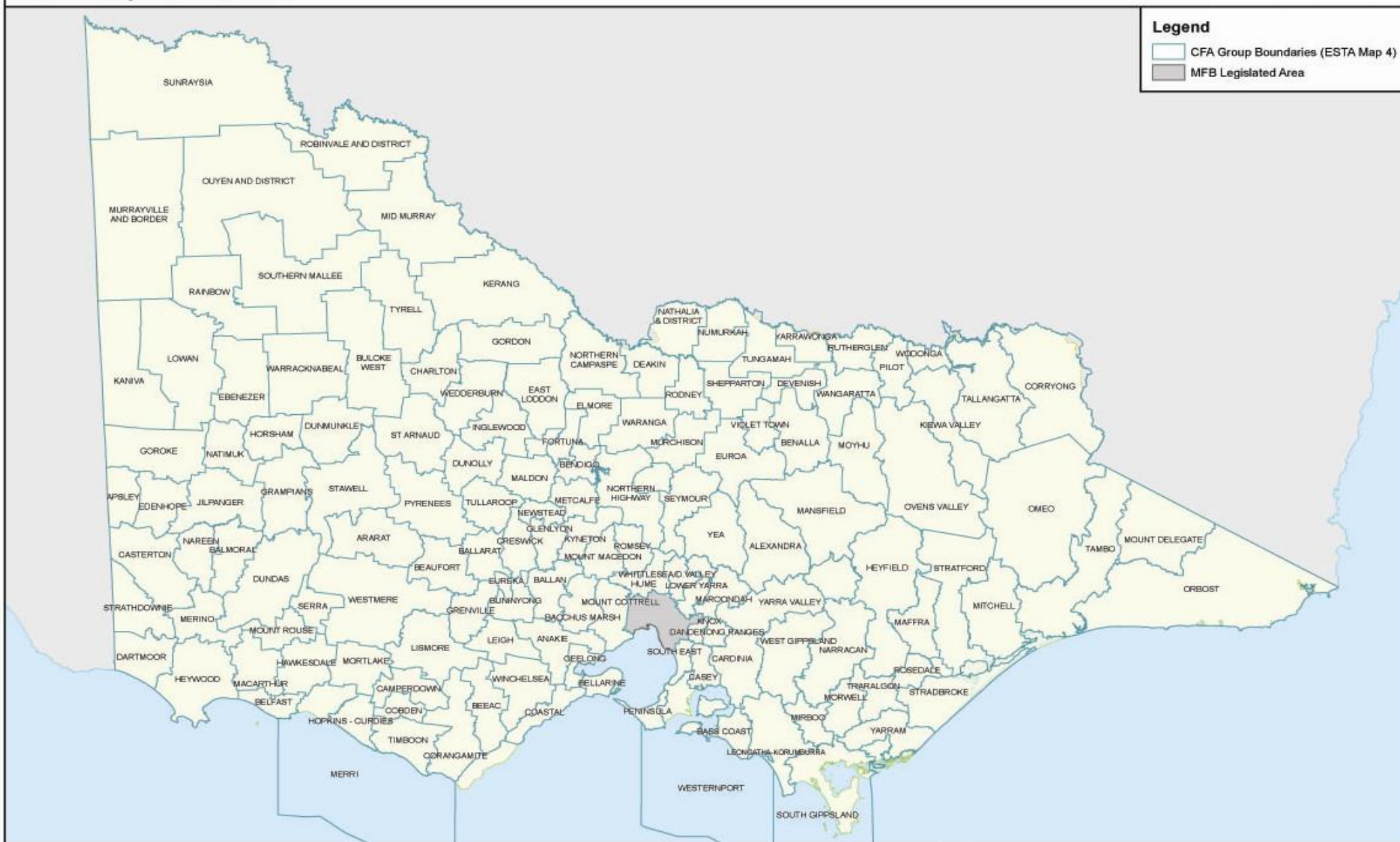
