CFA Jones Inquiry Implementation Action Plan - Progress Report No2
Date: May 2013

Responses by the respective Executive Officers to the report of the Independent Inquiry into the Effect of Arrangements made by the Country Fire Authority on its Volunteers by His Honour David Jones AM

# Traffic Light Key	
	Complete
	In Progress & On target
	In Progress/Behind target
	Not Commenced/Behind target
	Not commenced

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
1	**Culture and leadership to empower and support volunteerism** Ensure organisational design, systems and processes are directly aligned to growing, maximising, and empowering the vital community-based volunteer resource						
	1.1 Develop, articulate and actively implement an aligned organisational vision, mission, values and structure	1.1.1 Agree on suite of critical organisation culture features	31-Jan-13	Executive Director, Performance & Strategy - David Spokes Executive Director, People & Culture - Fran Boyd	Completed		CFA's 'Creating our Future Together' whole of organisation program commenced in 2012. A key aspect of this was implementing an organisational-wide culture survey in May 2012 to better understand the current culture of the CFA, and to identify preferred future culture. Several debriefing and action planning sessions have been conducted across the State involving paid and volunteer members. Further works will be undertaken to develop a specific set of actions and accountability to address deficiencies between the current culture and preferred culture of CFA, which is due to occur by October 31, 2013. Supporting this, the Board and Executive Leadership team have developed and communicated the organisations vision and mission and these have been communicated across the organisation via CFA Connect, Brigade and Fireman Articles and regular Creating Our Future Updates. Recently the Board approved CFA Directions Statement to ensure greater alignment between vision, mission, strategy and structure. This was issued to Regional Directors mid January 2013 and is currently being disseminated to local forums and networks. **01/05/2013:Commencing in September 2011, CFA's Creating Our Future Together' program is the overarching program guiding CFA's organisational change. Developed by the Executive Leadership Team, 'Creating our Future Together' focuses on strategy, leadership, culture, structure and business improvement. In 2012, the CFA Board confirmed the vision for the organisation 'To Protect Lives and Property' and our mission 'Working together with communities to keep Victorians safe from fire and other emergencies'. A suite of constructive preferred organisational culture features were also defined for the organisation to work towards. Culture is the shared values, norms and expectations that guide organisation members in terms of how to approach their work and deal with each other and inform what 'we need to do to fit in'. The preferred culture for CFA is for all members to encourage each other, be achievement oriented, affiliative and self-actualizing, with a strong focus on people/task orientation, and increased satisfaction levels.**
		1.1.2 Assess current organisation culture against preferred culture	31-Jan-13		Completed		Refer above (CFA updated 31 Jan) **01/05/2013: In 2012, 460 members from across CFA participated in a Culture Survey which assessed the current culture of CFA against the preferred culture features. The survey tool results showed an overwhelmingly unanimous view that clearly demonstrated a gap between the preferred culture and current culture of CFA.**

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		1.1.3 Develop actions and accountabilities to address any gap between the current organisation culture and the preferred culture	31-Oct-13		In progress & On Target		The Culture survey results are being communicated and discussed across the organisation by managers and nominated and trained facilitators. Debriefing sessions have been held with both CFA and VFBV Boards, Regional forums including DPC members. Actions plans are currently being prepared to address gaps between the current and preferred culture. **01/05/2013:The Culture Survey results continue to be communicated and discussed across CFA. Regional Directors, Functional Managers and trained facilitators have conducted debriefing sessions across the organisation. This has involved CFA and VFBV Boards and Regional forums including DPC members. Actions plans are well progressed to address gaps between the current and preferred culture. Regular updates and communications are continuing within Directorates and Regions. A Culture objective is now included in Senior Leadership Team members performance plans and will be progressively included in all line managers performance plans.**
		1.1.4 Review organisational policy, strategy and doctrine to ensure alignment with vision and mission	31-Oct-13		In progress & On Target		This work forms part of Creating our future together. A number of corporate initiatives have been put in place to ensure greater alignment between vision, mission, strategy and project. These include: • The Enterprise Priorities Investment Panel (Aug 2012) - to assist ELT and the Board to ensure that proposed High Value/High Risk CFA projects and investments are aligned with the CFA corporate business priorities; • The CFA Performance Framework (Aug 2012) – to assist CFA in measuring, reporting and reviewing performance against strategic objectives. The first phase of implementation of the Performance Framework is to collect, process and analyse data to measure performance against plan; • The CFA Directions Statement 13/14-15/16 (Dec 2012) which sets the course CFA will follow to accomplish our mission to protect lives and property and is the first stage of planning that will guide CFA through to 2016; and • The next major activity is the developing of overarching strategies for inclusion in the CFA Plan 13/14-15/16 which drive the progress of the Directions Statement. **01/05/2013:A whole of organisation corporate strategy workshop conducted in March 2013 reviewed draft corporate goals and strategies. Active participation by District Planning Committee and VFBV provided quality input. CFA is progressing work on overhauling and simplifying the cascading structure of strategy, policy, business rules and guidelines. Work has commenced, led by CFA legal and governance on a review of CFA regulations which will support alignment with vision and mission.**
		1.1.5 Articulate and communicate vision, mission and values- ensure that it is understood at brigade level	31-Oct-13		In progress & On Target		There have been a number of communications to CFA members which articulate the organisations vision, mission and directions. These include: At the CFA On Line Question & Answer session on September 5th, 2012, CEO Mick Bourke discussed CFA's priorities, now and into the future. The feedback from this session was incorporated into a CFA Strategic Planning Workshop held in late September. The transcript from the session is also available for CFA members online and has been viewed 1126 times since it was uploaded. On September 27th, CFA's Corporate Plan 2012-13 was communicated to all CFA members. This plan sets out the major activities that will be undertaken this year to progress our mission of protecting lives and property. The plan aligns to the Strategic Plan 2011-2014 and sets out our specific focus and commitments for the next year. The CFA Directions Statement Year 2013/14-15/16, set by the Board, was communicated to all CFA members via the CEO's blog on January 11th, 2013, and can be accessed by all members via the 'Creating our Future Together' online portal. Utilisation of social media and online mediums is heavily relied upon to disseminate and communicate elements of this entire Action. Although a tool of the future, CFA must ensure traditional means of communicating to all members is relied upon to in addition to modern tools and mediums. **01/05/2013: Changes to the Intranet Home Page to increase visibility of CFA policies to all CFA members (including Board members) are currently being considered. The feasibility of merging Brigades on Line and CFA Intranet is also an option as is introduction of CFA email accounts, with the intent to provide members with easier access to policies and improved navigation of information, thereby enabling CFA members to be better informed. Initial scoping has commenced and further work to move things forward will be undertaken in the coming months.**

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	1.2 Operationalise key processes that directly support the delivery of CFA obligations in 6(i) of the Act	1.2.1 Establish and commence a process to identify practices that enhance or inhibit volunteer capacity (including consistency of application)	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Deputy Chief Officer, John Haynes - Fire & Emergency Management	In Progress & Behind Target		Refer Theme 3.3 **01/05/2013: Preliminary discussion held at nominated Fire Brigades but need to work closer with VFBV to streamline a process that provides greater information in a shorter timeframe. Timeframe for completion moved from 30/4/13 to 31/10/13 due to inability of key resources during significant 12/13 fire season.** **22/05/2013: Meetings held at Mernda and Warracknabeal to** gather information on support initiatives for Growth Areas and Rural Areas. This information will strengthen the Brigade Support Principles document. The Brigade Support Principles document will be further analysed by a sub committee of the Joint Operations Consultative Committee and presented to the August meeting of Joint Operations Consultative Committee for their consideration.
		1.2.2 Prioritise process improvements	31-Oct-13		Not commenced		**Awaiting outcome of Aug Joint Operations Consultative Committee**
		1.2.3 Review and modify role descriptions, recruitment and promotional processes and performance management	31-Oct-13		Not commenced		Will require resourses from CFA's People & Culture, and Operational Training & Volunteerism Directorates. **This needs to be defined - What resourses?**
	1.3 Develop and implement a leadership strategy	1.3.1 Identify leadership behaviours to be integrated into recruitment, performance management and development systems	31-Oct-13	Executive Director, People & Culture - Fran Boyd	In progress & On Target		Initial consultation with senior leaders conducted and action plan prepared. **1/05/2013:** **Consultation and development of CFA Leadership Framework continues. Consultation has occurred with CFA leadership teams, which has included all Directors and a significant number of middle managers, both regionally based and at HQ. Stakeholder consultation has been with the VFBV and the Fire Service Commissioner. In addition to the meetings three seperate leadership behaviour workshops were undertaken at the CFA/VFBV Joint Committees on March 24 at Fiskville. The output of these consultation meetings will provide informatin into the development of the CFA Leadership Framework for all members.**
		1.3.2 Develop a leadership development framework	31-Oct-13		In progress & On Target		Scoping of leadership development framework has commenced and will include volunteer input and consultation. **01/05/2013: Leadership** **Development is a key outcome of the CFA Leadership Framework currently being designed. The Leadersip Framework will identify the capabilities required for leaders in CFA and enable the scoping of a CFA leadership development framework this will include volunteer input and further consultation with VFBV and key stakeholders.**
		1.3.3 Commence implementation	31-Oct-13		Not commenced		**Will comence implementation when the "Framework" is completed. A rollout plan needs to be developed**

