

Metropolitan Fire and Emergency Services Board
MFB Plan 2016–2017



MFB PURPOSE

“To provide a world class fire and emergency service for Melbourne and Victorians”

The creative concept represents the integration of MFB across all tiers of government and associated agencies, business and the community. The layered design portrays the ever expanding resilience and strength of MFB working towards better outcomes for all Victorians. The graphic formation together with the warm colour palette is symbolic of the flame without the fire.

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Chief Executive Officer's message



Launched in 2015, we enter our second year of the three-year *MFB Plan 2015–2018* by building on the strategic platform that was created during 2015–2016.

Implementation of the *MFB Plan 2015–2018* commenced with the face-to-face engagement of a number of employees from across MFB, explaining the priorities and desired outcomes and helping each individual to understand how they contribute to MFB's strategy.

Over this past 12 months we have undertaken work on the 24 strategic initiatives that made up the plan with clear accountability being established for each strategic initiative, and project plans developed with detailed milestones. This included integrating the Victorian Emergency Management Strategic Action Plan (Vic EM SAP) 2015–2018 into the MFB strategic project portfolio.

We also developed a governance model to monitor and report progress towards milestones for each of the strategic initiatives.

The outcomes from delivering these initiatives are being reported in a Balanced Scorecard containing 27 headline Key Performance Indicators (KPIs) linked to these strategic initiatives.

We continue to deliver against our strategic themes of 'Always Safe', 'Improving Community Safety and Resilience', 'Valuing our People', 'Delivering Exceptional Service', and 'Working with Others'.

Our 'Always Safe' program is first and foremost amongst these and continues to seek the best ways to support our people and identify opportunities to improve mental health across the organisation, including an independent review of our current Employee Support Program and additional resourcing, as well as revitalising our safety management system, risk management and mechanisms for frontline people to be more empowered and engaged in safety.

In 2015–2016 we increased the number of primary response appliances with four-person crews.

We have invested significantly in infrastructure, completing major refurbishments at Bundoora, Keilor, Newport and Greensborough fire stations and opening a new fire station in Altona.

We rolled out a total replacement of Breathing Apparatus (BA) cylinders to ensure ongoing capability that will be interoperable with the Country Fire Authority (CFA) and enhance safety for our firefighters and the community.

I am very pleased to be able to share with you the *MFB Plan for 2016-2017*.

Technology investment includes the replacement of the Firecom dispatch and management system, which has enhanced our incident response.

2016 will see more than 200 recruits graduating into the ranks of MFB and CFA from our world class training facility at Victorian Emergency Management Training Centre (VEMTC) Craigieburn. MFB is also playing a lead role in the development of the Victorian Career Firefighter Recruit Course Project, and has been working with CFA to deliver the new curriculum throughout 2016.

A summary of our progress to 30 June 2016 for all of our strategic initiatives can be found on page 10.

The past year has continued to be demanding with regard to our workplace relations environment.

The protracted bargaining period has created morale, workforce management, resourcing and implementation challenges for a range of MFB Plan programs. We continue to build firm relationships with key stakeholders and implement increased interoperability with the CFA in terms of building a consistent model of service delivery.

The business planning process for year two has been better aligned and integrated with the budgeting process to inform the funding of this plan. There has been more structured engagement with the Board, management in both operational and corporate departments, and a cross-section of the workforce through focus group sessions.

Our process has been informed by an updated strategic environmental scan, which included understanding how the release of the Fire Services Review and refinement of the Vic EM SAP impact our MFB Plan.

Overall it has been a challenging year but we have made good progress on a number of critical programs that will set MFB up for success both as a stand-alone organisation and as a member of an integrated and enhanced statewide emergency management sector.

Jim Higgins ASM

A handwritten signature in black ink, appearing to read 'Jim Higgins', written over a white background.

Chief Executive Officer

Where you fit in

This section describes how all parts of the organisation contribute towards MFB's core purpose of delivering fire and emergency services across the prevention, preparedness, response and recovery spectrum. MFB functions are arranged into the following categories:

Frontline Services are delivered directly to the community and our other stakeholders. This is the reason we exist and the work that the majority of our people are engaged in.

Enabling Functions are critical to enabling our frontline services to be delivered on a day-to-day basis.

Supporting Functions enable our services to be delivered on an ongoing basis in an efficient and continuously improving way.



EMV Vision

Safer and more resilient communities

MFB Purpose

To provide a world class fire and emergency service for Melbourne and Victorians



Frontline Services

Emergency prevention, preparedness, response and recovery (PPRR) services

MFB builds community safety and resilience through regulation, advocacy, education and provision of commercial services via Fire Equipment Services. Our work focuses on mitigating key risks in the built environment and providing our community with skills to prevent, prepare for, respond to and recover from fire and other emergencies.

MFB maintains a capability and capacity to respond safely and effectively to a wide range of emergency situations, anytime, anywhere. MFB's major capabilities reside within the fire stations, operational people and specialist response services that we provide to the community.