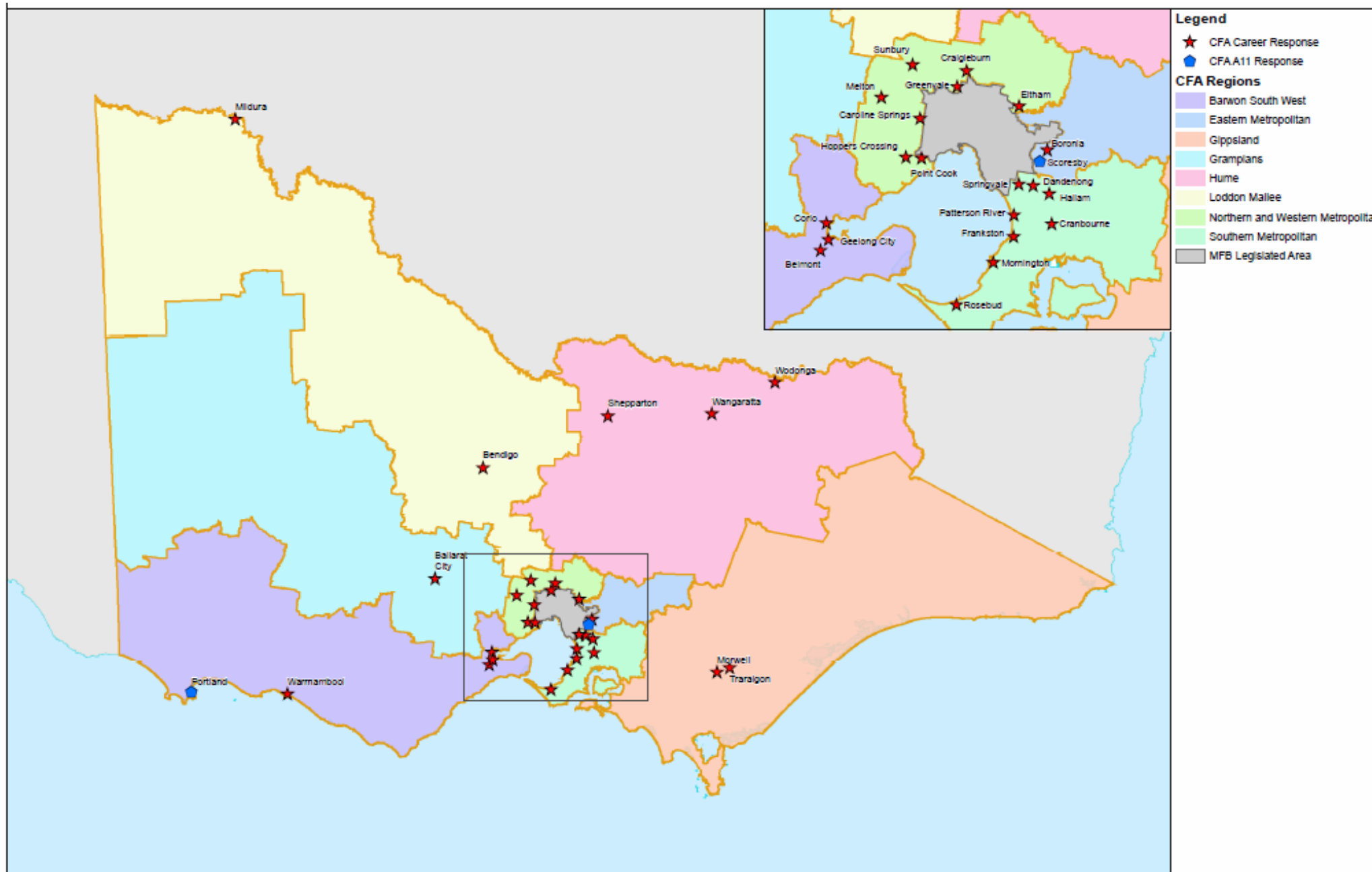