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	1.4 Expand section 29 process to include brigade upwards feedback on support provided and support needed to brigades	1.4.1 Build a tool	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Chief Officer Euan Ferguson, Fire & Emergency Management	In Progress & Behind Target		This action has been delayed by senior officer commitment to fires in January 2013. It is proposed that a Working Party, nominated by the CFA/VFBV Joint Operations Committee develop a simple feedback "tool". The "tool" would have elements similar to a 360 degree feedback process to allowing brigades to comment on CFA performance in support of individual brigade needs. **01/05/2013: Scheduled completion date amended from 30/4/12 to 31/10/13** **22/05/2013: DCO Haynes assigned to work with Adam Barnett and Allan Monti to scope brigade support feedback through a survey mechanism. A pilot for a Section 29 reform for four districts has been discussed to incorporate a feedback mechanism for Brigades as part of the inspection process. A pilot for a Group Section 29 report will be in draft for the 2013/14 financial year in addition to the Brigade feedback tool. The Jones Inquiry and the particular issues with Section 29 reporting changes are part of the Operations Manager Conference for discussion in June 2013.**
		1.4.2 Communicate to brigades	31-Oct-13		Not commenced		**Awaiting tool development, pilot delivery to both Group and Brigade and outcomes from the June Ops Mgr Conference**
		1.4.3 Implement	31-Oct-13		Not commenced		**Implementation timeframe to be developed. Timing will be based on the outcomes from 1.4.1 / 1.4.2**
	1.5 Apply the CFA/VFBV joint consultative framework to engage volunteers in decision-making	1.5.1 Framework designed and adopted	31-Jan-13	Manager Volunteerism Kate Harrap, Operational Training & Volunteerism	Completed		Six separate joint consultative committees have been established between CFA & VFBV, with cross-representation from staff and VFBV delegates. Terms of Reference have been established for each committee, with meetings scheduled quarterly to discuss key issues affecting Volunteerism. The test for the robustness of the consultative framework will be the engagement by CFA across the 7 joint Committees plus the effectiveness of the Joint Consultative meetings. OT&V have emerged as a lead directorate in identifying their respective Joint Committees as key forums and positioning these committees in the reporting and decision making regimens. In aligned elements for future reporting, monitoring of other committees achieving similar outcomes is preferred. **01/05/2013: CFA & VFBV have established six separate joint committees which meet on a quarterly basis to discuss key issues affecting Volunteerism. This follows the principles of consultation contained within the Volunteer Charter. As the committees mature, further reporting and monitoring of their effectiveness will evolve. This will ensure that each committee achieves meaningful outcomes.**
		1.5.2 Establish a process that monitors and reports on the application and effectiveness of this framework to the CFA Board	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		Not commenced		Further work will be undertaken to establish the monitoring process of the effectiveness of this framework. **01/05/2013: The six CFA/VFBV Joint Committees met in March at Fiskville. A system to report on effectiveness to the CFA Board is required to complete this action. This work is yet to be commenced. It is anticipated that this will happen in the second half of 2013, and has been delayed as a result of increased workload in other areas. Timeline has been adjusted accordingly.**

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		1.5.3 Explore options to include compliance with CFA Act (clause 6) and volunteer charter obligations as a regular Board report	31-Oct-13		Not commenced		**A repoting process needs to be included in regular Board reporting. Second half 2013.**
	1.6 Undertake a systematic review and removal of inconsistent District to District policy application	1.6.1 Much of this will be addressed through specific strategies and actions implemented as a result of this plan.			Not commenced		**Much of this will be addressed through specific strategies and actions implemented as a result of this plan.**
2	**Recruitment, retention, recognition and utilisation of volunteers** Introduce, expand and improve initiatives for the recruitment, retention and recognition of volunteers and increase opportunities available to them within the CFA to maximise the optimal utilisation of volunteer capacity						
2	**2.1 Reform the current approach to exit management**	2.1.1 Understand current approach and issues	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Manager Volunteerism Kate Harrap, Operational Training & Volunteerism	In Progress & Behind Target		Initial discovery has commenced with regard to AFAC agencies approach to volunteer exit management approached, including review of processes and tools utilised. Further work required. **01/05/2013: FESA have implemented an online exit survey tool, and accompanying communications/marketing plan. Within CFA, various approaches are applied to exit management, which are not consistent around the State. Members exiting the organisation are addressed in many ways, leading to inconsistency and frustration. Further work is required to understand the risks associated with this, and will be reviewed as part of the Volunteer Support Program - Volunteer Sustainability project. Timelines have been adjusted to reflect current and anticipated activity.**
		2.1.2 Undertake analysis and develop options	31-Oct-13		In Progress & On Target		Further work will be commenced with the Volunteer Support Program - Statewide Recruitment, Retention and Recognition workstream, contained within the Volunteer Development project. **01/05/2013: A working party has been established to develop a pilot project focussed on capturing information of member exits at CFA. The working party includes cross-representation from CFA & VFBV. The intent is to create a survey tool and focus on members who have left CFA within the last 6-12 months. This pilot will run for 3 months duration and be evaluated, and is anticipated to commence from July 1, 2013.**
		2.1.3 Commence implementation	31-Oct-13		Not commenced		Implementation work will be commenced with the Volunteer Support Program - Statewide Recruitment, Retention and Recognition workstream, contained within the Volunteer Development project.
2	**2.2 Simplify brigade transfer process**	2.2.1 Simplify process and implement	31-Jan-13	Executive Director, Operational Training & Volunteerism - Lex de Man	Completed		A process to simplify brigade transfer for volunteers moving from one brigade to another was implemented in <month> 2012. Following endorsement from the CFA Board, members can now change from one brigade to another, using the current voting process, and once successfully through the brigade transfer process members records are shown as 'transferred' rather than 'resigned'. This has eliminated angst and frustration with volunteers moving around the State and is a positive outcome.

