

MAY 2023 UPDATE

# Year Two to Five Fire Services Reform Implementation Plan

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May 2023 Update

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This document can also be found in PDF & HTML formats on our website [vic.gov.au/fire-services-reform](https://vic.gov.au/fire-services-reform).

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# FOREWORD

## TO THE MAY 2023 UPDATE

### MESSAGE FROM THE MINISTER



In 2020, we implemented the most significant fire services reform in the history of this state, designed to ensure all Victorians receive a world-class fire service response no matter where they live.

This work coincided with one of the most unprecedented times imaginable for our emergency service agencies. Coupled with the devastating bushfire season that had preceded it our fire services were challenged like never before, but their commitment to this critical reform and to our community has not wavered. I want to thank all our volunteer and career firefighters who continue to dedicate themselves to keeping our communities safe.

The genesis of the reform came in 2017, with the Fire Services Statement providing a clear, long-term vision for modernising Victoria's fire service agencies. During the COVID-19 upheaval, 1 July 2020 represented a landmark day in Victoria's emergency response sector. It saw the establishment of Fire Rescue Victoria (FRV) and the restoration of the Country Fire Authority (CFA) to its proud and storied legacy as a fully volunteer emergency response service.

In the space of a year, career firefighters at 38 CFA brigades were transferred to FRV, with many of those brigades now co-located stations included in the FRV fire district. A return to their volunteer roots for the state's 1220 CFA volunteer brigades also ensured greater autonomy with many co-located stations appointing their first volunteer captain in their brigade's history. And crucially, presumptive rights to cancer compensation for all firefighters were introduced.

The first year of reform also saw the appointment of the Hon Niall Blair as the inaugural Fire Services Implementation Monitor. The Monitor's role is to independently report against this Implementation Plan annually, and against each agency's outcomes framework quarterly.

The Year 2 to 5 Implementation Plan, including this May 2023 update, further embeds all these commitments. It's about strengthening both the CFA and FRV, giving them the resources they need to perform their roles and together keep the community safe. It's about implementing a cultural shift, with a strong focus on valuing our people and building a safe and respectful sector. It's about a long-term vision, focused on the future sustainability of our complementary fire service and the safety of our community.

If year one was about establishing these key reforms, year two continued to embed the reforms, and the next three years will further capitalise on the good work so far, recognising our strengths and building for the future.

In every instance, this reform is about working towards a common goal of a world-class fire service for all Victorians. It's about modernising, integrating and ensuring a sustainable fire services system that will keep Victorians safe for decades to come.

That's our focus, that's our commitment, and that's what this Implementation Plan will continue to deliver.

**Jaclyn Symes MP**

Attorney-General

Minister for Emergency Services



# INTRODUCING THE YEAR TWO TO FIVE IMPLEMENTATION PLAN

The 2017 Fire Services Statement (the Statement) outlined the Government's vision for a modern fire service that will keep Victorians safe. It drew together findings and recommendations from eight different reviews into the fire services. This paved the way for long-term reform that would build on the strengths of agencies and reflect the changing environmental, organisational and community needs. The Statement, together with the Year One Fire Services Reform Implementation Plan (Year One Plan), outlined five key priority areas to guide a ten-year reform program and achieve fire service modernisation that will keep Victorians safe.

The Statement also recognised the vital interplay between agencies and organisations for Victoria's emergency response and management. Implementation of the fire service reform priority areas are delivered through strong collaboration between government, FRV and CFA.

The updated vision and success statement diagram acknowledges the progress made to date and provides a vision for where the reform aspires to be at the end of year five. It also recognises the strength of both CFA and FRV as separate, yet interoperable and complementary, fire services to achieve this vision of success.

# THE VISION

A MODERN, INTEGRATED AND SUSTAINABLE SYSTEM THAT KEEPS VICTORIANS SAFE



## PRIORITY ONE

Strengthen CFA as a volunteer firefighting organisation



## PRIORITY TWO

Strengthen FRV as a career firefighting agency



## PRIORITY THREE

Plan and build for the future



## PRIORITY FOUR

Valuing our people



## PRIORITY FIVE



Ensure the future sustainability of the fire services

<b>PRIORITY ONE</b> 	<b>PRIORITY TWO</b> 	<b>PRIORITY THREE</b> 
<p><b>Strengthen CFA as a volunteer firefighting organisation</b></p> <p>CFA continues to be a strong and proud volunteer organisation, well-equipped with contemporary, high standard support, tools and systems.</p>	<p><b>Strengthen FRV as a career firefighting agency</b></p> <p>Victoria's fire services are modern, with appropriate governance and management structures.</p>	<p><b>Plan and build for the future</b></p> <p>Victoria's fire services are underpinned by a planning framework that supports an integrated, efficient and flexible sector.</p>

**What does success at year five look like?**

<p>CFA has the capability and capacity to deliver high quality and sustainable emergency services to the community through a contemporary operating model which engages a broader cross section of the community. The professional services delivered by CFA across the spectrum of prevention, preparedness, mitigation, response and recovery are of the highest standards and informed by contemporary research and best practice ensuring Victorian communities are prepared for and safe from fire. The professional skills of our firefighters and their connections with the communities we serve will ensure the outcomes achieved are commensurate with world's best practice.</p>	<p>FRV is trusted and respected by the community and sector partners and builds sustainable service delivery and capability which is informed by research and data. The community can rely on highly skilled firefighters using modern, well-maintained equipment and world's best incident management practice. FRV is ready for all emergencies, including large and complex incidents, for specialist rescue, and for times of surge demand.</p>	<p>Strategic frameworks support the fire agencies to understand and assess fire risk and opportunities into the future, building capability which enables them to effectively deliver integrated and interoperable services to the community. The agencies will deliver effective integrated services across the emergency management continuum that achieve quality public safety outcomes.</p>
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<b>PRIORITY FOUR</b> 	<b>PRIORITY FIVE</b> 
<p><b>Valuing our people</b></p> <p>Victoria’s fire services are staffed by world class career and volunteer firefighters, supported by capable and skilled non-operational employees, and reflect the community which they serve.</p>	<p><b>Ensure the future sustainability of the fire services</b></p> <p>CFA and FRV have funding plans that reflect a shared understanding with stakeholders about fire service delivery costs and drivers and deliver financial sustainability.</p>

**What does success at year five look like?**

<p>Fire service agencies are safe, inclusive and diverse workplaces, respected and trusted by the communities they serve. All people in our fire services have access to support, high quality training, professional development and equipment.</p>	<p>Fire agencies utilise evidence-based planning and continuous improvement strategies to support a shared understanding of risk and capability, to ensure a sustainable service which meets community needs and expectations now and into the future.</p>
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## Embedding fire services reform

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The Victorian Government's Year 2-5 Implementation Plan (the Plan) transitions our focus from reform initiation, to strategic and future focussed actions which will continue to operationalise and embed our priorities. The Plan was developed in close consultation with CFA and FRV, ensuring alignment with each organisation's vision of modern fire services and agency-led strategic priorities over the next four years.

Some multi-year activities and complex strategic actions from the Year One Plan have been reframed in this Plan, to focus on the remaining work required to fully achieve their intended outcomes. Appendix A provides an overview of the status of actions from the Year One Plan and how they align to our reform priorities for the next four years. The Plan also includes new actions, reflecting emergent organisational reform priorities and builds on the successes from year one.

To ensure that the program of reform across the fire services is focused and responsive to priorities being delivered across our emergency management sector, the Plan reflects on recent and expected activities. The actions in this Plan, and the timing of their delivery, have been considered against sector-wide activities progressing in response to Inspector General for Emergency Management's (IGEM) recommendations, and other whole of sector reforms.

