

EXECUTIVE SUMMARY

Meeting: 2012 Integrated Brigades Forum
Venue: Fiskville Teaching Centre
Date: Saturday & Sunday 17th & 18th November 2012



FORUM THEMES

'Striving together to achieve' 'Best Practice Integration for CFA'

Background

The 2012 VFBV Integrated Brigades Open Forum (IBF) was the fourth annual VFBV forum, attended by 52 participants from 21 brigades, including Brigade OIC's, Senior volunteers, the CFA Chief Officer Euan Ferguson, Deputy Chief Officer Joe Buffone and VFBV officials and staff.

The forum was facilitated by members of VFBV's State Integrated Brigades Reference Panel who formed in early 2012 to progress a body of work to develop a 'Code of Best Practice for CFA Integration'. Outcomes from this and past Forums will assist in the progression of the development of this work.

Intent of the Forum

The VFBV Integrated Brigades Forum is seen by VFBV as an important gathering of CFA members directly engaged in the CFA's unique Integrated Service Delivery model. Given the specific challenges and opportunities such locations face, a regular gathering and the building of working networks provides those currently involved, plus those brigades and members on their own journey to integration a focus for enhancing their knowledge of:

- How others have grappled with challenges and structures in their locations;
- Good outcomes and those that could have gone better – Case Studies will assist here;
- Procedural and brigade arrangements that work;
- A help network, brigade members and leaders can tap into;
- Collaborative thinking – sharing of experiences and best practice outcomes.

Some of the work of the VFBV Integrated Brigades Reference Panel is focusing on capturing this good discussion and pulling together the stories and examples from those members who have travelled the path of integration. The building of a 'living document' that is not historical in nature but evolves as more experiences are known will offer those brigades (and members) a guide book or as the VFBV panel members call it a:

'CFA as an Integrated Organisation – A Code of Practice Guide'

Forum Conduct

Held over a weekend at Fiskville in November 2012, a 'Specialist Panel' was convened on the Saturday afternoon to field questions from the floor in true Open Forum style. Topics covered included *Specialist appliances, models of future integration, above strength pressures, vehicle and equipment increments, training, stability of appointment, leadership, role for volunteers, recruitment, day manning and much more.* Other sessions included topic based syndicate work, a survey of members and case study presentations. In summing up the panel session CO Euan Ferguson and DCO Joe Buffone echoed that for our unique model to sustain and succeed, a few simple principles must apply:

1. Mutual Respect
2. Open and Honest Communication
3. Team Work

Summing Up

The Chief and Deputy also indicated their support for follow up work to progress many of the issues and opportunities confronting CFA's Integrated Service Delivery Model. VFBV will progress dialogue to establish a ***Joint Working Party or Reference Group*** built upon the good initial work of VFBV's State Reference Panel.

Follow Up Actions: Six (6) action items have emerged for follow up and further work:

1. Conduct a survey around the heavy pumper increment and ask for feedback and comment from VFBV and all Integrated Brigade OIC's.

Participants queried if the interpretation, content, assessment and application of heavy pumper increments is applied using a consistent approach across all locations. It was suggested that it would be useful to survey all current locations including seeking OIC feedback.

2. Pursue the 3 models option suggested by Geelong City about categorizing integrated brigades into 3 types.

Geelong City delegates spoke of the need to explore perhaps 3 distinct categories of integration, with many brigades evolving over time from:

- I. Volunteer brigades with staff support eg. Ocean Grove*
- II. Integrated brigades where staff and volunteers work closely together eg. Boronia, Springvale*
- III. Staff brigades with volunteer support eg. Geelong City, Dandenong where volunteers support staff as best they can.*

3. Explore Hub and Spoke Model.

A great deal of discussion on 'future models' also considered the potential to scope a model where large well-appointed and equipped hub brigades are developed that complement and provide response support to spoke or surrounding brigades. Such hub brigades could also be centre's for training, administrative support, equipment caches, meetings and with shared facilities that could be utilised 7 days/nights per week by spoke brigades.

4. Investigate infrastructure and vehicle needs and plan to do better for brigades with above strength firefighters.

Delegates indicated that with many locations accommodating initial training increment firefighters and above strength firefighters awaiting posting, CFA must examine the planned allocation of infrastructure, vehicle and equipment provisioning to mitigate space, OH&S and member opportunity issues resulting from overcrowding. Delegates noted that many 'Training Stations' will continue to experience such pressures without targeted investment beyond Project 2016.

