements as prescribed in the Annual Competency Maintenance Log Book.
 - Perform Technical Rescue operations and training, as directed.
 - Assist the Manager Operational Support (Chairperson).
 - Conduct theory and practical skill maintenance, competency maintenance instruction/assessment and re-certification training in all areas of Technical Rescue that they are certified in, as directed.
 - Organise and conduct exercises and competency maintenance on shift.
 - Assist in the updating of reference material, modules and manuals, as directed.
 - Complete and/or assist in projects, which will assist in the implementation of Technical Rescue within South Western Region and State.
-
- Ensure that training programs and assessments set down are adhered to.
 - Monitor the effectiveness and efficiency of accredited personnel.
 - Participate in multi-service training, as directed.
 - Report to ATO for Technical Rescue on all training matters within their operational Command.
 - Report to Regional Technical Rescue Coordinator on all operational matters within the Region.
 - All USAR CAT 2 personnel will be provided with a pager, to maintain national and international response requirements. Whilst on duty they will be required to wear their pager. An on-call rate will apply, if off duty personnel are paged and placed on stand-by.
 - For all other Technical Rescue fields, personnel will be accessed through normal channels.

5.3 Senior Rescue Technicians

Technical Rescue Technicians remain subordinate to Senior Rescue Technicians in all areas of training and operations. (Senior Rescue Technicians, are appointed by the State Technical Rescue Committee, to maintain a high standard of training at Technical Rescue Instructor Level.)

A current First Aid certificate and Workplace Trainer & Assessment qualifications are prerequisites for trainees to undertake initial Technical Rescue Technician training and re-certification.

Tenure: Technical Rescue Technicians shall be appointed by the QFRS for such a period of time as the QFRS determines. Appointments shall be reviewed at regular intervals and the designation shall cease to be effective when the person no longer performs the operational and training functions as directed which have been approved. Technical Rescue Technicians must hold current operational certification as Technical Rescue Technicians (See QFRS Technical Rescue State Policy 1.25).

5.4 Regional Technical Rescue Coordinator

Training

Provide advice on Technical Rescue training issues to the MRT and the ATO responsible for the Technical Rescue Portfolio. This will include advice on:

- New training courses for Technical Rescue Technicians (L2) in all areas of Technical Rescue.
- Technical Rescue Operator (L1) training for all areas of Technical Rescue.
- Competency maintenance training for Technical Rescue Operators (L1) and Technical Rescue Technicians (L2).

Equipment

- Coordinate and ensure equipment repairs are conducted in a timely and approved manner.
- Coordinate and liaise with the State Technical Rescue Coordinator for equipment purchases for South Western Region and Commands.
- Manage maintenance records on equipment: location, inspections, use and use by date.

Response

Respond to Technical Rescue Operations within South Western Region, as directed.

Liaise

- Internal

- Regional Technical Rescue Committee.
- Regional training exercises.
- Undertake special projects as directed.
- State Technical Rescue Coordinator.
- Area Training/Support Officers.
- Manager Regional Training.
- Area Directors.
- To provide a mechanism for and participate in conflict resolution as required.

- External

- Provide advice in 'on-site' rescue procedures for industry.
- Provide advice on the development of external training for industry.

Tenure: Technical Rescue Technicians shall be appointed to the position of Regional Technical Rescue Coordinator only by the QFRS South Western Region Technical Rescue Advisory Committee for such a period of time as the QFRS South Western Region Technical Rescue Advisory Committee determines. The Regional Technical Rescue Coordinator must hold current operational certification as Technical Rescue Technicians (See QFRS Technical Rescue State Policy 1.25).

5.5 Training Officer (ATO) - Technical Rescue Portfolio

To assist the South Western Region to maintain competencies in the Technical Rescue areas an Area Training Officer will be designated to manage the Technical Rescue Portfolio. A Rescue Technician (L2) will preferably hold this position.

Training

- Provide advice on Technical Rescue training issues to the MRT and the Technical Rescue Coordinator.
- Manage Rescue Operator (L1) training for all areas of Technical Rescue for the South Western Region.
- Oversee Core maintenance training for Rescue Operators (L1).