Enabling Functions

Operational communications, ICT and data

Operational communications systems and information and communications technology (ICT) infrastructure expertise enables MFB to respond rapidly to emergencies

Infrastructure and equipment

MFB's network of fire stations and other property assets, along with its fleet of response vehicles and specialist equipment enables firefighters to render assistance to those in need safely and effectively

Specialist support services

In-house specialist support services such as Breathing Apparatus support and mechanical services that enable frontline emergency response

Firefighter training

MFB trains its operational workforce to operate safely anytime, anywhere. This also involves identifying risks before they become incidents (i.e. prevention training). VEMTC is a key resource enabling effective training

Emergency management

Effective emergency management ensures MFB's capability and capacity and its ability to operate safely and continuously improve before, during and after incidents across Victoria



Supporting Functions

Asset management

Procurement and management of fleet, property and other assets as well as project management practices support service delivery improvements and deliver value for money

People management

Effective recruitment, safety and wellbeing, engagement, professional and leadership development, contemporary workplace conditions and people service delivery

Corporate services

Efficient back office functions in budgeting, accounting, records management, business assurance and media and communications support service provision

Information and communications

Applications management, ICT infrastructure management and client services enable smooth, efficient and effective service delivery

Information and knowledge management

Strategic planning, research, library services, data analysis and mapping enable a forward-looking service that uses data and evidence to improve performance and guide MFB's PPRR activities

Governance

Effective governance arrangements, legal services and policy development enable service delivery that reflects our position as a public sector agency

Operational training development

Operational training development delivers the next generation of highly skilled firefighters



Our performance in 2015-2016

The MFB Balanced Scorecard is a contemporary tool that we use to monitor and analyse our performance across 27 KPIs.

MFB is committed to transparency in overall performance reporting and as such this report is provided to the Board and Emergency Management Victoria (EMV) and is accessible to all of our people whose individual efforts contribute to our overall performance as an organisation. MFB performance as at 30 June 2016 is presented below and is used to shape our business planning priorities going forward.



Balanced Scorecard

Always Safe

Performance Measure	F	Result	Target	Target Met
01 Reduce LTIFR (Lost Time Injury Frequency Rate)	M	57	46	X
02 Reduce LTISR (Lost Time Injury Severity Rate)	M	23.3	26.1	✓
03 Improve Hazard/Near Miss Injury Rate Ratio	M	1.1:1	5:1	X
04 Increase 4-Person Crewing	M	10.4	5	✓

June 2016

Delivering Exceptional Service

Performance Measure	F	Result	Target	Target Met
15 Structure fires (SF) response times within benchmark (7.7 minutes)	M	89%	90%	●
16 Road rescue (RR) response times within benchmark (13.5 minutes)	M	80.1%	90%	X
17 Emergency medical response (EMR) times within benchmark (9.2 minutes)	M	94.6%	90%	✓
18 Permanent operational staff	M	1,937	1,870	X
19 Permanent support staff	M	339	340	✓
20 Strategic actions health	Q	50%	100%	●
21 Achieve net operating result budget	M	-100%+	100%	X
22 Achieve capital program budget	M	43.5%	100%	X

Working With Others

Performance Measure	F	Result	Target	Target Met
23 Level 3 Incident Controller trained staff	Q	0	6	X
24 Road rescue units	Q	5	5	✓
25 MFB employees trained to contribute to State Emergency Management (EM) arrangements	Q	124	114	✓
26 Implementation of Joint Standard Operating Procedures (JSOPs)	Q	100%	100%	✓
27 Joint MFB/CFA Recruit Course delivery	Q	0	4	X

Our Purpose
To provide a world class fire and emergency service for Melbourne and Victorians



Improving Community Safety and Resilience

Performance Measure	F	Result	Target	Target Met
05 Improve containment of structure fires	M	88.1%	90%	●
06 Reduce structure fires per capita	M	-0.7	-2%	●
07 Increase firefighter-generated community and fire safety notifications	Q	879	876	✓
08 Deliver Community Resilience education programs	Q	99%	93%	✓

Valuing Our People

Performance Measure	F	Result	Target	Target Met
09 Increase workforce engagement	A	65%	65%	✓
10 Complete scheduled skills maintenance	M	96%	90%	✓
11 Achieve 5% gender diversity by 2018	Q	3.6%	3.5%	✓
12 Timely completion of corporate performance appraisals	Q	57%	85%	X
13 Increase Structural Fire Behaviour Training	Q	553	600	X
14 Reduce unplanned leave taken	M	135	120	X



Legend for KPIs

- ✓ Target met
- Target not met but result within 5% of target or on track to meet target
- X Target not met - result is 5% greater than target

Milestones we achieved in 2015-2016

Embarking on the second year of implementation of our three-year plan, we acknowledge the contribution and effort of all of our people who made the achievement of these milestones possible despite some of the challenges and constraints that we faced in the first year.

Always Safe

Always Safe program	<ul style="list-style-type: none"> The following projects from the Always Safe Strategy have been completed: streamlined reporting and analysis; Work Health and Safety (WHS) Supplier Review; and Major Hazard Program. The following multi-year projects have met their year one milestones: ICAM investigations; MFBSafe audit and risk modules; WorkCover software; procurement and asset management; WHS accountabilities; WHS Committees and Health and Safety Representatives (HSRs); refreshed Health and Fitness and Employee Support Programs; and Health Standard.
Increase four-person crewing	<ul style="list-style-type: none"> Firefighters have been successfully recruited and trained. As at financial year-end, there were an average of 8.2 appliances crewed with four people per shift. <i>This will no longer be managed as a strategic initiative, but will continue to be reported as KPI #4 in the Balanced Scorecard.</i>
Hostile act response	<ul style="list-style-type: none"> MFB permanently positioned a Commander within Victoria Police Counter Terrorism Command. The hostile act doctrine (protocols, advisory notice, safety alert, Signal 55 and Hostile Act Plan) have been developed and implemented.