Strong mechanisms to monitor and measure performance against the outcomes of the reform is critical. The establishment of outcomes frameworks developed by both CFA and FRV provide a platform for agencies to demonstrate their commitment to continuous improvement and holds agencies to account to ensure their service delivery priorities complement the outcomes of the reform. The outcomes frameworks will continue to mature and assist as an ongoing mechanism to measure agency performance, with data reported to the Fire Services Implementation Monitor (FSIM) on a quarterly basis.

## Governance underpinning success

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Strong governance, built on a framework that sets out the obligations and accountabilities of all key stakeholders, is integral to the success of any program of reform. Successful delivery of the reforms, including the actions within this plan, can only be achieved through collaboration and engagement with all employees and key stakeholders and representative bodies. The Plan includes a lead agency for each action, accountable for its delivery. Where an action is held jointly, all responsible agencies will deliver against a set of defined activities that achieve the agreed objective.

Agencies will be required to report quarterly to the Minister for Emergency Services against the progress of their respective actions. A formal acquittal process governs the completion of each action and is managed by the Department of Justice and Community Safety.

Progress against reform as defined in the Plan is independently overseen by the FSIM. The FSIM holds the government and fire agencies to account through annual reporting on progress of actions and working closely with both the fire agencies and Minister for Emergency Services.

Year Two activities will run from cessation of the Year One Plan in October 2021 until 30 June 2022, and the subsequent years (three to five) will commence from 1 July each year. Readjustment to the financial year will streamline the delivery of reform activities with the allocation of funding and other legislated obligations.

The government has committed to a 10-year program of reform across the fire services. To ensure that activities at each point of the reform journey remain relevant, this Plan will guide our direction over the next four years. This will be a time of embedding key transitional elements and looking towards our future service delivery demands across Victoria. Over the next four years there will be an opportunity to identify new reform priorities to reflect changes in communities, the environment and organisational needs to ensure we invest our resources where they are needed most.

# ACHIEVEMENTS AGAINST THE FIRE SERVICES STATEMENT PRIORITIES AND YEAR ONE PLAN

The commencement of the *Fire Recue Victoria Act 1958* (FRV Act) on 1 July 2020 paved the way for the creation of a new career fire service through the establishment of FRV, and the re-establishment of CFA as a volunteer-based agency serving Victoria. The actions in the Year One Plan provided an important framework to ensure a focus on operationalising the reforms and creating a strong foundation upon which to build a world class fire service for every Victorian.

The first year saw a substantial amount of work progressed by CFA and FRV, in conjunction with government, to advance the initial 54 actions within the Year One Plan. Significant progress has been made and a number of these actions completed.

## What have we been doing?

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### **Transitional activities**

A significant amount of work was required by government, CFA and FRV to ensure continuous service delivery to the community following the establishment of FRV, and restoration of CFA to a volunteer-based organisation. In the background, agencies worked to transfer people, fire stations, appliances and tools, assets and projects from CFA to FRV. In addition, the commencement of the new FRV fire districts and the transfer of all career firefighters to FRV saw the transition of some activities from CFA to FRV across the state. While there are still some transitional activities to be completed in year two, these critical transfers ensured that agencies maintained the right tools, in the right place, to keep firefighters and communities safe.

### **Diversity and inclusion**

CFA and FRV have demonstrated a strong and ongoing commitment to understanding and improving culture, diversity and inclusion within their organisations. Both agencies are members of the Emergency Management Inclusion and Diversity Leadership Group which collectively seeks to drive sector-wide change to create an inclusive emergency management sector that reflects the diversity of the community.

FRV is developing a four-year diversity and inclusion framework and strategy, and has commenced a recruitment campaign that supports attracting diverse candidates. The number of women recruits has been increasing and FRV anticipates continued growth in the number of women joining the fire services. Currently, women are represented at all operational ranks, up to the level of Deputy Commissioner, and FRV has established a new department to focus on people and culture to deliver on this organisational commitment. FRV has also forged partnerships with non-government organisations aimed at establishing a talent pipeline and increasing diversity.

CFA has acted to remove barriers faced by women by developing and continuing to deliver a range of programs and activities to improve the experience and skills of female volunteers and prepare them for leadership roles. These include establishing a Women's Advisory Committee and Youth Advisory Committee to directly advise the Chief Executive Officer and Chief Officer on issues to support and enable inclusion and diversity at CFA. The CFA has commenced district-based women's networks and women-only training days and camps to support female firefighters to increase their skills, knowledge and confidence in a tailored and uniquely supportive environment. Work towards ensuring CFA is a safe and positive workplace for its volunteers has also involved identifying strategies to improve workplace culture and complaints management processes.

### **Commencement of critical projects**

The government provided investment of \$126 million over five years for CFA capability initiatives, to enhance CFA's delivery of critical training, equipment, infrastructure and volunteer support. In consultation with volunteers, CFA has commenced the following projects, with delivery to be completed across the life of this plan:

- provision of additional support to volunteers and brigades
- provision of crew and strike team training
- delivery of critical volunteer facing ICT systems
- delivery of improved training for new volunteers
- delivery of new CFA volunteers' health and safety initiatives, including training programs, approximately 24,000 sets of new generation personal protective clothing for operational volunteers and the rollout of a respiratory protection pilot
- delivery of 50 replacement dual cab firefighting appliances and 16 replacement fire stations.

### **Embedding interoperability arrangements and provision of assurance prior to the commencement of the 2020/21 summer season**

CFA and FRV have worked hard to build interoperability across critical areas of service delivery throughout the first year of reform. This included developing a framework and arrangements to support FRV staff who are seconded to CFA so that they can perform their functions effectively, as well as commencing the harmonisation of operational procedures across FRV and CFA where practicable and appropriate.

In addition, through the multiagency Operational Assurance Group, CFA and FRV actively supported and participated in operational incident response testing across the state. This was an opportunity to ensure interoperability across all emergency services organisations was maintained across Victoria.

### **Formation of independent entities**

Under the FRV Act, independent entities were established to ensure that the government and fire service agencies are adequately supported as they plan and build for the future.

#### **Fire District Review Panel (FDRP)**

The FDRP was established in October 2020 to undertake an independent review of fire risk and service needs across Victoria. The review undertaken by the FDRP will inform our reform priorities into the future. The FDRP continues to progress work to provide evidence-based recommendations to the Minister for Emergency Services on any changes to the FRV fire district in accordance with the legislated functions, processes and timelines under the FRV Act.

#### **Fire Services Implementation Monitor (FSIM)**

The inaugural FSIM, the Hon Niall Blair, was appointed in December 2020 to provide independent oversight of the implementation of fire services reform by assessing the effectiveness of reform activities and publicly reporting on progress in line with the legislative requirements under the FRV Act. The FSIM's approach is focused on gathering information, establishing and maintaining relationships with key stakeholders, observing activities through attending meetings and undertaking site visits.

In the first year of operation, the FSIM has established a supporting office and published three quarterly reports, covering the 2020-21 financial year, on the CFA's and FRV's fire service performance measures as outlined in their respective outcomes frameworks. The FSIM has also provided observations to the agencies in the development of their respective year two outcomes frameworks. The FSIM released the first annual report on the implementation of the Year One Plan, focused on the foundational actions critical to long-term reform effectiveness and is developing a longer-term methodology for the assessment of reform activities.

#### **FRV Strategic Advisory Committee (SAC)**

The FRV SAC was appointed in October 2020. The SAC provides expert advice to FRV on organisational matters set out under section 33F of the FRV Act. These matters include cultural change, workforce diversity, organisational governance, engagement and integration with the broader emergency services sector, future direction including opportunities and risks and any other relevant matters for which FRV seeks advice.

## Embedding the reforms

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Many actions in year one focused on establishing and operationalising the reforms across CFA and FRV. As reform progresses, the policies and practices supporting interoperability will be embedded within CFA and FRV as business-as-usual activity. The following actions from the Year One Plan have now transitioned to business-as-usual activities for the agencies.

