

OCTOBER 2020

Year One Fire Services Reform Implementation Plan

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This document can also be found in PDF & HTML formats on our website vic.gov.au/fire-services-reform.

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FOREWORD

MESSAGE FROM THE MINISTER



Victoria has a proud fire services history.

For more than a century, volunteer and career firefighters have dedicated themselves to keeping our communities safe, often at great risk to their own health and safety.

In 2017, the Andrews government released the Fire Services Statement. The Statement established the future strategic direction for our fire services and committed funding for once-in-a-generation reforms that will deliver a modern and sustainable system while building on the successes of the past.

On 1 July 2020 we took a significant step forward with the commencement of Fire Rescue Victoria (FRV) bringing together career firefighters from the Metropolitan Fire Brigade and the Country Fire Authority (CFA). With the commencement of FRV, the CFA is refocused as our volunteer fire fighting service, with volunteers involved and consulted in decisions, leading fire and rescue responses in non-urban communities across Victoria.

These changes to our fire services were achieved in the face of immense challenges experienced across the state, namely some of the worst bushfires in Victoria's history and the coronavirus

pandemic. I thank all who have contributed to these reforms and continue to serve our communities.

But there is still much work to be done.

Over the next 10 years the Victorian Government, the CFA and FRV will continue working towards making the vision outlined in the Fire Services Statement a reality. This Implementation Plan reaffirms my commitment to the Fire Services Statement and outlines our shared course of action over the next year.

As 2020 is a year like no other, this Implementation Plan covers one year only. This will allow us to expand upon the Plan in approximately twelve months' time based on better knowledge of changing community needs and operation of the new fire services model.

I am confident that through ongoing collaboration our shared vision for the future of Victoria's fire services will be realised.

A handwritten signature in blue ink, appearing to read 'Lisa Neville'.

The Hon Lisa Neville

Minister for Police and Emergency Services

FIRE SERVICES REFORM – PROGRESS SINCE 2017

The 2017 Fire Services Statement (the Statement) articulated the Victorian government's vision for the state's fire services – a modern, integrated and sustainable system that keeps Victorians safe.

The Statement established four priorities to achieve this vision:

1. restore the Country Fire Authority (CFA) to a volunteer and community focussed organisation
2. establish Fire Rescue Victoria (FRV) to lead firefighting in major regional cities and Melbourne
3. plan and build for the future
4. value our firefighters.

The Statement acknowledged that for generations, the bravery, skill and dedication of our career and volunteer firefighters and support staff have kept Victorians safe and saved lives. Victoria has a proud track record of fire services working together with other agencies to respond to emergencies.

The Statement recognised the complex challenges facing Victoria's fire services, and that while eight different reviews of the system had been undertaken in less than 10 years, insufficient action had been taken to address consistently identified systemic issues.

As set out in Figure 1, significant progress has been made since 2017 to realise the government's vision for the fire services.

Figure 1: progress made since 2017

Restored the CFA to a volunteer firefighting service	✓
Established Fire Rescue Victoria, including appointing a Fire Rescue Commissioner and Deputy Commissioners	✓
Updated the <i>Fire Rescue Victoria Act 1958</i> (formerly known as the <i>Metropolitan Fire Brigades Act 1958</i>) to provide statutory entities required to give effect to the reform, including the Fire District Review Panel, Fire Services Implementation Monitor, Strategic Advisory Committee and Firefighters Registration Board	✓
Introduced legislation to provide firefighters with presumptive rights to cancer compensation	✓

Priority One: Restore CFA to a volunteer firefighting agency

On 1 July 2020 Victoria's new fire services arrangements commenced with the CFA re-established as a volunteer firefighting agency. The *Country Fire Authority Act 1958* (the CFA Act) recognises the CFA as a fully volunteer firefighting service under the command and control of the CFA Chief Officer, thereby enshrining the critical role of volunteers in the CFA.

CFA's firefighting response continues under the control and direction of the CFA Chief Officer. CFA has entered into a secondment agreement with FRV for the provision of operational staff who will provide operational and management support to volunteer brigades.