5. Investigate Gator Turnout System and ask CFA Technology Services to scope out a CFA system to provide live volunteer turnout information, and progress the concept to tender and selection.

Some discussion on the growth of a range of computerised 'Turn Out' systems integrated with CAD being installed by brigades and the need for CFA to examine the specifications and agency requirements with a view to endorsement or development of a CFA approved system. Delegates remarked on the value of the Gator and similar systems, response information and efficiency improvements that may be realised by the development and /or endorsement of a CFA system.

6. Investigate status of Urban Crew Leader course.

Some level of concern amongst delegates of inconsistencies and wide variations in approach, interpretation and conduct of this much sought after qualification. Delegates have sought a mechanism to progress a statewide approach with training and assessment standards mandated and delivered.

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ATTENDING

Brigades: B Fradd (Ballarat City), Geoff Flack (Bendigo), George Flack (Bendigo), P Denham (Boronia), R Blair (Corio), S McPhail (Corio), S Alcock (Corio), L Symeoy (Craigieburn), C Gray (Craigieburn), A Bell (Craigieburn), J Aitken (Dandenong), W Charlton (Dandenong), B Sandlant (Eltham), D McCormick (Eltham), A Tonkin (Geelong City), G Fenton (Geelong City), M McGuinness (Geelong City), P Geary (Geelong City), B Lawson (Geelong City), D Rose (Hallam), F Grove (Lara), N Hart (Lara), C Trimboli (Mildura), B Robertson (Mildura), M Taylor (Mornington), A Haynes (Mornington), S Gibbs (Ocean Grove), M Barry (Ocean Grove), D McGrath (Patterson River), P Francis (Patterson River), S Gannon (Patterson River), P Tester (Point Cook), G Harker (Portland), G Mallen (Portland), J Egbers (Rowville), D Woodhams (Shepparton), R Baird (Sunbury), S Trewin (Sunbury) A Eenjes (Traralgon), D Milloy (Werribee),

VFBV: H van Hamond, B Vine, B Maltby, B Pickett, G Neyenhuis, A Ford, A Barnett.

CFA: CO E Ferguson, DCO J Buffone,

Apologies: A Monti (VFBV), P Quinn (Morwell), G Kennedy (Sth Warrandyte), M Kennedy (Rowville), M Owen (Gippsland).

FORUM THEME

***‘Striving together to achieve
‘Best Practice Integration for CFA’***

1.0 Welcome by VFBV CEO Andrew Ford included:

- The importance of working together
- Aim is to support and encourage best practice integration
- It’s important that for this Forum - YOU have your say – don’t leave thinking “I should have said something”
- Differences of opinion are healthy. All comments will be handled respectfully and with courtesy.

The meeting was briefed on the Forum schedule and scheduled sessions.

Some discussion ensued about the timing and set up for this year’s Integrated Brigade Forum (IBF).

In brief:

- 2 day schedule makes it difficult for some to attend - there will be no perfect option but future IBF’s will encourage best use of members time/availability;
- It would be beneficial for all members of all ranks – volunteer and staff have the opportunity to attend and participate – agreed and IBF 2012 was promoted heavily with all OIC’s and senior volunteers in integrated locations. Will look to expand the opportunity in future forums with open invitations to all interested members, officers and staff. Forum participants indicated representation from neighbouring and support brigades is also desirable. Some members present today are from brigades already on the journey towards integration.

VFBV’s Integrated Brigades State Reference Panel: In response to feedback following past Forums, VFBV in 2012 established a State Reference Panel drawn from volunteer and staff who proactively stepped forward to work together as a key reference and review panel for our VFBV Board. In past years, several topic specific working parties have been convened to provide advice on a range of issues including station design, voting rights and management arrangements for integrated brigades. Their work in considering issues and providing advice has enhanced all members understanding of the complexities and special considerations/treatments that CFA’s Integrated Service Delivery Model must embrace.