### Agency outcomes frameworks

In August 2020, CFA and FRV published their respective outcomes frameworks that specified outcomes-based fire services performance measures. Throughout year one, both agencies reported their performance against the measures in their framework quarterly to the FSIM, where data is available. In year one, both agencies strengthened their performance measures and published their year two outcomes frameworks in October 2021, establishing a suite of outcome indicators and measures. These are aligned to specified agency outcomes and underpinned by enhanced reporting capability. To monitor and measure progress against these outcomes, including benefits to the Victorian community, CFA and FRV will continue to provide quarterly updates to the FSIM against the performance measures in their respective outcomes frameworks.

### Emergency management planning arrangements

CFA and FRV regularly participate and support emergency management planning arrangements at state, regional and municipal level. Throughout the first year of fire services reform, this included contributing to the planning and development of the State Emergency Management Plan, as well as participation and contribution to other emergency management planning activities. This participation ensures that interoperability across all emergency services organisations is regularly considered as part of both agencies' core business. Emergency Management Victoria (EMV) will continue to engage all emergency services in ongoing work to support emergency management planning across Victoria.



# **PRIORITY AREAS YEARS TWO TO FIVE**

# PRIORITY ONE:

## STRENGTHEN CFA AS A VOLUNTEER FIREFIGHTING AGENCY

Fire service reform restored the CFA to a volunteer-based organisation enshrined in the *Country Fire Authority Act 1958* (the CFA Act). CFA responds to fire and other emergency scenarios across rural and regional Victoria and work with FRV to service other areas of the state. Throughout years two to five, the actions under Priority One will continue to ensure that the CFA remains a strong, proud, flexible and sustainable volunteer-based organisation. CFA will continue to ensure its workforce reflects the diverse community it serves and builds its capability, using the latest training, technology, tools and systems to deliver high-quality services and response across a range of emergencies throughout Victoria.

### Success at year five

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CFA has the capability and capacity to deliver consistent high quality services to the Victorian community, through a contemporary operating model. The professional services delivered by CFA across the spectrum of prevention, preparedness, mitigation, response and recovery are of the highest standards and informed by contemporary research and best practice. The professional skills of our firefighters and their connections with the communities they serve will strengthen our volunteer-based emergency service into the future.

### What this means for CFA

Delivering upon this priority area will result in CFA having a sustainable and appropriately skilled volunteer workforce, supported by contemporary tools, equipment and technologies, that has both the capability and capacity to be a world leading, innovative volunteer-based emergency service.

**Table 1: Priority one implementation actions for year 2-5 of fire services reform**

Action	Lead Agency	Objective	Completion Date
<b>An engaged volunteer workforce that is involved in decision-making and feels safe and respected.</b>			
1.1	CFA	CFA's Engagement Framework and Volunteer Engagement Plan is developed, implemented and remains fit for purpose.	June 2025
1.2	CFA	CFA's Volunteer Recruitment and Retention Program is fit for purpose, supporting a capable and sustainable volunteer workforce.	June 2025
1.3	CFA	CFA volunteers are supported in their endeavours to build capability, deliver services and have access to a range of practical support programs.	June 2024
1.4	CFA	CFA's crew and strike team leader training programs remain fit for purpose, enabling crew and strike team leaders to meet their roles and responsibilities.	June 2024
1.5	CFA	CFA's ICT systems are fit for purpose and ensure brigades have the capability and capacity required to deliver contemporary services that meet community expectations and needs.	June 2023
1.6	CFA	CFA's training program for new operational members is fit for purpose, preparing and supporting members to safely meet their role and responsibilities.	June 2025
1.7	CFA	CFA's brigade and group operating model remains fit for purpose to enable the delivery of capabilities that meet community needs.	June 2025

# PRIORITY TWO:

## STRENGTHEN FRV AS A CAREER FIREFIGHTING AGENCY

FRV is the primary responder to fire and other emergency scenarios across the greater metropolitan area of Melbourne and major regional centres. FRV strives to be a values-based organisation that utilises modern technology and a skilled career workforce to serve the community with trust and respect. The year two to five actions will provide further foundations for FRV to embed data driven and forward-looking expectations, while continuing to build interoperable and sustainable practices with both emergency service partners and the Victorian community.

### Success at year five

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FRV is trusted and respected by our community and sector partners delivering a world-class fire and rescue service to Victorians. FRV is ready for all emergencies, including large and complex incidents, for specialist rescue and for times of surge demand.

#### **What this means for FRV**

The community can rely on highly skilled firefighters using modern, well-maintained equipment and world's best incident management practice. FRV thrives on a continuous improvement culture, ensures transparent and accountable decision-making, and is informed by the latest evidence and research to enhance service delivery to protect our community and firefighters. FRV engages with multicultural communities and local governments to ensure they understand local risk and contribute to effective community outcomes and safety strategies.

**Table 2: Priority two implementation actions for year 2-5 of fire services reform**

Action	Lead Agency	Objective	Completion Date	
<b>Robust operating structures to enable firefighters to succeed at their jobs.</b>				
2.1	Commence Phase Two of the operational communications rollout, including upgrades to station turn out equipment in FRV stations.	FRV	Upgrades to FRV operational communications support system enhancements and standardise equipment.	June 2023
<b>Strong links with the community which enable it to provide a tailored service that reflects community risks.</b>				
2.2	Explore the operational and service delivery benefits of accreditation for FRV within the Victorian emergency management response model, and provide options to government on the accreditation process.	FRV	FRV's service delivery aligns with community expectations, enhancing public confidence and operational efficiency, and is founded on a platform of continuous improvement.	June 2023
<b>An engaged workforce that feels safe and respected.</b>				
2.3	Develop and implement a contemporary Health Model, which establishes state-wide comprehensive organisational health standards, policies and support mechanisms that are designed to proactively manage and mitigate health risks whilst improving the effectiveness and quality of care provided to our firefighters and corporate staff.	FRV	FRV employees are supported by a coherent fit-for-purpose Health Model designed, endorsed by Executive Leadership Team and implemented organisation-wide.	June 2023
2.4	Finalise relevant enterprise bargaining agreements, including the FRV Operational Staff Enterprise Agreement; FRV Professional, Technical and Administrative Staff Agreement; FRV Corporate and Technical Staff Agreement; and FRV Mechanical Engineering Workshops Agreement.	FRV	Agreements are managed through appropriate channels, involving all key stakeholders, ensuring that staff are valued and supported.	June 2024

# PRIORITY THREE

## PLAN AND BUILD FOR THE FUTURE

The Statement highlighted the need for the fire services to modernise and adapt to the changing environment and risk profiles of the community they are entrusted to protect. To build on the activities commenced in the first year of reform, the fire services agencies will utilise data driven and evidence-based models to embed processes and frameworks that facilitate interagency operations. These, in turn, will strengthen the agencies' collective capability to support sector wide responses to prevent, prepare for, respond to and recover from emergencies.

In addition, the fire services will continue to improve their equipment, assets and stations, ensuring these are fit for purpose. This enhances their ability to deliver exceptional service to the community and assists in preparing for new challenges and risks.

## Success at year five

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Strategic frameworks support the fire agencies to understand and assess fire risk and opportunities into the future, building capability which enables them to effectively deliver integrated and interoperable services to the community. The agencies will deliver effective integrated services across the emergency management continuum that achieve quality public safety outcomes.

### **What this means for CFA**

CFA provide leadership to the emergency management sector and have the necessary capabilities to provide the best community outcomes. As an outcome of this work, CFA will have the right capabilities, infrastructure, tools and equipment to meet the needs of Victorian communities today and to combat the risks they will face into the future.

