Cultures and Issues Management Review Recommendations – Implementation Plan – Progress Log
Status as at March 2024

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Recommendation 1: Develop and implement a plan for organisational change to improve culture and issues management	1.1 Public recognition of past harms to members of CFA	1.1.1 Issue public apology for passed harms	Office of the CEO & CO	Upon Release of Report	Upon Release of Report	Complete	
	1.2 Clearly communicated 5-year implementation process for the Plan, that incorporates accountability measures that are transparent to members of CFA including consideration of independent monitoring at key milestones	1.2.1 Develop Implementation Plan	Support Services	Jul-22	Sep-22	Complete	
		1.2.2 Articulate what success looks like and identify, (including where applicable, develop and implement) appropriate measures for tracking progress. This includes at the macro level (overall culture), and for each action within the implementation plan	Support Services	Jul-22	Dec-22	Complete	
		1.2.3 Develop Communications Plan, for socialising the implementation plan, and for providing regular updates on progress	Communications & Stakeholder Relations	Oct-22	Dec-22	Complete	
		1.2.4 Implement Communications Plan	Communications & Stakeholder Relations	Dec-22	Jun-26	In Progress - on track	An integrated communications plan is currently being reviewed and refreshed. The release of the latest Progress report will be accompanied by an all staff email and one-page talking points for DPCs and volunteer leaders to socialise key findings and themes.
	1.3 Commitment to reporting against progress of the Plan, alongside the requirements of the Fire Services Implementation Monitor, which includes the development of a monitoring and evaluation framework to support consistent, regular and systematic communication	Refer Actions 1.2.1, 1.2.2,1.2.3 and 1.2.4	Support Services	July-22	Jun-26	In Progress - on track	Per the above, an integrated communications plan is currently being reviewed and refreshed to support systematic communication about progress against the recommendations of the review.

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	about progress against the recommendations of the Review						
Recommendation 2: Build on the Values and Standards of the CFA: communicate, set and apply the behaviours that will embed and support a positive culture in CFA	2.1 Ensuring that recruitment, induction and transfer documentation and processes reflect CFA values and the Behavioural Standards, are understood and used to inform decision making processes at all levels	2.1.1 Review Employee Position Description Template, Interview Questions, on-boarding and Induction materials with a view to embedding understanding and application of CFA Values and Behavioural Standards in each touch-point	People & Culture	Nov-22	Aug-23	Complete	This action is now complete with Employee Position Description templates and Interview Questions both now explicitly incorporating CFA Values and Behavioural Standards.
		2.1.2 Confirm Behavioural standards workshops includes practical examples on decision making that is informed by CFA values and behavioural standards	People & Culture	Nov-22	Nov-22	Complete	
		2.1.3 Review Behavioural Standards Post-session survey feedback	People & Culture	Prior to Release of Review Report	Embed into BAU by Sep-23	Complete	Post-session survey feedback has been collated and reviewed. Session attendants noted that they found the sessions relevant and made a range of suggestions about the pacing, scope and tone of sessions. This feedback has been incorporated into the design and delivery of workshops.
		2.1.4 Develop an additional survey to be distributed to participants 3 months post their participation in a workshop	People & Culture	Dec-22	Sep-23	Complete	A follow up survey has been developed and shared with workshop participants.
		2.1.5 Implement 'post 3 month participation survey' to inform understanding of how behavioural standards are being embedded by participants following attendance at a Behavioural Standards session (commencing with all participants from commencement of roll-out)	People & Culture	Jan-23	Embed into BAU by Dec-23	Complete	Per the comments against action 2.1.4, a follow up survey has been sent to participants 3 months post their participation in behavioural standards workshops. This survey has been incorporated into the cadence of workshop delivery.

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	2.2 Ensuring position descriptions for Brigade Management Teams (BMTs) and leaders at the Group Officer level support the values and behaviours and recognise the importance of diversity and inclusion	2.2.1 Update Brigade Management and Group Officer role descriptions to include a focus on: modelling CFA Values, holding and embedding CFA Behavioural Standards and promoting diversity & Inclusion	Operational Performance & Capability	Dec-22	Jun-23	**Not Started - behind schedule**	The Brigade Management and Group Officer role descriptions will be reviewed as part of the Brigade Management Manual review in the next 6 months.
		2.2.2 Ensure all current BMT and GOs receive a copy of the updated role descriptions	Service Delivery	Jun-23	Dec-23	**Not Started – behind schedule**	Per update for 2.2.1, BMT and GO role descriptions are yet to be updated, but will be reviewed as part of the BMM review in the next 6 months.
		2.2.3 Embed throughout the brigade management manual a focus on modelling CFA Values, upholding and embedding CFA Behavioural Standards and Promoting diversity and inclusion	Operational Performance & Capability	Dec-22	Jun-23	**Not Started - behind schedule**	The Brigade Management Manual is being reviewed over the next 6 months - this process will involve putting greater emphasis on modelling CFA values, upholding and embedding CFA Behavioural standards and promoting D&I.
	2.3 Working with Districts to ensure that the Volunteer Charter is embedded in organisational practice and Commanders, ACFOs and Group Officers are supported to understand their responsibility in this area and to address localised challenges and opportunities	2.3.1 Complete development of online-learning 'working with volunteers' e-module and embed Charter and good practice into induction processes for all staff	People & Culture	Prior to Release of Review Report	Aug-23	**Complete**	The 'Valuing our Volunteers' online module has been launched. The module helps participants to: define the concept of volunteers, volunteering and volunteerism as it applies in CFA, describe the role that volunteer members play, describe the everyday practices that support how we effectively engage with volunteers and describe the collective action we can take to apply CFA's values in a volunteer-centred organisation.
		2.3.2 Ensure that practical and meaningful examples of applying the Volunteer Charter into practice are consistently included as part of the Behavioural Standards workshops.	People & Culture	Prior to Release of Review Report	Embed into BAU by Jun-26	**Complete**	Greater emphasis on the Volunteer Charter has been incorporated into the design and structure of the Behavioural Standards Workshops.
		2.3.3 Include practical and meaningful examples of applying the volunteer charter into practice as part	People & Culture	Jan-23	Dec-24	**In Progress - on track**	Work is underway to review the design and delivery of the Commander induction program (refer to action item 3.2.2). This may include embedding Behavioural Standards workshops into the Commander induction