VFBV's State Integrated Brigades Reference Panel who have guided and helped facilitate this Forum is made up of the following members:

Brian Sandlant (BEM Eltham), **Darren McGrath** (1st Lt. – Patterson River), **Joe Aitken** (1st Lt. – Dandenong), **Ale Eenjes** (1st Lt. – Traralgon), **Pat Quinn** (1st Lt. – Morwell), **Russell Baird** (1st Lieutenant – Sunbury), **Steve Gibbs** (Captain – Ocean Grove), **Damien Milloy** (VFBV D14 Sec. Werribee) and including input and encouragement from **OM Mike Owen** (Gippsland RC) and **OO Mark Kennedy** (OIC Rowville)

CFA Senior Officers and VFBV Executive staff have progressed dialogue towards committing to a Joint Working/Reference Group with the objective to work together to assist all involved in CFA's unique integrated model to:

- Optimize the knowledge base and experience from within CFA's Integrated environment; and apply it
- Capture and document the lesson's learned;
- Develop a 'code of best practice guide' for CFA; and
- Apply the product of this effort respectfully and universally.

In 2013, the natural extension of VFBV's State Integrated Brigades Reference Panel may be the formation of a CFA led, all parties panel or reference group, which applies collective knowledge, wisdom and innovation to a body of work developing:

'CFA as an Integrated Organisation – A Code of Practice Guide'

2.0 Open Forum - Panel Session

This session provided IBF participants the opportunity to raise questions and open discussion threads to a specially formed **Open Forum Panel** made up of Senior CFA Officers, volunteers, VFBV staff and moderated by members of the VFBV Integrated Brigades State Reference Panel.

The Open Forum Panel members included:

- Chief Officer Euan Ferguson AFSM
- Deputy Chief Officer Joe Buffone PSM
- VFBV CEO Andrew Ford
- Operation Officer Mick McGuinness – D7
- Operations Officer Arthur Haynes – D8
- VFBV State Integrated Reference Panel members

The format of the Panel Session saw the panel members address questions from Forum participants. The following outlines the discussion threads and responses / further actions.

1	Vehicle Increments	<ul style="list-style-type: none"> ○ Advice there are inconsistencies in application across the State ○ Difficult for volunteers due to time commitment required ○ Agreed that a consistent set of standards is important ○ Who sets the standards? ○ Are these vehicle increment standards set too high? ○ If so, what is operationally required for proficiency and what are nice to know's? ○ Currently a limiting requirement in the utilisation of volunteer resources within integrated brigades. <p>ACTION: CO to investigate the vehicle increment standards and distribute a request for feedback and commentary on the standard from VFBV and Integrated Brigade OIC's. Following – assess the ease of access and training support required.</p>
2	Service Delivery Obligations	<ul style="list-style-type: none"> ○ CFA's Mission to Protect Life and Property ○ CO – No role differentiation – to be based on competence Need interoperability Does not preclude volunteers taking part.
3	Specialist Appliances	<ul style="list-style-type: none"> ○ CFA habit is to automatically deploy career staff resources with specialist appliances promoting a career staff response preference. ○ SDS obligations are not specifically a driver for current practices

		<ul style="list-style-type: none"> ○ Volunteers by virtue filling operational support roles rather than primary response roles. ○ Business hours pressures limiting volunteer response ○ Current solution can ignore a ready volunteer resource ○ RAR and Specialist Vehicle increment standards are growing in complexity and time opportunity to acquire.
4	When to Integrate	<ul style="list-style-type: none"> ○ Learn from 2002 experiences and plan well ahead ○ Reflect on the potential for 3 categories of Integrated Brigades ie . Volunteer with paid staff support, Middle Integration – where paid staff and volunteers work together and Staff Brigades where volunteers support the paid staff ○ Triggers for transition – When is the right time? ○ Careful not to devalue the volunteer contribution <p>ACTION: CO to pursue further analysis of the three (3) categories of integrated brigades as discussed during this session.</p>
5	Hub and Spoke	<ul style="list-style-type: none"> ○ Could promote a ‘them and us’ culture ○ Not purely an integrated brigade solution. May assist in regions and districts suffering population decline. ○ Hub brigades support surrounding Spoke brigades with service delivery, training and infrastructure needs ○ Topic for syndicate session later in Forum <p>ACTION: CO to set up a process to explore the concept of Hub and Spoke Model</p>
6	Above Strength	<ul style="list-style-type: none"> ○ CFA recruitment well ahead of station builds ○ Short term (2 to 3 years) while build program catches up ○ Infrastructure pressures on impacted stations due to no expansion provisions or contingencies ○ Opportunities for additional training by volunteers are welcomed ○ Access to appliances for operational response by volunteers in some locations is difficult on day shift. ○ Above strength numbers being deployed to 24/7 shifts (Above Strength) at training stations following increment qualification ○ Vehicle typology at such locations needs to accommodate the additional staff – CFA to consider <p>ACTION: F&EM to investigate infrastructure and vehicle needs and the objective to do better to support brigades with Above Strength firefighters.</p>
7	Member Opportunity	<ul style="list-style-type: none"> ○ Gator Turn Out System – Commercial turn-out system that offers electronic communications sharing capabilities. ○ Being installed by a number of brigades ○ Has features that alert station of volunteers who are responding ○ Other initiatives use phone in systems to capture resources en-route information for IC ○ Concerns that not supported or endorsed by CFA <p>ACTION: CO to request CFA Technology Services to investigate and report on the Gator System and its suitability as a response and turn out tool.</p>
8	Urban Crew Leader Training	<ul style="list-style-type: none"> ○ Concerns from some that this important competency is not being offered in some Regions/Districts ○ Reported D7 are running successfully ○ Joint Training Committee awaiting the CO’s advice. <p>ACTION: CO to follow up and ascertain the status of the request for direction from F&EM on Urban crew Leader competency training.</p>

