



Department of Environment, Land, Water & Planning

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Dear Mr Capp

Proposed new business model for the Forest, Fire and Region Group

I am writing to formally advise you of proposed organisational changes to parts of the Forest, Fire and Regions Group (FFRG) at the Department of Environment, Land, Water and Planning (DELWP). I understand that Mr Lee Miezis, Deputy Secretary, FFRG has discussed these proposed changes with both you and Ms Amy Spencer at the Victorian Branch of the Community and Public Sector Union (CPSU).

The FFRG was established in March 2016. In establishing FFRG, the focus was largely on forest and fire management, with a commitment made to continue to look to make improvements to how FFRG operates, ensuring it is successful and sustainable into the future. As you are aware, since then some improvements have been made, including the structure of the Office of the Deputy Secretary and parts of the Strategy, Capability and Innovation Division.

Over the past six months, FFRG has been reviewing its business and developing a new business model. The business model is more than just structure, but includes what we do, how we do it – our core functions, processes, the technology it uses and most importantly, culture. It is critical that FFRG has a business model that supports high performance and is future focused - so it is trusted and valued to deliver for Victorian communities.

As a result of this work, changes are proposed, including to how parts of FFRG are organised. These changes are required so that it:

- continues to build its capacity and capability to deliver on DELWP 2020 and Victoria's Regional Statement
- continues to respond to the Victorian Government's public sector reform agenda
- operates as an integrated business, with shared priorities and common approaches
- supports the place based delivery for the breadth of the DELWP portfolio

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- can deliver effectively on government policy and priorities
- can be more agile and adaptive to change
- ensures resources are allocated based on capacity and priorities, not on history
- is financially sustainable and able to deliver the best community value from the investment made in it.

Through this proposed change, FFRG's aim is to strengthen its role as a modern, community centred organisation that effectively and efficiently delivers priorities, is responsive to change, develops the capabilities of its people, and makes best use of resources, ensuring it is sustainable.

Information on the proposed changes to organisational structures has been provided to all staff in FFRG for consultation and feedback in accordance with Clause 10 of the Victorian Public Service (VPS) Agreement 2016. There are no proposed changes to the fundamental roles and responsibilities of the offices, divisions and directorates that make up FFRG. The scope of these changes is as follows:

Business management

Current business management teams across FFRG are proposed to be restructured to create more integrated service delivery. These changes will create centers of excellence, remove duplication, improve role clarity and create more equity across FFRG. Importantly, the change will be underpinned by greater consistency in business management systems and processes.

Regional Directorates

A restructure of the branches in Regional Directorates is proposed, including new branch names and functional responsibilities that align to DELWP portfolios. It also includes:

- a new Environmental Compliance Branch in each Regional Directorate
- a new statewide Invasive Species Programs Branch located within Gippsland Regional Directorate
- a statewide Coastal Programs Branch located within Barwon South West Regional Directorate

These proposed changes will result in improved representation at all DELWP portfolios at place. Resources will be rebalanced to better meet current and future needs across the state and provide the agility essential to support new and changing priorities.

Community and Services Division

The only structural changes proposed in Community and Services Division (additional to proposed changes to business management) are to the Regional Forest and Fire Strategic Planning and Partnerships Units and the Regional Forest Management and Roding Coordination teams. These teams and the Planned Burning Biodiversity Officers are proposed to be combined into six new Regional Forest and Fire Planning Units. This will better activate the arrangements put in place in 2016, and strengthen the focus on forest management planning and delivery.

In addition, it is proposed:

- to change the name to Forest and Fire Operations Division, to better reflect its main responsibilities
- to create new Business Analyst positions reporting to Assistant Chief Fire Officers, improving support to more strategically manage resources

- Realigning the team that coordinates the Melbourne Central Support Team from Strategy, Capability and Innovation Division to the Port Phillip Branch.

Strategy, Capability and Innovation

In addition to business management, the most significant proposed change in Strategy, Capability and Innovation Division is in the Logistics and Assets Branch, which will be restructured to align to asset classes, strengthening capability and better managing business risk. Other proposed changes include:

- Resizing the Fire and Emergency Management Planning Unit to better reflect priorities
- Transferring workforce coordination functions in the Capability and Engagement Branch to the Port Phillip Branch of Community and Services Division (coordination of Melbourne Central Support) and the Office of the Chief Fire Officer (State Control Centre rostering and coordination). This will improve statewide fire and emergency management workforce coordination and delivery across FFRG
- Transferring pests and weeds functions to the proposed statewide Invasive Species Programs Branch in the Gippsland Regional, to better align like functions
- Renaming of the Operational Strategy and Program Support Unit to the Fire and Emergency Management Programs Unit, better reflecting its core responsibilities.

Office of the Chief Fire Officer

Units within the Office of the Chief Fire Officer are proposed to be restructured, with changes to team composition and strengthened alignment to responsibilities. This will provide greater focus and improved ability to deliver on core functions, and improved capability to meet statewide command and control support responsibilities.

For your assistance, I have attached the following:

- 'Forest, Fire and Regions Structure, Roles and Responsibilities' which provides clear statements of roles, functions, structures and responsibilities within FFRG
- FFRG proposed new business model for staff consultation dated 7 June 2017. A slide pack that was provided to all FFRG staff that outlines a high-level overview of the proposed changes across FFRG and the rationale
- A copy of current and proposed organisational structures, which detail the proposed changes.

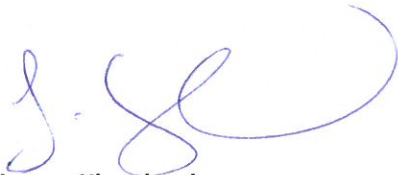
As you will see from the organisational charts, the proposed changes do have impacts on some current VPS roles and staff, with some roles removed and new roles created. While staff have been matched to proposed roles where they remain the same or similar, some staff are unmatched and will have the opportunity to express interest in roles identified for Expression of Interest (EOI) in the proposed organisational structures.

It is important to note that the total number of roles in FFRG will increase from 1,429 on 1 June 2017 to a proposed 1,487 on 1 December 2017 – an increase of 58 roles. While out of scope of this proposed change, this includes new positions arising from 2017-18 State budget initiatives, which will be advertised both internally and externally in the new financial year, consistent with funding requirements.

Staff within the FFRG are being consulted on these changes and asked to provide any feedback or alternative proposals during the formal consultation period which is scheduled to conclude at 4.00pm on 28 June 2017.

If you would like any further information, please contact Mr Colin Henry, Manager Workplace Relations on (03) 9637 8215 or via email at colin.henry@delwp.vic.gov.au in the first instance.