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		of the CFAs Commander induction and commander program					program to provide incoming commanders with greater understanding of the volunteer charter and what it means to work in a volunteer environment.
		2.3.4 Confirm Volunteer Charter displayed in every Fire station, District office and HQ building	Service Delivery	Jan-23	Dec-23	Complete	While there is no formal mechanism for documenting that the Volunteer Charter has been displayed in each of CFA's 1230 buildings, each of the DCOs has reported a high level of confidence that this has occurred
		2.3.5: Confirm Volunteer Charter is appropriately referenced in the Brigade Management Manual (and update as required)	Operational Performance & Capability	Jan-23	Jun-23	Complete	This action is now complete as the Volunteer Charter has been incorporated into the Brigade Management Manual in the CFA Governance section
		2.3.6 Ensure the Volunteer Charter is referenced in the CFA Policy Framework and the standard processes for consultation in the development of new/ revised policy statements	Governance, Legal & Risk	Dec-22	Mar-23	Complete	Consultation requirements outlined in CFA Policy and Doctrine Governance Policy approved in September 2023 and found on CFA's Policy Library
		2.3.7 Create a set of resources to assist districts with developing and building members understanding of the core principles of the Volunteer Charter and Volunteer obligations contained within the Charter	Operational Performance & Capability	Jul-23	Jun-24	Complete	As stated in the comments against action 2.3.1, the 'Valuing our Volunteers' module has been launched and can be accessed by members to build a greater understanding of the core principles of the Volunteer Charter and the obligations contained within the Charter.
	2.4 Enhancing and expanding training opportunities to support best practice across the organisation (in communicating and applying values and behaviours)	2.4.1 Develop, deliver and report against a revised schedule to scale-up delivery of Behavioural Standards workshops	People & Culture	Jan-23	Nov-23	In Progress - behind schedule	Behavioural Standards have continued to be rolled out by People & Culture Business Partners. Revised format has enabled delivery to larger numbers at Group level or combined brigades. Further options for delivering a revised, scaled-up schedule of behavioural standards workshops are currently being explored for delivery post fire season.
	2.5 Working with ACFOs and Commanders to set clear priorities in their roles to support the	2.5.1 Identify & Articulate role of ACFOs and Commanders in: socialising the plan, enabling its	Office of the CEO & CO	Jul-23	Dec-23	In Progress – behind schedule	Planning is underway to incorporate greater clarity on the role that ACFOs and Commanders play in socialising progress reports and enabling the delivery

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	implementation of the plan for organisational change (outlined in Recommendation 1) and the role of all members of CFA	delivery, socialising progress reports/updates and, feeding back to HQ how the plan and related actions are being received					of the implementation plan into the induction process (as part of action 3.2.2).
		2.5.2 Embed into Chief Officers Annual Expectations of Districts to 'lead cultural and organisational reform of the CFA'	Office of the CEO & CO	Nov-22	Dec-22	**Complete**	
	2.6 Incorporating into the current review of the recognition scheme for volunteer members of CFA, a process which is consistently applied to all members, and which enables nominations by local communities, includes assessment input by volunteer CFA members, and which builds local and less formal recognition processes at the community level	2.6.1 Scope review with Executive and Honours and Awards Committee	Support Services	Jul-23	Sep-23	**In Progress - behind schedule**	Proposal to discontinue Spirit of CFA awards as a separate Awards program and explore options for integration as part of CFA's formal honours and awards program. Proposed scope of Honours and Awards review to go to Honours, Awards and Remembrances Committee in June.
		2.6.2 Undertake Review and report findings to Executive and Honours, Awards & Remembrance Committee, and implement agreed recommendations	Support Services	Oct-23	TBD (once scope of review known)	**In Progress - behind schedule**	Per the comments provided against action 2.6.1, the proposed scope of the Honours and Awards review will be tabled with the Honours, Awards and Remembrances Committee in June.
	2.7 Increasing leadership of Board members in endorsing the values and standards of CFA including ensuring alignment with the values and standards of CFA on selection as well as alignment with the Victorian Government Guidelines on diversity and inclusion in recruitment and appointment processes including application of the Victorian	2.7.1 Incorporate increased visibility of Board to Members into the 2023 Annual Board Work Plan	Governance, Legal & Risk	Oct-22	Dec-22	**Complete**	
		2.7.2 Review Board and Board Committee Member on-boarding material and update as required to ensure CFA values and VGG D&I are embedded throughout	Governance, Legal & Risk	Nov-22	Jun-23	**Complete**	
		2.7.3 Map existing Board skills and diversity against the Victorian Governments	Governance, Legal & Risk	Nov-22	Jan-23	**Complete**	The Skills and Diversity Matrix was endorsed as part of the Board Effectiveness Review in March.

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	Government's Board skills and diversity matrix template	board skills and diversity matrix template					
	2.8 Developing formalised and regular engagement opportunities at senior levels of CFA with the VFBV to ensure mutual understanding of the work of CFA and transparency and communication about how this engagement is incorporated by the management of CFA	2.8.1 Review, in consultation with VFBV, the terms of reference for the CFA-VFBV Joint Consultative Committees, including CFA's membership	Strategic Services	Prior to Release of Review Report	Apr-23	**Complete**	A standard Terms of Reference was finalised. Centralise and additional secretariat support for Committees is provided by CFA.
		2.8.2 Ensure that the CFA Engagement Framework (and its constituent documents) appropriately recognises the Volunteer Charter and the role and importance of meaningful engagement with VFBV	Communications & Stakeholder Relations	Jan-23	Apr-23	**In Progress - behind schedule**	The overarching CFA Engagement Framework is still in draft form and is in review with the Volunteer Sustainability team. The Volunteer Engagement approach is still being finalised by the Volunteer Sustainability team. Both documents will be published on the CFA website and Members Online when finalised.
		2.8.3 In communications to CFA staff, ensure the obligations for appropriate consultation with VFBV are more strongly profiled	Communications & Stakeholder Relations	Feb-23	Embed into BAU by Jun-26	**In Progress - behind schedule**	Per 2.8.2, the obligations to adequately consult with VFBV are being addressed in the CFA Engagement Framework and Volunteer Charter, which are both in review with the Volunteer Sustainability team.
		2.8.4 Ensure that the CFA Project Management Framework properly embeds VFBV as a key stakeholder group in program and project development and delivery	Strategic Services	Jan-23	Apr-23	**Complete**	The need to recognise VFBV as a key stakeholder group has been identified and embedded in the Project Management Framework (policy section 3 (5)). The stakeholder engagement guide has also been updated, prompting project managers to consider volunteers and, where appropriate, consulting a representative from VFBV during stakeholder analysis.