2.1 Panel Wrap

The **Chief Officer** in wrapping up the Panel session commented on the valuable discussion that had occurred during the Open Forum today and is supportive of further work together.

A lot depends on planning – really need to be planning 2 years in advance.

Three (3) principles have emerged from today’s Open Forum:

1. Mutual Respect
2. Open and Honest Communication
3. Team Work

DCO Joe Buffone following the Chief's closing remarks, reinforced the need for all to continue to:

- discuss 'What integration looks like in the future?'
- celebrate good practice;
- further explore local solutions – there are real opportunities to work towards solutions;
- hub and spoke model could also underpin strategies for regional / rural areas suffering population decline and the effects of industrial farming.

2.2 Agreed Actions for follow up

Follow Up Actions: Six (6) action items have emerged for follow up and further work:

1. Conduct a survey around the heavy pumper increment and ask for feedback and comment from VFBV and all Integrated Brigade OIC's.

Participants queried if the interpretation, content, assessment and application of heavy pumper increments is applied using a consistent approach across all locations. It was suggested that it would be useful to survey all current locations including seeking OIC feedback.

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2.3 Schedule for Sunday's Session

Session concluded with an overview of the themes for the next day's syndicate group discussions:

1. What does the Integrated model look like? Support options and day manning?
2. Above Strength impacts
3. Maintaining volunteer utilisation/capacity at Integrated Brigades including systems to assist the development of volunteer capacity.
4. Training / Increments (+ Min Skills versus Urban Skills)

3.0 Survey – Quick Response (Tick & Flick)

The VFBV State Integrated Brigades Reference Panel developed a simple 21 question yes/no style survey questionnaire that was circulated during the afternoon session.

The responses and analysis of the survey results are included in the Forum Report and used as a body of data to inform the development planning for:

'CFA as an Integrated Organisation – A Code of Practice Guide'

3.1 Survey Participant Responses

Included in the survey was a written response section seeking participants to nominate **3 of their top ideas** they would recommend that would improve integration at their brigade. From the tabulation of the responses of the quick member survey the following issues /opportunities emerged and were introduced briefly on the Sunday morning just prior to the Syndicate Session.

Feedback from Survey Respondents	What they said!
Training	<ul style="list-style-type: none"> • Increments • Access to training • Mentor crew leaders • Consistency
Utilise Volunteers	<ul style="list-style-type: none"> • Volunteers as part of primary response • Command / control • Give volunteers responsibility when they are there • Involve volunteers in planning
Relationships team/communications	<ul style="list-style-type: none"> • OIC tenure/consistency (also staff) • Socialise • Active presence at brigade meetings etc. • Engage all • OIC engages with volunteers
Better direction from management	<ul style="list-style-type: none"> • Train staff in what it takes for good integration • Measures of success – Need to develop
Station design ensuring access and adequate space for all members	
Focus on service delivery as No. 1	
Volunteer appliances / enough appliances to actively engage all	
Code of respect / behaviour	
Volunteer involvement in staff selection	

Note: See the Quick Survey and the results matrix in the appendix to this report.