### **What this means for FRV**

FRV plans for the future through identifying risks and opportunities and embedding these in strategic planning frameworks. Workforce planning ensures that a skilled workforce with experienced leadership is available now and into the future. Asset and equipment life-cycle planning ensures high maintenance standards and replacement schedules that deliver modern and fit for purpose stations, appliances and equipment. FRV works seamlessly with our partners during an emergency response and has a strong interoperability capability, particularly with CFA.

**Table 3: Priority three implementation actions for year 2-5 of fire services reform**

Action	Lead Agency	Objective	Completion Date
<b>Continuously review and improve structures so they remain cutting edge and best practice.</b>			
<b>3.1</b> Develop and implement FRV Information and Communications Technology (ICT) Strategy, ICT Roadmap and Target Future Operating Model.	FRV	FRV ICT services are aligned to business priorities and outcomes which directly support community and firefighter safety.	June 2025
<b>Firefighters have access to the right resources to do their job and keep them safe.</b>			
<b>3.2</b> Complete delivery of the \$48.2 million fire station and firefighting fleet replacement program.	CFA	Priority stations and appliances are replaced to ensure they are fit for purpose and enhance operational response.	June 2025
<b>3.3</b> Finalise the transfer of property, assets, liabilities, rights and obligations from CFA to FRV.	CFA	The successful transfer of property, assets, liabilities, rights and obligations from CFA to FRV to support the delivery of reform.	Dec 2024
<b>3.4</b> FRV, in consultation with CFA, deliver agreed capital works to enable and enhance service delivery by co-located brigades.	FRV	Capital works enable and enhance service delivery by co-located brigades ensuring access and availability to station facilities and amenities is maintained.	June 2025
<b>3.5</b> CFA to complete delivery of agreed capital works projects on behalf of FRV.	CFA	Delivery of capital works projects on behalf of FRV by CFA are complete, ensuring FRV has access to resources needed to provide effective service delivery.	June 2023
<b>3.6</b> Rollout of the FRV Personal Protective Clothing (PPC) ensembles as part of the PPC project.	FRV	New structural ensemble delivered in accordance with FRV specifications and delivery timelines. All FRV firefighters are to be supplied with the new generation PPC structural ensemble.	June 2023



**Table 3: Priority three implementation actions for year 2-5 of fire services reform cont.**

Action	Lead Agency	Objective	Completion Date
<b>An effective and productive working relationship across the fire services and other emergency service agencies, building on the principle of interoperability.</b>			
<b>3.7</b> Agencies mature existing joint governance arrangements that support the implementation of the program and ongoing development of interoperability procedures and arrangements.	CFA and FRV	Ensure accountability for harmonisation of procedures as reform progresses, and continuous improvements are embedded. Should interoperability-related issues arise, these will be resolved through the Fire Services Operational Committee.	June 2023
<b>3.8</b> CFA, in collaboration with FRV, to develop protocols to ensure all FRV seconded training staff satisfy CFA's Registered Training Organisation (RTO) obligations and requirements.	CFA	CFA's RTO obligations and requirements are satisfied by FRV training staff secondment protocols.	Aug 2023
<b>3.9</b> Where practical and appropriate, finalise harmonisation of procedures, including service level procedures between CFA and FRV and any related party to ensure the agreements support effective operations.	CFA and FRV	Procedures, including service level procedures between CFA, FRV and any related party, are harmonised – where practical, and fit for purpose to support effective operations.	June 2024
<b>3.10</b> Where practical and appropriate, finalise any delegation authorisations between CFA and FRV to support the operationalisation of the Service Level Deeds of Agreement (SLDA) and schedules.	CFA	Delegation authorisations between CFA and FRV, where permitted, are fit for purpose. These will enable both agencies to provide services to the community effectively and efficiently.	June 2023
<b>3.11</b> CFA to ensure internal policies and procedures support the arrangements outlined in the SLDA and schedules.	CFA	Internal policies and procedures support SLDA and schedule arrangements.	June 2024
<b>3.12</b> Finalise a memorandum of understanding (MOU) to formalise ongoing support service requirements.	CFA and FRV	CFA and FRV support service requirements are met through an MOU that is fit for purpose.	June 2025

# PRIORITY FOUR

## VALUING OUR PEOPLE

Victoria's fire services must reflect the broader Victorian community and its workforce equipped with the capabilities required to meet the service delivery needs of the state. It is vital to create a culture where all staff model the behaviours, values and accountabilities that are expected by the communities they serve. To continue the progress made to date, through years two to five, the agencies have committed to actions that strengthen inclusion and diversity and ensure all staff feel safe and supported in their workplace.

### Success at year five

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Fire service agencies are safe, inclusive, and diverse workplaces, respected and trusted by the communities they serve. All people in our fire services have access to support, high quality training, professional development and equipment.

#### What this means for CFA

CFA's brand remains trusted, its connection to community is welcomed and its history of contributing to Victoria is valued and appreciated. CFA is a great place to work and volunteer, reflecting the diversity of the community and where people are safe and respected.

#### What this means for FRV

FRV provides a safe, respectful and inclusive workplace and has a workforce that reflects the diversity of the community we serve to better meet the needs of all Victorians. FRV culture and values define FRV leadership, relationships and the way FRV interacts with employees and the community. The FRV brand is valued, and people are attracted and proud to work for FRV. The health, safety and wellbeing of firefighters is a priority given their workplace exposure to hazardous and potentially traumatic incidents.

**Table 4: Priority four implementation actions for year 2-5 of fire services reform**

Action	Lead Agency	Objective	Completion Date
<b>Firefighters have the right skills and access to training and support.</b>			
<b>4.1</b> Appoint the Firefighters Registration Board (FRB).	DJCS with CFA & FRV	The secondment model is collaboratively supported and regulated by an independent entity.	Aug 2023
<b>4.2</b> Establish capability standards to support the secondment arrangements, the firefighters register, application processes and transparent appeals processes.	FRB	FRB provides for and maintains a transparent and fit for purpose registration of FRV staff suitable for secondment to CFA.	Dec 2024
<b>4.3</b> Complete delivery of the volunteer's health and safety initiatives program; specifically, the wildfire respiratory protection trial, the firefighter safety compliance initiatives and the wildfire PPC project.	CFA	Through delivery of the volunteer's health and safety initiatives program, CFA volunteers are skilled and capable, and feel safe and supported.	June 2024
<b>Agencies recognise and value the work of their people and reflect the diversity of the Victorian community.</b>			
<b>4.4</b> Define FRV values and culture and deliver supporting programs of work: <ul style="list-style-type: none"> <li>• Develop FRV values</li> <li>• Strategy to embed FRV values</li> <li>• Leadership development and capability.</li> </ul>	FRV	FRV has defined values and programs that support leadership, relationships and the way it operates.	June 2023
<b>4.5</b> Continue delivering the following cultural and diversity change programs: <ul style="list-style-type: none"> <li>• CFA behavioural standards program</li> <li>• CFA child safety compliance plan</li> <li>• Inclusion and diversity strategy and supporting action plans</li> <li>• Fire Services Statement funded Initiatives.</li> </ul>	CFA	CFA promotes cultural inclusiveness and diversity through fit for purpose plans and programs.	June 2024