Yours sincerely



James Kingsland
Executive Director, People and Culture

07 / 06 / 2017

Encl.

Copy to:

Amy Spencer, Industrial Officer, CPSU Victorian Branch
Lee Miezis, Deputy Secretary, Forest, Fire and Regions, DELWP

Forest, Fire and Regions

Structure, Roles and Responsibilities



This document has been written to accompany the proposed structural changes in Forest, Fire and Regions Group.

The document will be finalised following consideration and any staff feedback on the proposed structural changes.

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1.0 Context

1.1 The Department of Environment, Land, Water and Planning (DELWP)

The Department of Environment, Land, Water and Planning (DELWP) manages Victoria's natural and built environment to create and maintain liveable, inclusive and sustainable communities. It protects natural assets and supports a growing economy, while meeting the challenges of climate change and population growth.

DELWP's purpose is to shape and support liveable, inclusive and sustainable communities and thriving natural environments throughout Victoria

With Energy, Environment and Climate Change; Water; Planning Local Government and Suburban Development all housed in one department, DELWP can respond to the impacts of climate change in a far stronger and more coordinated way. Climate change presents opportunities for attracting investment and jobs through supporting the development of new, low carbon industries.

Reflecting the connectivity between its portfolios, DELWP takes an integrated approach to meeting the needs of communities. It recognises the competitive advantage that comes from sound environmental management and regulation, the opportunities for new industry that can come from innovation in environmental and energy services, and the importance of all communities sharing equally in environmental benefits such as clear air and water and access to natural places.

DELWP seeks to prepare the Victorian community for a more sustainable future, including delivering on Victoria's renewable energy targets and improving energy efficiency and productivity outcomes for households and businesses. It works to increase competitiveness in energy markets, reduce household and business energy costs and ensure consumer protection is effective for the vulnerable in the community.

DELWP plans for the future growth and transformation of Victoria's cities and towns. It supports local governments with providing quality services to their growing communities, including effective local infrastructure. The department will establish new approaches to suburban development that will engage local government, businesses and communities in ensuring Melbourne's future prosperity and liveability. DELWP manages the state's 8 million hectares of public land for the benefit, safety and enjoyment of all Victorians. It also provides land information services, including property and land titles.

DELWP manages Victoria's water resources in partnership with water corporations, catchment management authorities and a network of government agencies to meet the needs of urban and rural communities for safe and secure water supplies while preserving ecosystems. With broad ranging water sector expertise, the department manages groundwater, catchments and waterways, infrastructure, integrated water planning and water efficiency programs, flood management, governance and legislation.

DELWP works with the Country Fire Authority (CFA), Emergency Management Victoria (EMV), communities, land managers and emergency services to implement Safer Together, to maintain residual risk of bushfire in the Victorian landscape at 70 per cent or less. The department manages bushfire risk by balancing local knowledge and expertise with the latest research and modelling to protect people, property and the environment. It continues to invest to protect Victoria's electricity network infrastructure through the Powerline Bushfire Safety Program, to prevent powerlines causing bushfires in high-risk areas across the state.

DELWP employs more than 3,000 staff, in 101 locations across the state. DELWP is a key manager of Victoria's public estate and directly manages a \$9.8 billion investment portfolio, with 69 per cent comprising various categories of public land. The department owns and manages a further \$1.6 billion of other assets, including 40,000 kilometres of roads and tracks, office building, depots, public toilets, picnic shelters, recreational facilities, firefighting and road maintenance equipment, crossings, water bores and mobile plant. A further \$48.7 billion of assets is managed by DELWP's portfolio agencies.

The Forest, Fire and Regions Group (FFRG) is one of six (6) portfolio groups that make up DELWP, the others being:

- Energy, Environment and Climate Change Group
- Water and Catchments Group
- Planning Group
- Local Infrastructure Group
- Corporate Services Group

Community Charter

To make a real and lasting economic, social and environmental impact, DELWP must truly understand and meet the needs of the communities that it serves.

The DELWP Community Charter describes what Victorians can expect from DELWP. DELWP promises Victorians to be available and easy to contact, to speak clearly and honestly, actively listen and seek to understand, and be timely and consistent in taking action. The Community Charter is an important part of how DELWP is setting itself up to put the community at the centre of everything that it does.

The Community Charter guides DELWPs formal and informal interactions with communities. This includes connecting with local networks, building capacity and improving the way it communicates. This will assist the department to achieve its objectives for its shared environment and improve outcomes for local communities.