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		2.2.2 Measure and evaluate	31-Oct-13		Not commenced		Further work will be commenced with the Volunteer Support Program - Statewide Recruitment, Retention and Recognition workstream, contained within the Volunteer *Development* project. **01/05/2013: Further work will start with the Volunteer Support Program - Statewide Recruitment, Retention and Recognition workstream, within the Volunteer Sustainability project.**
2	**2.3 Remove barriers preventing volunteers being employed by CFA, including review of lateral entry arrangements**	2.3.1 Identify barriers to employment of volunteers by CFA	30-Apr-13	Executive Director, People & Culture - Fran Boyd	Completed		Recognition of the barriers in gaining both operational & non-operational employment at CFA has been identified. The current Employee Bargaining Agreements along with CFA Recruitment policies and work practices have been reviewed. **01/05/2013: CFA has conducted a thorough review of relevant documents relating to employment. As a result of this, several clauses in the current EBA such as Lateral Entry and Terms and Conditions of Employment for Instructors have been identified. These will be subject to negotiation in the next agreement.**
2		2.3.2 Identify and implement quick fixes	31-Oct-13		In Progress & Behind Target		**01/05/2013: The recent Federal Court case and the decision of the FWA in the recent Parks Victoria EBA case presents opportunities for removal of many of the barriers that exist int he current Operations EBA. CFA will continue to explore and pursue these options to streamline opportunities for lateral entry.. These matters will be subject to consultation with key stakeholders, including VFBV. It is unlikely that quick fixes will be achievable as they will be subject to negotiation in the next agreement.**
2		2.3.3 Document position on other issues and opportunities and regularly report progress	31-Oct-13		In progress & On Target		**01/05/2013: Other opportunities are subject to the barriers listed above and are reported.**
2	**2.4 Monitor and measure volunteer perceptions about factors affecting their welfare and efficiency**	2.4.1 Review first VFBV survey instrument and results	31-Jan-13	Manager Volunteerism Kate Harrap, Operational Training & Volunteerism	Completed		Review of the VFBV survey has been completed, outcomes of these are being monitored by CFA. CFA's evaluation of the survey results will inform elements of work stream planning for the Volunteer Support Program.
		2.4.2 Identify and prioritise issues for attention	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		In Progress & Behind Target		Further work will be commenced with the Volunteer Support Program workplans. **01/05/2013: VSP Resources due to commence on June 3, 2013. Timelines have been adjusted accordingly.**
		2.4.3 Determine ongoing approach	31-Oct-13		Not commenced		**01/05/2013: VSP Resources due to commence on June 3, 2013. Timelines have been adjusted accordingly.**
	2.5 Develop flexible options for arrangements with employers	2.5.1 Scope and resource project	31-Oct-13	Manager Volunteerism Kate Harrap, Operational Training & Volunteerism	Not commenced		**This work will fit into the scope of work in the VSP and will be reviewed as part of the Volunteer Support Program - Volunteer Sustainability project.**

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		2.5.2 Research other support programs in operation	31-Oct-13		Not commenced		**as above**
		2.5.3 Develop business case	31-Oct-13		Not commenced		**as above**
	2.6 Develop programs to support local engagement of diverse communities (CALD, age, gender)	2.6.1 Undertake stock take of current activities and evaluate success	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Manager Volunteerism Kate Harrap, Operational Training & Volunteerism	Not commenced		Further work will be commenced with the Volunteer Support Program workplanning. This is also a key priority for the CFA/VFBV Volunteerism Joint Committee. **01/05/2013: Timelines have been adjusted accordingly.**
		2.6.2 Identify ongoing support mechanisms to expand success such as providing information on community groups and local community resources	31-Oct-13		Not commenced		**Awaiting VSP data gathering and project proposals**
		2.6.3 Provide demographic data on CALD groups for each Region	31-Oct-13		Not commenced		**Awaiting VSP data gathering and project proposals**
		2.6.4 Develop Case Studies and success stories on engaging diverse communities	31-Oct-13		Not commenced		**Awaiting VSP data gathering and project proposals**

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		2.6.5 Promote the use of support materials such as the 'Building Multicultural Awareness in your Brigade' Guide	30-Apr-13		Not commenced		**Awaiting VSP data gathering and project proposals**
2	**2.7 Remove barriers preventing optimal utilisation of volunteers and volunteer capacity, including improved use of volunteers in IMT roles**	2.7.1 Identify barriers to optimal utilisation of volunteers and volunteer capacity	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Chief Officer Euan Ferguson, Fire & Emergency Management	In Progress & Behind Target		This action has been delayed by senior officer commitment to fires in January 2013. It is proposed that CFA, in conjunction with VFBV, develop an "opt-in" survey of volunteers who (1) are currently IMT members; (2) have been IMT members but now are not; and (3) members who are not IMT members but would aspire to be one. A "survey monkey" style of survey is proposed. It would be intended that the questionnaire be developed in conjunction with the CFA/VFBV Joint Operations Committee. **01/05/2013: Timeframe for completion moved from 30/4/13 to 31/10/13 due to inability of key resources during significant 12/13 fire season.**
		2.7.2 Identify and implement quick fixes	31-Oct-13		Not commenced		**Currently under review, awaiting further information**
		2.7.3 Document position on other issues and opportunities and regularly report progress	31-Oct-13		Not commenced		**Awaiting further information**
	2.8 Explore options for more effective utilisation of life and professional skills that volunteers bring to CFA	2.8.1 Scope this as a project	31-Oct-13	Executive Director Operational Training & Volunteerism - Lex de Man	Not commenced		**Still to be scoped**
	2.9 Develop an overarching strategic framework that equips, enables and empowers sustainable volunteerism	2.9.1 Development of a member strategy (cradle to grave approach)	31-Oct-13	Manager Volunteerism Kate Harrap, Operational Training & Volunteerism	Not commenced		**Awaiting VSP data gathering and project proposals**
3	**Strengthening the volunteer-based and integrated service delivery model** Develop the service delivery model to more effectively utilise the individual and collective expertise and capacity of employees and volunteers as an integrated team, commensurate with risk						

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	3.1 Identify successes in volunteer capacity and participation, identify good practices and promote across the organisation, specifically in the areas of training, incident management, specialist response and day-to-day service delivery to the community ***refer VFBV reform outcome 3.2**	3.1.1 Undertake a quick snapshot to identify current case studies	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Deputy Chief Officer, John Haynes - Fire & Emergency Management	In Progress & Behind Target		**01/05/2013: CFA have commenced work on a number of initiatives to improve the capability of members. We continue to capture learning's and good practices around the State, impacting volunteerism and service delivery. We recognise there is more work to be done to capture and share around the organisation, and there are plans underway to do so. Some examples:** **• Incident Management Team Training Project (IMTTP) focussed on improving the capability of Incident Management team members in Level 2 and Level 3 roles. 17 Senior Volunteers are working towards Level 3 Incident Controller accreditation, and there are plans in place to continue this work.** **• IMT Deployments – Several senior volunteers continue to be deployed in IMT roles intrastate and interstate E.g. Kilmore, Portland, Chepstowe, Ovens, Aberfeldy, Hotham, Tasmania & NSW in both operational and support roles.** **• Lessons Learnt (Debriefs) & End of Fire Season Reviews – Are being captured and will be used to enhance the ongoing participation of volunteers E.g. Black Saturday, Upper Ferntree Gully Brigades and Kinglake West – published as a booklet in mid-2012, now available to all members.** **• Launched 'Engaging your community – Practical examples from brigades across the State' video, developed by the Member Engagement Reference Group (16 CFA Volunteers). The video contains practical advice and assistance for brigades, and includes input from all Regions.** **• Launched Volunteer Support Program (Jan 2013). Scoping for a knowledge management system to share our learning's will form part of the project rollout in 2013/14.** **Timeframe for completion moved from 30/4/13 to 31/10/13 due to unavailability of key resources during significant 12/13 fire season.**
		3.1.2 Analyse data to identify good practice, gaps and case studies	31-Oct-13		Not commenced		**01/05/2013: Process needs to be scoped with VFBV to collect further data from around the State to promote successes at Brigade level.** **22/05/2013: Concept of a link on CFA website and Brigades Online discussed at JOCC meeting on 19 May. Tanya Ryan is scoping an example for VFBV discussion within next four weeks. Data will be collected prior to October ready for promulgation of first good practice examples collected. This will be incorporated into a combined collection of data that will report the support needs of Brigades and Groups as well as the latest best practices that exist within the se areas of CFA.**
		3.1.3 Promulgate good practices	31-Oct-13		Not commenced		**01/05/2013: Process needs to be scoped with VFBV to collect further data from around the State to promote successes at Brigade level.**
		3.1.4 Develop system to enable capturing of good practices	31-Oct-13		Not commenced		**01/05/2013: Process needs to be scoped with VFBV to collect further data from around the State to promote successes at Brigade level.**
	3.2 Incorporate measurement of capacity and participation into CFA performance monitoring process and set targets for improvement	3.2.1 Agree a measurement and monitoring approach	31-Oct-13		Not commenced		**nill progress to date**
		3.2.2 Educate and implement approach	31-Oct-13		Not commenced		**nill progress to date**