# APPENDIX A - MAP OF CFA GROUP BOUNDARIES

## CFA Group Boundaries



# APPENDIX B - MAP OF CFA STAFFED STATIONS



# APPENDIX C - VOLUNTEER CHARTER

# VOLUNTEER CHARTER

## PREAMBLE

Volunteers of the Country Fire Authority of Victoria (CFA) are fundamental to emergency management in Victoria and their value and importance is recognised. Volunteers and the commitment they bring to the protection of the Victorian community remain the core strength of CFA. The individual and collective interests and needs of Volunteers must be protected if they are to deliver their services safely and effectively. They must always be consulted about issues that affect them as Volunteers. This Charter recognises that the members of CFA and their Association, Volunteer Fire Brigades Victoria (VFBV), operate under the *Country Fire Authority Act 1958*. The Charter is a statement of principle that will apply to the relationship between CFA, the State of Victoria, and CFA's Volunteers.

### THIS VOLUNTEER CHARTER...

- cs Is an agreed commitment by the State of Victoria, CFA and VFBV on behalf of CFA Volunteers to each other;
- cs Ensures the State of Victoria and CFA will commit to consultation with Volunteers about all matters which might reasonably be expected to affect Volunteers;
- cs Provides the framework for the three-way relationship between the parties, requiring the success of the relationship and the outcomes from the Charter to be judged against the following principles:
  - Is it fair?
  - Is it just?
  - Is it reasonable?
  - Does it discriminate against Volunteers?
  - Is the outcome practicable and sustainable?
  - Is it in the best interest of the safety of the Victorian community?
- cs Is the framework for an enduring commitment between the parties. The Charter shall be reviewed as required by the parties or at the end of four years from its date of commencement.

### VOLUNTEERS IN CFA...

- cs Selflessly bring time and life skills to protect life and property, prevent and suppress fires and thus create a safer community. They actively promote fire prevention works and provide fire, emergency and community services across Victoria. Many Volunteers provide their own equipment to do so;
- cs Are drawn from communities throughout Victoria in order to participate in an integrated fire service through a practical partnership based on mutual respect for CFA, people employed by CFA, and personnel of other organisations, to ensure that community safety needs are met to the best of their collective abilities;
- cs Depend on the goodwill and practical support of their families, friends and employers to enable them to serve. The time available to them is limited by the needs and demands of their employment, families and other obligations; and

- cs Do not contribute their time for financial reward but do expect to gain satisfaction from service, achievement, personal development and camaraderie.

### THE VOLUNTEERS WILL PROVIDE THEIR SERVICES TO THE BEST OF THEIR ABILITIES SUBJECT TO THE FOLLOWING PRINCIPLES...

To:

- cs Provide their services for the protection of life and property, prevention and suppression of fires and undertake other relevant duties to create a safer community in a mutual, respectful and active partnership with people employed by CFA, other organisations and the community;
- cs Operate safely and undertake appropriate training and planning to ensure their personal safety and enhance the delivery of services in creating a safer community;
- cs Exercise the powers vested in them by the *Country Fire Authority Act 1958* and Regulations in the best interests of the community;
- cs Recognise and support the elected VFBV representatives and the consultative mechanisms as agreed with CFA; and
- cs Be committed to working in harmony and consultation with CFA and seek to resolve differences of opinion internally in the first instance.

### THE CFA RECOGNISES THE COMMITMENT OF VOLUNTEERS. THE CFA SHALL PROVIDE ITS SERVICES AND SUPPORT TO VOLUNTEERS SUBJECT TO THE FOLLOWING PRINCIPLES...

To:

- cs Recognise, value, respect and promote CFA Volunteers who come from widely divergent communities with differing needs and characteristics, as core partners with people employed by CFA;
- cs Recognise and acknowledge that a primary responsibility of CFA and people employed by CFA is to nurture and encourage Volunteers and to facilitate and develop their skills and competencies;

- cs Recognise and acknowledge the value of the time that Volunteers provide to CFA and ensure that Volunteer time is used to maximum advantage;
- cs Acknowledge that policy development and change should always be considered in terms of its potential to support and facilitate the Volunteer contribution and the particular situation of local brigades;
- cs Recognise that VFBV represents Volunteers in general and ensure there is meaningful consultation, allowing enough time for real involvement, with the elected representatives of Volunteers on all matters which may impact upon Volunteers before the adoption or implementation of any new or changed policies, procedures or approaches;
- cs Ensure that Volunteer views, opinions and concerns are fully considered before adopting any new or changed policies, procedures or approaches which impact on them as CFA Volunteers;
- cs Provide the resources necessary to enable new or changed policies, procedures or approaches which impact on them as CFA Volunteers to be implemented efficiently and effectively;
- cs Provide adequate resources to enable Volunteers in CFA to deliver agreed services;
- cs Provide administrative, operational and infrastructure support to enable Volunteers to perform their roles safely and effectively within available resources;
- cs Recognise and respect the needs of Volunteers that are derived from their volunteer service and provide effective and comprehensive support services within available resources including but not limited to:
  - Where appropriate providing protection against the financial consequences of extended litigation and arranging adequate legal representation with respect to proceedings involving Volunteers arising out of CFA activities;
  - OH&S support and development of the safest possible working environment for Volunteers;

- Procedures to address issues of discrimination in a fair, just and timely manner;
- Counselling and welfare support;
- Training;
- Support and assistance for Volunteers in applying for employment as CFA employees; and
- Compensation for accidents, injuries and losses.