**Table 4: Priority four implementation actions for year 2-5 of fire services reform**

Action	Lead Agency	Objective	Completion Date
<b>Agencies recognise and value the work of their people and reflect the diversity of the Victorian community.</b>			
<p><b>4.6</b> Develop and continue delivering on inclusion and diversity initiatives:</p> <ul style="list-style-type: none"> <li>• Diversity and Inclusion Framework, Strategy and Action Plan</li> <li>• Gender Equity Action Plan</li> <li>• Aboriginal and Torres Strait Islander Reconciliation Action Plan.</li> </ul>	FRV	FRV promote inclusion and diversity through fit for purpose strategies, plans and initiatives.	Mar 2023
<p><b>4.7</b> Develop a scope for leadership roles that reflect contemporary brigade and group models.</p>	CFA	CFA's brigade leadership structure is fit for purpose, reflecting modernised brigade and group models with identified pathways for volunteer progression.	Feb 2025
<p><b>4.8</b> Identify new opportunities to recognise and value the contribution made by both volunteer and career firefighters to delivering fire services (e.g. communications and collaboration).</p>	CFA and FRV	CFA and FRV identify and improve the mechanisms and processes that acknowledge and value their firefighters.	June 2023
<p><b>4.9</b> Demonstrate progress towards reaching the government's commitment of 400 women career firefighters in FRV.</p>	FRV	FRV values a diverse and inclusive workforce, reflecting the community they serve.	Dec 2025
<p><b>4.10</b> Support diversity and inclusion in CFA and make progress towards delivering on the commitment to increasing the number of women in brigade leadership roles to 15 per cent.</p>	CFA	CFA values a diverse and inclusive workforce, reflecting the community they serve.	June 2025

# PRIORITY FIVE

## ENSURE THE FUTURE SUSTAINABILITY OF THE FIRE SERVICES

It is critical that fire service agency operations continue to meet community expectations and remain sustainable into the future. Work already underway is focused on identifying and quantifying current service delivery drivers and their costs, as well as opportunities for improvements. Ongoing work and new actions will enable the agencies to identify opportunities for efficiencies, improve performance and provide insights into ensuring business and operational practices embedded today, are viable and sustainable into the future.

### Success at year five

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Fire agencies and the government use evidence-based planning and continuous improvement strategies to support a shared understanding of risk and capability. Working together, we create a more sustainable service which meets community needs and expectations now and into the future.

#### What this means for CFA

CFA and its stakeholders share an understanding of risk, capability and capacity and the resources required to deliver services aligned to government and community expectations.

CFA understands current risk drivers and is able to forecast and respond to the future risk environment that considers future climate scenarios. CFA and government have a shared understanding of the budget required to effectively deliver the required fire and emergency services commensurate with community expectations within the Country Area of Victoria.

#### What this means for FRV

FRV ensures fire and rescue resources in Melbourne and regional Victoria are allocated to where they are needed most. Resource allocation is informed by regular assessment of current and future risk, an understanding of community profiles and the latest research and information on emergency prevention and response. The distribution of resources aims to meet community expectations and the ongoing financial sustainability of FRV.

**Table 5: Priority five implementation actions for year 2-5 of fire services reform**

	Action	Lead Agency	Objective	Completion Date
5.1	CFA in consultation with FRV develops and maintain a secondment strategy that details CFA's capability and capacity needs for those resources sourced from FRV.	CFA	The capability and capacity needs of CFA are clearly understood by FRV and the FRB. FRV's strategic workforce planning enables the provision of secondees that meet the operational needs and capability requirements of CFA.	June 2023
5.2	Undertake a review of operational capability and capacity requirements to meet the future needs of fire services across Victoria to inform future funding plans.	DJCS, with CFA & FRV	Ensure that current and future changes to Victoria's fire risk profile and the expectations of our communities inform service delivery strategies and future capability needs while acting as a key input into the future funding requirements for the sector.	Nov 2024
5.3	Develop an FRV Strategy.	FRV	The development of an FRV Strategy that resonates with stakeholders and the authorising environment.	Sept 2022
5.4	Develop a Strategic Workforce Plan for operations with a strong focus on regional and remote delivery of services.	FRV	FRV has a Strategic Workforce Plan for operations, that forecasts changing workforce requirements through to 2026. The plan will also outline the actions required to ensure FRV has the workforce capacity, capability and culture required to deliver on community expectations, including secondment obligations to CFA.	Mar 2023
5.5	Conduct an initial financial sustainability assessment of FRV and CFA.	DJCS, with CFA & FRV	CFA and FRV have an agreed understanding of financial sustainability and how this may be achieved, with an evidence-based cost and performance baseline.	Dec 2021

**Table 5: Priority five implementation actions for year 2-5 of fire services reform**

Action	Lead Agency	Objective	Completion Date
<p><b>5.6</b> Develop an initial funding plan that addresses high priority funding requirements for CFA and FRV in years three and four of the Fire Services Reform and addresses the impact of:</p> <ul style="list-style-type: none"><li>• transfers of functions, resources and assets between CFA and FRV</li><li>• the change to the FRV fire district upon the fire services property levy revenue base after the commencing day</li><li>• any changes to the differential rates of the fire services property levy after the commencing day.</li></ul>	DJCS, with CFA & FRV	CFA and FRV have funding plans for years three and four that are evidence-based and based upon an independent review.	Dec 2021
<p><b>5.7</b> Conduct a financial sustainability assessment update of FRV and CFA, based on three years operation of the new fire services model.</p>	DJCS with CFA & FRV	CFA and FRV have an agreed understanding of financial sustainability, updated and evidenced by operation of the new fire services model over a continued period of time.	Dec 2024
<p><b>5.8</b> Develop a long-term funding plan for CFA and FRV.</p>	DJCS with CFA & FRV	CFA and FRV have long-term funding plans that are evidence-based and outline actions to promote financial sustainability.	June 2025



# APPENDIX A

YEAR ONE FIRE SERVICES  
REFORM IMPLEMENTATION  
PLAN ACTIONS



## PRIORITY ONE - STRENGTHEN CFA AS A VOLUNTEER FIREFIGHTING AGENCY

Action	Lead Agency	Action description	Comments	Year 2-5 Implementation Plan reference
1.1	CFA	Continue to consult with volunteers and consider any required improvements to consultative processes and escalation pathways, between volunteers and the CFA to build a stronger volunteer-based fire service in accordance with the commitment and principles set out in the Volunteer Charter.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 1.1</b> – Develop and implement CFA's Engagement Framework and Volunteer Engagement Plan incorporating a monitoring, evaluation and continuous improvement process.
1.2	CFA	Continue to deliver targeted improvements to volunteer recruitment and retention to ensure CFA maintains capacity to respond to critical incidents.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 1.2</b> – Complete delivery of the Volunteer Recruitment and Retention Program.
1.3	CFA, DJCS	Commence delivery of \$22.7 million in volunteer support officers, peer support, counselling programs and brigade administration support, (part of announced \$126 million CFA capability initiatives), including consultation with volunteers.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 1.3</b> – Complete delivery of the \$22.7m Volunteer Support Package (VSP).
1.4	CFA, FRV, DJCS	Commence delivery of \$3.3 million in crew leader training, (part of announced \$126 million CFA capability initiatives), including consultation with volunteers.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 1.4</b> – Complete delivery of the \$3.3m crew and strike team leader project.
1.5	CFA, DJCS	Commence delivery of \$3.6 million in critical volunteer facing ICT systems, (part of announced \$126 million CFA capability initiatives), including consultation with volunteers.	Commencement completed. New action included in Year 2-5 Implementation Plan.	<b>Action 1.5</b> – Complete delivery of the connected brigades project (part of \$3.6 million program to enhance critical volunteer facing ICT systems).