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	3.3 Embrace and implement a brigade support planning model that applies a continuum of support focussed on building and maintaining volunteer and community capacity and is actively utilised in decision-making	3.3.1 Confirm a service delivery model	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Deputy Chief Officer, John Haynes - Fire & Emergency Management	In Progress & Behind Target		CFA's Service Delivery Model framework is proposed to be tabled at the CFA Board meeting in February 2013. In line with the principles of the Volunteer Charter, this follows consultation with CFA Regional Directors, VFBV Executives (CEO Andrew Ford and Adam Barnett), CFA's Senior Leadership Team, CFA Knox Group, attendees of the Core Leadership Conference held at Creswick (including DPC Chairs) in May 2012, and the Service Delivery Workgroup (DCO John Haynes, Les Mengoni, Mark Connell, David Tilson, Meg Lowe, Michael Tudball, Cameron Robinson, John Hollway, David Spokes, Ross Sullivan, Jan Southon, Terry Hayes, Adam Rogers, Martin Embrey and Tanya Morrison). **01/05/2013: CFA's Service Delivery Model framework is proposed to be tabled at a future CFA Board meeting. In line with the principles of the Volunteer Charter, this follows consultation with CFA Regional Directors, VFBV Executives, CFA's Senior Leadership Team, CFA Knox Group, attendees of the Core Leadership Conference held at Creswick (including DPC Chairs) in May 2012, and the Service Delivery Workgroup.** **• Service Delivery Strategy signed off by ELT for completion in September 2013.** **• Workshop including VFBV and representatives from Werribee and Warracknabeal planned for 9-10 May to formulate discussion paper for Service Delivery Strategy.** **• Project team formulated to complete Service Delivery Strategy by 30 Sept 2013** **22/05/2013: A Service Delivery** **Discussion paper is due for release in early June 2013, with consultation across CFA, VFBV and partner agencies planned until August 31, 2013. DRAFT Brigade support principles tabled at Joint Operations Consultative Committee on May 19th, 2013. Establish small working group from Joint Operations Consultative Committee to further discuss at the August Joint Operations Consultative Committee meeting for adoption prior to October 2013.**
		3.3.2 Review, update and finalise the brigade support planning document	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		Not commenced		A CFA/VFBV working party aligned to the Joint Operations Committee progresses the brigade support planning document for consultation and feedback prior to its introduction. **01/05/2013: A CFA/VFBV working party aligned to the Joint Operations Committee will progress the brigade support planning document for consultation and feedback prior to its introduction. Timeline has been adjusted to enable effective collaboration to take place.**
		3.3.3 Educate and instruct CFA personnel in its application	31-Oct-13		Not commenced		**Awaiting delivery timeframe**
		3.3.4 Determine the short term priorities for its application	31-Oct-13		Not commenced		**Awaiting further information**

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	3.4 Establish the Chief Officer's Service Delivery Model	3.4.1 Set clear principles for service delivery	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Deputy Chief Officer, John Haynes - Fire & Emergency Management	In Progress & Behind Target		Following the principle direction outcomes of the February Board meeting, the Chief Officers Principles for Resource Planning have been developed and agreed. These principles of Service Delivery will be formulated for discussion and be considered by the CFA Service Delivery Workgroup. This is anticipated to occur in the first quarter of 2013. The group consists of both volunteers and paid staff (John Haynes, Les Mengoni, Mark Connell, David Tilson, Meg Lowe, Michael Tudball, Cameron Robinson, John Hollway, David Spokes, Ross Sullivan, Jan Southon, Terry Hayes, Adam Rogers, Martin Embrey and Tanya Morrison). Following consideration by the workgroup the principles will undergo further consultation across CFA, anticipate to occur until October 2013. Further work in the overall model is required as although tabled for consideration, the finalisation of the Model is still evolving. **22/05/2013 - • As per 3.3**
		3.4.2 Document a decision-making model	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		In Progress & Behind Target		**22/05/2013: The decision making model will be in draft form for the next Joint OperationsConsultative Committee meeting in August for further discussion and amendment.** **01/05/2013: The decision making model will be scoped and reviewed at Service Delivery Workgroup (CFA, OESC & FSC) on 9-10 May - Next steps are the finalisation of service delivery principles Continuation work for CFA Service Delivery workgroup Will be aligned to CFA/VFBV Joint Operations Committee.**
		3.4.3 Set service delivery standards	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		In Progress & Behind Target		**22/05/2013: Standards of Service Delivery will be developed and discussed for the August meeting of Joint Operations Consultative Committee.** **Ongoing work to establish service delivery standards**
		3.4.4 Document a commitment to implement obligations under 6 (i) of the CFA Act	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Deputy Chief Officer, John Haynes - Fire & Emergency Management	In Progress & Behind Target		**22/05/2013: Meeting held between CFA & VFBV ASAP to discuss, including DCO John Haynes, Manager Volunteerism Kate Harrap, and CEO VFBV Andrew Ford on May 13th, 2013. 'Brigade Support' principles presented to Joint Operations Consultative Committee on May 19th are the first step to further develop the documentation of 6(i) commitments. There is more work required to flesh the issues regarding Section 6(i) across the whole organisation including the CFA doctrine, Corporate plans, the Service Delivery Strategy and the strengthening of the connectivity of these to ensure a consistent message for the organisation. Most of these documents are due for completion in the next six months and we will involve VFBV in further discussion for their feedback.**
		3.4.5 Develop an agreed approach to engagement with brigades and volunteers about service delivery monitoring and decision-making which affects brigades	31-Oct-13		Not commenced		**Awaiting developed documents in 3.4.4**

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
		Undertake analysis and improved integration of community safety, prevention and mitigation strategies as part of the overall Service Delivery Model	31-Oct-13		Not commenced		**Will undertake ananlysis when process is completed**
	3.5 Develop an inclusive action plan for each integrated location	3.5.1 Document factors known to be critical to success for integration	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		In Progress & Behind Target		In November 2012, twenty-one integrated brigade representatives attended a forum at Fiskville which determined to develop a best practice manual for integrated brigades. This work will be led by the Chief Officer. Next Steps: Establish a Brigade Integration Workgroup(consisting of volunteers and paid staff) to guide the development of a Best Practice Guide – Integrated Service Delivery – Brigades and Community. Identify through existing' future integrated and support brigade networks a 'knowledge bank' of practices and settings that can guide the evolution of locations to excellence in service delivery as an integrated CFA. **22/05/2013: DCO Haynes to work with Allan Monti to formulate a draft document for approval at Joint Operations Consultative Committee August meeting to establish a CFA/VFBV reference panel to progress actions arising from the 2nd VFBV integrated brigades forum and commence work on Code of Practice – Integration. Preliminary advice on the Code of Practice to be presented to JOCC August meeting.'**
		3.5.2 Develop inclusive action plans for each integrated location	31-Oct-13		Not commenced		**Inclusive action plan will be based on draft document 3.5.1**
	Note: VFBV Reform Outcomes 3.9 - 3.12 are longer term issues that should be considered further down the track.						
4	**Improved support for brigades and communities** Strengthen the support provided to CFA volunteers, CFA brigades and their communities so they are better able to prepare for and respond to emergencies						
	4.1 Review and modernise the discipline process to enable early and local intervention * refer VFBV Reform Outcome 4.6	4.1.1 Review process	31-Oct-13	Chief Officer Euan Ferguson, Fire & Emergency Management	In progress & On Target		CFA Volunteer Discipline review commenced with examination of 'like service' discipline models. Briefed CFA legal advisors of the intent to review and consider options for the modernisation and implementation of a future Volunteer Discipline and Values system. Incorporate planning to align deliverable outcome in accordance with the scheduled Parliamentary Review of the CFA Regulations in late 2013 **01/05/2013: Initial meeting CFA Working Group to identify and formulate recommendations for Regulation change re disciplinary processes and membership issues scheduled for 28 May, 2013.**
		4.1.2 Provide recommendations on legislative change to Government	31-Oct-13		Not commenced		**Awaiting recommendation development 4.1.1**
		4.1.3 Develop and implement internal improvements	31-Oct-13		Not commenced		**Awaiting recommendation development 4.1.1**
		4.1.4 Implement outcomes dependent on Government decisions	31-Oct-13		Not commenced		**Awaiting recommendation development 4.1.1 / 4.1.2**
	4.2 Ensure service delivery model incorporates 'face of CFA at community level'	4.2.1 To be discussed with CO Ferguson and DCO Haynes. Can be integrated within strategies within Theme 3		Executive Director Operational Training & Volunteerism - Lex de Man	Not commenced		**awaiting further detail**