Improving Community Safety and Resilience

Victorian Emergency Risk Management System (VERMS) project	<ul style="list-style-type: none"> The project has transitioned from the initiation phase into design stage. Design workshops have delivered the Solution Design document.
Community Resilience strategy	<ul style="list-style-type: none"> The Executive Leadership Team (ELT) endorsed the MFB Community Resilience strategy. Content of MFB Firefighter Community Safety Notification Program has been completed.
Safety in the built environment	<ul style="list-style-type: none"> The scope of project Victorian Building Authority audit of 170 building permits has been completed. Developed a formal <i>Chief Officer's Intent in relation to Non-compliant Building Materials</i> which has been endorsed by the Board. Prepared a number of expert submissions important to shaping sector reform and community safety. Were invited to provide in-person evidence and appeared before two Federal Senate Inquiries. Developed and released an extensive prescription for regulatory change in relation to structural fire safety.

Valuing our People

Influential leadership	<ul style="list-style-type: none"> Detailed program content developed for the Middle Managers Leadership Program and consultation well advanced. Senior Leadership Team Forums conducted bi-monthly to connect and sustain our leadership community. Internal communications has been transformed to signal "valuing our people" with increased frequency, multiple channels and engaging content.
Contemporary workplace conditions	<ul style="list-style-type: none"> The Mechanical Engineering Workshops Agreement was certified by the Fair Work Commission (FWC) and implemented. Corporate staff enterprise bargaining is well advanced. Operational staff enterprise bargaining is continuing with the assistance of the FWC.
Sustainable workforce	<ul style="list-style-type: none"> Three-year workforce management plan completed. Workforce planning modeller fully deployed.
Diversity and inclusion	<ul style="list-style-type: none"> Women's Employment Action Plan well progressed. New social media recruitment campaign 'Strong Fit Focused' launched to promote gender, cultural and linguistic diversity. Safe Assignment, Flexible Work Arrangements, Parental Leave Policy and guidance notes have been developed. MFB/ACER Candidate Information Kits developed and published, with specific information for female candidates.
Ethical and respectful culture	<ul style="list-style-type: none"> Face-to-face delivery of Workplace Behaviour training by Victorian Equal Opportunity and Human Rights Commission (VEOHRC) for all MFB employees was agreed through consultation and roll-out commenced in June 2016.
People and Culture systems and processes	<ul style="list-style-type: none"> The payroll system will be upgraded as part of the Enterprise Resource Planning (ERP) project currently at procurement stage. The Candidate Management System and Learning Management System Projects are both on track. The Rostering System Project is being progressed in a sector/union interoperability working party.