Amendments to the CFA Act make it an objective of the CFA to support the effective and sustainable recruitment, development and retention of volunteers.

Additionally, the CFA's obligation under the CFA Act to consult with volunteers and have regard to the commitment and principles set out in the Volunteer Charter remains unchanged. The CFA must recognise, value, respect and promote the contribution of volunteers to the well-being and safety of the community.

The government has committed \$126 million over five years in funding to the CFA and its volunteers via the Statement and capability funding announced upon commencement of the new fire services model in July 2020. This funding provides a broad range of measures to further enhance CFA's capacity to protect Victorian lives

and property and keep its volunteers safe. This funding will involve volunteers in developing new training programs, personal protective clothing, new appliances and stations, and brigade support initiatives.

A new CFA Board Chairperson

Mr Greg Wilson was appointed as the new Chairperson of the CFA Board on 21 July 2020. Mr Wilson brings a wealth of experience to the role, having worked closely with CFA, MFB and the emergency management sector as the former Secretary of the Department of Justice and Regulation and Department of Sustainability and Environment. As Chairperson, Mr Wilson's priority will be strengthening CFA as a volunteer firefighting organisation.

Priority Two: Establish Fire Rescue Victoria

The *Fire Rescue Victoria Act 1958* (the FRV Act) commenced on 1 July 2020, establishing FRV as a new organisation. FRV brings together all former Metropolitan Fire Brigade (MFB) career firefighters and staff with former CFA career firefighters and support staff. FRV operates 24 hours a day, seven days a week from 85 stations to serve metropolitan and greater Melbourne and major regional centres and to support volunteer response where required.

Victoria's inaugural Fire Rescue Commissioner Ken Block commenced with FRV on 1 July 2020. Commissioner Block has more than 40 years of fire and rescue experience. He was the Chief Fire Officer of the Edmonton Fire Rescue Services in Canada from 2009 to 2020 and served three terms as the President of the Canadian Association of Fire Chiefs.

Six Deputy Fire Rescue Commissioners have been appointed under the FRV Act to ensure that the Commissioner has the necessary support and operational structure in place to meet Victoria's rapidly changing fire and rescue needs.

Establish the Strategic Advisory Committee

The FRV Act also establishes a Strategic Advisory Committee. The Committee is a public entity that provides expert advice to FRV on the following matters:

- workforce diversity and flexibility
- cultural change
- organisational governance
- FRV's engagement and integration with the broader emergency services sector
- FRV's future direction, including emerging opportunities and risks
- matters on which FRV seeks advice
- any other matter relevant to FRV.

Fire Services Property Levy

Consistent with the government's commitment, the Fire Services Property Levy has not been used to fund fire services reform implementation. The government has also frozen the levy collection target at the 2019-20 level for 2020-21. From 2020-21, variable fire services property levy rates are no longer separated into FRV and CFA locations.

Priority Three: Plan and build for the future

A key element of the reforms is to modernise our fire services so that they can continue to meet Victoria's evolving needs and reflect the communities they serve.

A number of diversity and cultural change programs have commenced across both CFA and FRV, including projects to:

- create better workplace health and safety
- invest in leadership development
- support diversity in our fire services.

Establish the Fire Services Implementation Monitor

The FRV Act establishes the Fire Services Implementation Monitor. The Monitor's functions are to:

- monitor and review the progress of FRV and CFA in carrying out the Implementation Plan, including by assessing:
 - the progress of FRV and the CFA in completing an implementation action
 - the effectiveness of the methods used by, or actions taken by, FRV and CFA in carrying out an implementation action
 - the impact of the fire services reforms upon the financial sustainability of FRV and CFA
 - the efficacy of particular implementation actions taken by agencies

- monitor and assess ongoing efforts to improve the interaction between FRV and CFA and other agencies
- consult and engage with agencies in the performance of the Monitor’s functions
- prepare a quarterly report on updates provided by FRV and CFA on their Year One and future Outcomes Frameworks
- prepare annual reports on its findings.

The Implementation Monitor is independent of the Minister and has discretion regarding how it performs its duties.