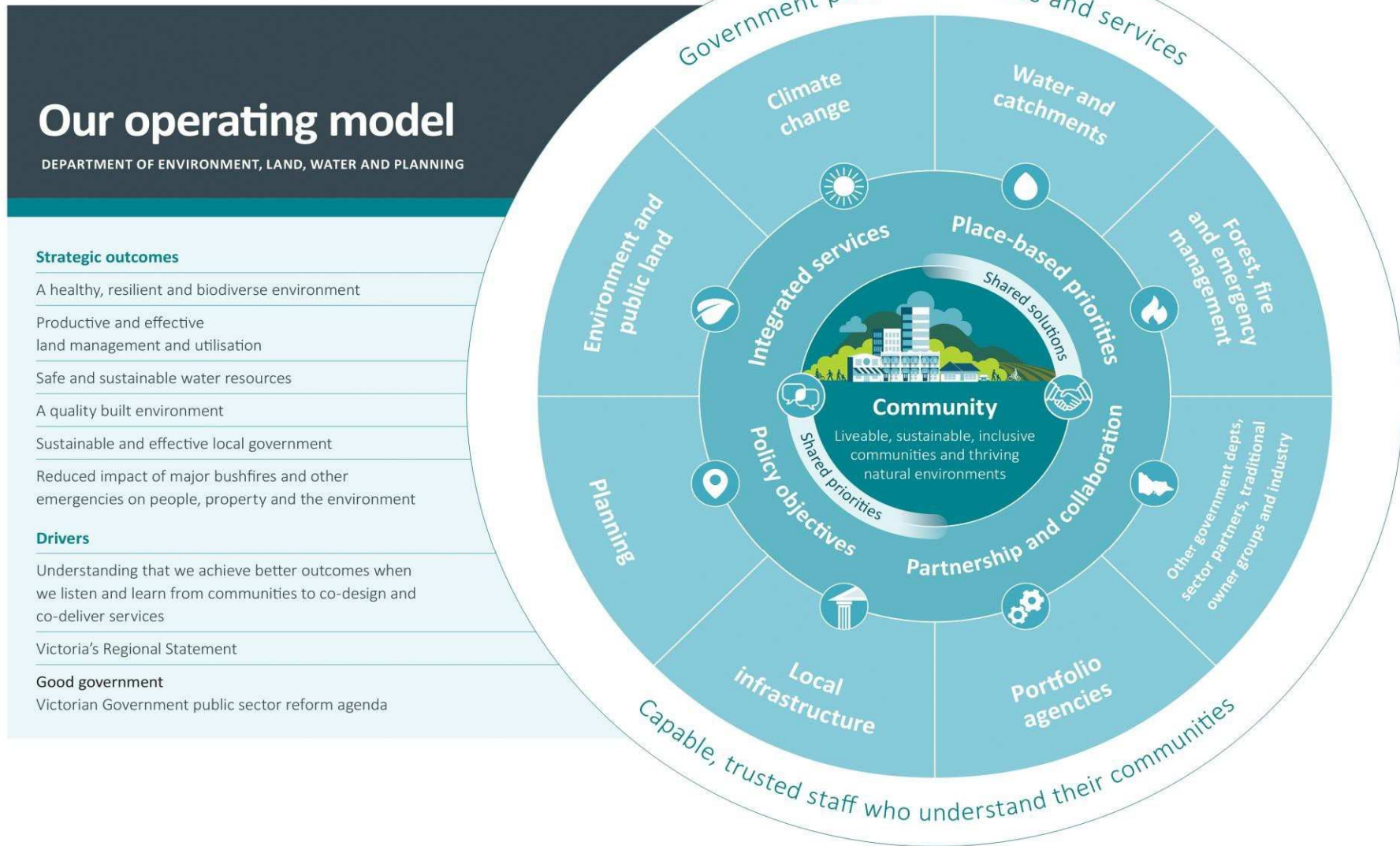
Integrated place-based approach

As set out in the Community Charter, DELWP's aim is to embed a community-centred approach within the department that includes:

- Actively engaging communities and stakeholders in decisions and policies that affect them to co-design and co-deliver services and programs
- Implementing a place based model of leadership that recognises challenges and opportunities are not uniform across the state, while drawing upon DELWP-wide knowledge and experience.
- Cross-portfolio collaboration, planning and prioritising and decision making, which is reflected in the integrated delivery of programs and services across the whole of DELWP.

DELWP's operating model is illustrated in **Figure 1**

Figure 1: DELWP's operating model



1.2 Forest, Fire and Regions Group

The role of FFRG is to provide high quality policy advice on forest, fire and emergency management; and deliver integrated, accessible and high quality departmental programs and services in partnership with local communities. The group also helps communities prepare for, respond to, and recover from fire and other emergencies, and provides valuable intelligence to decision makers on how policy and program design can be shaped to better meet the needs of the Victorian community.

1.2.1 Vision and intent

FFRG is DELWP's main connection to local communities throughout Victoria. The group provides place-based leadership for the planning and delivery of agreed priorities for each DELWP portfolio group, putting the community at the centre of everything that we do.

FFRG's vision is:

To be a trusted and valued partner in creating safe, liveable, inclusive and sustainable communities, and thriving natural environments.

To realise this vision and become the 'go to' people for policy advice and the design and delivery of programs, projects and services, FFRG will:

- Positively represent DELWP within local community and local communities within DELWP
- Create a workplace where staff can work at their best
- Focus its efforts on the things that matter most to the Victorian community and government
- Be agile, joined up and forward thinking in its actions
- Think about the bigger picture and align its work to deliver on broader priorities
- Always seek to improve productivity and deliver greater value
- Make timely decisions, providing clear answers and explaining our reasons
- Learn by doing, seeking and acting on feedback
- Recognise and share best practice

1.2.2 Functions

FFRG delivers six (6) key functions and 34 detailed functions (see **Figure 2**). These functions should be relatively stable over time, with only minor revisions needed year-on-year (e.g. as a result of major organisational or policy change). The activities that are undertaken each year to deliver on these functions will vary over time in both content and delivery method, adapting to changing needs, priorities and opportunities.

The key functions are:

- Public land management, governance and administration
- Reducing the impacts and consequences of emergencies
- Policy, strategy and legislation development and advice
- Program / project / service design and delivery
- Business management and operations (enabler)
- Communications and engagement (enabler)

Figure 2: Alignment of key functions and detailed functions

Public land management, governance & administration			
Management of State forests	Management of other public land	Management of coasts	Public land governance & administration
Reducing the impact and consequences of emergencies			
Prepare for emergencies	Respond to emergencies	Plan & deliver recovery programs	
Policy, strategy & legislation development & advice			
Develop & advise on fire & emergency management policy, strategy & legislation	Develop & advise on forest management policy, strategy & legislation	Provide environmental & land use information & advice	Input into the development of policy, strategy & legislation
Program / project / service design & delivery			
Plan & delivery fuel management	Plan & deliver fire prevention programs	Plan & deliver environmental regulation & compliance programs	Plan & deliver climate change adaptation programs
Plan & deliver biodiversity programs	Plan & deliver recreational water programs	Assess renewable energy infrastructure proposals	Deliver and/or provide input to precinct planning
Design and deliver place-based projects	Manage assets & equipment	Monitoring & review	Administer agreements with Traditional Owners
Support Aboriginal Inclusion	Support metropolitan & regional partnerships	Administer grants programs	
Business management & operations (enabler)			
Develop a high performing culture	Financial management & reporting	Business planning & reporting	Human resource management
Administration & site management			
Communications & engagement (enabler)			
Community engagement	Stakeholder relationship management	Media & communications	

1.2.3 Structure

FFRG is led by the Deputy Secretary Forest, Fire and Regions. The group comprises:

- The Office of the Deputy Secretary (ODS)
- The Office of the Chief Fire Officer (OCFO)
- Forest and Fire Operations Division (FFO)
- Strategy, Capability and Innovation Division (SCI)
- Six (6) Regional Directorates: Port Phillip, Barwon Southwest, Grampians, Loddon Mallee, Hume and Gippsland (RDs)
- Aboriginal Inclusion Support Branch (AIS)
- Regulatory Compliance Branch (RC)

Figure 3 is the high-level structure of FFRG.