Delivering Exceptional Service

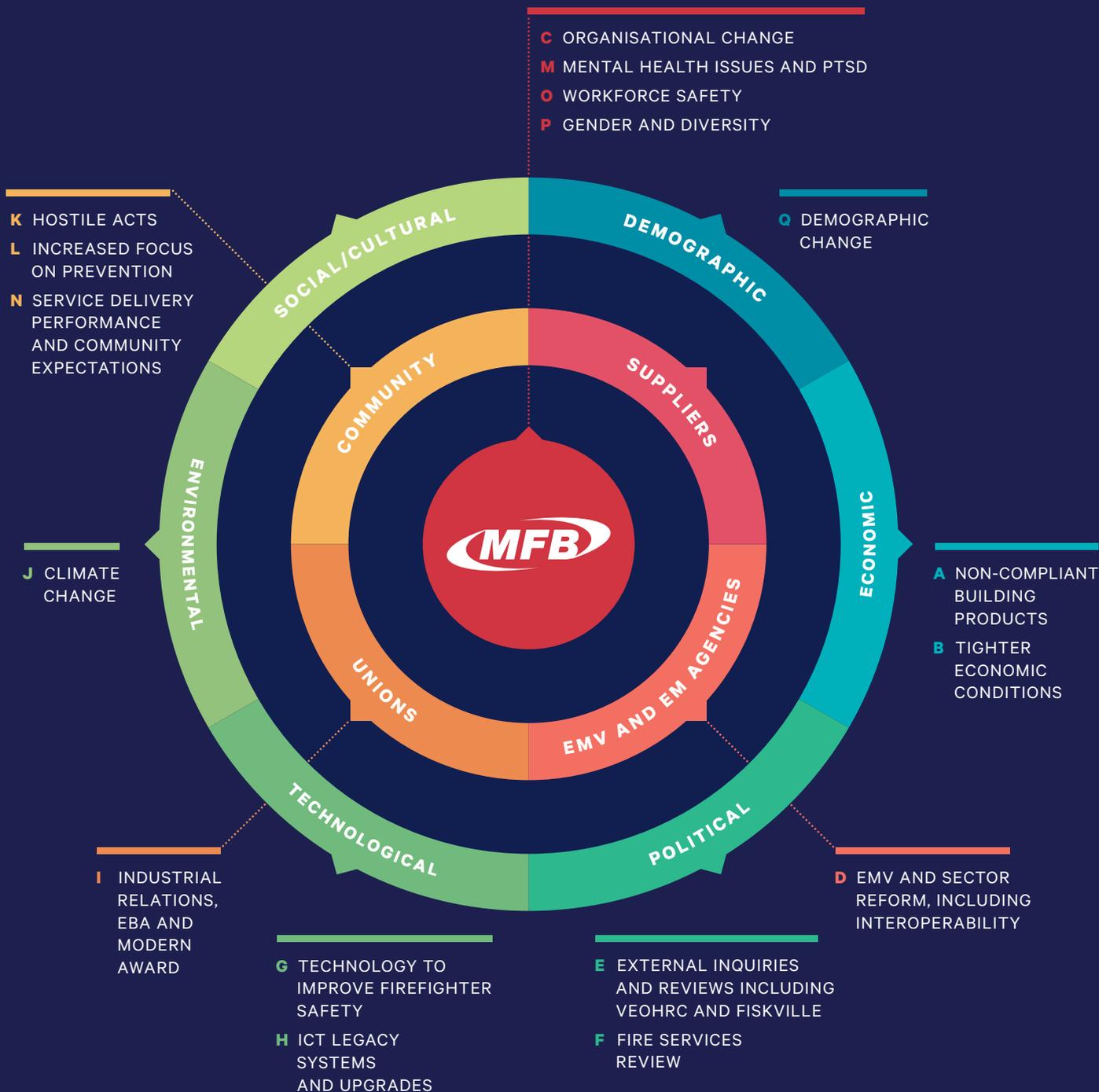
Capability framework (<i>previously under Improving Community Safety and Resilience</i>)	<ul style="list-style-type: none"> • The EMV Capability Blueprint has been developed. • The Victorian Preparedness Goal document has been approved and risk scenarios documented.
Continuous improvement (CI) framework	<ul style="list-style-type: none"> • The concept for CI has been endorsed by the ELT. • There are ten CI projects that are underway to inform the scope of the framework.
Implementation of an Information Technology (IT) strategy	<ul style="list-style-type: none"> • Board acceptance of IT and Information Management (IM) Strategy 2015–2017. • Electronic Document and Records Management System (EDRMS): contract signed; vendor engaged and end user workshops have commenced. • ERP: evaluation of tender responses is underway with the functional and technical areas.
Whole-of-life asset management	<ul style="list-style-type: none"> • Asset Management (AM) Strategy 2015–2018 endorsed by the Board. • Primary Appliance Accountability Pilot Phase completed. • AM Data Standards and AM Plan for pilot activities (phase 1) and Work Package 5 Data Management - Operational Equipment Data Standards developed.
Ready-to-Go strategy	<ul style="list-style-type: none"> • Legacy Firecom system replaced with Microsoft BIZTALK Enterprise Services Bus to improve operational performance. • Route maps provided to crews on turnout via the Station Turnout (STO). • Structural Firefighting Training implemented to enhance containment performance. • Weekly operational readiness arrangements implemented to maximise appliance and operational day worker availability. • Training on the use of 38mm hose has been incorporated in the compartment fire behaviour training. • Station turnout performance data analysed to identify opportunities for system improvements. • Operations performance dashboard application developed to enhance dynamic management of fire cover. • Spare appliances location recorded in the operational weekly readiness plan to assist in rapid crewing in support of surge events.
Research strategy	<ul style="list-style-type: none"> • Research Strategy developed and endorsed by the ELT. • Research Steering Committee has been established and defined an initial set of research priorities. • Research communications strategy developed.
Social research program	<ul style="list-style-type: none"> • This project will be rescoped for financial year 2016–2017.

Working with Others

State emergency management processes	<ul style="list-style-type: none"> • Burnley Incident Control Centre (ICC) / District Command Centre (DCC) built, commissioned, accredited and reviewed for improvement. • Staff trained to operate in state environment including the ICC/DCC. • Joint Standard Operating Procedures (JSOPs) reviewed and updated by EMV and agencies. • An Impact Assessment guideline for Victoria is developed and implemented.
Standardisation and interoperability of equipment, systems and processes	<ul style="list-style-type: none"> • The Respiratory Protection Replacement Project (RPRP) completed its tender documentation. • The Consultative Committee endorsed the final sections of the RPRP Professional Firefighter BA Evaluation Strategy. • The Joint Project Board approved the Stage 1 Conformance Report.
Sector learning and development (L&D) strategy	<ul style="list-style-type: none"> • Phase 1 of the Vic EM SAP Action D2 completed.
VEMTC capability and capacity	<ul style="list-style-type: none"> • Fourteen business case options for use of vacant land at VEMTC Craigieburn have been developed with various stakeholders and are ready for evaluation.
Sector-wide information standard for emergency management	<ul style="list-style-type: none"> • This common message model is a pilot focused on location data only. EMV has supplied the Application Programming Interface and MFB is ready for EMV to demonstrate the Proof of Concept to senior sector operational management.

Our operating environment

Understanding the impact of changes and events occurring within and outside MFB is critical in our ability to forward plan and to focus our efforts on meaningful initiatives. This environmental scan is a tool that helps us identify and understand opportunities, issues and risks that we should consider in our business planning process and day-to-day operations.