In all areas of Technical Rescue:

- Assist and provide support to Station staff when required or requested.
- Undertake special projects as directed.

Response

Respond to Technical Rescue operations within South Western Region, as directed.

Liaise

- Internal

- Regional Technical Rescue Advisory Committee.
- Regional training exercises.
- State Technical Rescue Coordinator.
- Area Training/Support Officers.
- Manager Regional Training.
- Area Directors.

- External

- Provide advice in 'on-site' rescue procedures for industry.
- Provide advice on the development of external training for industry.

Tenure: Technical Rescue Training Officer (ATO - preferably Rescue Technician) shall be appointed by the MRT, for a time as determined by the MRT and will work with the QFRS South Western Region Technical Rescue Advisory Committee.

5.6 Regional Technical Rescue Advisory Committee

- Advise on all aspects of Technical Rescue operations and training within the South Western Region as requested by the QFRS.
- Monitor all aspects of Technical Rescue operations and training throughout South Western Region.
- Advise and select staff as Technical Rescue Technicians (L2).
- Advise on QFRS Training Manuals, Syllabi and Training Packages.
- Advise on Technical Rescue Technician training programs.
- Advise or make submissions to QFRS State Technical Rescue Committee in relation to enquiries or complaints of a skill nature.
- Advise on the conduct and frequency of Technical Rescue training exercises and programs.
- Advise and submit requests for rescue equipment to the QFRS State Technical Rescue Committee.
- Provide future direction for all aspects of Technical Rescue operations and training throughout South Western Region.
- Plan and provide future financial direction for Technical Rescue within South Western Region.
- Provide a mechanism for and participate in conflict resolution as required.
- Keep the Assistant Commissioner fully informed on all matters relating to Technical Rescue within South Western Region.

5.6.1 Regional Sponsor

Provide guidance, planning, and decision making for the effective delivery and future direction of Technical Rescue at regional level via the Regional Technical Rescue Advisory Committee. Provide a mechanism for and participate in conflict resolution as required.

5.6.2 Tenure

The Regional Technical Rescue Sponsor shall be appointed to the position of Regional Technical Rescue Sponsor by the QFRS South Western Region Assistant Commissioner for such a period of time as the QFRS South Western Region Assistant Commissioner determines. The Regional Technical Rescue Sponsor must hold substantive rank of not less than FPO4.

5.6.3 Regional Assistant Commissioner

Provide guidance, planning, infrastructure and decision making for the effective delivery and future delivery of Technical Rescue at regional level, in consultation with the Regional Technical Rescue Sponsor and Regional Technical Rescue Advisory Committee.

6. Reporting Relationships

Reporting relationships will be in accordance with the Technical Rescue Reporting Relationships operational and training flow charts. This does not alter existing QFRS Command & Control procedures with the designated Incident Controller having overall incident management responsibility.

6.1 Technical Rescue Operator Trainees (L1)

Technical Rescue Operator Trainees under the control of Station Officers report to and remain subordinate to Technical Rescue Operators during the conduct of theory training and any operational incident they may attend whilst undergoing training.

6.2 L1 Operators

Technical Rescue Operators report to and remain subordinate to Technical Rescue Technicians during the conduct of theory and practical training and any operational incident they may attend where there is a Technical Rescue Technician in attendance.

6.3 L2 Technicians

Technical Rescue Technicians report to and remain subordinate to Senior Technical Rescue Technicians during the conduct of theory and practical training where there is a Senior Technical Rescue Technician in attendance.

At incidents, Technical Rescue Technicians will provide specialist advice and/or be assigned control of the direct Technical Rescue operation/s by the Incident Controller.

6.4 Regional Technical Rescue Coordinator

Regional Technical Rescue Coordinator reports to and remains subordinate to:

Manager Regional Training in relation to regional training matters.

Regional Technical Rescue Sponsor in all matters relating to Technical Rescue within the region.