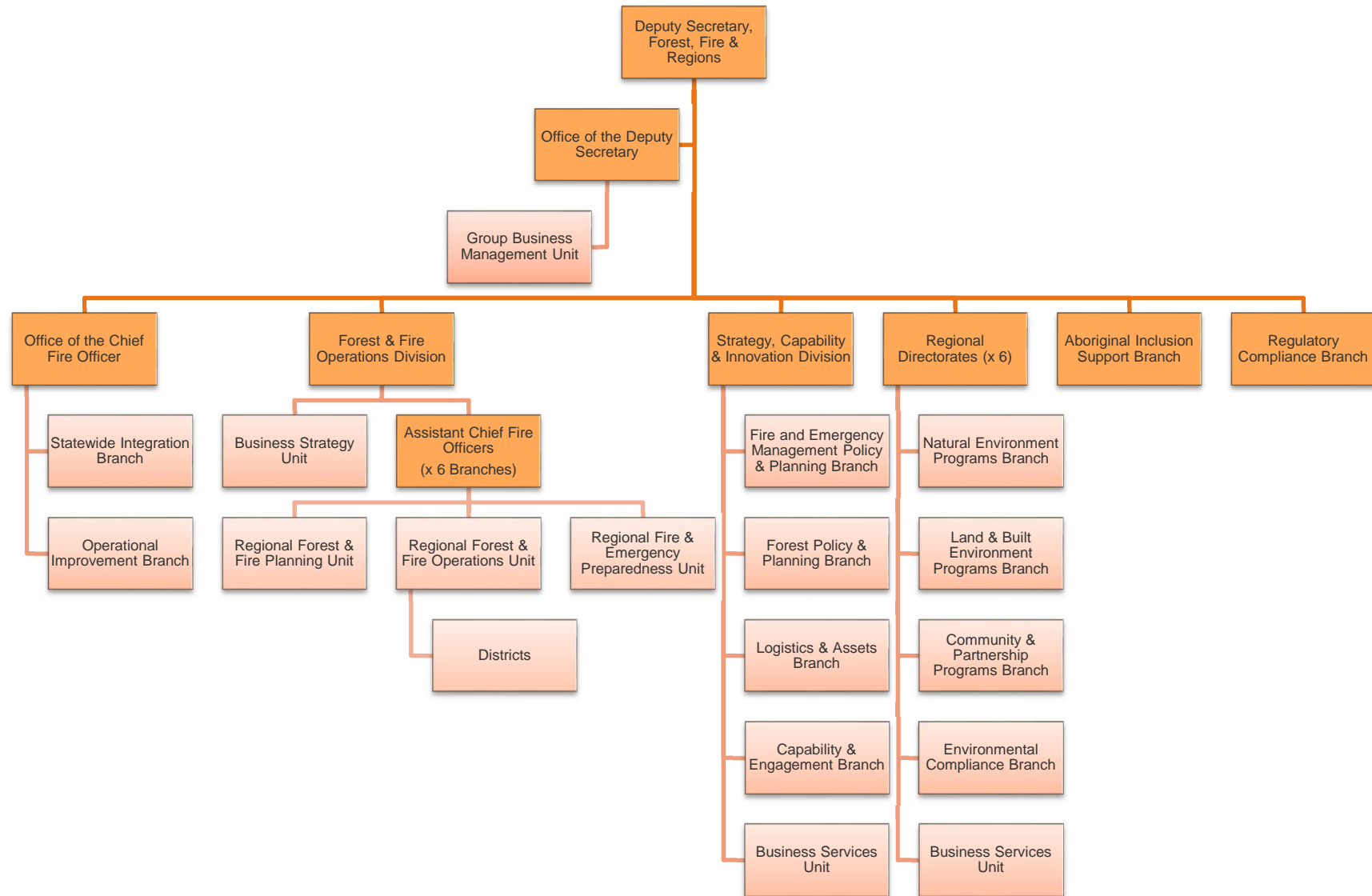
The Deputy Secretary, together with the Chief Fire Officer, the Chief Operating Officer – Forest and Fire Operations, the Executive Director – Strategy, Capability and Innovation, the six (6) Regional Directors, the six (6) Assistant Chief Fire Officers and the Director - Office of the Deputy Secretary form the Senior Executive Leadership Team of FFRG. The Senior Executive Leadership Team works closely together to identify and ensure that the group works as ‘one FFRG’ to deliver the priorities of the government and communities.

The six (6) Regional Directorates and branches of Forest and Fire Operations Division are based on the existing regional and district administrative boundaries.

FFRG has been structured in accordance with the following design principles:








- **Community focussed**
Places the ‘community at the centre’ of everything that FFRG does. Supports the Community Charter
- **Delivers DELWP values**
Supports the DELWP values and behaviours of teamwork, service excellence, ownership, and safety and wellbeing
- **Agile and responsive**
Able to respond to key drivers in the internal and external environment and policy changes. Enables planning for variation in service demand
- **Aligned, efficient and sustainable**
Promotes productive and efficient delivery of services without compromising on quality. Balances achievement of short term objectives whilst enabling long term sustainability
- **Clear and accountable**
Ensures clear roles and responsibilities and single point accountability
- **Centre of excellence**
Enables business excellence and a culture of high performance. Provides for strategic leadership and capability development

Figure 3: High level structure of FFRG



1.2.4 Operating approach

In addition to living the DELWP values of teamwork, ownership, wellbeing and safety and service excellence, the approach that FFRG takes to its work is:

-  **Cohesive:** working together as one team ('one FFRG')
-  **Inclusive:** sharing knowledge and ideas, and open to the views of others
-  **Community-centred:** puts the community at the centre of everything it does, empowering local decision making
-  **Innovative:** embracing of new ideas and approaches
-  **Collaborative:** straightforward and easy to work with
-  **Accountable:** work with purpose and integrity, owning its actions
-  **Capable:** supporting and developing great people

To support the group working as 'one FFRG' – and integrated, end to end business, key interactions and relationships between each area of FFRG have been mapped in **Figure 4**. The focus of this diagram is on articulating the key actions between areas of FFRG and other portfolio groups, rather than describing roles (which follow for each area of FFRG).

Statewide planning and delivery model in Regional Directorates

Regional Directorates provide place-based leadership for the planning and delivery of agreed priorities for each DELWP portfolio group. To provide effective integration of policy and program development with regional delivery and operations, a statewide planning and delivery team model has been adopted by the Regional Directorates in FFRG (see **Figure 5**).