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Recommendation 3: Ensure effective support to Assistant Chief Fire Officers (ACFOs), Commanders, Brigade Management Teams (BMTs) and Group Officers: FRV Secondees are supported to provide the critical middle management expertise to achieve the strategic objectives of CFA	3.1 Development of Volunteer Consultative Committees at the District levels which reflects the diversity of the community, and which is used as the avenue for engagement from Brigades to CFA Headquarters	3.1.1 Establish working group to determine the best model for ensuring inclusive and effective consultation occurs consistently across the State	Operational Performance & Capability	Mar-23	Sep-23	In Progress - behind schedule	The Volunteer Engagement Approach is currently in draft form and will set the principles for any future working around Volunteer Consultative Committees. The Volunteer Engagement Approach is monitored The Volunteer Engagement Approach will be consulted on through BAU advisory committees, including JCCs and potentially DPCs with a view to have a final approach by April.
	3.2 Ensuring that ACFOs and Commanders are welcomed, inducted and supported in their roles within CFA, to support the values, ethos of volunteerism and to understand how to develop a volunteer friendly culture within CFA	3.2.1 Engage with substantive (permanently seconded) and acting (temporary secondees) ACFOs and Commanders to understand current barriers to feeling welcomed and embedded within CFA, and their ability to support volunteerism and lead a volunteer friendly culture e.g. access to systems, information, training & development etc	Operational Performance & Capability	Jan-23	Jun-24	In Progress - on track	ACFOs and Commanders have been engaged about their experiences during induction activities. Incoming ACFOs and Commanders continue to provide feedback that further changes are needed to maximise the benefits associated with the investment and time associated with the induction process. The Workforce Planning Working Group has undertaken to review and assess the induction process.
		3.2.2 Confirm and review existing induction processes and materials is currently available to ACFOs and Commanders	People & Culture	Jul-23	Dec-23	In Progress - behind schedule	Some changes have been made to improve the induction and development program. However incoming ACFOs and Commanders continue to provide feedback that further changes are needed to get the greatest return on the investment and time associated with the induction process. Per the update against action 3.2.1, the Workforce Planning Working Group has undertaken to review the induction process to ensure that it is fit for purpose.
		3.2.3 Engage with FRV to build FRVs understanding of CFAs needs in this space, and work collaboratively to support FRV to develop effective mechanisms to promote the opportunities	People & Culture	Prior to Release of Review Report	Embed into BAU by Jun-26	In Progress - on track	An initial capability statement and draft success profiles have been developed and articulate development pathways to set seconded employees up for success when working in a volunteer context. The Success profiles for secondees and commanders are with FRV for review.

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		available to their staff as CFA secondees, and ensure appropriate development pathways to support their employees to succeed within a volunteer context under the secondment model					
	3.3 Reviewing the current regional and district support to BMTs and Group Officers, to ensure that their needs are being addressed and that they are able to work with their communities effectively	3.3.1 Identify and communicate existing support and resources available to BMTs and Group Officers and communicate how they can access these	Service Delivery	Jul-23	Jun-24	**Not Started - behind schedule**	Communication of available support and resources will be conveyed to BMTs and GOs as part of the updates to the BMM in the next 6 months.
		3.3.2 As part of the operating model review, undertake an organisational RACI to ensure roles and responsibilities are aligned to the new operating model	Strategic Services	TBD as part of the Operating Model Review	TBD as part of the Operating Model Review	**Not Started - as per schedule**	
	3.4 Addition of training, particularly for BMT members, Group Officers and District and Regional members, which incorporates a focus on the development of leadership attributes, managing teams, conflict resolution, and difficult conversations	3.4.1 Deliver the Volunteer Leadership Development Project	People & Culture	Jul-22	Jun-25	**In Progress - on track**	The VLD Project continues to assess training opportunities to provide to BMT members and currently facilitates several course offerings, including Leadership Essentials, the Captain's Peer Mentoring Program, Women's Mentoring Program and Certificate IV in Leadership and Management.
	3.5 Ensuring that access to training is equitable, and where members have not been able to access training, they are able to seek a review of the decision	3.5.1 Develop a comprehensive technical capability framework	Operational Performance & Capability	Prior to Release of Review Report	Dec-23	**In Progress - behind schedule**	The development of the technical capability framework is dependent on the completion of the Operating Model Review will need to be closely aligned to TEHP work. There are also linkages with the leadership capability framework and Interdependencies between OP&C and P&C have been identified and are being managed.

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		3.5.2 Develop a comprehensive leadership capability framework	People & Culture	Prior to Release of Review Report	Oct-23	In Progress - behind schedule	Draft Success Profiles will be tabled with the Volunteer Leadership Development Program Steering Committee and DCO forum in May. These Success Profiles will form the basis of a comprehensive leadership capability framework.
		3.5.3 Develop training pathways for operational roles for staff and volunteers	Operational Doctrine & Training	Prior to Release of Review Report	Sep-23	In Progress - behind schedule	The Operational training Pathway is in draft form and undergoing consultation.
		3.5.4 Identify and review existing processes for publicising training changes to Regions for delivery	Operational Doctrine & Training	Prior to Release of Review Report	Jun-23	Complete	The Training Governance committee recently oversaw and signed off on a review of key processes around the development of training workplans and priorities.
		3.5.5 Regions and Districts to identify best practice for the promotion of upcoming training courses and training schedules and review and update their own processes accordingly	Service Delivery	Jul-23	Jun-24	In Progress - on track	Promotion of training courses and training schedules have been reviewed. A calendar with training opportunities for the coming 6 months is updated and published on Members online every 6 months and emailed to Brigade Training Coordinators. Currently, the scheduling, release and promotion of courses is quite ad hoc. As release shifts towards best practice, the intention is for scheduling and promotion to be done with greater regularity and a more consistent cadence.
		3.5.6 Regions and Districts to Identify and review existing processes for scheduling and enrolling into training, sharing best practice to enable equitable access for members to progress through training pathways	Service Delivery	Jul-24	Jun-24	In Progress - on track	Reviews are underway with new practices being adopted on the suggestion of the Women's Advisory Group and the Youth Advisory Group. These include introducing women's only training days and introduction of more female trainers.
		3.5.7 Identify and review existing processes for scheduling, publicising and enrolling into professional development programs	People & Culture	Dec-22	Feb-22	Complete	
		3.5.8 Develop operational doctrine that clarifies skills maintenance and skills	Operational Doctrine & Training	Jan-23	Jun-24	In Progress - on track	The ODT team is in the process of re-developing SOP 6.04, 'Development and Maintenance of Firefighter Skills'. Development and consultation for training