6.5 Regional Technical Rescue Advisory Committee

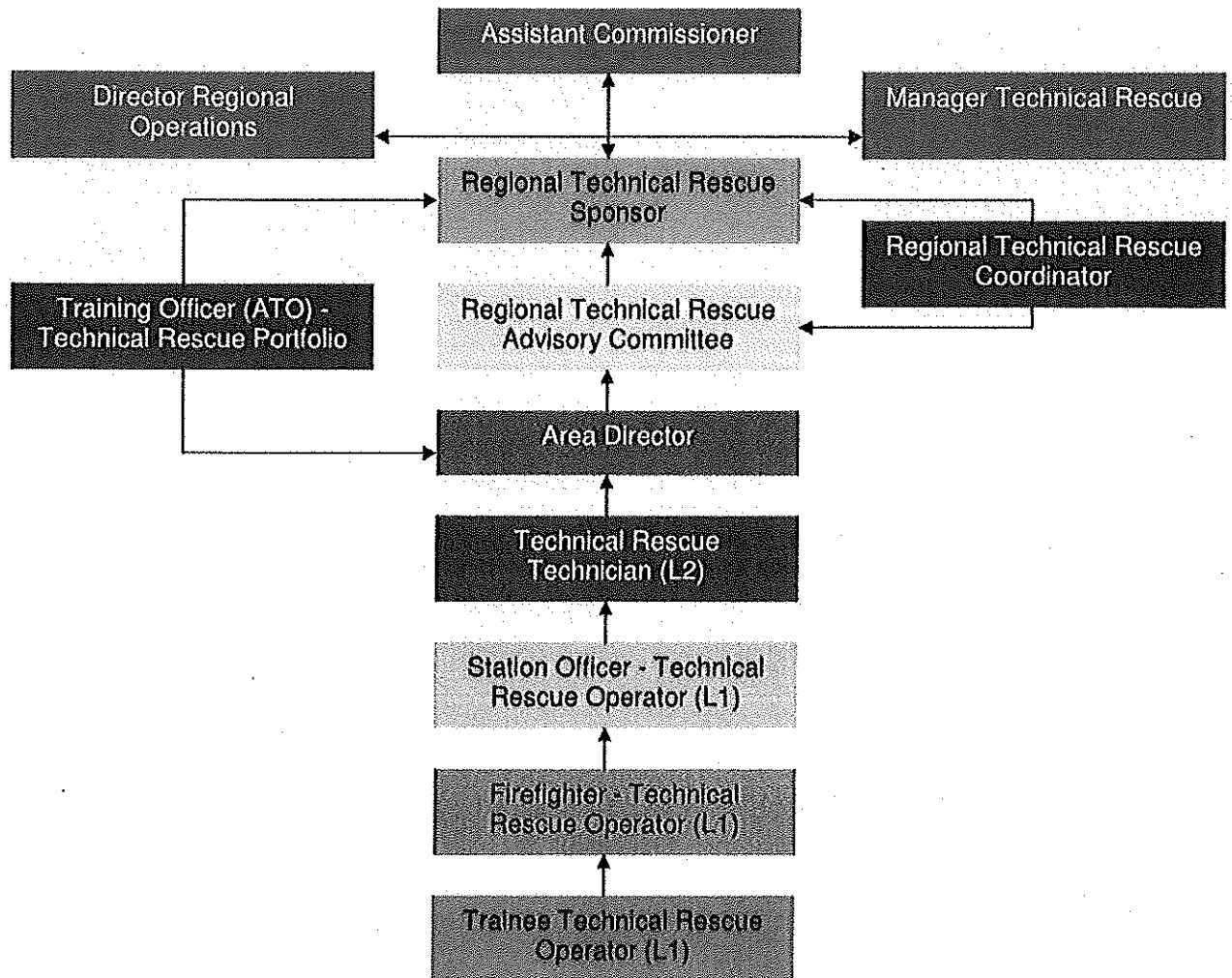
Regional Technical Rescue Advisory Committee shall report to the Regional Technical Rescue Sponsor and Manager Technical Rescue on all Regional Technical Rescue matters.