### THE GOVERNMENT OF VICTORIA RECOGNISES AND ACKNOWLEDGES THE VOLUNTEERS' COMMITMENT. THE STATE OF VICTORIA WILL PROVIDE SUPPORT TO THE VOLUNTEERS SUBJECT TO THE FOLLOWING PRINCIPLES...

To:

- cs Recognise, value, respect and promote CFA Volunteers, their families and employers for their contributions to the well-being and safety of the people of Victoria;
- cs Ensure that CFA legislation appropriately recognises the needs and interests of Volunteers in the delivery of services and protects Volunteers who provide their services in good faith and their dependants from financial losses and other liabilities; and
- cs Consult with the elected representatives of Volunteers on all matters which may impact upon Volunteers including proposed legislation and the adequacy of resources to enable Volunteers in CFA to deliver the agreed services.

### THE COMMITMENT...

The parties commit themselves to use and apply the Charter in the spirit of mutual respect and goodwill and to work together in that spirit to resolve any disputes which may arise between CFA, the State of Victoria and the Volunteers by reference to the key principles set down in this Volunteer Charter.



This Charter is dated the 27th day of February 2011 and re-affirms the enduring commitment between the parties to each other evidenced by the Volunteer Charter made on 22nd December 2001.

  
**Ted Baillieu MP**  
 Premier on behalf of the State of Victoria

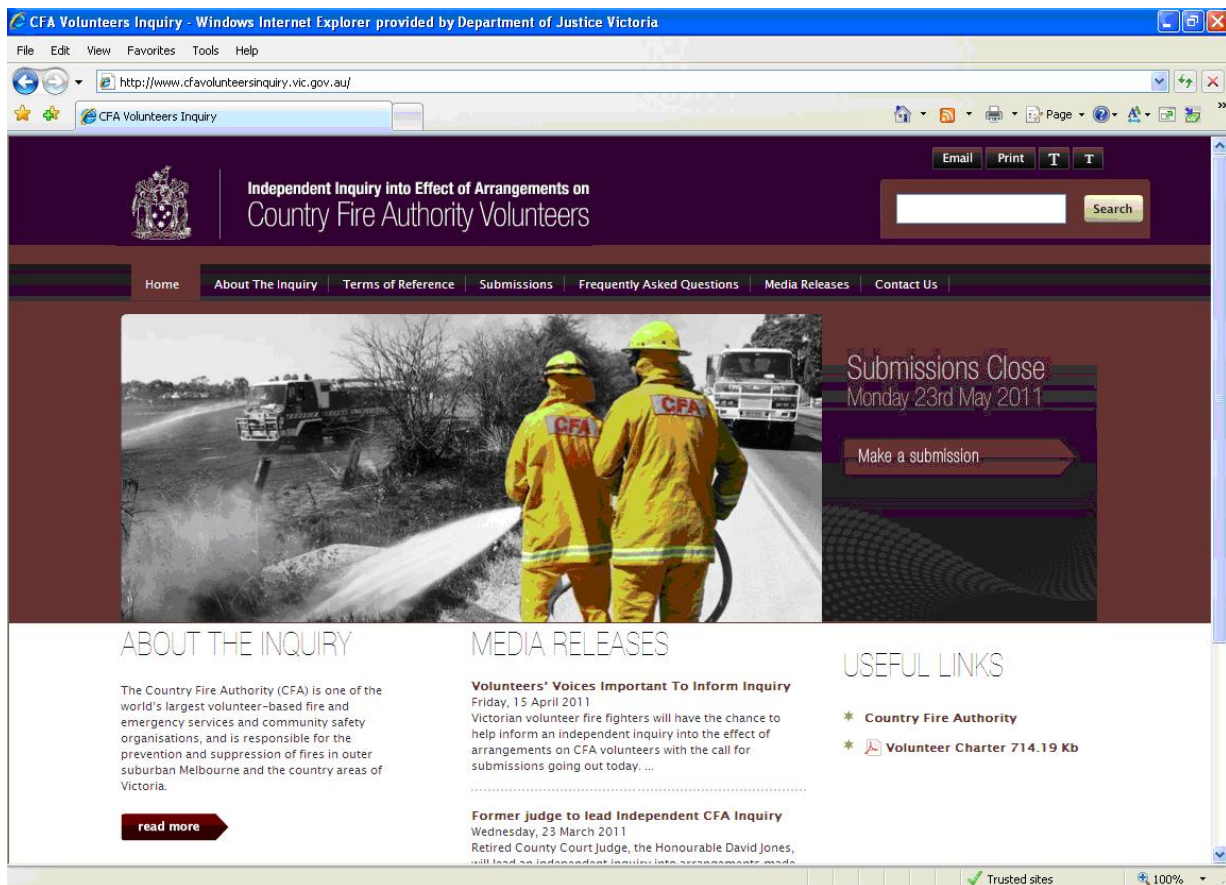
  
**Peter Ryan MP**  
 Minister for Police and Emergency Services on behalf of the State of Victoria

  
**Hans van Hamond AFSM**  
 President, Volunteer Fire Brigades Victoria

  
**Kerry Murphy PSM, AFSM**  
 Chairman, Country Fire Authority



## APPENDIX D - CFA VOLUNTEERS INQUIRY WEBSITE CONTENT



### ABOUT THE INQUIRY

The Country Fire Authority (CFA) is one of the world's largest volunteer-based fire and emergency services and community safety organisations, and is responsible for the prevention and suppression of fires in outer suburban Melbourne and the country area of Victoria.

Over 59,000 operational and non-operational CFA volunteers from all walks of life, ably supported by paid staff, make a significant contribution to the well-being and safety of the people of Victoria.

On 23 March 2011, Deputy Premier of Victoria and Minister for Emergency Services, Peter Ryan, announced the establishment of an independent Inquiry into the effect of arrangements made by the CFA on CFA volunteers.