Establish the Fire District Review Panel

Victoria’s fire district boundaries have been altered to reflect the new fire services model and the areas for which FRV and CFA have responsibility. The FRV Act also establishes an independent Fire District Review Panel. The Panel will review the boundaries between fire services at least once every four years and provide advice to the Minister for Police and Emergency Services as to whether a change in fire risk makes it necessary to change the boundaries.

In order to make its determination, the Panel will consult with all relevant agencies and local councils and any person or body as it thinks fit.

The Minister for Police and Emergency Services will make the final determination on the boundaries.

Priority Four: Value our firefighters

From 1 July 2020, career and volunteer firefighters can access presumptive compensation for specified cancers contracted while serving as a firefighter.

The compensation applies to career and volunteer firefighters who:

- have served in active firefighting roles for a specified number of years, depending on the cancer type
- have been diagnosed since 1 June 2016 with one of 12 specified cancer types
- are diagnosed during their service or within 10 years after the conclusion of their service
- have a listed cancer because of an exceptional exposure event in a firefighting capacity.

Presumptive compensation is available for volunteer firefighters. Firefighters who do not meet the qualifying period requirement may be able to access the presumption on the basis that they have attended an exceptional exposure event.

Establish the Firefighters Registration Board

The FRV Act establishes the Firefighters Registration Board, which will administer a Firefighters Registration Scheme, including setting the professional capability standards for the Firefighters Register, and recognising qualifications and training courses.

YEAR ONE IMPLEMENTATION PLAN

Under the FRV Act, the Minister for Police and Emergency Services must prepare the Implementation Plan (the Plan) within 60 days of commencement of the Act (i.e. 30 August 2020) and must table the Plan in Parliament within seven sitting days of it being prepared.

The Act also specifies that the Plan must include, but is not limited to, priorities and proposed actions in relation to the following matters:

- the adoption of procedures by FRV and CFA to enable them to have regard to the priorities set out in the Fire Services Statement in carrying out their functions
- the financial sustainability of FRV and CFA, including in relation to ensuring that volunteer brigades are not adversely affected by the fire services reform
- improvements in the ability of FRV, CFA and other emergency agencies to work effectively across organisational boundaries
- the provision of operational and management support by FRV to CFA, and the effectiveness of this support in enabling CFA to meet the objectives set out in section 2 of the CFA Act
- improvements in staff training in relation to FRV and CFA.

The Plan must also include:

- the development of a funding plan to determine the financial requirements of CFA and FRV, and identify and address the impact of:
 - transfers of functions, resources and assets between CFA and FRV
 - the change to the FRV fire district upon the fire services property levy revenue base after the commencing day
 - any changes to the differential rates of the fire services property levy after the commencing day
- the development of a long-term funding plan for CFA and FRV, which identifies and addresses the issues mentioned above after the reforms have been in operation for three years.

While the restoration of CFA as a fully volunteer firefighter organisation and the establishment of FRV and new independent entities in legislation are a significant step forward for the fire services, embedding successful reform takes time. The fire services need to fully integrate into modern, efficient and flexible new systems and arrangements and the entities need to establish the methodologies and approaches necessary for them to perform their functions. To facilitate this, the Plan will continue the four priorities of the Statement, updating them to take account