Regional Technical Rescue Sponsor

Regional Technical Rescue Sponsor reports to Assistant Commissioner in all matters relating to Technical Rescue within the region.

South Western Region Technical Rescue Operational Reporting Relationships (Non Incident)

Flow Chart



7. Conflict Resolution

Any issue or conflict arising from operations, training or training course selection requiring resolution will be resolved via the appropriate chain of command as defined in the Operational and/or Training Reporting Relationship commencing at immediate supervisor level and if necessary progressing through to the Regional Technical Rescue Advisory Committee.

Conflict Resolution Management

Conflict resolution will be managed in accordance with the provisions of the QFRS Interim Award – State 2003.

Attachment "1"

South Western Region "Start of Shift"- Proforma TECHNICAL RESCUE (LEVEL 2) LOCATIONS

Name	Shift	Rank	Phone no	Mobile	Pager	Con Space	Vertical rescue	Trench	US&R	Sv We
Tony Guse	Day	SO				Y	Y	Y	Y	
Scott Frame	B	SFF				Y	Y	Y	Y	
Mathew Kendall	A	SFF				Y	Y	Y	Y	
Steve Horvarth	C	SO				Y	Y	Y	N	
David Crighton	B	SFF				Y	Y	Y	Y	
Peter Mccarron	Day	SO				Y	Y	Y	Y	
Karl Noble	C	SFF				Y	Y	Y	Y	
John Burrows	C	SO				Y	N	Y	Y	
Cameron Ashmore	Day	SO				Y	Y	Y	N	
Shane Rankline	C	SFF				Y	Y	Y	Y	
John Ryan	D	SFF				Y	Y	Y	Y	
Stewart Lange	B	SO				Y	Y	Y	Y	
Michael Coombes	WB	SFF				Y	Y	Y	N	

Appendix B: South Western Region Pandemic Plan

1. Aim and Objectives

The aim of this plan is to manage the threat posed to Queensland Fire and Rescue Service (QFRS) South Western Region personnel during a pandemic outbreak and to ensure maintenance of an acceptable level of essential services.

The objective of this plan is to provide a strategic level framework for the QFRS South Western Region to plan for staff safety and maintaining an acceptable level of emergency response and essential community services during a pandemic.

2. Introduction

All indications are that the world is overdue for a major influenza pandemic. With the current prevalence of avian Influenza (H5N1) in wild and domestic bird populations in South East Asia and Eastern Europe, experts are predicting that the next human pandemic will be associated with this strain of the virus and will hit within the next few years.

Given that the Influenza is highly infectious and that its effects can cause individuals to be ill for weeks, it is essential that emergency services such as the QFRS plan to continue to provide essential services to the community.

This plan will be invoked as the pandemic phases change under the authority of the Commissioner of the QFRS.

On being notified of a change in the level of alert, this plan will be a guide to maintain effective and efficient operational services in the QFRS South Western Region.

2.1 Pandemic Phases

Queensland Health's *Queensland Pandemic Plan* details the six phases of a pandemic. The groupings of these phases differ slightly from the Australian Government Plan by nominating a preparedness, alert and pandemic period. The groupings and determinants of the phases are listed in the table below.

Phase	Description and Situation
0 to 3	Pandemic Preparedness period. At 0 there were no cases or novel influenza. At phase 1 a novel influenza appears in animals with the risk to humans considered low. At phase 2 the risk to humans has elevated to high. At phase 3 there is human infection from contact with animals but no confirmed cases of human to human spread.
4 and 5	Pandemic Alert period. At Phase 4 human to human transmission is confirmed but contained to small clusters either overseas or in Australia. At Phase 5 the extent of human to human transmission is greater (higher in volume) but still in identifiable clusters.
6	Pandemic Period. At Phase 6 regional or multi-regional epidemics have been confirmed. This is an impact minimisation and sustainability management phase

2.2 Likely Impacts

The effect of an influenza pandemic on the health system will be overwhelming and felt universally by all emergency services.