The Inquiry, led by His Honour David Jones, retired County Court Judge, will examine the effect of arrangements made by the CFA on the recruitment, training, deployment, utilisation and support of CFA volunteers, and may make recommendations to address any shortcomings or difficulties identified as a result of the examination of those arrangements, in accordance with its terms of reference.

Consultation with relevant organisations and interested individuals will be undertaken at the discretion of His Honour David Jones.

Interested persons or organisations, and in particular volunteer firefighters, are invited to make written submissions to the Inquiry on any matter the subject of the terms of reference.

The Inquiry is considering the feasibility of conducting some meetings with CFA volunteers as part of the Inquiry. Further details will be provided once arrangements are finalised. However, having regard to the timeframe of the Inquiry, if feasible, it is likely that only a limited number of meetings will be able to be held.

The Inquiry will submit its Report to the Minister by 30 June 2011.

## **MAKING A SUBMISSION**

Written submissions will be received by the Inquiry until 5pm on Monday, 23 May 2011.

### **How written submissions will be used**

Submissions received will be considered by the Inquiry and may help to clarify the issues and questions it needs to answer in accordance with its terms of reference.

Submissions will not be published on the internet.

Submissions may be summarised or referred to in the Report of the Inquiry provided to the Minister. Personal details, other than the name, and where relevant, the occupation and town/suburb of the submitter will not be disclosed in the Report of the Inquiry.

At the discretion of His Honour David Jones, the content of submissions may be discussed with other persons in the course of conducting the Inquiry.

The Inquiry will consider any requests for confidentiality. The Inquiry will contact you if any request for confidentiality is not granted and you will have the option to withdraw your submission.

The Inquiry will not automatically contact you in relation to your submission but reserves the option to contact you if required.

All written submissions may be provided through our online form, or by mail:

Submissions  
CFA Volunteers Inquiry  
GPO Box 4356  
Melbourne VIC 3001

For further information about providing a written submission send an email to [contact@cfavolunteersinquiry.vic.gov](mailto:contact@cfavolunteersinquiry.vic.gov) or phone the Inquiry's information line on 1800 243 650.