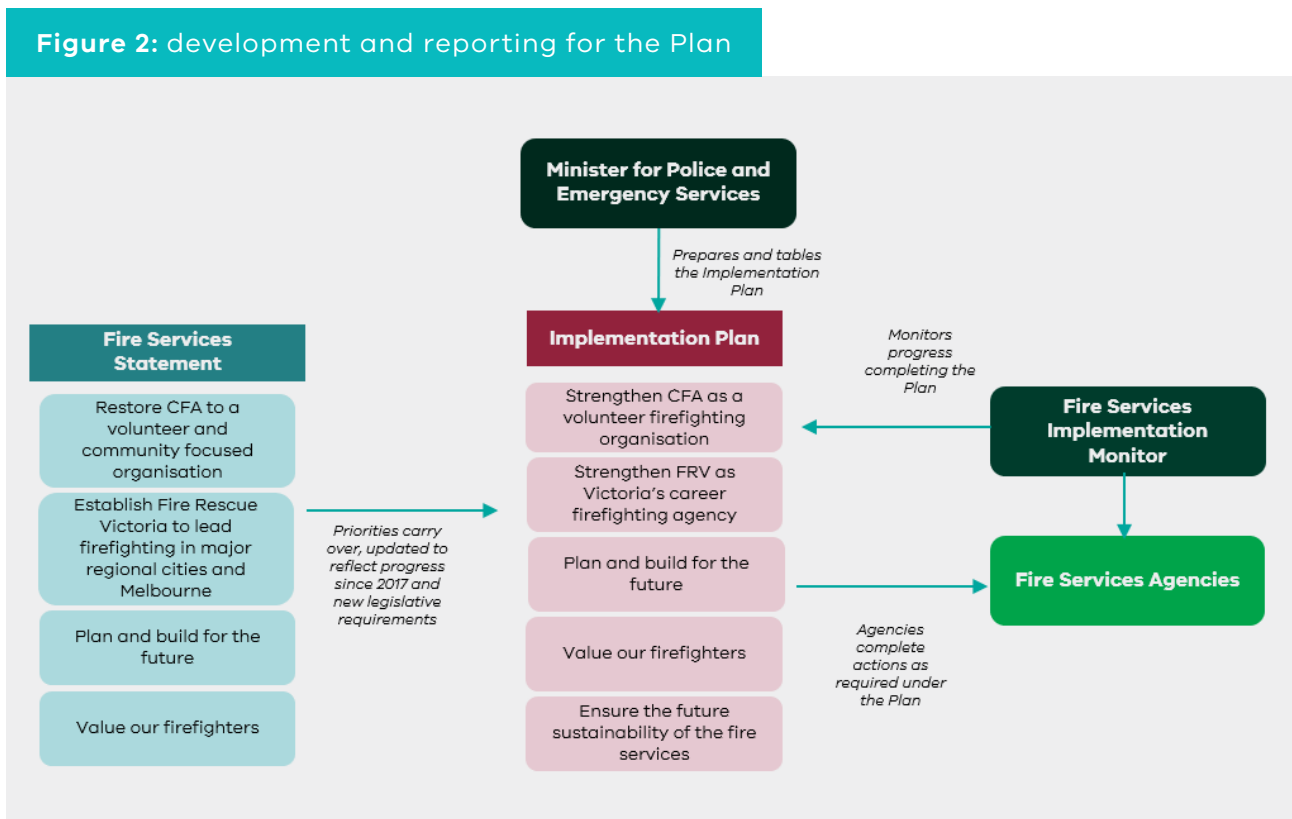
of the progress made since 2017, and includes a new priority related to the sustainability of the fire services to ensure that all legislative requirements of the Plan are captured.

The Plan creates actions for CFA and FRV and for government. Consistent with the Implementation Monitor’s functions outlined on page 10, the Monitor will monitor and review the progress of FRV and CFA in carrying out the Implementation Plan. The Plan is not intended to create additional

responsibilities or oversight mechanisms for any other departments or agencies.

The actions are consistent with the government’s broader Victorian Emergency Management Strategic Action Plan 2019-22. The Plan is not intended to duplicate or replace strategic documents and activities for the sector or for individual agencies.

Figure 2 below shows the development and reporting structures for the Plan.



Reporting against the Outcomes Frameworks

CFA and FRV are required to report quarterly to the Implementation Monitor, setting out their performance against the measures in their respective Outcomes Frameworks. Year One Outcomes Frameworks have been developed

using existing measures and indicators to support the newly created domains and outcomes. A full suite of indicators and measures will be developed as data capabilities improve so that agencies can report on all outcomes included in their frameworks from Year Two onwards.

Purpose of the Implementation Plan

The purpose of the Year One Plan is to set out the actions required to be acquitted by October 2021 to embed and operationalise the priorities and new fire services model set out in the Statement and the FRV Act.

The adoption of an initial 12-month focus will ensure that the fire services can concentrate on immediate priorities without any risk of disruption to service delivery or the optimisation of arrangements following commencement of the new model.