The impact of this level of infection will be felt by the QFRS in a number of ways but most notably:

- An increase in the request for assistance by Queensland Ambulance Service (QAS) and a possible increase in emergency medical responses;
- Assisting in the management of influenza related hazardous material issues at hospitals;
- Possible requests for assistance in disposing of infected bird populations (as per previous NSW assistance)
- An increase in emergency response calls (i.e. intentional fire setting as a result of civil disorder)
- A reduction of the available workforce through illness or caring for ill family.

2.3 Personal Protection Equipment

The Queensland Pandemic Plan states that the minimum level of respiratory protection for Avian Influenza is the P2 (95 equivalent) disposable particulate filter respirator (mask). The '95' refers to a 95% filter efficiency and the comparative Australian Standard is AS/NZS 1715 – 1994 & 1716 – 1994 – Respiratory Protective Devices (P2).

Medical or surgical facemasks will only provide a barrier against large droplets and are most effective if worn by a patient. The filter material of a medical or surgical facemask may not prevent penetration of sub micron materials and should only be considered as a last resort if a P2 (95) respirator mask is not immediately available. QFRS South Western Region will purchase sufficient P2 (95) respiratory masks as supplies become available

3. Implementation

3.1 General Outline

This plan is designed to ensure that a pandemic outbreak will be managed by QFRS South Western Region in a controlled fashion. As pandemic alert levels change, QFRS South Western Region's operations will be scaled according to the following:

- Q-Health advice as to the location of the outbreak, and the degree of assurance offered regarding their capacity to isolate cases;
- Exposure of QFRS South Western Region staff and potential for further infection;
- Capacity to maintain normal response operations in the face of possible escalating demand for service and potential reduction in numbers of staff available to provide emergency response.

This QFRS South Western Region Pandemic Response Plan is consistent with the State and Federal Government Plans and ensures that the QFRS South Western Region is prepared to maintain the safety of their staff as well as maintaining an acceptable level of emergency response capability.

3.2 Strategies

QFRS South Western Region will take a proactive approach in ensuring the health and welfare of its staff. Whilst the various strategies in this plan make mention of anti-viral medication and the targeting of critical stations and staff, QFRS South Western Region will not assume guaranteed access to this type of medication. In fact, there is a distinct possibility that access to additional Personnel Protection Equipment and respiratory protection will be in short supply due to the overwhelming demand worldwide. The

following sections outline the strategies to be considered by the QFRS South Western Region for the various phases of a pandemic.

3.3 Staff Management

The management of staff shortages will be a key component in dealing with a disaster of this kind. The distribution of disease is likely to involve clusters of cases in regional as well as metropolitan centres which will add a further layer of complexity in the management of the situation.

South Western Region has developed rostering models that reflect a diminishing staff force (90%, 80%, 70%, 60% staffing levels – see Attachment “1”). These models will include identification of strategic stations that the South Western Region will endeavour to remain operating. As staff numbers diminish it may be necessary to implement a workforce management strategy that includes:

- Recall of additional staff from leave;
- Cancellation of all forms of leave (other than sick and special leave);
- Recall of casual staff or volunteers.

These plans will not include additional assistance from other regions or interstate. During such times management will be reluctant to move staff from Region to Region or from interstate, particularly when it is likely that these areas will also be feeling the effects of staff absenteeism.

South Western Region will identify Welfare Officers (e.g. ROHA Officers) to assist families of employees who are undergoing hardship as a result of the pandemic. This may encourage staff to attend work knowing that their families are being assisted by welfare officers.

Staff management processes will be prepared to ensure that the system for recall is feasible and the process is planned.

3.4 Education

Staff Education will be critical in ensuring that staff are aware of the threat of the illness as well as practices to mitigate the threat of spread. The QFRS Operations Directorate will play an important role in distributing timely information to staff both before and during an outbreak. Data and safety bulletins from Queensland Health will also be a valuable source of information for staff education.

During a pandemic phase in the event of staff absenteeism and a reduction of services this education campaign may have to include a public campaign detailing the importance of “life threatening emergency calls” only. It is envisaged that this would be a whole of department campaign.