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
	4.3 Provide brigades with appropriate internet connectivity and information systems	4.3.1 Establish appropriate working group	31-Jan-13	Executive Director Business Services - Michael Wootten	In Progress & Behind Target	■ RED	The joint CFA/VFBV Information Technology Committee was established and has met on three occasions in 2012. This action is on the prioritisation action list for CFA/VFBV Joint Communications & Technology Committee to consider. Working Party (consisting of volunteers and paid staff) needs to be established to explore the options of utilisation of CFA networks, locations and/or future NBN opportunities. Consideration of broader Emergency Services Sector developments in the information and communication system space to be made. **31-05-13 the WP membership and terms of reference need to be agreed with VFBV. This will be addressed at the next JCAT meeting. MW**
		4.3.2 Scope and consider sector-wide needs and opportunities	31-Oct-13		Not commenced		**Awaiting outcomes of 4.3.1**
	4.4 Pursue opportunities to leverage the National Broadband Network to improve service delivery to the community	4.4.1 Engage with key decision makers involved in the NBN rollout	31-Jan-13	Executive Director Business Services - Michael Wootten	In Progress & Behind Target	■ RED	CFA intends to consult with the Fire Service Commissioner on a coordinated Emergency Services approach. Broader Emergency Services sector approach and ACMA's Federal decision on Public Safety Agency mobile broadband spectrum allocation will impact CFA and other agencies ability to connect adequately to their work locations universally across Victoria. **01/05/2013: This action is on the prioritisation action list for the May 2013 CFA/VFBV Joint Communications & Technology Committee to consider.**
		4.4.2 Integrate with CFA and other IT Strategies	31-Oct-13		Not commenced		**01/05/2013: Updated ICT Strategy has been completed and is pending approval from Audit and Risk Committee. The strategy is scheduled to be presented at ARC meeting in May, 2013. CFA is making representations to the Fire Services Commissioner Interoperability Blueprint, to ensure that members best interests are incorporated.**
	4.5 Review arrangements to minimise volunteer out-of-pocket and brigade expenses	4.5.1 Joint CFA/VFBV Finance Committee to review current brigade allowances and arrangements for volunteer out-of-pocket expenses	31-Oct-13	Executive Director Business Services - Michael Wootten	In Progress & On Target	■ GREEN	CFA and VFBV have commenced an analysis of brigade allowances at the October 2012 meeting of the CFA/VFBV Finance & Administration Special Purpose Committee. Data collection and analysis to commence with consideration of impacts of the move to risk based brigade classifications under the CFA's Brigade and Membership Classification Project.
		4.5.2 Implement recommendations of the Joint CFA/VFBV Finance Committee review	31-Oct-13	Executive Director Business Services - Michael Wootten	Not commenced		**Awaiting recommendations of the Joint CFA/VFBV Finance Committee review**
	4.6 Develop a comprehensive strategy for administrative support of volunteer brigades, including but not limited to future directions for BASO's and VSO's *refer VFBV Reform Outcome 4.7	4.6.1 Identify key administrative pressures at brigade level	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Executive Director Operational Training & Volunteerism - Lex de Man	Not commenced		**01/05/2013: Consultation with VFBV and key stakeholders required. VSP resources required to progress. Timeline adjusted to October 31, 2013 to reflect current and anticipated activity.**
		4.6.2 Identify gaps and solutions to address issues	31-Oct-13		Not commenced		As per above.

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
		4.6.3 Implement	31-Oct-13		Not commenced		As per above.
5	**Training development** Engage volunteers in and improve the development of training for volunteers so that it best meets their individual and collective needs						
	5.1 Training resource allocation and decision-making is driven by training needs (and supported by a state-wide training strategy - See Theme 6, Strategy 1) *refer VFBV Reform Outcome 5.1	5.1.1 Document training needs analysis process from Brigade to State	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Executive Manager James Stitz, Operational Training & Volunteerism	In Progress & Behind Target		Project scoped to address Action Item and Resources identified as part of Volunteer Support Program. Aligns to CFA Training Strategy work where dedicated resources are being recruited to progress within the Volunteer Support Program. Key to work plan priorities of the CFA/VFBV Joint Training Committee. **01/05/2013: Information Paper documenting the Training Needs Analysis process from Brigade to State Level has been completed for presentation to the CFA/VFBV Operational Training Committee at its 19 May 2013 meeting. CFA's Volunteer Support Program (VSP) co-ordinator resources have not yet commenced, and are required to progress this project to meet the timelines indicated. Sufficient resources will not be active, following induction, until end of June 2013. Executive Manager Training Development met with the Volunteer Support Program Manager and VSP Development Project Manager to provide project briefing on 22 April 2013. Timeframe for this action has been adjusted to reflect onboarding of required VSP resources to progress.**
		5.1.2 Review adequacy of BOSP and its application	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		Not commenced		**The commencement of a review of the adequacy of BOSP to be workshopped at the CFA/VFBV Operational Training Committee meeting to be held on 19 May 2013. Timeframe for this action has been adjusted to reflect onboarding of required VSP resources to progress.**
		5.1.3 Training needs identified	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		Not commenced		As above.
		5.1.4 Analysis of training needs versus budget capacity and determine priorities to treat gap	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		Not commenced		As above.
		5.1.5 Expand BOSP tool to cover training beyond Brigade	31-Oct-13		Not commenced		As above.

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
	5.2 Rationalise core versus non-core training needs	5.2.1 Review Minimum Skills program	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Executive Manager James Stitz, Operational Training & Volunteerism	In Progress & Behind Target		Following extensive Statewide consultation with volunteers and VFBV, a Minimum Skills Review - Report of Findings and Recommendations is to be presented to the Chief Officer by end of January 2013 for endorsement, to replace the minimum skills wildfire program originally introduced in the late 1990's. On endorsement of the recommendations contained in the report by the Chief Officer, an implementation plan to address the outcomes of Minimum Skills Review will be formulated, including the design, piloting and implementation of a new program. The implementation plan is expected to be completed by the end March 2013. Further work will be commenced with the Volunteer Support Program workplanning. **01/05/2013: A review meeting between the Chief Officer and OT&V was conducted on 7 March 2013 with all 22 recommendations being endorsed. An implementation Plan to address the outcomes of the Minimum Skills Review is now being formulated as part of the Volunteer Support Program and will now be completed by 31 May 2013. The Minimum Skills Review Report of Findings and Recommendations and supporting implementation plan will be communicated through various channels to CFA members by 30 June 2013.**
		5.2.2 Review Crew Leader (Urban and Rural)	31-Oct-13		Not commenced		**01/05/2013: Crew Leader (Urban) Work group with representation from Instructors, Fire and Emergency Management (F&EM), VFBV and OT&V has been established to prepare draft documentation for two programs: 'Respond to Urban Fire and Control Structural Incidents'. Documentation produced to date has been circulated within this group for feedback. Pilot courses of four days duration have been scheduled (11-12 and 25-26 May) with nominations currently being sought. The courses will be conducted at Huntly Campus with the intent of evaluating content, activities, practical drills and materials to determine their suitability. 'Respond to Urban and Control Structural Incidents' will be piloted concurrently to allow practical activities to be more meaningful to Control Structural Incidents participants (i.e. these participants will lead undertake crew leader role for Respond to urban participants). Post-pilot evaluation, amendments will be made to materials and a further review by the work group will be conducted. Once the work group agrees the materials meet F&EM requirements, endorsement from F&EM content owners and Chief Officer will be sort.** **Crew Leader (Wildfire) – Crew Leader (Wildfire) review /evaluation has commenced with a workshop to scope the project being conducted with Managers Training Development on 20 March 2013. A further scoping exercise is planned with the VFBV at the next CFA VFBV Training Committee Meeting on 19 May 2013.**
		5.2.3 Review other programs in line with review cycle	Ongoing		Not commenced		**01/05/2013: Action aligns with Volunteer Support Program, Volunteer Development work stream and requires program resources to progress. Sufficient resources will not be available until end of June 2013.**
	5.3 Establish a mechanism to achieve volunteer representation and transparency with regard to Volunteer training, including a reporting process which identifies all constraints (including budgetary) to brigades meeting their BOSP	5.3.1 Explore options for the right mechanism	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Executive Manager James Stitz, Operational Training & Volunteerism	Not commenced		Action aligns with Volunteer Support Program, Volunteer Development work stream and requires program resources to progress. This action can be linked to the review of the Section 29 process and incorporation of these actions. Refer: Theme 1.4 **01/05/2013: This work stream requires resources from the Volunteer Support Program to progress. Sufficient resources will not be available until end of June 2013 to commence works. Refer 5.1 - Review of BOSP (V).** **27/05/2013 - Progress** **this action through Group & Regional Training Committees determining Terms of Reference. Note that this parcel of work has commence, just need to share with stakeholder.**
		5.3.2 Implement preferred option	31-Oct-13		Not commenced		**Awaiting outcomes from various areas**