## PRIORITY ONE - STRENGTHEN CFA AS A VOLUNTEER FIREFIGHTING AGENCY

Action	Lead Agency	Action description	Comments	Year 2-5 Implementation Plan reference
1.6	CFA, DJCS	Commence delivery of \$7.65 million to deliver and assess training of new volunteers, (part of announced \$126 million CFA capability initiatives), including consultation with volunteers.	Commencement completed. New action included in Year 2-5 Implementation Plan.	<b>Action 1.6</b> – Complete delivery of the \$7.65m Enhancing Training Capacity for New Volunteers project.
1.7	CFA	Participate in and support the new emergency management planning arrangements at the state, regional and incident municipal level, including in the development of a new state emergency management plan under Priority 1.2 of the Emergency Management Strategic Action Plan 2019-22.	Completed and transitioned to BAU.	
1.8	CFA, FRV	Commence harmonisation of operational procedures across FRV and CFA where practicable and appropriate.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 3.9</b> – Where practical and appropriate, finalise harmonisation of procedures, including service level procedures between CFA and FRV and any related party to ensure the agreements support effective operations.
1.9	CFA, FRV	Finalise the transfer of any property, assets, liabilities, rights and obligations from CFA to FRV.	Not completed. Rolled over to Year 2-5 Implementation Plan.	<b>Action 3.3</b> – Finalise the transfer of property, assets, liabilities, rights and obligations from CFA to FRV.
1.10	CFA, FRV	Finalise service level agreements between CFA and FRV and any related party and ensure that the agreements support effective operations.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 3.9</b> – Where practical and appropriate, finalise harmonisation of procedures, including service level procedures between CFA and FRV and any related party to ensure the agreements support effective operations.

## PRIORITY ONE - STRENGTHEN CFA AS A VOLUNTEER FIREFIGHTING AGENCY

Action	Lead Agency	Action description	Comments	Year 2-5 Implementation Plan reference
1.11	CFA, FRV	Finalise memorandum of understanding for provision of corporate functions.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 3.12</b> – Finalise a memorandum of understanding (MOU) to formalise ongoing support service requirements.
1.12	CFA, FRV	Finalise CFA and CFA Chief Officer delegations and authorisations to FRV employees.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 3.10</b> – Where practical and appropriate, finalise any delegation authorisations between CFA and FRV to support the operationalisation of the Service Level Deeds of Agreement (SLDA) and schedules.
1.13	CFA	Actively support and participate in the Operational Assurance Group.	Completed.	
1.14	CFA, FRV	Provide assurance prior to commencement of the summer season (via the Operational Assurance Group) that all the necessary capability and capacity is in place to support state, regional and incident operational arrangements.	Completed.	
1.15	CFA, FRV	Ensure that all necessary arrangements are in place for FRV staff who are seconded to CFA so that they can perform their functions effectively.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 3.8</b> – CFA, in collaboration with FRV, to develop protocols to ensure all FRV seconded training staff satisfy CFA's Registered Training Organisation (RTO) obligations and requirements.

**PRIORITY ONE - STRENGTHEN CFA AS A VOLUNTEER FIREFIGHTING AGENCY**

Action	Lead Agency	Action description	Comments	Year 2-5 Implementation Plan reference
1.16	CFA, other parties to EBAs	Finalise relevant enterprise bargaining agreements, including the CFA Professional, Technical and Administrative Enterprise Agreement.	Completed and transitioned to BAU.	
1.17	CFA	Provide quarterly updates to the Fire Services Implementation Monitor on the performance measures set out in the Year One Outcomes Framework.	Completed and transitioned to BAU.	
1.18	CFA	Publish the Year Two Outcomes Framework that establishes a full suite of outcome indicators and measures aligned to specified outcomes and underpinned by enhanced reporting capability.	Completed.	
1.19	CFA	Commence a review of service delivery approaches to ensure they inform and align with community expectations and provide operational efficiency.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 1.7</b> – Review CFA's brigade operating model to ensure brigades are appropriately structured and provided with the required capabilities to deliver contemporary services that meet community expectations and needs.

## PRIORITY TWO - STRENGTHEN FRV AS A CAREER FIREFIGHTING AGENCY

Action	Lead Agency	Action description	Comments	Year 2-5 Implementation Plan reference
2.1	FRV, other parties to EBAs	Finalise relevant enterprise bargaining agreements, including the FRV Operational Staff Enterprise Agreement; FRV Professional, Technical and Administrative Staff Agreement; FRV Corporate and Technical Staff Agreement; and FRV Mechanical Engineering Workshops Agreement.	Not completed. Rolled over to Year 2-5 Implementation Plan.	<b>Action 2.4</b> - Finalise relevant enterprise bargaining agreements, including the FRV Operational Staff Enterprise Agreement; FRV Professional, Technical and Administrative Staff Agreement; FRV Corporate and Technical Staff Agreement; and FRV Mechanical Engineering Workshops Agreement.
2.2	FRV	Participate in and support the new emergency management planning arrangements at the state, regional and incident municipal level, including in the development of a new state emergency management plan under Priority 1.2 of the Emergency Management Strategic Action Plan 2019-2022.	Completed and transitioned to BAU.	
2.3	FRV, CFA	Commence harmonisation of operational procedures across FRV and CFA where practicable and appropriate.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 3.9</b> – Where practical and appropriate, finalise harmonisation of procedures, including service level procedures between CFA and FRV and any related party to ensure the agreements support effective operations.
2.4	FRV, CFA	Finalise the transfer of any property, assets, liabilities, rights and obligations from CFA to FRV.	Not completed. Rolled over to Year 2-5 Implementation Plan.	<b>Action 3.3</b> – Finalise the transfer of property, assets, liabilities, rights and obligations from CFA to FRV.

## PRIORITY TWO - STRENGTHEN FRV AS A CAREER FIREFIGHTING AGENCY

Action	Lead Agency	Action description	Comments	Year 2-5 Implementation Plan reference
2.5	FRV, CFA	Finalise service level agreements between CFA and FRV and any related party and ensure that the agreements support effective operations.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 3.9</b> – Where practical and appropriate, finalise harmonisation of procedures, including service level procedures between CFA and FRV and any related party to ensure the agreements support effective operations.
2.6	FRV, CFA	Provide operational support to the CFA through the secondment model, to ensure CFA can continue to meet its statutory obligations.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 5.1</b> – CFA in consultation with FRV develops and maintain a secondment strategy that details CFA's capability and capacity needs for those resources sourced from FRV.  <b>Action 5.4</b> – Develop a Strategic Workforce Plan for operations with a strong focus on regional and remote delivery of services.
2.7	FRV, CFA	Identify new opportunities to recognise and value the contribution made by both volunteer and career firefighters to delivering fire services (e.g. communications and collaboration).	Not completed. Rolled over to Year 2-5 Implementation Plan.	<b>Action 4.8</b> - Identify new opportunities to recognise and value the contribution made by both volunteer and career firefighters to delivering fire services (e.g. communications and collaboration).
2.8	FRV, CFA	Finalise memorandum of understanding for provision of corporate functions.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 3.12</b> – Finalise a memorandum of understanding (MOU) to formalise ongoing support service requirements.

## PRIORITY TWO - STRENGTHEN FRV AS A CAREER FIREFIGHTING AGENCY

Action	Lead Agency	Action description	Comments	Year 2-5 Implementation Plan reference
2.9	FRV, CFA	Finalise CFA and CFA Chief Officer delegations and authorisations to FRV employees.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 3.10</b> – Where practical and appropriate, finalise any delegation authorisations between CFA and FRV to support the operationalisation of the Service Level Deeds of Agreement (SLDA) and schedules.
2.10	DJCS in consultation with FRV	Deliver the first review of the Strategic Advisory Committee's Terms of Reference as required under legislation.	Completed and transitioned to BAU.	
2.11	FRV	Continue the operational communications roll out so that turn out systems are consistent across all FRV stations and maintain ability to dispatch CFA volunteers from co-located station.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 2.1</b> – Commence Phase Two of the operational communications rollout, including upgrades to station turn out equipment in FRV stations.
2.12	FRV, CFA	Harmonise specialist response arrangements which have transferred from CFA; e.g. HAZMAT response, fire investigation, high angle rescue.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 3.9</b> – Where practical and appropriate, finalise harmonisation of procedures, including service level procedures between CFA and FRV and any related party to ensure the agreements support effective operations.
2.13	FRV, CFA	Ensure that all necessary arrangements are in place for FRV staff who are seconded to CFA to ensure that they can perform their functions effectively.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 5.1</b> – CFA in consultation with FRV develops and maintain a secondment strategy that details CFA's capability and capacity needs for those resources sourced from FRV.  <b>Action 5.4</b> – Develop a Strategic Workforce Plan for operations with a strong focus on regional and remote delivery of services.