3.5 Inter-Agency Planning

The cooperation of stakeholders will be central to the effective management of a outbreak of an influenza pandemic. Therefore, QFRS South Western Region will liaise with other agencies to ensure a consistent approach is followed. The plans will be developed with other corresponding government agencies for example Queensland Health – Health Services Zone and their Health Services District.

To ensure a collaborative multi agency approach, the QFRS South Western Region will consider the use of the District Disaster Management Group to provide an appropriate forum for joint planning.

3.6 Social Distancing

The term “social distancing” is often mentioned in pandemic influenza plans and refers to practices put in place to reduce the contact with members of the public. Such practices

can include allowing staff to work from home, abstaining from shopping centres and suspension of mass gathering sites such as sporting events and schools. These types of strategies will be considered by the QFRS South Western Region for maintaining essential services in the event of anti-viral medications and vaccines not being available.

3.7 Risk Assessment

QFRS South Western Region has completed a risk assessment matrix for staff in their areas (see Attachment "2"). This assessment identifies staff in the region that are essential to maintain an *acceptable* level of emergency response capability. Due to the demand for respiratory protection (PPE) and anti-virals, this risk assessment is not designed to identify services and the number of staff that provide the normal levels of response in the region, but rather the level of regional response which is deemed *acceptable*. This document will contribute in planning for PPE supply and distribution.

Due to the nature of an influenza pandemic, this risk management matrix differs slightly from normal processes. The Risk Matrix includes the normal areas of risk (personal exposure at work) and criticality, but in addition, assesses the working environment relating to "dealing with the public." For example communication staff is rated high in criticality and lower in exposure at work, but the additional field of environment (dealing with the public) will be rated as low/rare.

3.8 Review

The nature of influenza pandemics are constantly changing and in line with these changes, this plan will be reviewed annually unless there is no significant change either overseas or in Australia.

Attachment "1"

Regional staffing models

Regional staffing models to cater for 100%, 90%, 80%, 70% and 60% staff availability are as follows:

100% staff availability	
<u>permanent staff</u> operating on each of four shifts	<u>auxiliary staff</u> required to crew all auxiliary fire appliances
2 permanent fire stations, with multiple fire appliances	40 auxiliary fire stations, some with multiple Pumper capacity
Stations with multiple fire appliances are: <ul style="list-style-type: none"> • Kitchener St (2 fire appliances) • Anzac Av (2 fire appliances) 	Stations with multiple pumps <ul style="list-style-type: none"> • Warwick, Stanthorpe, Inglewood. • Dalby, Jandowae, Chinchilla, Miles, • Goondiwindi, St George • Roma • Charleville

90% staff availability	
<u>permanent staff</u> operating on each of four shifts.	<u>auxiliary staff</u> required to crew available auxiliary fire appliances.
Fire appliances to be removed from duty are as follows:	Fire appliances to be removed from duty are as follows:
<ul style="list-style-type: none"> • Aerial appliance from Kitchener St • Second Pumper appliance from Anzac Av • Control Vehicle from Kitchener St 	<ul style="list-style-type: none"> • Auxiliary Pumper

80% staff availability	
<u>permanent staff</u> operating on each of four shifts.	<u>auxiliary staff</u> required to crew available auxiliary fire appliances.
In addition to the above, the following fire appliances to be removed from duty/or have reduced crew levels are:	In addition to the above, the following fire appliances to be removed from duty are:
<ul style="list-style-type: none"> • Emergency Tender from Kitchener St • Technical Rescue Tender from Kitchener St 	<ul style="list-style-type: none"> • Auxiliary Pumper at

70% staff availability	
<u>permanent staff</u> operating on each of four shifts.	<u>auxiliary staff</u> required to crew available auxiliary fire appliances.
In addition to the above, the following stations to have reduced crew levels:	In addition to the above, the following fire appliances to be removed from duty are:
<ul style="list-style-type: none"> • Operate 1+2 crews at: <ul style="list-style-type: none"> • Kitchener St • Anzac Av 	<ul style="list-style-type: none"> • Auxiliary Pumper

60% staff availability	
<u>permanent staff</u> operating on each of four shifts.	<u>auxiliary staff</u> required to crew available auxiliary fire appliances.