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
	5.4 Develop flexible individual learning options - online, self-paced, alternative providers, on-the-job development (for both initial and skills maintenance training)	5.4.1 Review best practice	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Executive Manager James Stitz, Operational Training & Volunteerism	Not commenced		Project will be scoped to address this action item (which is also aligned to the Volunteer Support Program, Volunteer Development workstream) and requires program resources to progress. **Timeline adjusted to reflect this.**
		5.4.2 Develop flexible learning options for Minimum Skills	31-Oct-13		Not commenced		Investment and resources required.
		5.4.3 Identify next priorities	31-Oct-13		Not commenced		**01/05/2013: This work stream requires resources from the Volunteer Support Program to progress. However, the Review of Crew Leader (Bushfire) will be the next priority as this aligns this action with 5.2.**
		5.4.4 Explore options for TAFE and other providers	31-Oct-13		Not commenced		**Awaiting outcomes from VSP workflow**
	5.5 Minimise the need for volunteers to re-train in skills already attained through demonstrated competence	5.5.1 Identify volunteers views about previous learning that has the potential to remove the need for training (VFBV to gather these views)	30-Apr-13	Executive Manager James Stitz, Operational Training & Volunteerism	Completed		The CFA/VFBV Joint Operational Training Committee will consider the proposed Recognition Prior Learning (RPL)/Recognition Core Competencies (RCC) approach at the next meeting. This approach has been informed by the gathering of volunteer views through the Training Strategy Consultation Paper, informing the development of this new approach. **01/05/2013: Feedback from workshop used to redevelop the process and tools to support the RPL/RCC approach being adopted. The final version of the tools has been forwarded to VFBV for feedback prior to commencing pilot in July 2013.**
		5.5.2 Explore potential for the increased application of challenge testing	30-Apr-13		Completed		Under the new approach, a range of methods will be employed by assessors in collaboration with applicants to build appropriate evidence to satisfy the requirements of the competency or skill being assessed. These may include challenge testing, demonstration, observation, interview, 3rd party testimonials and previous training attainments. This action is closely aligned to 6.5 - Review of CFA's RPL/RCC system. **01/05/2013: Under the new approach, a range of methods will be employed by assessors in collaboration with applicants to build appropriate evidence to satisfy the requirements of the competency or skill being assessed. These may include challenge testing, demonstration, observation, interview, 3rd party testimonials and previous training attainments. Refer 6.5**
		5.5.3 Map linkages for previous learning against CFA requirements	31-Oct-13		Not commenced		**01/05/2013: This work stream requires resources from the Volunteer Support Program to progress.** **27/5/2013: This strategy is linked to RPL/RCC and a dedicated resource has been established to commence on 16/6/13 to progress this matter.**
		5.5.4 Establish a process for individuals to pro-actively identify prior learning in a structured way	31-Oct-13		Not commenced		**requires resources from the Volunteer Support Program to progress.**

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
		5.5.5 Prioritise and commence the recognition process across CFA training programs	31-Oct-13		Not commenced		**requires resources - in hand**
		5.5.6 Communicate the intent and learning map to all CFA training personnel	31-Oct-13		Not commenced		**requires resourses - in hand**
	5.6 Adopt a learner-centred approach to the recognition of previous skills	5.6.1 Document the CFA doctrine with regard to learner-centred development	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Executive Manager James Stitz, Operational Training & Volunteerism	In Progress & Behind Target		Underpinning the design of the new RPL/RCC, the approach focusses on principles of learner-centred development and will include provision of specific support for the individual learner to undertake the RPL/RCC process. **01/05/2013: Doctrine supporting this approach is to be integrated into OT&V directives and guidelines which are currently being reviewed. This review is due for completion by July 2013. Timeline adjusted to October 31, 2013 to reflect current and anticipated activity.**
		5.6.2 Build into performance management of training personnel	31-Oct-13		Not commenced		**Awaiting review and impliment OT&V directives and guidelines 5.6.1**
		5.6.3 Identify opportunities to empower its application at brigade level	31-Oct-13		In progress & On Target		Identification of opportunities to empower the application of a learner-centred approach at brigade level has commenced with consultation on and design of the new approach to RPL/RCC. Further opportunity identification will be part of the process moving forward.
		5.6.4 Publish practice notes and train brigades in its application	31-Oct-13		In progress & On Target		Members currently upgrading to the new Certificate IV TAE are receiving training in RPL/RCC. **01/05/2013: Work underway to produce practice notes and procedural information to guide members through the re-designed CFA Skills Recognition Process. With CFA Assessors upgrading to the new Cert IV TAE qualification, every qualified and endorsed assessor will be able to conduct CFA Skills Recognition Assessments.**
	5.7 Develop a service delivery skills map to enable volunteers to better identify their career and training options	5.7.1 Develop a service delivery role pathway map	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Executive Manager James Stitz, Operational Training & Volunteerism	In Progress & Behind Target		An Incident Response Roles Pathway Map has been developed and approved for internal CFA use. Timing of the distribution of the map to Brigades is currently awaiting the Chief Officer's approval. **01/05/2013: An Incident Response Roles Pathway Map was developed and approved for internal CFA use. The distribution of this map to Brigades was planned to occur after the 2012/13 FDP however it has been withdrawn as a more comprehensive Fire and Emergency Management Roles Pathways Map has been developed. This map has been presented to the Chief Officer and is now awaiting endorsement and approval for distribution prior to 30 June 2013.** **27/5/13 VFBV need to communicate the improvements to representatives.**
		5.7.2 Develop a learning map aligned to the role pathway map	31-Oct-13		Not commenced		Action aligns with Volunteer Support Program, Volunteer Development work stream and requires program resources to progress.
		5.7.3 Develop a training needs analysis tool that allows members to identify their individual skills gaps	31-Oct-13		Not commenced		As above.

