

Fire Services Review 2015
Preliminary District Analysis / Feedback Pro-forma

Term of Reference	Potential Implications	Opportunities for Improvement or Change	Show Stoppers	Desired VFBV Position on Key Issues	Action Required
(a) An assessment of the resourcing requirements necessary to ensure Victoria is appropriately equipped and fire ready	Recognition of the vital role of well – trained & equipped CFA volunteers in protecting the community.	<p>Empowering volunteers to lead their own training programs at local level based on Brigade risk profiles.</p> <p>Development of a forward-look planned capital funding program supporting volunteer needs.</p>	<p>Training programs hampered by requirements for a centralised training regimen with external non – volunteer trainers</p> <p>Need to provide certainty in resource provision & replacement, to utilise the best available technology & to maximise safety & efficiency in emergency responses..</p>	<p>Promote a risk-based training program in consultation with & by volunteers</p> <p>Advocating for provision of needs-based resources in recognition of the role of CFA volunteers, particularly in their role of providing surge capacity in the event of large-scale emergencies.</p>	<p>Facilitate a culture in CFA to develop training programs based on risk with implementation delegated to Brigades & Groups</p> <p>Change the culture in Government to promote Emergency Management Funding as a long – term cost-effective, pro-active program rather than the current reactive approach</p>
(b) How CFA and MFB staff can be best supported in protecting communities, taking into consideration operational needs, as well as Occupational Health and Safety best practice and best training methods	CFA staff culture must be focussed on a management approach recognising the unique requirements of volunteer emergency management personnel	<p>Maintaining an ongoing commitment for increasing volunteer recruitment support & morale.</p> <p>Creating & encouraging career pathways for volunteers in particular as a solution in filling management positions</p>	<p>Reduction in volunteer recruitment & retention</p> <p>EBA provisions that hamper volunteer recruitment to management positions</p>	Refer to objectives of the CFA Volunteer Strategy & Volunteer Charter	Promote the unique & vital role of volunteers in supporting emergency response in Victoria

Fire Services Review 2015
Preliminary District Analysis / Feedback Pro-forma

Term of Reference	Potential Implications	Opportunities for Improvement or Change	Show Stoppers	Desired VFBV Position on Key Issues	Action Required
<p>(c) The interoperability between the CFA and MFB</p> <p>(d) the interoperability across fire agencies responsible for preventing and suppressing all types of fire in Victoria, whether on public or private land</p> <p>(e) CFA and MFB management structures and management work practices</p> <p>See also section (h)</p>	<p>“Silo” culture which counters efficiency in a changing society</p> <p>Adopt uniform equipment & Operation standards</p> <p>Develop seamless joint emergency management structures</p>	<p>Joint specifications & tendering for like equipment</p> <p>Standard Operational Objectives & Practices</p>	<p>Cost savings from bulk purchases of plant & equipment</p> <p>Impediments to efficient emergency management across agencies</p> <p>Introduction of rigid “top down” training practices & procedural standards</p>	<p>Discourage “silo” culture & encourage greater coordination between Fire Services & the cost savings that follow.</p> <p>Training Standards & Procedures designed for & rolled out by volunteers.</p>	<p>Adopt a positive position regarding rationalisation of Fire Services</p> <p>Demonstrate the capability of volunteers & positive outcome resulting from volunteer ownership & responsibility for training programs.</p>

Fire Services Review 2015
Preliminary District Analysis / Feedback Pro-forma

Term of Reference	Potential Implications	Opportunities for Improvement or Change	Show Stoppers	Desired VFBV Position on Key Issues	Action Required
<p>(f) Enhancing workplace culture, including fostering greater respect and cooperation between management and its workforce, as well as enhancing workplace innovation and diversity</p> <p>See section (h)</p>					
<p>(g) Options for the establishment of a Career Firefighters Registration Board</p>	<p>May have some advantages for career firefighters but has significant potential in alienating volunteers from meaningful participation & recognition in emergency management.</p>	<p>No advantages to volunteers but could have major impacts</p>	<p>Registration could frustrate & diminish the role & status of volunteers & form a barrier to lateral entry into management roles & participation in incident control.</p>	<p>Closely monitor any proposal for registration to ensure it relates only to career personnel setting internal management standards only & does not in any way translate to other areas & create a division within fire service personnel.</p>	<p>Oppose any registration arrangements which create a “class” firefighter status within the fire service to the disadvantage of volunteers.</p>

Fire Services Review 2015
Preliminary District Analysis / Feedback Pro-forma

Term of Reference	Potential Implications	Opportunities for Improvement or Change	Show Stoppers	Desired VFBV Position on Key Issues	Action Required
<p>(h) The best mechanism to provide support for volunteer fire brigades and to ensure their viability in providing emergency services</p>	<p>A management culture fully committed & targeted to the values & support of volunteers</p>	<p>Improved communication processes, at all levels, which provide clear & precise information, in a format that is clearly understood by volunteers</p>	<p>Arbitrary decisions being made that impact on volunteers without consultation.</p>	<p>Require the CFA to provide that all project objectives are measured against relevance & compliance with the Volunteer Charter.</p>	<p>Review the Volunteer Charter to provide measurable criteria for meeting objectives & a system of review if objectives not met.</p>
	<p>Improve support for Volunteer Brigades in meeting administrative workloads</p>	<p>Resource administration support at Region & District level by appointing Administrative Managers to relieve Operations staff from routine non operations tasks</p>	<p>Ongoing assertive culture within CFA that ignores the need to consult & inform.</p> <p>Brigades overwhelmed with administrative work</p> <p>Operational matters taking precedence over important administrative needs.</p>	<p>This is a fire service funding issue & VFBV must identify the efficiencies in separating operations from administrative workload</p>	<p>Advocate required funding with Minister</p>
	<p>Challenges surrounding volunteers in meeting demands in an expanding Outer Metropolitan area</p>	<p>Investigate & review options for the most efficient management of fire services in an expanding outer metropolitan area.</p> <p>Provide positive future strategies for the fundamental role of volunteer fire services</p>	<p>Taking no action & allowing unplanned adhoc expansion of Metropolitan fire services.</p> <p>Lack of future direction in nature & role of volunteer services</p>	<p>Adopt a pro-active role in recognising change & taking a positive stance by conducting its own objective review on volunteers' role in meeting demands in a changing outer Metropolitan area.</p>	<p>Adopt a positive & Pro-active position regarding rationalisation of Fire Services</p>