## PRIORITY TWO - STRENGTHEN FRV AS A CAREER FIREFIGHTING AGENCY

Action	Lead Agency	Action description	Comments	Year 2-5 Implementation Plan reference
2.14	FRV	Actively support and participate in the Operational Assurance Group.	Completed.	
2.15	FRV, CFA	Provision of assurance prior to commencement of the summer season (via the Operational Assurance Group) that all the necessary capability and capacity is in place to support state, regional and incident operational arrangements.	Completed.	
2.16	FRV	Preparation and provision of quarterly updates to the Fire Services Implementation Monitor on the performance measures set out in the Outcomes Framework.	Completed and transitioned to BAU.	
2.17	FRV	Publish a Year Two Outcomes Framework that establishes a full suite of outcome indicators and measures aligned to specified outcomes and underpinned by enhanced reporting capability.	Completed.	
2.18	FRV	Commence a review of service delivery approaches to ensure these inform and align with community expectations and provide operational efficiency.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 2.2</b> – Explore the operational and service delivery benefits of accreditation for FRV within the Victorian emergency management response model, and provide options to government on the accreditation process.



## PRIORITY THREE - PLAN AND BUILD FOR THE FUTURE

Action	Lead Agency	Action description	Comments	Year 2-5 Implementation Plan reference
3.1	DJCS	Appoint the Fire Services Implementation Monitor.	Completed.	
3.2	FSIM	Establish monitoring and reporting processes for the Fire Services Implementation Monitor.	Completed.	
3.3	DJCS	Appoint the Fire District Review Panel.	Completed.	
3.4	FDRP	Establish Fire District Review Panel processes and procedures required to conduct reviews (such as a consultation framework) and development of an evidence-based methodology to assess changes to fire risk.	Completed.	
3.5	DJCS	Develop the next iteration of the Fire Services Implementation Plan.	Completed.	
3.6	CFA, FRV	Deliver on existing Statement joint initiatives that promote positive cultural change and diversity.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<p><b>Action 4.5</b> – Continue delivering the following cultural and diversity change programs:</p> <ul style="list-style-type: none"> <li>• CFA behavioural standards program</li> <li>• CFA child safety compliance plan</li> <li>• Inclusion and diversity strategy and supporting action plans</li> <li>• Fire services statement funded Initiatives.</li> </ul> <p><b>Action 4.6</b> – Develop and continue delivering on inclusion and diversity initiatives:</p> <ul style="list-style-type: none"> <li>• Diversity and Inclusion Framework, Strategy and Action Plan</li> <li>• Gender Equity Action Plan</li> <li>• Aboriginal and Torres Strait Islander Reconciliation Action Plan.</li> </ul>

## PRIORITY THREE - PLAN AND BUILD FOR THE FUTURE

Action	Lead Agency	Action description	Comments	Year 2-5 Implementation Plan reference
3.7	DJCS, CFA, FRV	Work together to understand current diversity in the fire services and consider options to improve diversity in the future.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<p><b>Action 4.5</b> – Continue delivering the following cultural and diversity change programs:</p> <ul style="list-style-type: none"> <li>• CFA behavioural standards program</li> <li>• CFA child safety compliance plan</li> <li>• Inclusion and diversity strategy and supporting action plans</li> <li>• Fire services statement funded Initiatives.</li> </ul> <p><b>Action 4.6</b> – Develop and continue delivering on inclusion and diversity initiatives:</p> <ul style="list-style-type: none"> <li>• Diversity and Inclusion Framework, Strategy and Action Plan</li> <li>• Gender Equity Action Plan</li> <li>• Aboriginal and Torres Strait Islander Reconciliation Action Plan.</li> </ul>
3.8	FRV	Demonstrate progress towards reaching the government's commitment of 400 women career firefighters in FRV by June 2021.	Not completed. Rolled over to Year 2-5 Implementation Plan.	<b>Action 4.9</b> – Demonstrate progress towards reaching the government's commitment of 400 women career firefighters in FRV.
3.9	CFA	Support diversity and inclusion in CFA and make progress towards delivering on the commitment to increasing the number of women in brigade leadership roles to 15 per cent from 265 to 909 by mid-2022.	Not completed. Rolled over to Year 2-5 Implementation Plan..	<b>Action 4.10</b> – Support diversity and inclusion in CFA and make progress towards delivering on the commitment to increasing the number of women in brigade leadership roles to 15 per cent.

## PRIORITY FOUR - VALUE OUR FIREFIGHTERS

Action	Lead Agency	Action description	Comments	Year 2-5 Implementation Plan reference
4.1	DJCS	Appoint the Firefighters Registration Board (FRB).	Not completed. Rolled over to Year 2-5 Implementation Plan.	<b>Action 4.1</b> – Appoint the Firefighters Registration Board.
4.2	FRB	Commence establishing capability standards, the Firefighters Register, application processes and transparent appeal processes.	Not completed. Rolled over to Year 2-5 Implementation Plan.	<b>Action 4.2</b> – Establish capability standards to support the secondment arrangements, the firefighters register, application processes and transparent appeals processes.
4.3	CFA	Commence delivery of \$40.7 million in new CFA volunteers' health and safety initiatives, including training programs for low voltage fuse removal, safe working at heights and alternative power systems; new generation personal protective clothing to active operational volunteers, and the rollout of a respiratory protection pilot, including consultation with volunteers (part of announced \$126 million CFA capability initiatives).	Commencement completed. New action included in Year 2-5 Implementation Plan.	<b>Action 4.3</b> – Complete delivery of the volunteer's health and safety initiatives program; specifically, the wildfire respiratory protection trial, the firefighter safety compliance initiatives and the wildfire PPC project.
4.4	CFA	Commence delivery of \$48.2 million in new CFA fleet and stations (part of announced \$126 million CFA capability initiatives), including consultation with volunteers.	Commencement completed. New action included in Year 2-5 Implementation Plan.	<b>Action 3.2</b> – Complete delivery of the \$48.2 million fire station and firefighting fleet replacement program.
4.5	CFA, FRV	Identify and commence capital works at co-located CFA and FRV stations to assist with co-location, including consultation with career and volunteer firefighters operating from the co-located stations.	Commencement completed. New action included in Year 2-5 Implementation Plan.	<b>Action 3.4</b> – FRV, in consultation with CFA, deliver agreed capital works to enable and enhance service delivery by co-located brigades.
4.6	CFA, FRV	Finalise the transfer of in-flight infrastructure projects from CFA to FRV and deliver high priority station builds as per the documented project schedules.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 3.5</b> – CFA to complete delivery of agreed capital works projects on behalf of FRV.