4.0 **Syndicate Session – Notes of discussion**

It was decided on the Sunday morning to consolidate all participants in the one location in order to capture a broad range of views and feedback for each syndicate topic scheduled. Given the need to capture this broad cross section of views, each topic was introduced consecutively and facilitated by members of the VFBV's State Integrated Brigades Reference Panel.

Each topic was considered using the following elements:

- Issues / Opportunities
- What the future looks like?
- Best practice examples
- Next Steps

4.1 **Key Points**

Topic 1. What does Future Integration Model(s) Look Like?

- Are there a number of options?
- Good brigades to be case studies.
- OIC engaged early / Integration Officer
- Range of support
- Integrated brigade / volunteer brigade
- Day manning
- Hub and Spoke
- Position descriptions and clarification of roles
- Sharing the workload across OIC/SSO/SO/BMT
- Engaging all

Topic 2. Above Strength Impacts / solutions!

- Build relationships
- Designated training stations
- Volunteers can't get on trucks
- Strong leadership
- Infrastructure upgrades
- OIC input in response/numbers versus vehicles
- Effective communication
- Advanced planning
- Impacts on surrounding brigades – take them on the journey

Topic 3 Maintaining volunteer utilisation/capacity at Integrated Brigades including systems to assist the development of volunteer capacity.

- Systems to best use of volunteer capacity (eg. Geelong City Rescue Support, GATOR and TIMMS Systems)
- Maintaining member skills
- Respected and wanted
- Valued and appreciated
- Treat as equals from the start
- Take all on the journey
- Train all in people management
- Communicate as things change
- Build the right traditions
- Shared portfolios – joint teams
- Build culture and partnership with all
- Position descriptions for all.

Topic 4 Training / Increments (+ Min Skills versus Urban Skills)

- Consistency
- Mutual respect
- Appliances and infrastructure to actively utilize volunteers in the service of the community
- Importance of OIC selection
- OO relief
- Individual training plan for each member
- Same increments for all members
- Standard procedures
- Work as one in training
- Functional Team – integrated approach
- Brigade members work as one to deliver and assist
- Training is to build confidence.

4.2 Common Themes across all topics!

- Mutual Respect / Values;
- Consistent Approach to Business / Rules;
- New thinking on what 'Best Practice' looks like;
- Stability – OIC and staff;
- Team work is the key;
- Capitalise on enhanced training opportunities;
- All members need a purpose to belong;
- Strong Leadership is critical;
- Communication – Open and Honest;
- Future Models / Integration can be more than brigade centric.

NOTE: See Appendix 2 for detailed notes from each Topic discussion.

FORUM CLOSED 1237 hours

Attachments:

- Appendix 1. Agenda and Running Sheet
- Appendix 2. Roll call
- Appendix 3. Syndicate session outputs
- Appendix 4. Snap Survey Form
- Appendix 5. Survey Results Matrix
- Appendix 6. VFBV Reference Group – Whiteboard

APPENDIX # 1 RUNNING SHEET

Meeting: Integrated Brigades Forum
Venue: Fiskville Teaching Centre
Date: 17 & 18 November 2012



SATURDAY

1200 hours	LUNCH in Fiskville Dining Room	
1300 hours	OPENING of FORUM Fiskville Training Centre, Auditorium	A Ford Brian Sandlant Darren McGrath Bruce Vine
1400 hours	PANEL SESSION (On Stage, chairs & tables needed) 1. Chief Officer 2. Joe Buffone 3. Damien Milloy 4. Steve Gibbs 5. Ale Eenjes 6. Joe Aitken 7. Russell Baird 8. Darren McGrath 9. Brian Sandlant 10 – 12 OIC from audience	Facilitated by A Ford, Darren McGrath & Brian Sandlant to moderate Questions
1500 hours	AFTERNOON TEA (20 minutes)	
1520 hours	PANEL SESSION RESUMES	
1600 hours	Wrap up of Panel Session (Chief leaves at 1400) What are the key issues (need a scribe during the session)	
1605 hours	<ul style="list-style-type: none"> • SUNBURY INTEGRATION – A CASE STUDY (20 minutes) • PREP FOR TOMORROW <p>Facilitated interactive session to draw from the audience the TOP 5 parcels of work we can give time to tomorrow in dedicated groupings.</p> <p>We will have Powerpoint slides of our WP's initial thinking of what would be good to have in any doctrinal document that may be known as the 'Code of Good Practice – Integration'</p>	Russell Baird (led by); Damien Milloy & Steve Gibbs
1715 hours	CLOSE	
1800 hours	DINNER IN DINING ROOM	