This model will assist FFRG to achieve:

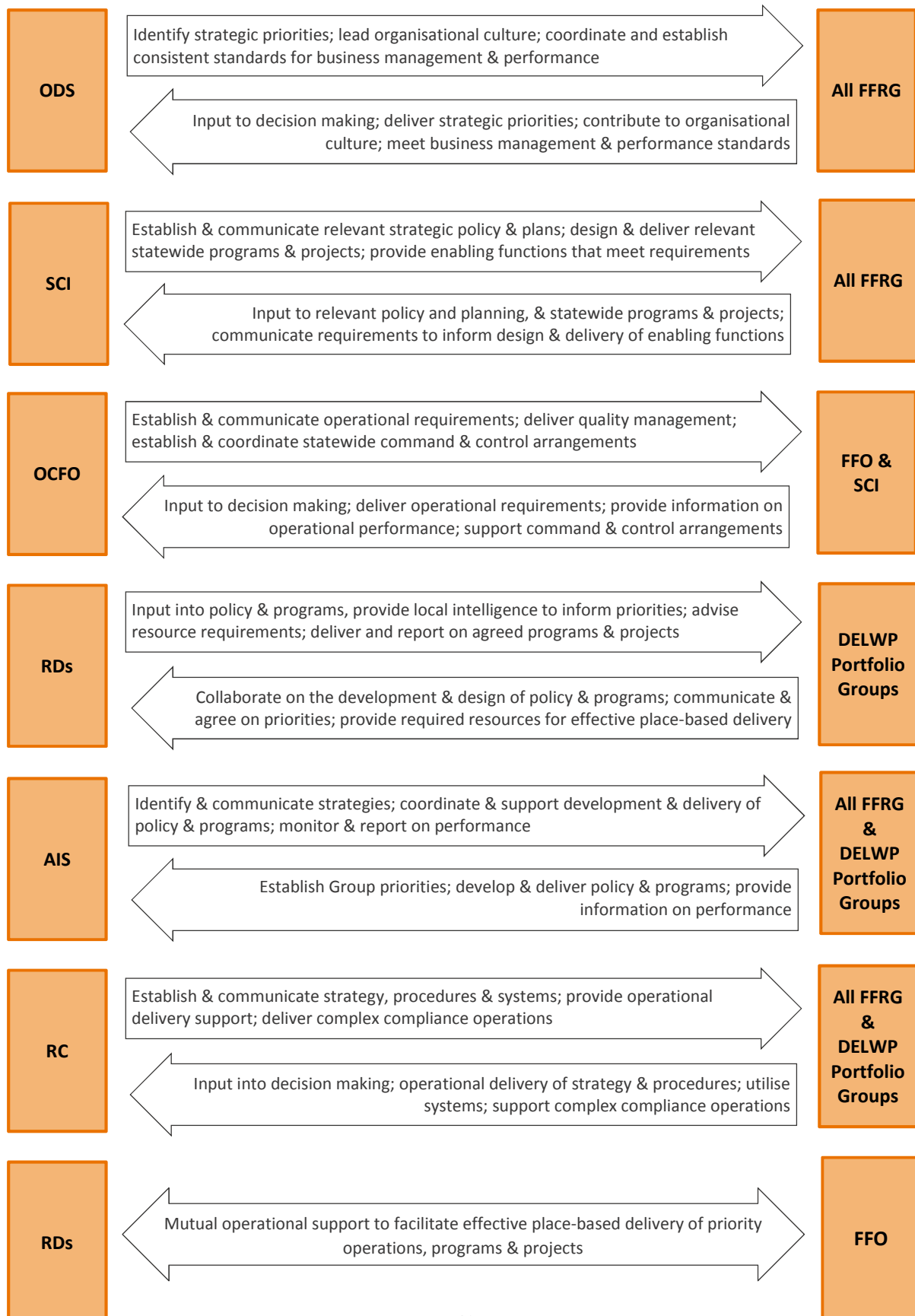
- Statewide consistency in program planning and implementation processes, while still allowing for regional variation
- End-to-end strategy design, planning and monitoring programs
- A closer and more structured relationship between policy design and implementation by creating a formal mechanism for providing input into policy decisions made by portfolio groups and linking them with operational decisions made within a statewide forum
- Integrated problem solving and development of operational solutions to common statewide problems

This model includes the following:

- Each Regional Director has responsibility for a portfolio area and sits as part of the portfolio group executive leadership teams for their respective portfolio responsibility
- The Regional Director is empowered by and accountable to the Senior Executive Leadership Team in FFRG to represent all Regional Directorates in the portfolio group executive leadership team and to make decisions in relation to portfolio planning and design (e.g. outcomes and funding). Each Regional Director remains accountable for how the agreed programs are delivered to achieve the agreed outcomes within their relevant Regional Directorate

- Each Regional Directorate has a Regional Manager (or delegate) that has responsibility for each portfolio area(s)