A. Non-compliant building products	The Victorian Building Authority's recent audit of 170 Melbourne high-rises built in the last 10 years identified an unacceptably high level of non-compliance. Approximately 50% contained non-compliant, potentially flammable cladding. In the aftermath of the Lacrosse fire MFB has taken a leading role nationally in advocating for improved regulations. We must continue to advocate for building industry reform that minimises the risks to firefighters and the community from unsafe buildings.
B. Tighter economic conditions	A downturn in investment markets and work bans affecting false alarm payments has impacted MFB's revenue. Budget challenges at a state level mean that MFB's core funding is likely to remain static. In this planning period MFB must continue to focus on efficiently delivering services that are seen to provide value for money to the community.
C. Organisational change	The first year of implementation of the MFB Plan 2015-2018 has highlighted the need for MFB to focus on the critical factors that will help us succeed in driving meaningful and effective change. This will require the organisation to concentrate on driving implementation of the strategic agenda. This will include greater transparency and accountability for our performance through the right measures and governance.
D. EMV and sector reform, including interoperability	MFB will continue to deliver outcomes from the Vic EM SAP as it is reviewed and refined in this year's planning cycle. We must ensure that we deliver on the Statement of Expectation (including the Vic EM SAP) and we will continue to work with EMV to document our contribution to a state capability framework. Improving interoperability will remain a major focus and MFB will need to continue to develop our role in response at an incident, regional and state level.
E. External inquiries and reviews	In the previous planning period MFB made significant contributions to a number of external inquiries. During this planning period MFB must continue to consider and implement findings from previous inquiries but also respond to the outcomes of upcoming reviews and inquiries such as the Fiskville Inquiry, the VEOHRC Review of MFB, the coronial inquiry into the Lacrosse fire, and any Inspector-General of Emergency Management reviews.
F. Fire Services Review	In March the Victorian Government released the findings of the Fire Services Review and committed to implementing 18 of the review's 20 recommendations. MFB must work to understand the implications of these recommendations for our strategic and business planning and the way that we work with our sector partners.
G. Technology to improve firefighter and community safety	MFB needs to understand new technologies and invest in technology that will have the greatest impact on improving firefighter and community safety. Rapid technology development in a wide range of fields means that there are significant risks around technology procurement and good business decisions need to be made to select the right technology for our needs now and into the future.
H. ICT legacy systems and upgrades	After underinvestment in information and communications technology (ICT) over a number of years, significant upgrades are underway to a range of systems including the ERP/ SAP, payroll, rostering systems and the implementation of mobile data terminals. MFB must work closely with stakeholders to ensure that these complex projects progress according to timelines and deliver expected outcomes.
I. Industrial relations	The protracted negotiation of the operational Enterprise Bargaining Agreement (EBA) remains a major challenge. There are public tensions in the relationship between the State Government, the fire services and the United Firefighters Union of Australia (UFU) over the lack of progress with both the MFB and CFA operational EBAs. Agreeing on a consultation model that does not present a barrier to change within MFB remains a key issue. For both EBAs, work bans and the airing of grievances in the media are likely to have varying impacts including decline in employee morale and engagement, productivity loss, revenue loss, compromised performance data collection and reporting, and reputation risk.

J. Climate change

MFB needs to adapt to the likely impacts of climate change which are predicted to increase the workload of emergency services because of increasingly frequent and extreme weather events including bushfire, heatwave, storm and flood. Recent research by the Commonwealth Scientific and Industrial Research Organisation (CSIRO) found that across Australia there has been a 40% increase in the frequency of bushfires in the past seven years. Climate change impacts are likely to increase MFB's workload both within and outside the Metropolitan District. MFB must also play its role in mitigation by striving to cut our carbon emissions.

K. Hostile acts

Operational employees are increasingly attending incidents where community members are hostile and/or drug affected. The likelihood of a terrorist incident remains high and the nature of the terrorist threat continues to evolve. MFB will need to continue to focus on keeping our people safe by educating them about how to identify and respond to potentially hostile situations and develop doctrine, implement training and procure equipment as needed.

L. Increased focus on prevention

MFB is increasingly focused on advocacy and prevention. Our work around non-conforming building products and in hoarding and squalor have been sector leading and we must continue to develop our advocacy role and our use of evidence to inform effective prevention activities. We must continue to work with the community, partner agencies, government, and the private sector to create the knowledge, behaviours, and regulatory frameworks that will protect life, and minimise injury and damage to assets.

M. Mental health issues and PTSD

MFB must recognise and support all employees who suffer the consequences of exposure to traumatic incidents, including post-traumatic stress disorder (PTSD), anxiety, stress, allegations of bullying and harassment, depression, substance abuse and other mental health issues. We must reinforce our individual and collective responsibility to create a safe work environment and an ethical and respectful culture where any form of bullying will not be tolerated. We will develop and deliver with key partners, effective support services to our firefighters and corporate employees who need them.

N. Service delivery performance and community expectations

MFB must continue to improve our use of data to drive improvements in service delivery performance. We are not meeting targets set by government in relation to structure fire containment, reduction in structure fires per capita, structure fire response time and road rescue response time. While our use of organisational level KPIs and accountability ownership has improved, we are not achieving targets in many areas. Measuring our performance must continue to be a focus in this planning period as we work with government to review and evolve the performance measurement framework.