## **FREQUENTLY ASKED QUESTIONS**

### **Written Submissions**

#### **What is the purpose of a written submission?**

Written submissions, addressing the Inquiry's terms of reference, are an important way that individuals and organisations can contribute to the Inquiry.

Submissions received will be considered by the Inquiry and may help to clarify the issues and questions it needs to answer in accordance with its terms of reference.

#### **When can I make a submission?**

The Inquiry is now inviting written submissions, addressing the terms of reference, from individuals and organisations.

All written submissions may be provided by:

Email to: [submissions@cfavolunteersinquiry.vic.gov.au](mailto:submissions@cfavolunteersinquiry.vic.gov.au)

By mail to:

Submissions  
CFA Volunteers Inquiry  
GPO Box 4356  
Melbourne VIC 3001

People wishing to making a written submission but do not have access to the Inquiry's website, can phone the Inquiry on 1800 243 650 for assistance.

**Is there a closing date for written submissions?**

The Inquiry will receive written submissions until 5pm on Monday, 23 May 2011.

**How will the submissions be used?**

Submissions received will be considered by the Inquiry and may help to clarify the issues and questions it needs to answer in accordance with its terms of reference.

Submissions will not be published on the internet. Submissions may be summarised or referred to in the Report of the Inquiry provided to the Minister. Personal details, other than the name, and where relevant, the occupation and town/suburb of the submitter will not be disclosed in the Report of the Inquiry.

At the discretion of His Honour David Jones, the content of submissions may be discussed with other persons in the course of conducting the Inquiry.

The Inquiry will consider any requests for confidentiality. The Inquiry will contact you if any request for confidentiality is not granted and you will have the option to withdraw your submission.

The Inquiry will not automatically contact you in relation to your submission but reserves the option to contact you if required.

**Can I withdraw my submission after lodgement?**

Submissions can be withdrawn through a written request to the Inquiry.

**How can someone find out about submission process if they do not have access to the Inquiry's website?**

People without online access and wish to find out more about making a submission, or the submission process in general, are encouraged to contact the Inquiry directly by phoning the Inquiry's information line on 1800 243 650.

**MEDIA RELEASES**

**Volunteers' Voices Important To Inform Inquiry**

Victorian Volunteer firefighters will have the chance to help inform an independent Inquiry into the effect of arrangements on CFA Volunteers with the call for submissions going out today.

*Read more: [Volunteers' Voices Important to Inform Inquiry](#)*

**Former judge to lead Independent CFA Inquiry**

Retired County Court Judge, the Honourable David Jones, will lead an independent Inquiry into arrangements made by the Country Fire Authority (CFA) for CFA Volunteers, Deputy Premier and Minister for Emergency Services Peter Ryan announced today.

*Read more: [Former judge to lead Independent CFA Inquiry](#)*

**CONTACT US**

For enquiries about the Independent Inquiry into Effect of Arrangements on Country Fire Authority Volunteers, contact:

General enquiries: Tel: 1800 243 650

Media enquiries: Tel: 03 8684 0307

Email: [contact@cfavolunteersinquiry.vic.gov.au](mailto:contact@cfavolunteersinquiry.vic.gov.au)

Postal Address:

CFA Volunteers Inquiry

GPO Box 4356

Melbourne VIC 3001

## **APPENDIX E – COMMON ISSUES RAISED AT CONSULTATIONS**

### **OVERALL**

- Volunteer service supported by career staff, or vice versa? Volunteers think it is currently the latter.
- Volunteers believe their contribution not valued. Treated as second class.
- Great diversity in size, location and risk profile – insufficient regard had to this.
- Ageing group.
- Concern regarding the sustainability of CFA as a volunteer service if present arrangements to continue.

### **INTERFACE BETWEEN VOLUNTEERS AND CAREER STAFF**

- Critical to the success of CFA model.
- Critical at integrated stations – mutual respect, varies from station.
- Critical at Regional and District level.
- People skills critical, must be volunteer-focused – position descriptions must be appropriate – reflect this in selection process – have ability to make lateral appointments.
- Right people in right positions.
- Volunteers on interview panels.