Fire services reform is a joint effort between the fire services agencies, entities and the government. In recognition of this, the Plan includes actions for each of the fire services agencies, entities and government departments to complete. The five priorities are not mutually exclusive, and interdependencies exist.

In October 2021, a revised Implementation Plan will be released setting out updated actions as the fire services agencies move from bedding down the reforms towards further enhancing their capability. In addition, the Plan may include actions required to implement recommendations from the Commonwealth Royal Commission into Natural Disaster Arrangements and the Inspector-General for Emergency Management's recommendations following the review of the response to the 2019-2020 bushfires, should these recommendations impact on the fire services reform program.

Further iterations of the Plan will be released as required.

An overview of the Plan’s priorities and measures of success is provided at Figure 3 below.



PRIORITY ONE

STRENGTHEN CFA AS A VOLUNTEER FIREFIGHTING AGENCY

The devastating bushfire events of the 2019-2020 summer season demonstrated the indispensable role of the CFA's 1,220 volunteer brigades in Victoria's fire services. As the largest bushfires seen in over a decade raged across the state, CFA volunteers went above and beyond to protect Victorian lives and property. The Victorian community is deeply indebted to CFA volunteers for their tireless work.

From 1 July 2020, the government restored the CFA as a community-based, volunteer organisation. The task now is to enable the CFA to focus on meeting its legal obligation to attract, support and grow its volunteer brigades so that the organisation can continue to meet the needs of its communities, just as it has done since the organisation was established in 1945.

The intent of this priority is that CFA works effectively (independently and with FRV and communities) to keep Victorians safe from bushfires and other emergencies. In the long term, this will mean the CFA has:

- an engaged volunteer workforce that is involved in decision-making and feels safe and respected
- an effective and productive working relationship with FRV and other emergency service agencies, building on the principle of interoperability
- robust operating structures to enable volunteer firefighters to succeed at their roles
- strong links with the community which enable it to provide a service that reflects community risks.

Actions

An engaged volunteer workforce that is involved in decision-making and feels safe and respected			
	Actor(s)	Theme	Action
1.1	CFA	Enabling	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
1.2	CFA	Enabling	Continue to deliver targeted improvements to volunteer recruitment and retention to ensure CFA maintains capacity to respond to critical incidents
1.3	CFA, DJCS	Operational	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
1.4	CFA, FRV, DJCS	Operational	Commence delivery of \$3.3 million in crew leader training, (part of announced \$126 million CFA capability initiatives), including consultation with volunteers
1.5	CFA, DJCS	Operational	Commence delivery of \$3.6 million in critical volunteer facing ICT systems, (part of announced \$126 million CFA capability initiatives), including consultation with volunteers
1.6	CFA, DJCS	Operational	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

An effective and productive working relationship with FRV and other emergency service agencies, building on the principle of interoperability

	Actor(s)	Theme	Action
1.7	CFA	Enabling	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
1.8	CFA, FRV	Operational	Commence harmonisation of operational procedures across FRV and CFA where practicable and appropriate
1.9	CFA, FRV	Operational	Finalise the transfer of any property, assets, liabilities, rights and obligations from CFA to FRV
1.10	CFA, FRV	Operational	Finalise service level agreements between CFA and FRV and any related party and ensure that the agreements support effective operations
1.11	CFA, FRV	Operational	Finalise memorandum of understanding for provision of corporate functions
1.12	CFA, FRV	Operational	Finalise CFA and CFA Chief Officer delegations and authorisations to FRV employees

Robust operating structures to enable firefighters to succeed at their roles

	Actor(s)	Theme	Action
1.13	CFA	Operational	Actively support and participate in the Operational Assurance Group
1.14	CFA, FRV	Operational	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
1.15	CFA, FRV	Operational	Ensure that all necessary arrangements are in place for FRV staff who are seconded to CFA so that they can perform their functions effectively
1.16	CFA, other parties to EBAs	Operational	Finalise relevant enterprise bargaining agreements, including the CFA Professional, Technical and Administrative Enterprise Agreement
1.17	CFA	Operational	Provide quarterly updates to the Fire Services Implementation Monitor on the performance measures set out in the Year One Outcomes Framework
1.18	CFA	Enabling	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