O. Workforce safety

MFB safety performance is completely unacceptable. It is poor when benchmarked against other comparable organisations and we are consistently missing our targets in relation to lost time injury frequency rates and the ratio of hazard/near miss reports to injury rate. While there have been improvements in the rates of injuries on the fire ground, injury management and near miss reporting must be improved. Everyone in our organisation has to understand and meet their personal obligation to health and safety. This will continue to be a major focus for the MFB. The ageing profile of our workforce presents significant challenges in terms of fitness for duty and ongoing health and safety. These areas will require increased attention into the future.

P. Gender and diversity

MFB serves a diverse community and we have established a target to increase the gender diversity of our operational workforce to better reflect the community we serve. Our efforts to increase diversity through changes to recruitment processes has met opposition from some firefighters and the UFU. MFB must continue to actively pursue a more diverse and inclusive workforce. We must work to highlight the positive outcomes that this will create and seek to address concerns raised around issues of safety standards.

Q. Demographic change

Demographic trends will continue to impact MFB in this planning period, including population growth (driven primarily by inward migration), increasing diversity, and an ageing population. These trends are coupled with increases in inner city living and high-rise apartment development as well as continued growth at the peri-urban interface putting increased pressure on road networks and public transport infrastructure. MFB must continue to engage with a wide variety of stakeholders to advocate for improvements to building fire safety and be a leader in driving a more resilient community.

Our risk management framework

MFB views the effective management of risk as key to achieving our strategic and operational objectives and is consistent with the principles of managing risk outlined in the AS/NZS ISO 3100 Risk Management Guidelines and Principles. In the pursuit of our objectives, it is important to understand and subsequently manage the risks of MFB to achieve our strategy.

A robust Enterprise Risk Management program will help MFB to understand risk and ensure the actions taken reflect sound planning and are supported by robust policies, systems

and processes. This will build capability and reinforce an organisational culture that is focused on improving outcomes for Victorian communities.

MFB is committed to a whole-of-government approach to service delivery and working with others to plan for both inter-agency and state significant risks.

Our risk environment

Safety

A priority for MFB is to ensure that everyone always returns home safe from work. In 2015-2016 more than 200 employees made an injury claim resulting in more than one day off work. We continue to focus on reducing injury rates through the continued improvement of our safety management programs and practices.

Service delivery

The MFB has advanced in its capability to deliver data for decision making. There is still a risk that MFB does not meet the standards set for the delivery of its services. Our recent performance against our service standards has fallen short of the targets set.

Community resilience

The shared obligation of the community to prevent, prepare for and respond to emergencies is a critical aspect of being a safer and more resilient community. MFB continues to focus and develop new programs that shape public perception by delivering education and engagement programs with the community, particularly those that are more vulnerable.

Financial sustainability

MFB shares EMV's goal of a sustainable and efficient emergency management system. In the context of financial sustainability risk we must ensure that MFB delivers a break-even financial outcome and that we can adequately fund our services now and into the future. All hazard, all agency response may create a financial impost on the MFB that may or may not be recoverable. Significant work has been done to develop the asset management framework to ensure efficient use of state resources. The risk around implementation has been considered in the project.

Workforce

MFB needs to maintain the capability and capacity to deliver our services. We have an ageing workforce with a diverse range of skills. We need to conduct careful workforce planning to ensure that MFB has the right skills and capabilities and is more representative of the communities we serve.

Sector reform

It is critical that MFB is aligned to its sector partners under the umbrella of EMV. An uncoordinated sector response or initiative provides the risk that the outcome will be sub-optimal for the community. We must work with EMV and our other partners to actively participate in, and lead where appropriate, to better integrate emergency management functions across the sector.

Industrial relations

The industrial environment is linked to a number of organisational risks where it causes and impacts the ability to mitigate risks in a timely manner.

Our strategic focus

EMV Shared Vision
Safer and more resilient communities



MFB Purpose
To provide a world class fire and emergency service for Melbourne and Victorians



MFB Plan 2018

Always Safe

Our priority is ensuring that everyone always returns home safe.

Projects and Programs

- Always Safe program
- Hostile act response

Improving Community Safety and Resilience

Community safety and resilience is at the core of what we do as an organisation.

- Victorian Emergency Risk Management System (VERMS) project
- Community Resilience strategy
- Safety in the built environment

Valuing our People

We are proud of our people and we will continue to invest in developing their skills and capabilities.

- Firefighter engagement (new)
- Influential Leadership
- Contemporary workplace conditions
- Sustainable workforce
- Diversity and inclusion
- Ethical and respectful culture
- People and Culture systems and processes

Headline Measures

- Reduce the Lost Time Injury Frequency Rate (LTIFR)
- Reduce the Lost Time Injury Severity Rate (LTISR)
- Improve Hazard/Near Miss: Injury Rate ratio
- Increase four-person crewing
- Improve containment of structure fires
- Reduce structure fires per 100k population by 2% per year
- Increase firefighter-generated community and fire safety notifications
- Deliver Community Resilience education programs
- Increase workforce engagement
- Complete scheduled skills maintenance drills
- Achieve 5% gender diversity by 2018
- Timely completion of performance appraisals
- Increase Structural Fire Behaviour Training
- Reduce unplanned leave taken

Our Values

Safety

We strive for a workplace culture of safety, identifying, and remedying the causes of workplace injuries.