In addition to the above, the following stations to have reduced crew levels:	In addition to the above, the following fire appliances to be removed from duty are:
<ul style="list-style-type: none">• Operate 1+2 crews at:• Kitchener St• Close Anzac Av Fire Stations	<ul style="list-style-type: none">• Auxiliary Pumper

QFRS South Western Region Response Plans Checklist

Phases 0 to 3 Plan and Prepare

Strategy

- Develop staffing models on differing absentee rates (90%, 80%,70%,60%)
- Undertake Regional/District Risk Assessment on staff for access to anti-viral /vaccinations (Identification of key staff and response to maintain acceptable levels

Phase 4 & 5 Human to Human confirmed: small clusters or localised larger regions

Strategy

- Monitor absenteeism spikes in the QFRS South Western Region.
- ****Consider activations of RFCC (Limited staffing)
- Consider ceasing all overseas business travel and domestic travel.
- *****Ceasing all QAS assistance and medical responses to respiratory complaints
- *****Consider partial closedown of Community Safety Offices and all other non-essential service areas.(Phone call monitoring Only)
- Limit staff transfers where possible.
- Consider arrangements for office staff to work from home.
- *****Consider limiting/suspending training activities (including auxiliary and volunteer staff) and community activities (school visits etc.).
- Activate self monitoring of staff and notification of suspected cases to Queensland Health.
- Operational staff to adhere to infection control measures in identified at risk areas (P2, masks, gloves etc.).

Phase 6 Regional and Multi Regional Epidemics

Strategy

- Cease all community engagement and community education activities.
- RFCC to provide daily reports to SOCC re staffing levels.
- Cease all Intra-state business travel and conduct meetings via teleconference or video conference facilities.
- Consider ceasing all QAS assistance calls.
- All staff to refrain from attending mass gathering sites (shopping centres etc.) during work hours.
- Closing down Community Safety Offices and all other non-essential service areas.
- Staff support plan activated (Welfare Officer).
- Arrangements for office staff to work from home.
- Operational personnel confined to stations during shifts other than fire-calls.
- Maintain a register of those who were sick and recovered as they will be immune.
- Ensure Peer support measures are in place.
- Suspend all training activities (including auxiliary and volunteer staff).

Attachment "2"

Risk matrix

Personal Exposure at Work	
5 - Extreme	Almost certain exposure to infective agent during normal operation of the industry
4 - High	Probable exposure through the course of normal operations
3 - Medium	Possible exposure through the course of normal operations
2 - Low	Unlikely exposure through the course of normal operations
1 - Rare	Risk is no greater than the general community

Environment - Dealing with General Public	
5	Uncontrolled environment or where the integrity of PPE can not be assured
3	Adequate precautions are available or where the integrity of PPE can be assured
1	Risk is no greater than normal community exposure

Criticality of Industry to the Community	
5	Critical to public order & health
4	Essential to the safe functioning of society
3	Loss of industry would cause disruption to normal functioning of society
2	Loss of industry would cause minimal disruption
1	non-essential industry; loss would not cause disruption

Decision Matrix

Likelihood	Exposure	Environment	Criticality
Extreme	5	5	5
High	4		4
Medium	3	3	3
Low	2		2
Rare	1	1	1

Personal Exposure at Work						
Agency	Essential Service Activity	Number of Staff	Personal Exposure at Work 5 - Extreme 4 - High 3 - Medium 2 - Low 1 - Rare	Environment - Dealing with General Public 5 3 1	Criticality of Industry 5 to 1 (5 = highest with no redundancy)	Score
QFRS	First responders Permanent		4	5	4	
	First Responders Auxiliary		4	5	4	
	Management		4	3	4	
	Senior Executive Management		3	3	4	
	Communications Centre		2	2	5	
	Administrative Staff		2	2	4	