



## Key matters

- At the Blue Water Review (BWR) Working Group (WG) meeting held in Townsville, the following key matters were considered:
  - **Concept of Operations (CONOPS)**
    - Mr Campbell Darby DSC AM presented a CONOPS “strawman” to the Working Group which outlined the fundamental inputs into a CONOPS and sought the WG’s support in progressing with the development of a full CONOPS.
    - The Working Group supported Mr Darby’s offer to provide a detailed CONOPS at the next meeting in Gladstone.
      - *What is a CONOPS?*

A CONOPS provides the link between the desired strategic and operational outcomes and the capabilities to achieve those outcomes. It defines how the parts of the organisation operate, the constraints and conditions in which they operate (operational environment) including any key assumptions, and the broad range of activities which support and enable the organisation’s performance. The concept also describes the nature of the problem to be addressed, and the character of the various stakeholders as well as their interactions and interdependencies.

For a new Marine Rescue entity, a CONOPS will assist in articulating the operational outcomes expected by the boating public and the enterprise level outcomes expected by Government. From this can be derived the overarching capability needs of the new entity and the potential issues and risks that will threaten success.

A clear CONOPS provides a framework to guide the transition to an efficient and effective Marine Rescue system that has utility beyond its primary blue water rescue role and integrates effectively across the whole emergency service spectrum. A detailed capability and risk review, undertaken at a later stage will have more validity if it is informed by Marine Rescue CONOPS
  - **Capability Requirements of a Future Marine Rescue Service**
    - The Working Group considered what baseline capabilities a future marine rescue service will require. This discussion involved reflection on the key problems identified in the Report into Marine Rescue Services in Queensland, the key risks in not delivering capabilities in the future and the key benefits of having clearly defined capabilities against risk profiles in local communities. The Working Group then worked to identify gaps between the capabilities agreed upon for a future service and current capabilities.



# BLUE WATER REVIEW WORKING GROUP COMMUNIQUE

Meeting 26 May 2019



- **Potential Structures of a Future Service**
  - The Working Group considered how the capabilities required for a future service may inform the future structure. Several options were considered as to how structure might deliver capability. **The Working Group has not finalised a view on structure.**
- **Funding Expectations**
  - The Working Group held a session with QFES Deputy Commissioner Doug Smith discussing funding expectations for a future service.
- In addition, an informal BBQ was held on Saturday, 25 May, at QF8 Townsville. The evening provided an opportunity for the Working Group to engage with approximately 100 volunteers from as far north as Tully and as far south as Mackay. The minutes from the night can be found attached to this communique.

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## Key outcomes

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- The next BWR WG meeting will be held in Gladstone over 8 – 9 June 2019. An engagement session will be held on the evening of Saturday, 8 June at VMR Gladstone with invitations extended to volunteers between Yeppoon and Hervey Bay.

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## Recommendations

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Below is an overview of the recommendations agreed to by the Working Group to date, what stage in the QFES Governance process the recommendation is up to, and what the next steps are.

Recommendation	Status	Next Steps
Transition to a single entity	Endorsed in principle 1 April 2019 by the QFES Strategic Committee	QFES Board of Management for consideration
New entity with a new name, brand and approach	Endorsed in principle 1 April 2019 by the QFES Strategic Committee	QFES Board of Management for consideration
State-wide risk assessment and capability gap analysis to commence immediately	Endorsed in principle 1 April 2019 by the QFES Strategic Committee subject to a Business Case to be provided at the next Strategic Committee meeting.	Concept of Operations being developed to help inform the Business Case for the risk assessment and operational capability analysis.

A handwritten signature in black ink, appearing to read 'Troy Davies', is positioned above a horizontal line.

Chair, Blue Water Review Working Group

**Troy Davies** - GradCertAppMgt  
Acting Executive Director  
Emergency Management and Community Capability  
6 June 2019