**PRIORITY FIVE - ENSURE THE FUTURE SUSTAINABILITY OF THE FIRE SERVICES**

Action	Lead Agency	Action description	Comments	Year 2-5 Implementation Plan reference
5.1	DJCS, CFA, FRV	Conduct a financial sustainability assessment of FRV and CFA.	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<b>Action 5.5</b> – Conduct an initial financial sustainability assessment of FRV and CFA.
5.2	DJCS, CFA, FRV	<p>Develop a Funding Plan that determines the financial requirements of CFA and FRV and identifies and addresses the impact of:</p> <ul style="list-style-type: none"> <li>transfers of functions, resources and assets between CFA and FRV</li> <li>the change to the FRV fire district upon the fire services property levy revenue base after the commencing day</li> <li>any changes to the differential rates of the fire services property levy after the commencing day.</li> </ul>	Commenced, and re-framed with a specific focus for Year 2-5 Implementation Plan.	<p><b>Action 5.6</b> – Develop an initial funding plan that addresses high priority funding requirements for CFA and FRV in years three and four of the Fire Services Reform and addresses the impact of:</p> <ul style="list-style-type: none"> <li>transfers of functions, resources and assets between CFA and FRV</li> <li>the change to the FRV fire district upon the fire services property levy revenue base after the commencing day</li> <li>any changes to the differential rates of the fire services property levy after the commencing day.</li> </ul>

# APPENDIX B

## YEAR TWO TO FIVE FIRE SERVICES REFORM IMPLEMENTATION PLAN ACTION UPDATES

(as at May 2023)

## Year 2-5 fire services reform implementation plan action updates (as at May 2023)

Action	Lead Agency	Action description	Original Year 2-5 Implementation Plan completion date	Updated Year 2-5 Implementation Plan completion date	Reason for updated completion date
1.5	CFA	Complete delivery of the connected brigades project (part of \$3.6 million program to enhance critical volunteer facing ICT systems).	June 2022	June 2023	The completion date was revised in October 2022 following inclusion of additional brigades who were not part of the original project scope.
2.4	FRV	Finalise relevant enterprise bargaining agreements, including the FRV Operational Staff Enterprise Agreement; FRV Professional, Technical and Administrative Staff Agreement; FRV Corporate and Technical Staff Agreement; and FRV Mechanical Engineering Workshops Agreement.	June 2022	June 2023	The completion date was revised in October 2022 due to ongoing consultation to settle the FRV Operational Staff Enterprise Agreement.
3.3	CFA	Finalise the transfer of property, assets, liabilities, rights and obligations from CFA to FRV.	June 2022	Dec 2024	The completion date was revised in April 2023 due to ongoing activity to complete the transfer process.

## Year 2-5 fire services reform implementation plan action updates (as at May 2023)

Action	Lead Agency	Action description	Original Year 2-5 Implementation Plan completion date	Updated Year 2-5 Implementation Plan completion date	Reason for updated completion date
<b>3.7</b>	CFA and FRV	Agencies mature existing joint governance arrangements that support the implementation of the program and ongoing development of interoperability procedures and arrangements.	June 2022	June 2023	The completion date was revised in October 2022 following CFA and FRV identifying additional work within the scope of this action to fully meet the objective.
<b>3.8</b>	CFA	CFA, in collaboration with FRV, to develop protocols to ensure all FRV seconded training staff satisfy CFA's Registered Training Organisation (RTO) obligations and requirements.	June 2022	August 2023	The completion date was revised in April 2023 to ensure outcomes of the formal Victorian Registration and Qualifications Authority audit of CFA are considered and any implications for this action can be addressed.
<b>3.9</b>	CFA and FRV	Where practical and appropriate, finalise harmonisation of procedures, including service level procedures between CFA and FRV and any related party to ensure the agreements support effective operations.	June 2022	June 2024	The completion date was revised in April 2023 due to the scope expanding to include a review of schedules developed at the commencement of reform.

### Year 2-5 fire services reform implementation plan action updates (as at May 2023)

Action	Lead Agency	Action description	Original Year 2-5 Implementation Plan completion date	Updated Year 2-5 Implementation Plan completion date	Reason for updated completion date
3.10	CFA	Where practical and appropriate, finalise any delegation authorisations between CFA and FRV to support the operationalisation of the Service Level Deeds of Agreement (SLDA) and schedules.	June 2022	June 2023	The completion date was revised in October 2022 to ensure appropriate consideration of legislative compliance with a range of Acts which give CFA the power to provide services in the Country Areas of Victoria and stakeholder consultation.
3.11	CFA	CFA to ensure internal policies and procedures support the arrangements outlined in the SLDA and schedules.	June 2023	June 2024	The completion date was revised in April 2023 due to its dependency on the completion of action 3.9.
4.1	DJCS with CFA and FRV	Appoint the Firefighters Registration Board (FRB).	June 2022	August 2023	The completion date was revised in October 2022 due to delays with the finalisation of regulations to support implementation.



## Year 2-5 fire services reform implementation plan action updates (as at May 2023)

Action	Lead Agency	Action description	Original Year 2-5 Implementation Plan completion date	Updated Year 2-5 Implementation Plan completion date	Reason for updated completion date
4.2	Firefighters Registration Board (FRB)	Establish capability standards to support the secondment arrangements, the firefighters register, application processes and transparent appeals processes.	June 2023	Dec 2024	The completion date was revised in April 2023 due to its dependency on the completion of action 4.1.
4.4	FRV	Define FRV values and culture and deliver supporting programs of work: <ul style="list-style-type: none"> <li>Develop FRV values</li> <li>Strategy to embed FRV values</li> <li>Leadership development and capability.</li> </ul>	June 2022	June 2023	The completion date was revised in October 2022 to support meaningful engagement and consultation with key stakeholders.
4.6	FRV	Develop and continue delivering on inclusion and diversity initiatives: <ul style="list-style-type: none"> <li>Diversity and Inclusion Framework, Strategy and Action Plan</li> <li>Gender Equity Action Plan</li> <li>Aboriginal and Torres Strait Islander Reconciliation Action Plan.</li> </ul>	June 2022	March 2023	The completion date was revised in October 2022 to support meaningful engagement and consultation with key stakeholders.

## Year 2-5 fire services reform implementation plan action updates (as at May 2023)

Action	Lead Agency	Action description	Original Year 2-5 Implementation Plan completion date	Updated Year 2-5 Implementation Plan completion date	Reason for updated completion date
4.7	CFA	Develop a scope for leadership roles that reflect contemporary brigade and group models.	June 2023	Feb 2025	The completion date was revised in April 2023 to take into consideration the phasing of activity under the CFA Operating Model Program (action 1.7).
5.1	CFA	CFA in consultation with FRV develops and maintain a secondment strategy that details CFA's capability and capacity needs for those resources sourced from FRV.	June 2022	June 2023	The completion date was revised in October 2022 to support meaningful engagement and consultation with key stakeholders.
5.2	DJCS	Undertake a review of operational capability and capacity requirements to meet the future needs of fire services across Victoria to inform future funding plans.	June 2023	Nov 2024	The completion date was revised in April 2023 to enable the project to take into consideration the interdependencies between several other actions: 1.7, 2.2, 4.2, 4.7, 5.1 and 5.4.
5.3	FRV	Develop an FRV Strategy.	June 2022	Sept 2022	The completion date was revised in October 2022 to support meaningful engagement and consultation with key stakeholders.

## Year 2-5 fire services reform implementation plan action updates (as at May 2023)

Action	Lead Agency	Action description	Original Year 2-5 Implementation Plan completion date	Updated Year 2-5 Implementation Plan completion date	Reason for updated completion date
5.4	FRV	Develop a Strategic Workforce Plan for operations with a strong focus on regional and remote delivery of services.	June 2022	March 2023	The completion date was revised in October 2022 to support meaningful engagement and consultation with key stakeholders.
5.7	DJCS	Conduct a financial sustainability assessment update of FRV and CFA, based on three years operation of the new fire services model.	Dec 2023	Dec 2024	The completion date was revised in April 2023 to enable the project to draw from outcomes under actions 5.2, 5.3 and 5.4.
5.8	DJCS	Develop a long-term funding plan for CFA and FRV.	Dec 2023	June 2025	The completion date was revised in April 2023 due to its dependency on the completion of action 5.7 and '...for year five and beyond' removed to reflect revised completion date.