Figure 4: Interactions and relationships

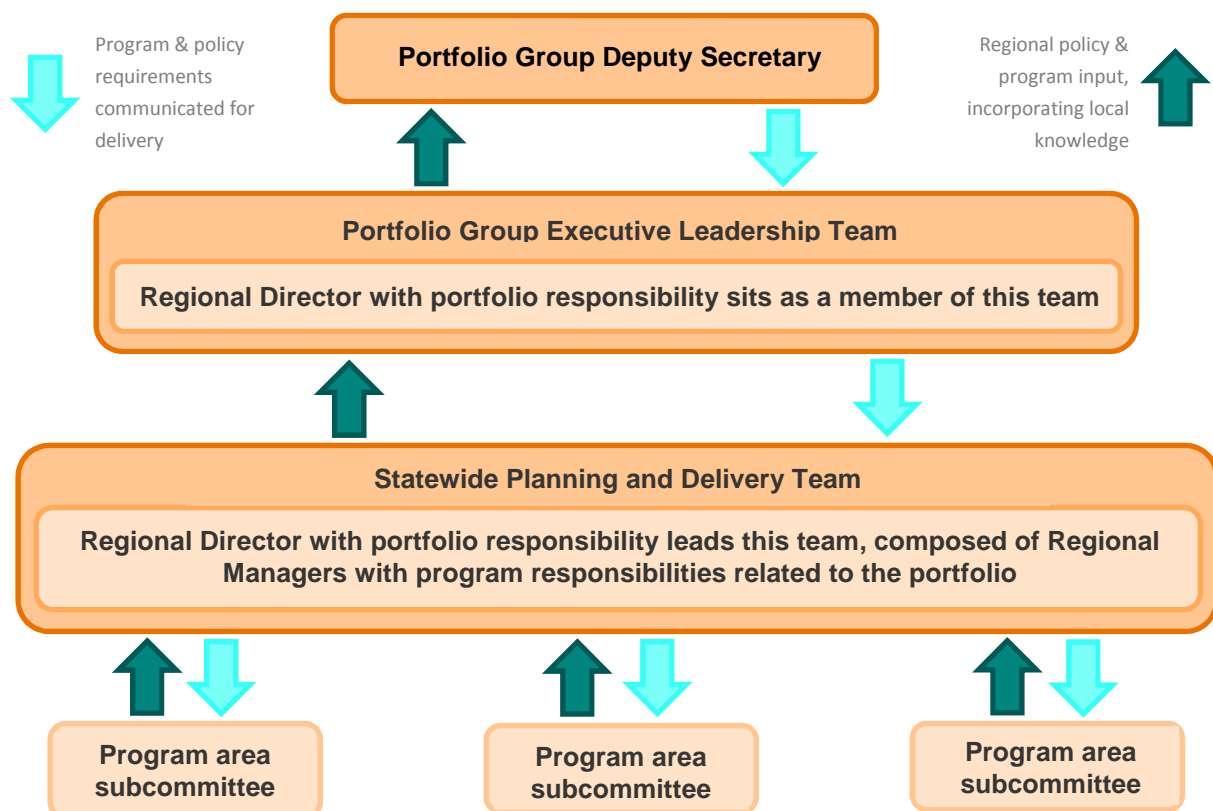


- The Regional Managers (or delegate) have a secondary reporting line to the Regional Director with responsibility for the portfolio area
- The portfolio Regional Director will engage regularly with the Regional Managers (or delegate), who are responsible for delivering portfolio activities within their Regional Directorate

The allocation of portfolio area responsibilities is as follows:

Portfolio area	Regional Director	Regional Manager
Public Land	Regional Director, Barwon Southwest	Regional Manager, Land and Built Environment Programs
Biodiversity	Regional Director, Port Phillip	Regional Manager, Natural Environment Programs
Energy	Regional Director, Gippsland	Regional Manager, Land and Built Environment Programs
Climate Change	Regional Director, Gippsland	Regional Manager, Community and Partnership Programs
Water and Catchments	Regional Director, Loddon Mallee	Regional Manager, Natural Environment Programs
Planning	Regional Director, Grampians	Regional Manager, Land and Built Environment Programs
Local Infrastructure	Regional Director, Hume	Regional Manager, Community and Partnership Programs

Figure 5: Statewide planning and delivery model



Portfolio responsibility for Corporate Services is with the Office of the Deputy Secretary. Under the statewide planning and delivery model, the Managers, Business Services have a secondary reporting line to the Group Business Manager. The Senior Media and Communications Advisors in Regional Directorates have a secondary reporting line to the Stakeholder and Communications Manager in the Office of the Deputy Secretary.

Consistent with the statewide planning and delivery model, Regional Managers, Environmental Compliance have a secondary reporting line to the Director, Regulatory Compliance.

Integrated Business Services

A key area of focus for the Senior Executive Leadership Team has been to achieve greater end-to-end integration of business services within FFRG, to provide effective, efficient and high quality support without duplication of roles, including with Corporate Services Group.

Operating in accordance with the statewide planning and delivery model, the Group Business Management Unit leads and coordinates an integrated approach to the provision of business management services in FFRG. The team provides business management strategy and requirements, working closely with Corporate Services Group to ensure departmental policy and standards are implemented.

The Group Business Management Unit develops and coordinates a consistent, group-wide standards and processes for business and corporate planning, budget development, human resource management, financial and performance reporting, procurement, and facilities investment and management. It also provides quality assurance to ensure that business management related statutory obligations and departmental requirements are met.

Business Services Units support accountable officers, by implementing group-wide strategy and requirements and ensuring consistency across FFRG. This includes providing business planning and reporting, financial management and reporting, human resource management (including safety) and site management and administration services, in accordance with approved standards and procedures.

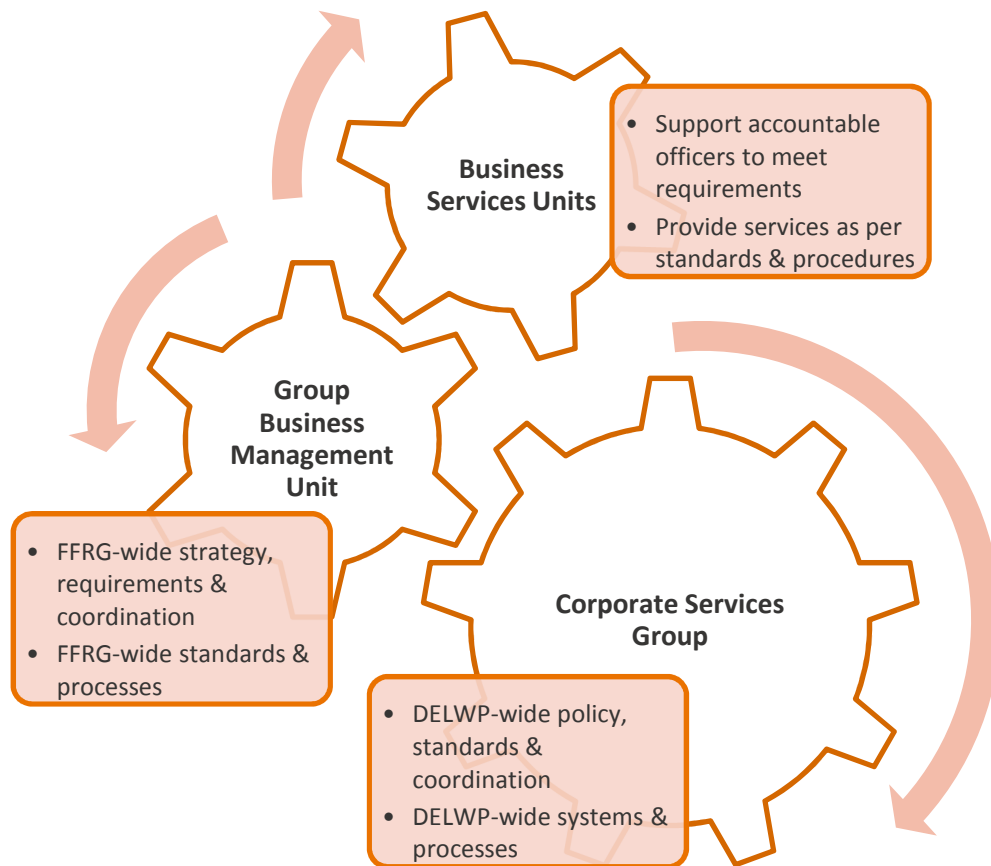
This model, which is illustrated in **Figure 6**, will assist FFRG to achieve:

- Statewide consistency in transactional business management processes, creating efficiencies and enabling a greater focus on value-adding.
- Integrated financial and business performance planning and monitoring, enabling reporting to be efficiently and effectively undertaken at multiple levels
- A closer and more structured relationship between Corporate Services Group, FFRG and line business requirements, providing greater clarity of roles and responsibilities, and removing overlap and duplication
- Productivity improvements and resource efficiencies
- Integrated problem solving and development of solutions to common statewide problems.