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		refresher requirements for operational roles					pathways is underway and will inform maintenance requirements for operational roles.
		3.5.9 Develop operational doctrine for operational endorsements	Operational Doctrine & Training	Jan-23	Jun-24	**In Progress - on track**	As with 3.5.8, development and consultation for training pathways is underway and will inform operational endorsements.
		3.5.10 Implement, review and maintain a quality management system and related training policies to guide training matters	Operational Doctrine & Training	Prior to Release of Review Report	Embed into BAU by Jun-26	**In Progress - on track**	The Operational Doctrine & Training team are developing a training policy to support the ongoing quality and management of training activities. Once approved, this training policy will provide the structure and guidance for Quality Management System (QMS) activities, including validation activities, internal audit, calendar of events, Language, Literacy and Number (LLN) implementation etc.
		3.5.11 Develop course requirements - including pre-requisites where relevant	Operational Doctrine & Training	Jan-23	Embed into BAU by Jun-25	**In Progress - on track**	The draft Operational Training pathway has developed course requirements and pre-requisites (where relevant). The pathway is undergoing consultation.
		3.5.12 Develop a decision-making framework to guide and inform training requests and approvals and reviews of such requests	Service Delivery	Oct-23	Mar-24	**In Progress - on track**	Currently there are responsible and accountable owners identified against the training request, approval and review process, although further work needs to be done to provide formal guidance in the form of a decision-making framework.
Recommendation 4: Continue to improve the process for issues management: increase transparency and share Right Environment initiatives and achievements more broadly to build confidence in the future of complaint handling and	4.1 Continuing to build the transparency and accountability of complaints, through reporting of numbers, timeliness of process and final outcomes. This reporting should be published in aggregate for members, with appropriate protections for confidentiality, including anonymised case studies to build the understanding of breaches and consequences	4.1.1 Confirm reporting capabilities of current complaints management system	People & Culture	Nov-22	Dec-22	**Complete**	Initial work was completed but further refinements will be ongoing as required.
		4.1.2 Develop & Pilot reporting framework (including development of a report for publication to members) with Executive and Senior Leadership Group	People & Culture	Sep-22	Jan-23	**Complete**	Initial work was completed but further refinements will be ongoing in response to information meetings.
		4.1.3 Develop and implement mechanism for sharing report with members and publish twice yearly (January and July)	People & Culture	Jan-23	Embed into BAU by Jun-26	**In Progress - on track**	The Implementation Plan Progress Report will update members on key activities that are underway for the period to March 2024 with a view to publish a second progress report later in the year.

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dispute resolution and to prevent harm to participants in the processes: FRV Secondees are supported to provide the critical middle management expertise to achieve the strategic objectives of CFA	4.2 Developing support for local resolution of conflict, through training and organisational support at the BMT, Group Officer, ACFO and Commander level, to prevent the unnecessary escalation of complaints, and to address vexatious complaints where appropriate	4.2.1 Identify existing support, resources and training within each Region	People & Culture	Nov-22	Jan-23	**Complete**	
		4.2.2 Assess existing support resources for quality, consistency, and best practice, identify gaps and develop a toolkit	People & Culture	Jan-23	Jun-23	**In Progress – behind schedule**	The resolution support toolkit has been developed and is undergoing consultation.
		4.2.3 Develop and launch a communications and engagement plan to build and maintain awareness of the toolkit	People & Culture	Jul-23	Dec-23	**In Progress – behind schedule**	A communications and engagement plan has been developed to build and maintain awareness of the toolkit.
	4.3 Ensuring that Human Resources Business Partners (HRBPs), ACFOs and Commanders are clear about their responsibilities and accountabilities in dealing with complaints in a timely manner, and are provided with training and support to fulfill their role	4.3.1 Clearly articulate the complaints management procedures in a process map that identifies and explains the roles and responsibilities of all parties involved	People & Culture	Prior to Release of Review Report	Jan-23	**In Progress - behind schedule**	A draft process map has been developed, but needs to be tested and validated.
		4.3.2 Communicate and socialise the complaints management process map to all members	People & Culture	Jan-23	Dec-23	**In Progress - behind schedule**	A communications and engagement plan is being drafted to support the socialisation of the complaints management process map.
		4.3.3 Review HRBP Position Descriptions and update to include responsibility and accountabilities where required	People & Culture	Prior to Release of Review Report	Oct-22	**Complete**	
		4.3.4 Include responsibilities for complaints management in the Chief Officer's Annual Expectations of Districts	Office of the CEO & CO	Nov-22	Dec-22	**Complete**	
		4.3.5 Engage with FRV to ensure ACFO and Commander responsibilities and accountabilities are clearly communicated and understood as part of the	People & Culture	Prior to Release of Review Report	Jun-24	**In Progress - on track**	Success profiles for ACFO and Commander roles currently with FRV and UFU for approval and sign off.

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		selection and appointment process					
	4.4 Continuing to apply a specific framework to address the current backlog of complaints, in order to bring these matters to culmination ensuring that members can access information about the clearing of the backlog of complaints and the outcomes achieved	4.4.1 Case manage legacy complaints to closure	People & Culture	Prior to Release of Review Report	Jun-22	Complete	
	4.5 Developing a framework for decision-making and any interventions relating to addressing vexatious complaints	4.5.1 Research current frameworks and best practice	People & Culture	Nov-22	Mar-23	Complete	
		4.5.2 Develop framework, informed by best practice	People & Culture	Apr-23	Sep-23	In Progress - behind schedule	Proposed framework for managing vexatious complaints has been developed and received feedback via the policy bulletin board. The proposed framework is now with VFBV for further feedback with a view to finalise the framework by mid-2024.
		4.5.3 Implement framework	People & Culture	Oct-23	Dec-23	In progress – behind schedule	Once consultation has been finalised, the framework will be socialised and embedded.
		4.5.4 Review framework periodically to ensure it is effective and suitable to CFA and continues to reflect best practice	People & Culture	Jun-24 and Jun-26	Jul-24 and Jul-26	Not Started - as per schedule	Due to commence in June 2024
	4.6 Building an engagement strategy to ensure that members are aware of the processes, procedures and protections in place (including changes made as a result of this Review)	4.6.1 Develop engagement strategy and communications plan	People & Culture	Jan-23	Mar-23	In Progress - behind schedule	An engagement strategy and communications plan to support the socialisation of the framework is in draft form.

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Recommendation 5: Increase the avenues for conflict resolution: continue to explore other ways to address conflict and disputes by exploring mechanisms for a) identifying issues and b) more effectively and flexibly dealing with unresolved complaints	5.1 Instituting appropriate, best practice anonymous complaints avenues to increase channels for making a disclosure and to also inform CFA about adverse behaviour as it occurs	5.1.1 Conduct research into how other organisations have implemented anonymous complaints channels to identify best practice and develop Core Business Requirements for CFAs anonymous complaints system and process	People & Culture	Oct-22	Jan-23	Complete	
		5.1.2 Confirm if existing complaints management module has the capability for submission and management of anonymous complaints	People & Culture	Sep-22	Dec-22	Complete	
		5.1.3 Subject to outcome of 5.1.2 either: Assess the capabilities of the current system against the core business requirements identified in 5.1.1 or, Identify alternative systems and assess against the core business requirements identified in 5.1.1 and develop a business case for implementing an appropriate technical solution to support and enable anonymous complaints	People & Culture	Feb-23	May-23	Complete	
		5.1.4 Implement and communicate anonymous complaints process	People & Culture	Jun-23	Oct-23	In Progress - behind schedule	People Experience team are in a procurement process for a new provider. An interim measure is in place.
	5.2 Ensuring regular organisational climate surveys are undertaken and include all members of CFA to collect data on	5.2.1 Design a Net Promoter Score style process to gauge member experience of behaviours at CFA	People & Culture	Apr-24	Jun-24	In progress – on track	An options paper exploring possible uses of a Net Promoter Score across the member lifecycle is being drafted.