SUNDAY

from 0745 hours	BREAKFAST	
0900 hours	FORUM RE-CONVENES FORM 4 SYNDICATES (Use Auditorium)	1. Russell Baird 2. Steve Gibbs 3. Damien Milloy 4. Brian Sandlant 5. Darren McGrath
1015 hours	MORNING TEA	
1115 hours	RESUME SYDNCIATES (30 Minutes to wrap)	
1145 hours	WRAP UP Presentation of Syndicate work outcomes	
1210 to 1215 hours	WRAP UP	
1230 hours	LUNCH in Dining Room & Depart	

Appendix # 2

Record of Attendance Roll Call

2012 Integrated Brigades Forum, Fiskville, 17 & 18 November

Name	Brigade	Email
Bill Maltby	VFBV	b.maltby@vfbv.com.au
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Bruce Pickett	VFBV	b.pickett@vfbv.com.au
Morrie Barry	Ocean Grove	
Luke Symeoy	Craieburn 3 rd Lt.	lukesym@hotmail.com
Chris Gray	Craieburn 1 st Lt	ishwah@bigpond.com
Andrew Bell	Craieburn	tennis_pro_belly826@hotmail.com
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Steve Alcock	Corio AOO	s.alcock@cfa.voc.gov.au
Mick Taylor	Mornington	
Joe Aitken	Dandenong 1 st Lt.	aitken@cyberspace.net.au
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Steve Gannon	Patterson River	gannon@optusnet.com.au
David McCormick	Eltham 1 st Lt.	redrockcampers@bigpond.com
David Woodhams	Shepparton 1 st Lt.	david.woodhams@strathbogje.vic.gov.au
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Pat Geary	Geelong City AOIC	p.geary@cfa.vic.gov.au
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Arthur Haynes	Mornington OO OIC	a.haynes@cfa.vic.gov.au
Bernie Fradd	Ballarat City OO OIC	b.fradd@cfa.vic.gov.au
John Egbers	Rowville 1 st Lt.	lt1@rowvillecfa.com
Paul Denham	Boronia BEM	paul.denham@members.cfa.vic.gov.au
Gary Harker	Portland OO OIC	gary.harker@cfa.vic.gov.au
Garry Mallen	Portland Captain	garry.mallen@alcoa.com.au
Fred Grove	Lara Captain	f.grove@cfa.vic.gov.au
Nerida Hart	Lara	nerida.hart@larafirebrigade.org.au
Geoff Flack	Bendigo 1 st Lt.	geoffrey.flack@gmail.com
George Flack	Bendigo Secretary	george.flack22@bigpond.com
Steve Gibbs	Ocean Grove Captain	steve.gibbs@target.com.au
Ale Eenjes	Traralgon 1 st Lt.	ale_eenjes@yahoo.com.au
Euan Ferguson	CFA HQ	
Russell Baird	Sunbury 1 st Lt.	russell.baird@members.cfa.vic.gov.au
Damien Milloy	Werribee	
Darren McGrath	Patterson River 1 st Lt.	d.mcgrath@cfa.vic.gov.au
Brian Sandlant	Eltham BEM	brian.sandlant@gmail.com
Carmelo Trimboli	Mildura	trimboli.carmelo@hotmail.com
Brendan Roberston	Mildura	hariayriljes@hotmail.com
Shane Trewin	Sunbury	shane.trewin@members.cfa.vic.gov.au
Andrew Ford	VFBV CEO	a.ford@vfbv.com.au
Adam Barnett	VFBV EO	a.barnett@vfbv.com.au
Hans van Hamond	VFBV President	h.vanhamond@vfbv.com.au

APPENDIX # 3

SYNDICATE SESSION REPORT

Meeting: 2012 Integrated Brigades Forum
Venue: Fiskville Teaching Centre
Date: Sunday 18th November 2012



Notes from each of the Topics covered during the syndicate session – Sunday 18th November 2012

TOPIC 1.

What does Future Integration Model(s) Look Like?