Responsive

We are responsive to the needs of our people and our community.

Professionalism

We work in a highly professional manner.

Initiative

We demonstrate initiative, innovation, and agility as we continuously improve our service.

EMV Shared Goal

A sustainable and efficient emergency management system that reduces the likelihood, effect and consequence of emergencies. We work as one.

Delivering Exceptional Service

We will strive to continually improve the services we deliver to the community.

- Capability framework
- Continuous improvement framework
- Implementation of an IT strategy
- Whole-of-life asset management
- Ready-to-Go strategy
- Research strategy
- Social research program

Working with Others

We will work seamlessly with our partners to achieve the best outcomes for the community.

- State emergency management processes
- Standardisation and interoperability of equipment, systems and processes
- Sector learning and development strategy
- VEMTC Craigeburn capability and capacity
- Sector-wide information standard for emergency management

- Meet emergency response times target – structure fire (SF) response
- Meet emergency response times target – road rescue (RR) response
- Meet emergency response times target – emergency medical response (EMR)
- Meet permanent operational staff target
- Meet permanent support staff target
- Meet strategic actions milestones
- Net operating result
- Capital program within budget

- Level 3 Incident Controller trained staff
- Road rescue units
- Number of MFB employees trained to contribute to State Emergency Management arrangements
- Implementation of Joint Standard Operating Procedures (JSOPs)
- Joint MFB/CFA Recruit Course delivery

Victorian Public Sector Values

Responsiveness
Respect

Integrity
Leadership

Impartiality
Human Rights

Accountability

Our contribution to the sector reform

MFB continues to support EMV in achieving its vision of safer and more resilient communities by actively supporting and contributing to the implementation of the three-year rolling Vic EM SAP.

We consider ourselves as a key partner and contributor in relation to a number of Vic EM SAP actions that we believe will deliver meaningful outcomes for the Victorian community and emergency management sector.

These actions are listed on the next page and illustrate their alignment with specific MFB Plan strategic initiatives.

Our response to the Fire Services Review

The Report of the Victorian Fire Services Review, released in March 2016, constituted a formal review of the resourcing, operations, management and culture of MFB and the CFA. Of the 18 recommendations accepted by the Victorian Government, 12 are directly applicable to MFB.

The table on the next page provides an illustration of how these recommendations align with the strategic initiatives that are identified in our MFB Plan as priorities for the period 2015-2018. The scope of these MFB Plan initiatives is being expanded to take into account the intent and content of the Fire Services Review recommendations.

A new initiative (Firefighter Engagement) has been developed to make visible our commitment to continue and enhance the opportunities that we create to connect with and listen to our operational employees.

MFB Plan alignment and accountability

Vic EM SAP ID	Fire Services Review Recommendations	MFB Plan Strategic Initiatives	Accountability
	6, 10	Always Safe program	Executive Director People and Culture
		Hostile act response	Executive Director Emergency Management
		VERMS project	Executive Director Emergency Management
A1, A2, A3, A4		Community Resilience strategy	Executive Director Emergency Management
		Safety in the built environment	Executive Director Emergency Management
	11	Firefighter engagement	Chief Officer
C2	8, 17a	Influential leadership	Executive Director People and Culture
	2d	Contemporary workplace conditions	Executive Director People and Culture
D1, D2	17d	Sustainable workforce	Executive Director Organisational Learning and Development
	7	Diversity and inclusion	Executive Director People and Culture
	6, 8	Ethical and respectful culture	Executive Director People and Culture
		People and Culture systems and processes	Executive Directors Emergency Management People and Culture
G4		Capability framework	Executive Director Emergency Management
	12	Continuous improvement framework	Executive Director Corporate Services
	20	Implementation of an IT strategy	Executive Director Corporate Services
G5		Whole-of-life asset management	Executive Director Property and Assets
		Ready-to-Go strategy	Regional Director North West Metro Region
G7		Research strategy	Executive Director Corporate Services
		Social research program	Executive Directors
		• Community	Emergency Management
		• Incident	Corporate Services
		• Stakeholder	People and Culture (from 2017-2018)
G1, G2, G6		State emergency management processes	Executive Director Emergency Management
G5	1a, 19	Standardisation and interoperability of equipment, systems and processes	Executive Directors Property and Assets Organisational Learning and Development Emergency Management
D2	4	Sector learning and development strategy	Executive Director Organisational Learning and Development
		VEMTC capability and capacity	Executive Director Organisational Learning and Development
H2		Sector-wide information standard for emergency management	Executive Director Corporate Services
E4		Develop performance standards to guide effective and efficient governance and enable the sector to measure its performance	Executive Director Organisational Learning and Development
H3		Develop or draw on existing common definitions in terminology, symbology and data for public information and warnings, with consideration of accessibility for diverse communities	Executive Director Emergency Management

Note: Recommendations 17b and 2a of the Fire Services Review will be addressed below the Directorate-level business plan.