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	those adverse behaviours which are not formally reported, and then to report back on action that will be taken in response to the surveys	5.2.2 Implement and embed developed Net Promoter Score style process - including regular reporting to members on continuous improvements activities to improve member experiences	People & Culture	Jul-24	Nov-24	**Not Started - as per schedule**	Due to commence in July 2024
		5.2.3 Identify existing metrics from People Matters Survey and VFBV's Volunteer Welfare and Efficiency Survey that can be used as cultural indicators to measure improvements in member experience over time	Support Services	Nov-22	Jan-23	**Complete**	
	5.3 Focusing on local resolution by piloting new models of local resolution panels, with clear operational guidance to ensure consistency with CFA regulations, comprised of volunteers and independent expertise (where required) to address issues that may be mediated to resolution at the local level	5.3.1 Identify new/best practice models that are suitable to be piloted	People & Culture	Jul-23	Sep-23	**Complete**	Best practice models for local resolution were articulated as part of the resolution support toolkit.
		5.3.2 Establish formal pilot/s of new practices identified in action 5.3.1 - including framework for assessing and evaluating pilot/	People & Culture	Oct-23	Jun-24	**In progress – on track**	Local resolution practices will be explored as part of the release of the resolution support toolkit.
		5.3.3 Review outcome of pilot/s against the assessment and evaluation framework and make a recommendation for next steps as appropriate	People & Culture	Jul-24	Sep-24	**Not Started - as per schedule**	Due to commence July 2024
	5.4 As part of the scheduled 2024 review of the Regulations, ensuring alignment with changes arising from this Review and the Right Environment initiatives. To ensure that the Regulations are modernised to apply	5.4.1 Embed into Terms of Reference and Scope of the 2024 Regulations Review	Governance, Legal & Risk	Oct-22	Dec-22	**Complete**	

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	processes in a timely and flexible manner particularly in the areas of definitions, penalties, how procedural fairness is protected and how a 'human-centered' complaints process can continue to be built within CFA						
Recommendation 6: Continue to improve the focus on health and wellbeing: health and wellbeing systems including support, are comprehensive, accessible and regularly checked to ensure they are working well	6.1 Further development of the peer support program to ensure that it is consistently available to all members for operational and non-operational advice and support	6.1.1 Identify opportunities to further develop the peer support program and engage and consult with members to validate those development opportunities that will be of most value to members	Health, Safety & Wellbeing	Jan-23	Sep-23	Complete	Implemented the 2018 Phoenix Australia Review recommendations which assessed the development of the Peer Program against best practice guidelines. The review process included member consultation. · Introduced a Corporate Peer team in 2021 that focuses on non-operational staff support. · Annual recruitment and training of new Peers occurs focusing on areas where there is less service provision. · Updated of Wellbeing Services Awareness Package delivered Brigades by Peers to promote wellbeing services.
		6.1.2 Review current accessibility to peer support program to identify inconsistencies	Health, Safety & Wellbeing	Jan-23	Jun-23	Complete	Introduced an early notification system in 2021 which ensures that Peers are activated following all potentially traumatic events to ensure access by operational members. A Potential Exposure to Traumatic Events Tracker is in development will further promote greater access to wellbeing services by targeting service offerings to the locations with the greatest level of exposure to potentially traumatic events. Promotional material on wellbeing services has been sent to all CFA brigades and locations. Induction videos developed for new members and their families promoting wellbeing services including peer support. Analysis of de-identified peer support data to identify 'cold spots' where there is limited service provision to be followed by targeted promotion of the service
		6.1.3 Develop a proposal for executive (and business case, if necessary) to	Health, Safety & Wellbeing	Oct-23	Dec-23	Complete	Review of completed and proposed improvements to the Peer Support program delivered to the HSEW Management Committee

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		implement improvements identified from actions 6.1.2 and 6.1.3 (within budgetary constraints)					
	6.2 Annual audit of all support services that impact on the member experience to ensure member feedback on efficacy and effectiveness and use of those services, and publish this with a response to any changes that will be made following the audit	6.2.1 Inline with Action 5.2.1, ensure the Net Promoter Score style process also measures member experience of specific support services, specifically the provision of health and wellbeing services	Health, Safety & Wellbeing	Apr-24	Jun-24	**Not Started - as per schedule**	Due to commence April 2024 A future survey conducted through partnership between HS&W and P&C will look to explore member experience of support services
		6.2.2 Inline with Action 5.2.2, ensure the implementation the Net Promoter Score style process to also measures member experience of specific support services, specifically the provision of health and wellbeing services	Health, Safety & Wellbeing	Jul-24	Nov-24	**Not Started - as per schedule**	Due to commence in July 2024 A future survey conducted through partnership between HS&W and P&C will look to explore member experience of support services
	6.3 Collecting information from Brigades on post incident debrief and whether members have sought help from the health and wellbeing service and if there are barriers to accessing this service and if so, address these barriers	6.3.1 Research best practice for obtaining data on uptake of, and access to wellbeing services	Health, Safety & Wellbeing	Apr-23	Sep-23	**Complete**	A CFA Psychologist has undertaken research into best practice in obtaining data on uptake and access issues.
		6.3.2 Informed by best practice, design and implement a process to monitor/track up-take of health and wellbeing services and capture reasons for not accessing wellbeing support services	Health, Safety & Wellbeing	Oct-23	Mar-24	**Complete**	Review process and action plan was endorsed by the HSEW Management Committee in January 2024
		6.3.3 Review data captured from action 6.3.2 and implement appropriate actions to address any barriers identified	Health, Safety & Wellbeing	Apr-24	TBD	**In Progress - on track**	The action plan endorsed by the HSEW Management Committee is underway and review of associated data is ongoing.