The Business Strategy Unit, Forest and Fire Operations Division, reports to the Chief Operating Officer, recognising accountability for large financial and other resources. The Business Strategy Unit is responsible for business management support to the Chief Operating Officer and coordination across Forest and Fire Operations Division, providing strategic analysis and advice to support decision making, drive productivity improvements and realise program efficiencies in the delivery of

statewide forest, fire and emergency management operations. The Business Strategy Unit is supported by Business Analysts that report to Assistant Chief Fire Officers.

Figure 6: Integrated business services model



Forest Fire Management Victoria

A key responsibility of FFRG is the management of Victoria's State forests and other public land. As a public land manager, FFRG leads actions that support the Secretary to DELWP to meet its statutory responsibility to prevent and suppress fire on the land that it manages, to protect people, property and the environment. Fuel management and the control of bushfires are important aspects of public land management undertaken by FFRG.

Based on the skills, experience and capabilities of DELWP in bushfire management, it is a part of Victoria's emergency management sector, and plays a key role working alongside emergency services under the Victorian Government's "all communities, all emergencies" operating framework. Always taking a community-centred approach, FFRG is a public land manager first and then a partner in 'all hazards' emergency management.

To support the building of trust and an enduring brand within the local communities that it is part of, DELWP has adopted Forest Fire Management Victoria (FFMVic) as the external facing name to represent staff from DELWP, Parks Victoria, Melbourne Water and VicForests that are involved in field based forest and fire management operations, and in state, regional and incident control teams.

2.0 Roles, functions, structures and responsibilities

2.1 Office of the Deputy Secretary

Role:

To support the Deputy Secretary, Forest, Fire and Regions in providing overall strategy and leadership of FFRG, establishing consistent standards for business excellence and a high performing culture.

Functions:

Input into the development of Policy & Strategy	Community engagement	Stakeholder relationship management	Media & communications
Develop a high performing culture	Financial management & reporting	Business planning & reporting	Human resource management
Administration & site management			

Structure:

The Office of the Deputy Secretary is led by the Director, Office of the Deputy Secretary and comprises a small team which includes:

- Group business management
- Organisational development and culture
- Policy coordination and advice
- Stakeholder and communications management
- Executive and ministerial support

Key responsibilities:

- Provide strategic and operational advice and support to the Deputy Secretary and Senior Executive Leadership Team
- Provide a key coordination point for Ministerial offices and for Parliamentary and Cabinet-related processes, including providing quality assurance of briefings and correspondence
- Lead and support organisational improvement and actions to build a high-performing culture, including leading group-wide reforms, change management and strategic projects
- Lead and coordinate an integrated approach to stakeholder management and strategic communications within FFRG
- Lead financial, workforce, risk management and business performance strategy for FFRG
- Provide a key coordination point for Corporate Services Group
- Provide business management services to the Office of the Deputy Secretary, the Regulatory Compliance Branch and the Aboriginal Inclusion Support Branch, including financial management and reporting, business planning and reporting, and human resource management

- Lead and coordinate an integrated approach to the provision of administrative and business management services in FFRG, establishing and embedding consistent group-wide standards and procedures
- Provide leadership, coordination and quality assurance to ensure that business management-related statutory obligations and corporate requirements are met
- Community and stakeholder engagement

2.2 Office of the Chief Fire Officer

Role:

To support the Chief Fire Officer to set operational requirements and provide quality management for fire management (prevention, preparedness, readiness and response) operations on public land. The Office of the Chief Fire Officer also supports the Chief Fire Officer to lead Forest Fire Management Victoria’s command and control arrangements for fire and other emergencies.

The Office of the Chief Fire Officer also works across the department, Forest Fire Management Victoria partners, and fire and emergency management agencies to support the operational implementation of *Safer Together: a new approach to reducing the risk of bushfire in Victoria*.

Structure:

The Office of the Chief Fire Officer is led by the Chief Fire Officer and comprises the:

- State-wide Integration Branch
- Quality Management Branch

The Forest and Fire Operations Division also has a direct line report to the Chief Fire Officer for fire management operations on public land.

2.2.1 Statewide Integration Branch

Role:

To support the Chief Fire Officer in ensuring that command and control arrangements are effectively implemented and coordinated across the state for fire and emergency readiness and response, and planned burning operations.

Functions:

Plan & deliver fuel management	Plan & deliver fire prevention programs	Prepare for emergencies	Respond to emergencies
Input into the development of policy & strategy	Community engagement	Stakeholder relationship management	Develop a high performing culture
Administration & site management			

Structure:

The Statewide Integration Branch is led by the Deputy Chief Fire Officer, Statewide Integration and comprises the:

- Command and Control Support Unit
- Planned Burning Coordination Unit

The Branch also includes a Senior Aviation Advisor that assists the Chief Fire Officer to determine requirements for the operational use and application of aircraft in fire management operations on public land.

2.2.1.1 Command and Control Support Unit

Role:

To support the Chief Fire Officer to ensure that command and control arrangements are effectively implemented and coordinated across the state for fire and emergency readiness and response, including statewide rostering and deployment of Forest Fire Management Victoria personnel.

Key responsibilities:

- Ensure the department and portfolio partners effectively and efficiently implement command and control arrangements for fire and emergency readiness and response operations, consistent with the requirements set by the Emergency Management Commissioner
- Ensure command and control arrangements within the department and portfolio partners are integrated with Victoria's fire and emergency management agencies
- Support the Chief Fire Officer in fulfilling commitments as a member of the State Control Team and in other state based fire management arrangements, and when representing the department in state, national and international forums
- Lead liaison with Emergency Management Victoria and other fire and emergency management agencies for the operation of the State Control Centre and requirements for regional and incident control centres
- Lead rostering and deployment of Forest Fire Management Victoria personnel into the State Control Centre for fire and emergency response and planned burning, and lead the development of consistent group-wide approach rostering and deployment
- Negotiate and administer fire and emergency management partnership and mutual aid arrangements
- Community and stakeholder engagement

2.2.1.2 Planned Burning Coordination Unit

Role:

To support the Chief Fire Officer by providing statewide coordination of the fuel management program.