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
		5.7.4 Create system capability to enable brigade access to map and tools	31-Oct-13		Not commenced		As above.
	5.8 Improve training budget and activity transparency across the State	5.8.1 Build a training budget costing model which provides an improved state view on training priorities and activity	31-Oct-13	Executive Manager James Stitz, Operational Training & Volunteerism	Not commenced		Action aligns with Volunteer Support Program, Volunteer Development work stream and requires program resources to progress. OT&V progressing a review of the training budgets across CFA in preparation for discovery work associated with the Volunteer Support Program. Future training plan modelling will be heavily influenced by a set of principles that evolve from the CFA Training Strategy and the targeting if training resources and budgets to meet brigade, member and community service delivery needs. Additional resources to progress this work identified as part of the Volunteer Support Program work plan.
		5.8.2 Implement a regular activity reporting process to test priority delivery and cost/benefit	31-Oct-13		Not commenced		As above.
	The Jones Implementation Group reached a view that many of these actions could be co-developed and delivered. This would assist with resourcing of these actions. In addition, the direct participation of volunteers in detailed design of actions, in contrast to consultation about proposals developed by CFA, has the potential to enhance the efficacy and deployment of these actions.						
6	**Training delivery and assessment** Engage volunteers in and improve the availability and delivery of training to volunteers so that it best meets their individual and collective needs						
	6.1 Develop a strategic plan for training	6.1.1 Prepare discussion paper (completed)	31-Jan-13	Executive Director Operational Training & Volunteerism - Lex de Man	Completed		The CFA Operational Training Discussion Paper was released for consultation in June 2012. It presented six key themes focused on the future of CFA training, and sought the views of both volunteers and staff on their training expectations and requirements, along with where and how training can be best delivered.
		6.1.2 Undertake consultation	31-Jan-13		Completed		The Discussion Paper was made available for comment over a five month period. Consultation concluded on the 2nd November, 2012. The opportunity to respond to the Discussion Paper was widely publicised through a range of communication channels. A copy of the Paper, along with an introductory DVD was sent to every CFA brigade and CFA Group. The Paper and a series of short videos were also made available on Brigades Online, CFA's Intranet and CFA Connect. In total 190 responses were received via paper based or online (survey) feedback. Many responses were collective or committee based responses from teams, Brigades, Groups, Districts and Regions. Others were provided by individual members who generally hold brigade management (or higher) roles. A report capturing consultation outcomes has been produced, and will inform the development of the Operational Training Strategy.

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
		6.1.3 Develop strategy	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		In Progress & Behind Target		Development of the Statewide CFA Operational Training Strategy is underway. It is anticipated that the Strategy will be presented to the CFA Board for approval in April 2013. **01/05/2013: The CFA Operational Training Strategy is now in the final stages of consultation prior to presentation to the CFA Board for endorsement in June 2013. On endorsement a detailed implementation plan will be produced to support the implementation of the Strategy.**
		6.1.4 Commence implementation	31-Oct-13		Not commenced		**Awaiting completion of CFA Operational Training Strategy.**
	6.2 Develop clear documentation and communicate training doctrine/rules	6.2.1 Scope documentation requirements	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	In Progress & Behind Target		Action aligns with Volunteer Support Program, Volunteer Development work stream and requires program resources to progress. **01/05/2013: Three Internal Scoping Workshops have been conducted to identify the issues with this project. The concept of a "CFA State Operational Training Guidebook" has been realised and OT&V is currently assessing options to resource the project. Once resources are available scoping of the document can be finalised and development commenced in consultation with relevant stakeholders. It should be noted that the CFA strategy to implement ISO 14001 Environmental Management and AS 4801 Risk management have a considerable impact on the scoping of this project. This is anticipated to occur prior to 30 June 2013. Timeline is adjusted to reflect current and anticipated activity.**
		6.2.2 Develop documentation (phased approach)	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		Not commenced		**01/05/2013: As above.**
		6.2.3 Publish and communicate	31-Oct-13		Not commenced		**As per 6.2.2**
	6.3 Remove barriers to volunteers instructing and assessing training, and establish a plan to build volunteer trainer and assessor capacity	6.3.1 Identify barriers (including looking at affirmative action)	31/01/2013 *adjusted to 31/10/2013 (refer comment)*	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	In Progress & Behind Target		Aligned as a key parcel of work for the Joint CFA/VFBV Training Committee. A process is being undertaken to identify which regions and districts are fully utilising volunteers to train and assess and which are not. Explanation will be sought where volunteers are not being well utilised and good practice will be gathered where they are. Working Party will be activated (comprising volunteers and paid staff) to analyse the various findings and scope the level of complexity and localised pressures that have allowed the barriers to evolve. **01/05/2013: A workshop has been planned in May 2013 with Managers Training and Development to review the utilisation and best practice for the engagement of volunteers trainers and assessors. It should be noted that the current transition process to Cert IV TAE for volunteer trainers and assessors has clarified the those volunteers wishing to continue to train and assess from 1 July 2013. Timelines have been adjusted to reflect current and anticipated activity.**

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
		6.3.2 Address barriers	31/01/2013 *adjusted to 31/10/2013 (refer comment)*		In Progress & Behind Target		Lack of awareness was identified as a key barrier to volunteers conducting regular skills maintenance training at brigade level. A poster, outlining who can train and assess and emphasising the importance of sharing knowledge and skills with members in brigades, was sent to every CFA Brigade around the state. For regular skills maintenance at a brigade level there are no barriers to volunteers conducting group training sessions as has occurred for many years. Further action to address barriers will be undertaken jointly between CFA & VFBV, based on the outcomes of the above action to identify barriers and look at affirmative action. 01/05/2013: A workshop has been planned in May 2013 with Managers Training and Development to review the utilisation and best practice for the engagement of volunteers trainers and assessors. Volunteers are being asked as part of the current transition process to Cert IV TAE if they wish to continue to train and assess. Transition is then offered to those volunteers that wish to continue to train and assess from 1 July 2013. Timelines have been adjusted to reflect current and anticipated activity.
		6.3.3 Create doctrine, set targets	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		Not commenced		**01/05/2013: A working party will be established comprising key stakeholders to create doctrine, review resources and set targets for utilisation of volunteer trainers and assessors.**
		6.3.4 Implement and monitor	31-Oct-13		Not commenced		
	6.4 Ensure utilisation of Volunteer PAD Operators	6.4.1 Identify barriers	31/01/2013 *adjusted to 31/10/2013 (refer comment)*	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	In Progress & Behind Target		Aligned as a key parcel of work for the Joint CFA/VFBV Training Committee. CFA will determine the organisational direction, ability/willingness to train, endorse and utilise volunteer Pad Operators for volunteer training support. This is particularly relevant where training sessions are conducted out of the normal duty hours of CFA paid Pad Operators. Advice being prepared by CFA Employee Relations to progress this action. **01/05/2013: CFA has identified the following perceived barriers to the use of Volunteer PAD Operators: - A pool of volunteers that have the appropriate skills, training and supervision to perform the work safely may not be available because:** **• Training and pre-requisite requirements for PAD operators are not part of the mainstream volunteer training requirements and also do not align to a Brigade Operational Skill Profile** **• The commitment of time required for a volunteer PAD Operator to achieve and sustain proficiency through regular access to the PAD will be challenging.** **• The operation of plant & equipment can be complex and the PAD Operator is responsible for safety on the PAD.** **- Current availability planning (not rostering) to utilise volunteers as PAD Operators arrangements may frustrate utilisation efforts** **- Qualifications and pre-requisite requirements to perform in the position of and/or engagement as a PAD Operator are not part of mainstream volunteer training requirements as they do not align to a Brigade Operational Skill Profile.** **- Utilisation of volunteer PAD Operators will be perceived as a reduction in opportunities for employment of career (permanent) PAD operators** **Further work is required to clarify the differences and barriers. This matter will be discussed as part of a proposed fortnightly meeting between OT&V and VFBV and will be aligned as a key parcel of work for the CFA/VFBV Joint Training Committee to review, with the next meeting scheduled to occur in March 2013. Volunteers are being used to operate the new mobile training props that have recently been launched by the Minister for Police and Emergency Services and are currently moving around the State as part of the trial program. OT&V to workshop this matter at next CFA/VFBV Joint Training Committee Meeting scheduled for May 2013. Timelines have been adjusted to reflect current and anticipated activity.**
		6.4.2 Address barriers	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		Not commenced		**01/05/2013: As above.**
		6.4.3 Create doctrine	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		Not commenced		**01/05/2013: As above.**