Our performance measurement

Strategic Theme	Number	KPI	Y1 Target	Y1 Result
Always Safe	1	Reduce LTIFR	46	57
	2	Reduce LTISR	26	23.3
	3	Improve Hazard/Near Miss : Injury Rate ratio	5:1	1.1:1
	4	Increase four-person crewing	5	10.4 average
Improving Community Safety and Resilience	5	Improve containment of structure fires	90%	88.1%
	6	Reduce structure fires per 100k population by 2% per year	-2%	-0.7%
	7	Increase firefighter-generated community and fire safety notifications	876	879
	8	Deliver Community Resilience education programs	93%	99%
Valuing our People	9	Increase workforce engagement	65%	65%
	10	Complete scheduled skills maintenance drills	90%	96%
	11	Achieve 5% gender diversity by 2018*	3.5%	3.6%
	12	Timely completion of performance appraisals	85%	57%
	13	Increase Structural Fire Behavioural Training	600	553
	14	Reduce unplanned leave taken	120	135
Delivering Exceptional Service	15	Structure Fire response times	90%	89%
	16	Road Rescue response times	90%	80.1%
	17	EMR response times	90%	94.6%
	18	Permanent operational staff	1870	1937
	19	Permanent support staff	340	339
	20	Strategic actions health	100%	50%
	21	Net operating result	100%	±100%
	22	Capital Program within budget (to be net of savings Years 2 and 3)	100%	43.5%
Working with Others	23	Level 3 incident controllers	6	0
	24	Road rescue units	5	5
	25	Number of MFB employees trained to contribute to State Emergency Management arrangements	114	124
	26	% of JSOPs endorsed by the Chief Officer*	100%	100%
	27	Joint MFB/CFA Recruit Course Delivery	4	0

Y2 Target	Y3 Target	KPI Owner
52	42	Executive Director People and Culture
26	26	Executive Director People and Culture
5.5:1	6.1:1	Executive Director People and Culture
9	14	Regional Directors North West Metro Region, South East Metro Region
90%	90%	Executive Director Emergency Management
-2%	-2%	Executive Director Emergency Management
894	911	Executive Director Emergency Management
95%	97%	Executive Director Emergency Management
66%	69%	Executive Director People and Culture
92%	94%	Regional Directors North West Metro Region, South East Metro Region
4%	5%	Executive Director People and Culture
75%	90%	Executive Director People and Culture
550	500	Executive Director Organisational Learning and Development
120	120	Executive Director People and Culture
90%	90%	Regional Directors North West Metro Region, South East Metro Region
90%	90%	Regional Directors North West Metro Region, South East Metro Region
90%	90%	Regional Directors North West Metro Region, South East Metro Region
1919‡	1944‡	Executive Director People and Culture
342.5	342.5	Executive Director People and Culture
100%	100%	Executive Director Corporate Services
100%	100%	Executive Director Corporate Services
100%	100%	Executive Director Property and Assets
6	12	Executive Director Emergency Management
5	5	Executive Director Emergency Management
114	114	Executive Director Emergency Management
100%	100%	Executive Director Organisational Learning and Development
remove KPI †	8	Executive Director Organisational Learning and Development

* The descriptions of these KPIs have been amended following a review of the 2015-2016 implementation of the MFB Plan and our performance.

† This KPI has been removed in 2016-2017 (year 2) with the possibility of reintroducing it in 2017-2018 (year 3) when courses are expected to be delivered. The implementation of this will continue to be monitored and reported through the Minister's Statement of Expectations.

‡ FTE level has been set by EMV and is 24 FTEs above the level for which MFB is funded.



Appendix: Acronyms

AM	Asset Management
BA	Breathing Apparatus
CFA	Country Fire Authority
CI	Continuous Improvement
CSIRO	Commonwealth Scientific and Industrial Research Organisation
DCC	District Command Centre
EA	Enterprise Agreement
EBA	Enterprise Bargaining Agreement
EDRMS	Electronic Document and Records Management System
ELT	Executive Leadership Team
EM	Emergency Management
EMR	Emergency Medical Response
EMV	Emergency Management Victoria
ERP	Enterprise Resource Planning
FES	Fire Equipment Services
FSPL	Fire Services Property Levy
FWC	Fair Work Commission
HSR	Health and Safety Representative
ICC	Incident Control Centre
ICT	Information and Communications Technology
IM	Information Management
IT	Information Technology
JSOP	Joint Standard Operating Procedure
KPI	Key Performance Indicator
L&D	Learning and Development
LTIFR	Lost Time Injury Frequency Rate
LTISR	Lost Time Injury Severity Rate
MFB	Metropolitan Fire Brigade
PPRR	Prevention, Preparedness, Response and Recovery
PTSD	Post-Traumatic Stress Disorder
RPRP	Respiratory Protection Replacement Project
RR	Road Rescue
SF	Structure Fire
STO	Station Turnout
UFU	United Firefighters Union of Australia
VAGO	Victorian Auditor-General's Office
VEMTC	Victorian Emergency Management Training Centre
VEOHRC	Victorian Equal Opportunity and Human Rights Commission
VERMS	Victorian Emergency Risk Management System
VFMC	Victorian Funds Management Corporation
Vic EM SAP	Victorian Emergency Management Strategic Action Plan
WEM	Workplace Emergency Management
WHS	Work Health and Safety



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