### **RECRUITMENT**

- Need to attract younger people including women.
- Avoid undue delays in recruitment process, if too long, lose interest.
- Role of volunteer has to be seen as attractive, focus on benefits.
- Involvement in schools.
- Prohibition against transfer – barrier.
- RPL/RCC process – barrier.
- Innovate to deal with churn – e.g. students returning home for holidays – maintain relationship with brigades.
- Ensure that Juniors continue as Seniors.
- CFA needs to develop in consultation with volunteers a comprehensive recruitment strategy.
- Complete an exit survey when volunteers leave.
- Integrate with ethnic communities.

### **JUNIOR CFA PROGRAM**

- Being under utilised - Not able to get involved operationally.
- Problems in transition to adults - Too many lost.

### **VOLUNTEERS AS EMPLOYEES**

- Difficulty in being recruited – no recognition, no lateral entry.
- Difficulty in being able to continue as a volunteer – pressure from career colleagues.

### **TRAINING**

- The planning and organisation of training
  - Haphazard – ad hoc – poor contrast with career staff training.
  - Who is responsible for it? How is it developed?
  - Role of Groups and Planning Committees.
- The delivery of training – problems

- Scheduling – times and days.
- Location – the 1 hour rule.
- Duration – hours vs. days.
- Not consistent – varies from regions and instructors.
- Too much theoretical, not enough practical.
- Use of volunteers as instructors and assessors.
- Use of career instructors at integrated stations and neighbouring brigades.
- Availability of instructors – career and volunteer.
- Availability of Fiskville, Regional Field Training Grounds and props – access to ‘hot fire’ training.
- Availability of roadside burning exercises.
- The type of training
  - Minimum Skills – is it necessary for all?
  - Should Minimum Skills be based on risk profile of brigade?
  - Availability of specialist skills training – e.g. First Aid, Breathing Apparatus, Driver, Incident Management Team (IMT), Incident Control Centres (ICC).
  - Lack of operational team training for volunteers.
  - Lack of leadership management training for volunteers.
- Skills Maintenance Training
  - Where possible, should be done at brigade by volunteer instructors.
  - Advanced skills done by volunteer instructors, including at Field Training Grounds.
  - Needs to be properly recorded.

#### **RECOGNITION OF PRIOR LEARNING/RECOGNITION OF CURRENT COMPETENCY**

- Process too convoluted and complex.
- Not efficient and consistent.
- Too hard – lose interest – so do course.

#### **POSSIBLE SOLUTIONS - TRAINING**

- Training be on a needs basis. Horses for courses.
- Comprehensively planned based on needs.
- Flexible delivery.
- Substantial use of volunteers in delivery.
- Adequately resourced.
- Standardised.
- Properly recorded.
- Makes full use of modern technology in delivery and recording (National Broadband Network and Information Technology – Interactive).
- Use of TAFE and Secondary Schools.

#### **DEPLOYMENT AND UTILISATION**

- Not enough volunteers used as instructors and assessors.
- Not enough volunteers in IMTs and ICCs.
- When career and volunteers involved in incidents, career take over leadership.
- CFA needs to recognise importance of volunteers in roles and facilitate them.
- ‘Hurry up and wait’ – waiting in strike teams.
- Some career staff using volunteers to only mop up at incidents



## **SUPPORT**

- Insufficient BASOs.
- High turnover of Operations Officers – lack of support.
- National harmonisation of Occupational Health & Safety laws.
- Are the rules appropriate – are the structures appropriate?
- Is the Group arrangement viable?
- Do they need greater support – BASO, Operations Officer.
- Adequate processes to resolve disputes.

## **COMMUNICATION AND CONSULTATION**

- Lacking – ad hoc.
- Them vs. Us culture results.
- Process needs to be formalised and structured - Must be improved.
- Utilise modern communication technology.
- Role of VFBV – its performance and resourcing.
- Lack of centralised record-keeping – volunteer personal profile, career and training development pathway, attendance at incidents.
- Lack of interface between FIRS and TRAIN.