- Is there a number of options?
- Hub & Spoke concept
- Support options e.g. Day Manning
- Support across broader assignment areas:
 - Area- What happens to brigades in this footprint?
 - Range of support e.g. Training, specialist expertise, pre incident response plans etc. Command and control experience on fireground.
- What are the risks?

Future Model for Integration

- Number of options – hub and spoke
- Geelong City model
- Integrated brigade/volunteer brigade
- Different staffing models in the future
- Training – great advantage to all brigades utilising all skilled members
- Utilising all skilled members to deliver the training at hub brigade locations
- Good brigades to be case study
- Bus tours: Sell the story
- OIC to be engaged early
- OIC / CFA manager versus brigade leader
- Dedicated OIC in the future a must. Relieve Catchment workload pressures
- Workload must be addressed
- New integrated brigade – what is the appropriate time for the OIC/Integration Officers to be appointed
- Flexibility in the role of OIC and brigade leaders

Best Practice

- CFA to have highly trained Integration Officers in the organisation
- CFA is to pick up and run with the journey of future money for integration
- Appoint the right members into key positions first up
- Engage CFA management on building role PD for Integration Officer
- Survey to be sent to all not in attendance

Next steps/actions

- 1 Position Description and clarification of roles
- 2 Reactive vs Proactive
- 3 W.L.B
- 4 Engaging of all
- 5 Sharing the workload across OIC/SSO/SO/Executive -develop skills to all as required

TOPIC 2.

Above Strength Impacts / solutions!

- Require more
- Good to have
- Build more relationships
- Designated training stations
- Volunteers get relocated from turn out room
- Volunteers can't get on trucks
- Disengagement
- More training opportunities
- Good for brigade/relationships
- Communication
- Exploding at seams
- Strong leadership
- Appliances for volunteer members to respond on
- Flexibility in response
- Infrastructure upgrades
- OIC input in response/numbers vs vehicles
- Positives in training - More opportunities vs brigade volunteer training
- New station builds to take in more career fire fighters
- Day time only for Above Strength
- Above Strength help to meet SDS/response needs. Guaranteed response.
- Turn out room / general office needs
- Positive – safety numbers of fire ground
- Short term pain manageable
- Running costs brigade owned vehicles
- Detrimental impacts on volunteer capacity, utilisation, facilities
- What needs to happen to manage it well during interim above strength?

Needs

- Effective communication
- Strong leadership
- Transparency/consistency
- Be part of the process
- Engagement
- Advanced planning
- Build a training station model and infrastructure size/vehicles
- Impact on surrounding brigades – take them on the journey
- Joint training

Next Steps

- Expand and build on best practice model and issue to Chief Officer for comment
- Look at consistency for all
- Feedback from all
- Brigade/District working as one
- Active assistance to brigades to take the journey

TOPIC 3

Maintaining volunteer utilisation/capacity at Integrated Brigades including systems to assist the development of volunteer capacity.

- Systems to get best use of volunteer capacity (e.g. Geelong City Rescue Support, Gator, Timms & other systems, mobile phone call in)
- Good training approaches
- What is volunteer capacity?
- Surge
- What is needed?
- Members to be trained
- Maintaining of members skills
- Respected and wanted
- Value and appreciated
- Treat all as equal/starts at the top
- Address all issues as required
- Some OIC's too busy to do all as required
- Use all members time to meet the needs
- Models of integration/not one shoe fits all
- Build the journey before it starts
- Relationships – start well
- Core values – (Craigieburn)
- Take all on the journey
- Shared responsibility and vision
- Lead by example
- Consistency across all shifts
- Embrace change
- Change management – all to be part of the journey
- Train all in people management
- Volunteer capacity large brigades/challenge
- What is the right model?
- Specialist response versus standard firefighter
- Communicate as things change
- Role of the future - What is it?
- Build the right traditions
- Worthwhile contributions
- Utilisation of all
- Shared portfolios - joint teams
- Duty crew
 - possible option
 - share the workload

Best Practice

- Build culture and partnership with all
- Provide rationale to all issues with good outcomes and discussions
- Time management
- Succession planning
- Position description for all
- Skill set – task
- Right person for right role

TOPIC 4

Training / Increments (+ Min Skills versus Urban Skills)