Strong links with the community which enable it to provide a service that reflects community risks

	Actor	Theme	Action
1.19	CFA	Operational	Commence a review of service delivery approaches to ensure they inform and align with community expectations and provide operational efficiency

PRIORITY TWO

STRENGTHEN FRV AS A CAREER FIREFIGHTING AGENCY

FRV's role extends beyond responding to fires, and includes complex rescues, road crashes, emergency medical calls and hazardous chemical spills. FRV also builds community resilience and educates the community about fire safety and works with diverse community groups to promote emergency prevention and preparedness activities.

From 1 July 2020, FRV has been equipped to respond effectively to emergencies. However, FRV is a new organisation and the task now is to fully establish all necessary systems and arrangements and solidify relationships across the emergency services sector, including working to recognise and value the contribution of volunteer brigades.

The intent of this priority is that FRV works effectively (independently and with CFA and communities) to keep Victorians safe from bushfires and other emergencies. In the long term, this will mean FRV has:

- an engaged workforce that feels safe and respected
- an effective and productive working relationship with CFA and other emergency service agencies, building on the principle of interoperability
- robust operating structures to enable firefighters to succeed at their jobs
- strong links with the community which enable it to provide a tailored service that reflects community risks.

Actions

An engaged workforce that feels safe and respected			
	Actors	Theme	Action
2.1	FRV, other parties to EBAs	Operational	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

An effective and productive working relationship with CFA and other emergency service agencies, building on the principle of interoperability			
	Actor(s)	Theme	Action
2.2	FRV	Enabling	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
2.3	FRV, CFA	Operational	Commence harmonisation of operational procedures across FRV and CFA where practicable and appropriate
2.4	FRV, CFA	Operational	Finalise the transfer of any property, assets, liabilities, rights and obligations from CFA to FRV
2.5	FRV, CFA	Operational	Finalise service level agreements between CFA and FRV and any related party and ensure that the agreements support effective operations
2.6	FRV, CFA	Operational	Provide operational support to the CFA through the secondment model, to ensure CFA can continue to meet its statutory obligations
2.7	FRV, CFA	Enabling	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	Operational	Finalise memorandum of understanding for provision of corporate functions
2.9	FRV, CFA	Operational	Finalise CFA and CFA Chief Officer delegations and authorisations to FRV employees

Robust operating structures to enable firefighters to succeed at their jobs			
	Actor(s)	Theme	Action
2.10	DJCS in consultation with FRV	Enabling	Deliver the first review of the Strategic Advisory Committee's Terms of Reference as required under legislation
2.11	FRV	Operational	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 stations
2.12	FRV, CFA	Operational	Harmonise specialist response arrangements which have transferred from CFA; e.g. HAZMAT response, fire investigation, high angle rescue
2.13	FRV, CFA	Operational	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
2.14	FRV	Operational	Actively support and participate in the Operational Assurance Group
2.15	FRV, CFA	Operational	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
2.16	FRV	Operational	Preparation and provision of quarterly updates to the Fire Services Implementation Monitor on the performance measures set out in the Outcomes Framework
2.17	FRV	Enabling	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

Strong links with the community which enable it to provide a tailored service that reflects community risks

	Actor	Theme	Action
2.18	FRV	Enabling	Commence a review of service delivery approaches to ensure these inform and align with community expectations and provide operational efficiency

PRIORITY THREE

PLAN AND BUILD FOR THE FUTURE

The reforms aim to modernise Victoria's fire services and build a contemporary fire services model. The commencement of FRV on 1 July 2020 and the restoration of CFA as a fully volunteer organisation represent considerable progress towards this objective.

The intent of this priority is to ensure fire agencies are modern, inclusive and reflect the communities that they serve. Structures which support the fire agencies should evolve to address risks and opportunities. In the long term this will mean that:

- agencies will continuously review and improve structures and approaches so that they remain effective and reflect relevant best practice
- agencies will reflect the diversity of the Victorian community.