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		.6.3.4 Periodically monitor up-take of, and access to wellbeing services to reduce and remove known barriers, and any new/emerging barriers	Health, Safety & Wellbeing	Apr-24	(once 6.3.2 completed)	Not Started - as per schedule	Due to start in April 2024
Recommendation 7: Increase diversity and inclusion across all levels: recruit, retain and create a safe environment for all its members comprehensive, accessible and regularly checked to ensure they are working well	7.1 Bringing a strategic approach to its diversity and inclusion programs, that is consistently understood across Victoria. The approach needs to clearly identify where the requirements and accountabilities for the success lie and include clear outcomes that are built into reporting, performance development plans and inform training and engagement	7.1.1 Finalise development of D&I Strategy	People & Culture	Prior to Release of Review Report	Dec-22	Complete	
		7.1.2 Develop a D&I Communication and Engagement Plan that identifies targeted, appropriately timed messages and delivery channels. Ensure activities are coordinated across regions and districts	People & Culture	Jan-23	Aug-24	In Progress - on track	A D&I Communication and Engagement Plan is being developed. Meetings between D&I team, Culture Review Project team and internal comms specialists are underway to build out a plan in the coming months.
		7.1.3 Continue to support CFA recognised D&I awareness days with a rotating schedule of events highlighting each diversity area and featuring visible leadership support	People & Culture	Prior to Release of Review Report	Embed into BAU by Jun-26	In Progress - on track	D&I awareness days continue to be supported by the Executive leadership team.
		7.1.4 Embed D&I material into existing development programs including induction and leadership development	People & Culture	Jul-23	Dec-24	In Progress - on track	The incorporation of D&I material into existing development programs is underway. Gender impact assessments are also in train to support changes to these programs.
		7.1.5 Embed diversity and inclusion statement into the Volunteer Recruitment Process to ensure we are communicating our commitment to a safe and inclusive culture and our expectation that members will behave in accordance with our values	Operational Performance & Capability	Feb-23	Jun-23	Complete	The diversity and inclusion statement calling on members to "Act in a manner which demonstrates a commitment to CFA Inclusion and Fairness policies, procedures and regulations" has been embedded in recruitment process for both staff and volunteers.

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		7.1.6 Diversity and inclusion KPIs inserted into performance plans of leaders and achievement rates are monitored and reported on annually to Executive and Board	People & Culture	Sep-22	Jun-23	In Progress - behind schedule	D&I KPIs have been embedded in performance plans for managers and people leaders.
		7.1.7 Provide D&I training for all CFA people leaders to address unconscious bias and increase knowledge of inclusive practices	People & Culture	Prior to Release of Review Report	Embed into BAU by Jun-26	In Progress - on track	Development of D&I training for leaders underway with view to descope unconscious bias component for the interim.
	7.2 Encouraging districts to develop localised approaches to support diversity and inclusion, including mechanisms such as diversity and inclusion sub-groups, local community engagement and awareness activities with schools and other emergency services, investment in youth and common understandings of the safety requirements for young people, including compliance with Child Safety Standards such as Working with Children Checks	7.2.1 Ensure D&I Framework and actions are incorporated into District, Region, and Department and Portfolio business plans and there is congruence and interconnectedness between these	People & Culture	Apr-23	Jun-23	In Progress - behind schedule	Incorporating the D&I framework into business plans is dependent on the development of a D&I impact assessment and governance framework. The development of a D&I impact assessment and governance framework is underway.
		7.2.2 Create D&I Standards and incorporate into Brigade Inspection Processes to encourage regular review	People & Culture	Jan-24	Dec-25	In Progress – on track	The process of creating D&I standards to incorporate into Brigade Inspection Processes is underway, with a focus on the need to consider a feasible and sustainable model for brigades.
		7.2.3 Diversity and Inclusion Council representative to be included in District Planning Committees	People & Culture	Jan-23	Dec-23	In Progress - behind schedule	Appointment of D&I Council representative is dependent on the development of the D&I impact assessment and governance framework. The development of a D&I impact assessment and governance framework is underway.
	7.3 Encouraging diversity at the leadership level, with clear targets relating to diversity and inclusion for professional, technical and administrative (PTA) staff and suggested approaches for BMT and Group Officers which highlight and celebrate	7.3.1 Continue to deliver and further develop Captains Mentoring, Women's Challenge Camps, Women's Captain Forum and Women's Leadership Mentoring programs	People & Culture	Prior to Release of Review Report	Embed into BAU by Jun-26	In Progress - on track	This work is ongoing – the Women in Leadership mentoring 2023 pilot program was finalised and the 2024 cohort was launched.
		7.3.2 Use community profile data to establish baseline and targets for	People & Culture	Jan-24	Dec-25	In Progress – on track	Work to progress this action item has commenced with key SMEs coming together to identify available community profile data and gaps.

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	success and positive outcomes	improving diversity and Introduce quarterly reporting on diversity and inclusion data to Executive Committee and Board					
	7.4 Ensuring that the principles of the Gender Equality Action Plan are incorporated and underpin the Diversity and Inclusion Plan	7.4.1 Review GEAP and D&I Framework and Action Plans to ensure GEAP and D&I Framework and Implementation Plan are aligned and that the D&I Framework builds on the GEAP	People & Culture	Prior to Release of Review Report	Dec-22	**Complete**	
		7.4.2 Work with Commissioner for Gender Equality in the Public Sector to undertake a gender equality audit with volunteer data to further identify gaps and opportunities	People & Culture	Dec-22	Dec-23	**IN Progress – Behind Schedule**	CFA has provided volunteer data to Gender Equality Commission and is seeking further engagement with Commission re: potential audit approach as the approach Commission applies to paid staff is not considered suitable by CFA. Awaiting further engagement with Commission to determine next steps and options. .
Recommendation 8: Increase measurement of cultural change: BMT's are supported in their endeavours and clear about their accountability There should be regular audits of Brigades to identify structural, system and intangible barriers to improving culture and to identifying	8.1 Consideration of the physical facilities and how these are conducive to and welcoming of diverse communities	8.1.1 Develop an understanding of good practice for physical facilities to be welcoming and safe to culturally diverse communities	Infrastructure Services	Jun-23	Aug-23	**In Progress - behind schedule**	CFA is working in partnership with CSBA to progress this action item and has undertaken a desktop assessment of applicable standards to inform guidelines for CFA work locations. The infrastructure services team has also liaised with industry counterparts to establish expectations for government facilities.
		8.1.2 Establish minimum standards for new CFA physical facilities, by type e.g. District Offices, HQ, Fire Stations, Satellite stations etc	Infrastructure Services	Aug-23	Mar-24	**In Progress - behind schedule**	The infrastructure services team has commenced a desktop assessment of physical facilities with toilet facilities at CFA fire stations noted as an initial priority. A central register of amenities at CFA fire stations has been created to assist in this work.
		8.1.3 Develop (a long term) capital plan for bringing existing facilities due significant major refurbishments up to minimum standard	Infrastructure Services	Apr-24	Sep-24	**Not Started - as per schedule**	Due to commence in April 2024