- Minimum Skills (Suitability for urbanised risk?)
- What's needed?
- Increments
- Consistency
- Urban Crew Leader.
- Specialist roles
- Primary response
- Hub training support potential
- Brigade skills matrix
- Utilisation of volunteers – inconsistent e.g. Mildura, Bendigo versus other locations
- Mutual respect
- Volunteer/Brigade owned appliances
- 2nd or “enough” appliances to actively utilise volunteers and service to community
- Notions of a “volunteer’s pump”
- Infrastructure and design of stations to support good integration and appliance design/allocation

Respect, communication and team work and leadership

- Importance of OIC
- Consistency of appointments
- Importance of personal relationships
- OIC workload brigade versus District
- OO relief
- Progressive/training- bushfire /structure/BA 6 months
- Mentor/opportunities
- Individual plan for each member
- Minimum skills/is it the right way?
- Same increment for all members
- Big issue time frames/restraints on all
- Standard procedures
- Assist other brigades in training
- Work as one in training
- Specialist vehicle training is available
- District support is a must to drive training

Command control/mentoring/opportunities

- Level for members to get to
- Functional team – integrated approach

Best Practice

- Hub training – builds consistency
- OTV – next step – integration
- Set parameters around delivery and assessment
- Shift personnel to assist in delivery
- Brigade members should work as one to deliver and assist
- Effective training plans
- Training is to build confidence

Next steps/actions

- Consistency – good practice application
- Training package consistency – Chief Officer, OTV
- Consistency in increased training delivery
- Communicate to Chief and OTV for comment
- Minimum skills
 - specific for risk
 - bushfire
 - low structure

APPENDIX # 4

2012 INTEGRATED BRIGADES FORUM

TICK & FLICK SURVEY



1.	Does your brigade have a brigade Constitution?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
2.	Does your brigade Constitution have a functional management structure ie. Functional Roles such as Operations, Community Safety, Infrastructure, Finance & Admin etc. with staff officers (SSO's) and volunteers sharing responsibilities?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
3.	Are brigade office and administrative areas open and accessible to all members at all times?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
4.	Does your brigade infrastructure (facilities) and access arrangements, provide adequate amenities for all members – staff and volunteers?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
5.	Are turnout and gear areas adequate to ensure all members have access and opportunity to don PPC and store belongings and clothing?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
6.	Do your volunteers receive alert paging to all Code 1 and Code 3 calls?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
7.	If No to question 5: Do your volunteers only receive alert paging to Code 1 Primary calls in your brigade assignment area?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
8.	Are your brigade volunteers provided the opportunity to crew the primary appliance if on-station at the time of a response call?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
9.	Do your brigade SOP's permit volunteers to respond a support appliance (ie. Tanker/Pumper Tanker/Support or FCV) behind your brigade's primary appliance(s) for Code 1 calls?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
10.	Do volunteers in your brigade have the capacity to respond a support appliance behind your brigade's primary appliance?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
11.	Does your brigade require appliance specific increments as a pre-requisite for volunteer member driver/operator roles?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
12.	Are increment training and opportunities to crew/respond specialist appliances/equipment provided to your volunteer members?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
13.	Does your brigade have assigned specialist response appliances or equipment?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
14.	Currently CFA Recruit Courses are deploying graduates onto station for increment acquisition and to await their postings. Does your brigade currently have firefighter graduates on station <u>during day</u> shift for increment training?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
15.	Does your brigade have 'above strength' career firefighters (ie. qualified but awaiting substantial appointment), deployed across all shifts (ie. 10/14)?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
16.	Can career staff vote for volunteer officer positions at brigade bi-annual and extra-ordinary meetings?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
17.	Does your brigade actively recruit volunteers to operational and support roles?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
18.	Does your brigade provide <u>integrated crews</u> for strike team and task force deployments?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
19.	Do your volunteers participate actively in the brigade OH&S meetings and issues resolution?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
20.	Do your volunteers actively perform command and control roles at brigade fires and incidents?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
21.	Are volunteers at your brigade genuinely/actively engaged about consultation and planning about future needs?	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>

FINALLY: Identify the top 3 things that could be done at your brigade to improve integration.

Appendix # 6 Integration – Code of Practice Initial Planning

Screen shots from Planning Workshop October 2012

VFBV Integrated Brigades Reference Panel

Whiteboard Images – CFA Integrated Brigades – Code of Good Practice Workshop