## APPENDIX F - MEETINGS CONDUCTED BY THE INQUIRY

WorkSafe Victoria	<ul style="list-style-type: none"> <li>• Angela Cox, Senior Legal Officer, National Health &amp; Safety Reform</li> </ul>
VFBV	<ul style="list-style-type: none"> <li>• Andrew Ford, Chief Executive Officer</li> <li>• Garth Head, Consultant</li> </ul>
Victorian Bushfires Royal Commission	<ul style="list-style-type: none"> <li>• Jane Brockington, (former CEO of VBRC) Executive Director, Public Policy and Organisation Review, State Services Authority</li> <li>• Susannah Robinson, Senior Advisor, Public Policy and Organisation Review, State Services Authority</li> </ul>
CFA Steering Committee	<ul style="list-style-type: none"> <li>• Mick Bourke, Chief Executive Officer</li> <li>• Kerry Murphy, Chairman</li> <li>• Lex de Man AFSM, Executive Manager, Operational Training and Volunteerism</li> <li>• Peter Harmsworth, Board Member</li> <li>• David Gibbs AFSM, Board Member</li> </ul>
CFA Chief Officer	<ul style="list-style-type: none"> <li>• Euan Ferguson, Chief Officer</li> </ul>
VFBV	<ul style="list-style-type: none"> <li>• Ex Captain Hans van Hamond , President</li> <li>• Bruce Vine, Vice President</li> <li>• Captain Bill Maltby, Vice President Urban</li> <li>• Gary Lyttle AFMS, Board Member</li> <li>• Tom Brodie, AFSM, Board Member</li> <li>• Ex Captain Mick Taylor AFSM, Board Member</li> <li>• Captain Nev Jones AFSM, Board Member</li> <li>• Lieutenant Frank Zeigler, Board Member</li> <li>• Andy Cusack AFSM, Board Member</li> <li>• Andrew Ford, Chief Executive Officer</li> <li>• Allan Monti, Executive Officer</li> <li>• Adam Barnett, Executive Officer</li> <li>• Garth Head, Consultant</li> </ul>
CFA Facilities and IT	<ul style="list-style-type: none"> <li>• Lex de Man, AFSM, Executive Manager, Operational Training and Volunteerism</li> <li>• Mark Connell, Director, Asset Management</li> <li>• Michael Foreshew, Executive Manager, Technology Services</li> </ul>
CFA Regional Managers	<ul style="list-style-type: none"> <li>• Mark Reid, Regional Manager, Gippsland Region</li> <li>• Bob Barry, Regional Manager, Barwon South West Region</li> <li>• Peter Schmidt, Regional Manager, Southern Metropolitan Region</li> <li>• Pat O'Brien, Regional Manager, Loddon Mallee Region</li> <li>• Don Kelly, Regional Manager, Grampians Region</li> <li>• Lex de Man, AFSM, Executive Manager, Operational Training and Volunteerism</li> </ul>
Chief Parliamentary Counsel	<ul style="list-style-type: none"> <li>• Gemma Varley, Chief Parliamentary Counsel</li> </ul>
Defence Reserve	<ul style="list-style-type: none"> <li>• Brigadier Bill Sowry</li> </ul>

## **APPENDIX G - ROYAL COMMISSION RESOURCES**

### **Key Witnesses**

- Alexander de Man, General Manager and Volunteer, CFA
- John Haynes, Deputy Chief Officer, Operations Policy and Planning, CFA
- Allan Monti, Executive Officer, Volunteer Fire Brigades Victoria
- Andrew Ford, Chief Executive Officer, Volunteer Fire Brigades Victoria
- Allan Small, CFA Volunteer

### **Other Relevant Witnesses**

- Russell Rees, former Chief Officer, CFA
- Mick Bourke, Chief Executive Officer, CFA
- Penny Armytage, Secretary, Department of Justice
- Len Foster, former Chief Executive Officer, CFA
- Neil Bibby, former Chief Executive Officer, CFA
- Rodney Holland, CFA Volunteer
- David Ackland, CFA Volunteer
- Nevyn Jones
- Ronald Beer, CFA Volunteer
- Philip Hawkey, CFA Volunteer

### **Other Key Evidence**

- Parties submissions on:
  - systemic issues relating to resourcing of IMTs and training
  - organisational structure
- Exhibit 916 – UFU Position Paper on organisational restructure

# APPENDIX H - BRIGADES WITHIN 30 AND 60 MINUTES DRIVE OF A CFA TRAINING GROUND