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supports to make necessary changes		8.1.4 Refurbishments and refits of CFA facilities are reviewed for diversity and inclusion outcomes	Infrastructure Services	Jul-23	Embed into BAU by Jun-26	**In Progress – on track**	As part of broader work occurring for actions 8.1.1 and 8.1.2, work is underway to establish minimum standards for physical facilities including washrooms and change areas. Work is also in progress to inform how we might monitor and track compliance of CFA physical facilities with these standards.
		8.1.5 Continue to seek government support for improved facilities	Infrastructure Services	Prior to Release of Review Report	Continues as Required	**In Progress - on track**	Existing, and continual activity as required
	8.2 Reports of issues that have been successfully managed locally and outcomes achieved	8.2.1 Develop a mechanism for recording issues managed locally and the outcomes achieved	People & Culture	Sep-22	Dec-22	**Complete**	Local issues are recorded in CFA's case management system (LawVu).
		8.2.2 Share successfully managed local issues as (de-identified) case studies e.g. embed into training on how to manage conflict, difficult conversations etc. share as best practice via knowledge sharing platforms and forums etc	People & Culture	Jan-23	Embed into BAU by Jun-26	**In Progress - on track**	Potential case studies are being identified by the People Experience team and will be socialised as part of the broader communication and engagement plan for vexatious complaints and anonymous complaints.
	8.3 Identification of adherence to recruitment and induction processes	8.3.1 Review and update as required, volunteer recruitment and induction policy and processes	Operational Performance & Capability	Prior to Release of Review Report	TBD (once scope for second phase of VRH is known)	**In Progress - on track**	The Volunteer induction policy is still being developed as part of work that is being done in the Volunteer Recruitment Hub. Allowing time for consultation, this is likely to be done by the end of the year.
		8.3.2 Establish mechanisms for monitoring compliance with volunteer recruitment and induction policy and processes	Operational Performance & Capability	Jul-23	Embed into BAU by Jun-26	**In Progress - on track**	This action is dependent on item 8.3.1. The intention is to monitor compliance with volunteer recruitment and induction policy and processes through the LMS.
		8.3.3 Undertake a regular review of, and report on, compliance with volunteer recruitment and induction policy and process	Operational Performance & Capability	TBD once 8.3.2 completed	Embed into BAU by Jun-26	**Not Started - as per schedule**	Dependent on greater progress of 8.3.2
		8.3.4 Review and update as required recruitment and	People & Culture	Mar24	Aug-24	**In Progress – on track**	The recruitment procedure has been published and review of the induction policy to be completed in coming months

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		induction policy and processes for staff					
		8.3.5 Establish mechanisms for monitoring compliance with staff recruitment and induction policy and processes	People & Culture	Mar24	Aug-24	Complete	Mandatory induction modules are now monitored for completion by senior managers via monthly HR Metrics Dashboard reporting and reported to Executive, we are also making updates to our Recruitment, Selection and Appointment procedure to provide more detailed requirements for panel composition and approval processes - these changes are pending final approval.
	8.4 Training outcomes and any issues arising	8.4.1 Track and report on the number of issues that are managed locally (as an indicator of how effectively behavioural standards workshops and actions 4.2.3 and 4.3.1-4.3.4 are driving behavioural changes and improvements to issue management	People & Culture	Jan-23	Embed into BAU by Jun-26 (as part of 4.1.5)	In Progress - on track	This is now being managed on a BAU basis as part of the Complaints Dashboard out of LawVu
Recommendation 9: Increase collaboration across Victorian fire services: continue to foster and engender collaboration and partnership with other fire services and wider Victorian emergency services	9.1 Explore joint training opportunities for all CFA members with FRV and Forest Fire Management Victoria (FFM Vic)	9.1.1 Undertake stocktake within CFA to determine and document the level of joint exercise or drill activities already take place at brigade, district, group and/or region level.	Operational Response & Coordination	Jan-23	Jun-23	In Progress - behind schedule	DCO OR&C is working with ODT team looking into existing approaches to digitally capture joint exercises and or drill activities being undertaken at brigade and group level as often these local activities may not have visibility at District level. The accurate and timely capture of this data at district level through traditional methods via Operational Leadership roles has been impeded due to vacancies and multiple Commander and ACFO personnel moving through a number of these key positions.
		9.1.2 Following stocktake assess 'gap analysis' and opportunities by district for increasing joint exercise opportunities with FFM Vic and seek to develop an exercise plan as relevant to respective districts	Operational Response & Coordination	Jul-23	Dec-23	In Progress - behind schedule	Action 9.1.2 is dependent on 9.1.1, although the Chief Officer's Expectations of Districts articulate an expectation to increase joint exercise opportunities with FFM Vic. The Planned Burn Task Force EOI process allows for enhanced participation in planned burning, albeit these are not always conducted with FFMV.
		9.1.3 Following stocktake assess 'gap analysis' and opportunities for increasing	Operational Response & Coordination	Jul-23	Dec-23	In Progress - behind schedule	As with action 9.1.2, action 9.1.3 is partially dependent on 9.1.1, although the Chief Officer's 2023/24 District Statement of Expectations (4.3.2)

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		joint exercise opportunities with FRV and seek to develop an exercise plan as relevant to respective districts					articulates an expectation to increase joint exercise opportunities with FRV, understanding not all CFA Districts have FRV stations within them. As part of this process, the FSOC Doctrine sub-committee has finalised a draft interoperability procedure (IP) for joint exercising in order to enable greater opportunities for joint exercising, based on the risk-profile of a given area. This IP is now moving into each agencies consultative domains for further reviews.
		9.1.4 Following stocktake include in CFA Chief Officer's Expectations of Districts the requirement to consider opportunities for participating in joint exercises and drills where relevant to the needs of each district	Operational Response & Coordination	Jul-23	Dec-23	**Complete**	Expectations of Districts have been communicated and distributed by the Chief Officer.
	9.2 Explore joint community engagement strategies particularly in regional Victoria where FFM Vic or FRV operations work alongside CFA	9.2.1 CFA to continue to make a significant contribution to the AFAC Community Safety Group	Fire Risk, Research & Community Preparedness	Prior to Release of Review Report	Embed into BAU by Jun-25	**In Progress - on track**	CFA continues to contribute to the AFAC Community Safety Group. The Chair role has been transitioned from the Head of Community Preparedness to the Manager Planning and Governance.
		9.2.2 CFA to invite FFM Vic, FRV and other relevant agencies to jointly present to local councils on community engagement and community safety matters	Fire Risk, Research & Community Preparedness	Prior to Release of Review Report	Embed into BAU by Jun-26	**In Progress - on track**	CFA coordinate and host multiple opportunities for Municipal Fire Prevention Officers (MFPO) to improve their skills and knowledge in relation to bushfires. E.g. in 2023, CFA conducted MFPO induction training courses and assistant MFPO courses, voting both FFM and FRV to participate. CFA collaborated with representatives from EMV, RV, council representatives and Municipal Fire Prevention Officers (MFPO) to deliver joint forums covering: Emergency Management Planning Reforms, Overview of CFA Training (MFPOs and Fire Prevention Activities), Digital Permits (Presentation and Future Directions), Hoarding and At-Risk Groups, Safer Together Local Government Partnerships and Community Engagement Opportunities
		9.2.3 CFA to invite FFM Vic, FFRV and other relevant	Fire Risk, Research &	Prior to Release of	Embed into BAU by Jun-24	**In Progress - on track**	CFA continue to collaborate with FFM Vic and FRV, conducting monthly multi-agency online forums