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
		6.4.4 Implement and monitor	31-Oct-13		Not commenced		
	6.5 Continually review and evolve the RPL/RCC process to ensure it is practical, transparent, independent, fair and equitable commensurate with the skills/unit of competence involved	6.5.1 Review current RPL/RCC process	31-Jan-13	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	Completed		The RPL / RCC approach has been reviewed and outcomes used to inform redesign of process. Refer Theme 5.6 **01/05/2013: The RPL/RCC process applies to all members of CFA (volunteers & employees) and as CFA is a Registered Training Organisation there is a formal obligation to offer RPL/RCC to achieve competency based qualifications. As part of the continuous improvement of the RPL/RCC process, consultation with VFBV and industrial bodies shall occur. Piloting of the enhanced process will be completed by July 2013. Timelines have been adjusted to reflect current and anticipated activity.**
		6.5.2 Redesign Process	31/01/2013 *adjusted to 31/10/2013 (refer comment)*		In Progress & Behind Target		Redesign is progressing towards completion. The current RPL/ RCC has been reviewed and a new 'learner-centred', 'common language' approach designed. The redesigned approach has been referred to the CFA/VFBV Joint Operational Training Committee for consideration at the March 2013 meeting. Refer Theme 5.6
		6.5.3 Pilot process	31/01/2013 *adjusted to 31/10/2013 (refer comment)*		In Progress & Behind Target		Volunteers have been selected to participate in a pilot to test the redesigned CFA Skills Recognition process (expected to take place during February/March 2013). These volunteers will be supported to undertake specific units of competence from an RPL/RCC 'presentation of evidence' perspective. Some piloting has already been undertaken and it is anticipated that the pilot will be complete by July 2013. The CFA/VFBV Joint Training Committee will monitor and review the results of the pilot. Refer Theme 5.6
		6.5.4 Rollout new process - priorities in relation to Sector Commander and Level 2/3 IMT Transition	31/01/2013 *adjusted to 31/10/2013 (refer comment)*	22/05/2013: IMTTP has transitioned to Deputy Chief Officer Alen Slijepevic (April 2013)	In Progress & Behind Target		Alignment to the Multi Agency Incident Management Team Training Project (IMTTP) is critical to the need for a robust Skills Recognition process for CFA. Unknown parameters or specifics from the IMTTP Project Team will delay the adaption of the news CFA Skills Recognition Program. Further high level of interest from CFA volunteers who may require mandated crew leadership qualifications or recognition following the implementation of the CFA's Brigade & Membership Classification Program. Refer Theme 5.6 **01/05/2013: Course well developed. Sector Commander Pilot Course before Dec '2013. Timelines have been adjusted to reflect current and anticipated activity.**
	6.6 Remove barriers to the engagement of sessional instructors to better meet training demand at times and locations which maximise volunteer participation *refer VFBV Reform Outcome 6.2	6.6.1 Identify the gap	31/01/2013 *adjusted to 31/10/2013 (refer comment)*	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	Completed		Draft business rules for use of sessional instructors have been developed. A proposed model for determining the number of sessional instructors required per district has been developed based on addressing the gap. These documents are to be used as the basis for consultation with industrial bodies. **01/05/2013: A proposed model and accompanying business rule for determining the number of sessional instructors required per district have been developed based on addressing the gap and existing Enterprise Agreement provisions. These documents are to be used as the basis for consultation with VFBV and industrial bodies. Further work to be completed. Timelines have been adjusted to reflect current and anticipated activity.**
		6.6.2 Identify number of sessionals required	31/01/2013 *adjusted to 31/10/2013 (refer comment)*		In Progress & Behind Target		A proposed model for determining sessional instructor numbers by district has been completed. The outcomes will be communicated following consultation with industrial bodies.

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
		6.6.3 Develop business rules for use of sessional instructors	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		In Progress & Behind Target		Further work requiring Employee Relations support and resources will be required to progress the business rules for use of sessional instructors with industrial bodies.
		6.6.4 Negotiate workforce arrangements	30/04/2013 *adjusted to 31/10/2013 (refer comment)*		Not commenced		As above
		6.6.5 Implement	31-Oct-13		Not commenced		
	6.7 First Aid Training Delivery *NOTE: responsive to Jones Recommendation #15	6.7.1 Identify solution	31-Jan-13	Executive Director Operational Training & Volunteerism - Lex de Man	Completed		The Chief Officer has endorsed the maximum density model for delivery of Level 2 first aid. Any CFA member will be entitled to complete Level 2 first aid training. **01/05/2013: The details and business rules on how the training will occur, under what conditions, frequency and conduct are as yet unknown.**
		6.7.2 Fund and implement	31-Oct-13		Not commenced		First Aid funding & delivery requirements have been identified in the State Training Framework, under the auspices of the Fire Service Commissioner. **01/05/2013: Funding arrangements, business rules on how the training will occur, under what conditions, frequency and conduct will require further scoping and consultation. Under the auspices of the Fire Service Commissioner, this project is one of five projects endorsed in the State Training Framework by the Senior Leadership Group (comprising CEO's & Chief Officers of each Victorian Emergency Service Agency) to be progressed. Further work to progress is required.**
	6.8 Review course and delivery options with regard to flexibility, online learning or simulation tools, and utilisation of other providers (including TAFE), to maximise and support volunteer participation	6.8.1 Review options and make changes in relation to Minimum Skills and Driver Training	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	Not commenced		To be addressed alongside Theme 5 Strategy 4. Action aligns with Volunteer Support Program, Volunteer Development work stream and requires additional resources to progress. **01/05/2013: Timelines have been adjusted to reflect resources/further work required.**
		6.8.2 Identify next priorities for review	31-Oct-13		Not commenced		
	6.9 Actively case manage vacant training instructor establishment positions	6.9.1 Document current process and look for further improvement opportunities	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	In Progress & Behind Target		Workforce planning relating to CFA instructor vacancies will be undertaken. Strategies to fill these vacancies will be reviewed with key vacancies prioritised. Further actions will be undertaken in accordance with the provisions of the Enterprise Bargaining Agreement. **01/05/2013: Workforce planning data and strategies to case manage vacancies is to be discussed at next Managers Training Development Meeting in May 2013 and actions agreed to resolve vacancy issues. Further work required. Timelines have been adjusted to reflect current and anticipated activity.**
	6.10 Invest in field training grounds and facilities	6.10.1 Undertake priority upgrades to Field Training Grounds, including Fiskville	31-Oct-13	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	In progress & On Target		As per Bushfires Program (2A and 2B).

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
		6.10.2 Establish a new training facility in Sunraysia District	31-Oct-13		In progress & On Target	🟩	Planning arrangements with Mildura City Council and lease negotiation are currently underway. Facility design is complete with planning and design of props underway. On track for June 30.
		6.10.3 Develop and deliver mobile training infrastructure	31-Oct-13		In progress & On Target	🟩	As per Bushfires Program (2A and 2B)
		6.10.4 Centralise the asset and lifecycle planning of field training grounds with Business Services	31-Oct-13		Not commenced		Staged centralisation of field training ground asset and lifecycle planning is underway with full centralisation expected by mid 2013. Centralisation is supporting CFA to plan and undertake capital works and maintenance activities so that all field training grounds are kept to a consistent standard.
	6.11 Publish training materials online	6.11.1 Publish training materials online	31-Jan-13	Executive Manager James Stitz, Operational Training & Volunteerism	Completed	🟦	Training Materials On-line site was launched and became operational in February 2012. This site, accessible to volunteers, is regularly updated as new materials are approved for use. **01/05/2013: Materials on the site contain Learning Manuals, Presentations and Learning and Assessment Strategies which include instructor notes for facilitating training sessions. Note: The TMOL site does not contain SkillPaks (assessment materials) as these are controlled documents which assessors can obtain, upon request, from their Manager Training and Development.**
	6.12 Develop and implement a quality assurance system to encourage and support brigades to train and assess members	6.12.1 Identify key issues to be addressed by the QA system	30/04/2013 *adjusted to 31/10/2013 (refer comment)*	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	In Progress & Behind Target	🟧	Data has been gathered for analysis to identify numbers of volunteers actually being used by districts for training and assessing. This data will be used to identify locations within the state where work will be required to ensure volunteers are being used to their full potential and desire in relation to training and assessing. The CFA/VFBV Joint Training Committee will consider future plans in this regard. **01/05/2013: Timelines have been adjusted to reflect current and anticipated activity.**
		6.12.2 Develop the QA system	31-Oct-13		Not commenced		
		6.12.3 Implement the QA system	31-Oct-13		Not commenced		