This priority includes standing up entities established under the FRV Act – the Fire District Review Panel, which will ensure the fire districts are appropriately set to meet the needs of Victoria as it changes, and the Fire Services Implementation Monitor, who will assess the status of the reforms and the efficacy of related actions.

This priority will also include actions that will improve the diversity of the fire service agencies and ensure that these agencies can effectively meet the needs of communities as these needs change. For example, fire agencies will need to respond to the changing risk profiles of Victorian communities as a result of climate change, or due to changing demographics. Fire service agencies will continue to focus on improving their diversity to ensure that decision-making and service delivery is dynamic, modern and effective.

Actions

Continuously reviewing and improving structures so that they remain at the cutting edge and best practice			
	Actor	Theme	Action
3.1	DJCS	Operational	Appoint the Fire Services Implementation Monitor
3.2	Fire Services IM	Enabling	Establish monitoring and reporting processes for the Fire Services Implementation Monitor
3.3	DJCS	Operational	Appoint the Fire District Review Panel
3.4	FDRP	Enabling	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
3.5	DJCS	Enabling	Develop the next iteration of the Fire Services Implementation Plan

Agencies reflect the diversity of the Victorian community and support multifaceted decision making			
	Actor(s)	Theme	Action
3.6	CFA, FRV	Operational	Deliver on existing Statement joint initiatives that promote positive cultural change and diversity
3.7	DJCS, CFA, FRV	Enabling	Work together to understand current diversity in the fire services and consider options to improve diversity in the future
3.8	FRV	Operational	Demonstrate progress towards reaching the government's commitment of 400 women career firefighters in FRV by June 2021
3.9	CFA	Operational	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

PRIORITY FOUR

VALUE OUR FIREFIGHTERS

Firefighters put their lives on the line to protect Victorians. Volunteer and career firefighters deserve to have:

- the right skills and access to training
- access to the right resources to succeed at their jobs and to keep them safe.

The intent of this priority is to focus on delivery of training and rolling out new infrastructure and equipment. In the long term, this will mean that firefighters in both agencies receive the training, equipment and support they need to safely deliver effective services. This priority also encompasses standing up the Firefighters Registration Board.

Actions

Firefighters have the right skills and access to training and support			
	Actor	Theme	Action
4.1	DJCS	Operational	Appoint the Firefighters Registration Board
4.2	Firefighters Registration Board	Operational	Commence establishing capability standards, the Firefighters Register, application processes and transparent appeal processes
4.3	CFA	Operational	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)

Firefighters have access to the right resources to do their job and keep them safe			
	Actor(s)	Theme	Action
4.4	CFA	Operational	Commence delivery of \$48.2 million in new CFA fleet and stations (part of announced \$126 million CFA capability initiatives), including consultation with volunteers
4.5	CFA, FRV	Enabling	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
4.6	CFA, FRV	Operational	Finalise the transfer of in-flight infrastructure projects from CFA to FRV and deliver high priority station builds as per the documented project schedules

PRIORITY FIVE

ENSURE THE FUTURE SUSTAINABILITY OF THE FIRE SERVICES

Priority Five is in addition to the Statement priorities and is included to acquit the legislative requirements of the Implementation Plan in relation to financial sustainability.

The intent of this priority is to focus on the conduct of a financial sustainability assessment of CFA and FRV and the subsequent development of a funding plan that identifies funding requirements and necessary measures. In the long term, this will mean that there is an agreed understanding of costs and drivers, and a shared view amongst key stakeholders as to what constitutes financial sustainability for the fire services and how that may best be achieved. Future Implementation Plans will contain an action that requires DJCS, CFA and FRV to develop a long-term funding plan for the period post-July 2023, as required by the FRV Act.

Actions

	Actor(s)	Theme	Action
5.1	DJCS, CFA, FRV	Enabling	Conduct a financial sustainability assessment of FRV and CFA
5.2	DJCS, CFA, FRV	Enabling	<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">• transfers of functions, resources and assets between CFA and FRV• the change to the FRV fire district upon the fire services property levy revenue base after the commencing day• any changes to the differential rates of the fire services property levy after the commencing day.