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		agencies to collaborate on advocacy of items relating to community safety	Community Preparedness	Review Report			(known as the Coffee Club), to speak on fire prevention and mitigation programs and related topics
		9.2.4 CFA to invite FFM Vic, FRV and other relevant agencies to co-develop and implement community safety material, programs and campaigns	Fire Risk, Research & Community Preparedness	Prior to Release of Review Report	Embed into BAU by Jun-25	**In Progress - on track**	CFA collaborated with FRV to advocate and promote the benefits of enhanced smoke alarm systems. This joint advocacy led to funding for alarm systems in households.
		9.2.5 CFA to continue to make a significant contribution to the multi-agency partnership group for Community Engagement in Bushfire Mitigation	Fire Risk, Research & Community Preparedness	Prior to Release of Review Report	Embed into BAU by Jun-26	**In Progress - on track**	CFA participated in the Community Engagement group to progress several key actions, including CFA-FRV development of Neighbourhood Safer Places assessment, CFA-FRV collaboration on Bushfire Management Overlay and Bushfire Prone Area mapping.
	9.3 Continued dialogue with FRV with a focus on support for secondees within CFA, in relation to induction, understanding and fostering a volunteer ethos to ensure the ongoing growth and success of CFA volunteers consistent with Section 2A of the Fire Rescue Victoria Act 1958	9.3.1 CFA to propose Joint Working Group to develop a shared approach to preparing and inducting secondees to CFA	Office of the CEO & CO	Dec-22	Feb-23	**Complete**	Two sessions of the joint working group were held. A joint workforce development team has been stood up in place of the working group to bring adequate stewardship to improvement of preparing and inducting secondees to CFA.
	9.4 Work with other fire services to ensure high standards of training and knowledge about training that encompasses safety in operational settings	9.4.1 Continue to pro-actively engage with the AFAC collaboration network	Operational Doctrine & Training	Prior to Release of Review Report	Embed into BAU by Jun-23	**In Progress - on track**	AFAC Collaboration is continuing and has been enhanced within the last 6 months with further establishment of principles within the AFAC collaboration and active sharing of training packages where appropriate.
		9.4.2 CFA to use monthly Fire Services Operating Committee Training Sub-Committee as a forum to work with FRV on matters that pertain to the delivery of training using a secondee model, and to	Operational Doctrine & Training	Prior to Release of Review Report	Embed into BAU by Jun-24	**In Progress - on track**	CFA and FRV continue to meet bi-monthly to discuss ongoing and emerging issues in the support of training delivery for seconded FRV staff and CFA volunteers.

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		discuss any matters that may impact the delivery of training				In Progress	
		9.4.3 Continue to work with EMV on emergency learning and development matters regarding incident management training as a member of the EMV Learning and Development Committee	Operational Doctrine & Training	Prior to Release of Review Report	Embed into BAU by Jun-25	In Progress - on track	42 CFA members completed the IMT training during the July-Dec 2023. A full calendar of 46 level 2 IMT training courses for 2024 has been developed, including weekend run courses to meet our volunteers' needs.
		9.4.4 Continue to work with AFAC and the wider fire industry on matters relating to the Public Safety Training Package as a member on the AFAC Learning and Development Group	Operational Doctrine & Training	Prior to Release of Review Report	Embed into BAU by Jun-26	In Progress - on track	Ongoing dialogue per 9.4.1
		9.4.5 Develop, in collaboration with DELWP and FFMVic, a Victorian Bushfire Strategy for the joint planning and delivery of vegetation management and planned burning training packages	Fire Risk, Research & Community Preparedness	Jul-22	Jun-24	In Progress - on track	CFA has contributed to a draft Victorian Bushfire strategy that is ready to go to Cabinet. CFA has contributed to work led by DEECA to create a strategy for joint planning and delivery of vegetation management and planned burning training packages.
Recommendation 10: Invest in best practice Resource Management Systems: modernise human resource systems that support data collection, case management, analysis, reporting and decision-	10.1 Reviewing current Resource Management Systems, and putting in place new tools and systems that support best practice people management	10.1.1 Develop resource management system concept brief and submit for approval (Key Decision Point 1) to Finance & Budget Investment Committee	Information Communication Technology	Mar-23	Jul-23	Complete	Concept brief submitted and approved. The intention is for this design phase to be completed by the end of the FY24.
		10.1.2 Define Project Scope, background, and timelines	Information Communication Technology	Jul-23	Aug-23	Complete	The project scope, background and timelines have been developed to inform a final business case. In parallel, key personas have been identified and developed to explore the volunteer, staff member and community member experience.

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making to reduce the administrative burden that is experienced at ACFO, Commander and BMT management level mechanisms for a) identifying issues and b) more effectively and flexibly dealing with unresolved complaints		10.1.3 Assess capability of Success Factors (Victorian Government Preferred Supplier) against core business requirements	Information Communication Technology	Sep-23	Nov-23	Complete	A capability assessment has been undertaken of success factors and overseen by the Finance and Investment Budget Committee.
		10.1.4 Develop an evidence based-business case for submission to government as a funding request	Information Communication Technology	Sep-23	Nov-23	In Progress – behind schedule	An evidence-based business case is being developed and is expected to be completed by early June.
	10.2 Seeking investment from the Government to scope, build and implement a suitable technology platform to support best practice people management	10.2.1 Within the parameters of the annual Victorian Government state budget process, submit an evidence-based business case for consideration	Strategic Services	Nov-23	Apr-24	Complete	Strategic Services has discussed potential budget options for the design and delivery of a people management system with key representatives form Treasury and Justice. Following feedback, Strategic Services is looking into developing an alternative funding strategy for a system upgrade.