Key responsibilities:

- Implement coordination arrangements for planned burning operations
- Assist the Chief Fire Officer in ensuring that operational requirements for planned burning are met in asset, equipment and infrastructure projects

- Build and maintain effective partnerships and relationships that support delivery of coordination functions for planned burning operations
- Community and stakeholder engagement

2.2.2 Quality Management Branch

Role:

To support the Chief Fire Officer in assessing and improving the performance of fire prevention, preparedness and response operations, including planned burning, to facilitate continuous improvement.

Functions:

Plan & deliver fuel management	Plan & deliver fire prevention programs	Monitoring & review	Prepare for emergencies
Respond to emergencies	Input into the development of policy & strategy	Community engagement	Stakeholder relationship management
Develop a high performing culture	Administration & site management		

Structure:

The Quality Management Branch is led by the Deputy Chief Fire Officer, Quality Management and comprises the:

- Operational Improvement Unit
- Audit and Performance Unit

The Branch also includes two Senior Project Officers that assist the Chief Fire Officer in ensuring that operational requirements are met in the development of the fire and emergency management workforce, and asset, equipment and infrastructure projects.

2.2.2.1 Operational Improvement Unit

Role:

To support the Chief Fire Officer to identify statewide requirements to improve the management of operational risk and the safe and effective delivery of fire management operations, including planned burning.

Key responsibilities:

- Specify the standard of cover required for fire management operations
- Maintain a contemporary framework of operating standards and procedures for the conduct of safe and effective fire management operations
- Develop and implement strategies to improve the management of operational risk in the conduct of fire management operations
- Identify and promulgate best practice fire management operations within Forest Fire Management Victoria

- Encourage innovation and new ways of thinking in fire management operations to improve efficiency, effectiveness and safety
- Community and stakeholder engagement

2.2.2.2 Audit and Performance Unit

Role:

To support the Chief Fire Officer to improve operational performance in the delivery of fire management operations, including planned burning, by working in partnership with the Corporate Service Group to implement the quality assurance and audit framework.

Key responsibilities:

- Conduct internal reviews and investigation of fire management operations consistent with the approved audit and quality assurance framework
- Document and report on the outcomes of internal reviews and investigations, and provide clearly identified recommendations for improvement and corrective actions
- Actively support independent external audits of fire management operations consistent with the approved audit and quality assurance framework
- Maintain a record of the recommendations for improvement and corrective actions arising from internal and external audits, reviews, and investigations, and monitor and report on the implementation of management actions
- Represent the department in the development and implementation of whole of emergency management sector quality management and audit arrangements
- Conduct performance assessment and reporting on fire management operations as directed by the Chief Fire Officer
- Community and stakeholder engagement

2.3 Forest and Fire Operations Division

Role:

To provide place-based design and delivery of forest, fire and emergency management operations and support Regional Directorates to deliver programs and projects.

Forest and Fire Operations Division also works across the department, Forest Fire Management Victoria partners, and fire and emergency management agencies to support the operational implementation of *Safer Together: a new approach to reducing the risk of bushfire in Victoria*.

Structure:

Forest and Fire Operations Division is led by the Chief Operating Officer and comprises:

- The Business Strategy Unit
- Six (6) regionally based Forest and Fire Operations Branches: Port Phillip, Barwon Southwest, Grampians, Loddon Mallee, Hume and Gippsland.

There may be some other variation to branch structures to take into account the regional context and requirements.

The Chief Operating Officer has direct accountability to the Deputy Secretary, Forest, Fire and Regions for non-fire operations matters.

2.3.1 Business Strategy Unit

Role:

To provide high quality strategic business management advice to inform decision making and support the Chief Operating Officer and Forest and Fire Operations Division to meet business objectives and priorities.

To partner with the Group Business Management Unit and Business Services Units to ensure the consistent, integrated and efficient delivery of business management support across FFRG.

Functions:

Develop a high performing culture	Financial management & reporting	Business planning & reporting	Human resource management
Community engagement	Stakeholder relationship management		

Structure:

The Business Strategy Unit is led by the Manager, Business Strategy and comprises a small business strategy team.

Key Responsibilities:

- Lead the provision strategic financial, workforce and business performance analysis, advice and assurance to support to inform decision making in Forest and Fire Operations Division.
- Support the coordination of business planning, financial management, workforce management and business performance reporting for Forest and Fire Operations Division
- Ensure the consistent, integrated and efficient delivery of business management support across Forest, Fire and Regions Group.
- Community and stakeholder engagement

2.3.2 Forest and Fire Operations Branches

There are six (6) regionally based Forest and Fire Operations Branches: Port Phillip, Barwon Southwest, Grampians, Loddon Mallee, Hume and Gippsland, each led by an Assistant Chief Fire Officer.

Role:

To actively engage and build partnerships with local communities, stakeholders and government in the design and delivery of forest, fire and emergency management operations and provide support to Regional Directorates to deliver programs and projects.

This includes implementing the requirements of the Chief Fire Officer in relation to fire management operations, including planned burning. The Assistant Chief Fire Officer also carries out the agreed responsibilities of the Chief Fire Officer in the region.

Functions:

Management of State forests	Management of other public land	Plan & deliver fuel management	Plan & deliver fire prevention programs
Manage assets & equipment	Plan & deliver environmental regulation & compliance programs	Support Aboriginal inclusion	Plan & deliver place-based projects
Monitoring & review	Prepare for emergencies	Respond to emergencies	Plan & deliver recovery programs
Input into the development of policy & strategy	Community engagement	Stakeholder relationship management	Develop a high performing culture
Financial management & reporting	Business planning & reporting	Administration & site management	

Structure:

The Forest and Fire Operations Branch is led by the Assistant Chief Fire Officer and comprises the:

- Regional Forest and Fire Planning Unit
- Regional Forest and Fire Operations Unit
- Regional Fire and Emergency Preparedness Unit

The Assistant Chief Fire Officer is also supported by a Business Analyst(s) to provide analysis and advice on the management of financial and other resources to support decision and improve productivity and operational efficiency.

2.3.2.1 Regional Forest and Fire Planning Unit

Role:

To lead and monitor the effectiveness of regional strategic forest, fire and emergency management planning, underpinned by strong and effective partnerships.

Key responsibilities:

- Lead development and implementation of regional strategic planning for forest management (including roads and other infrastructure) and fire prevention, preparedness and fuel management, consistent with departmental requirements
- Drive internal and external connections to improve strategic planning for forest, fire and emergency management
- Build and maintain strong and effective partnerships with the District Planned Burning teams, fire and emergency management agencies and local government to support the planning and delivery of cross-tenure fuel and bushfire management strategies
- Develop risk analysis products to support community conversations and decision making with communities, stakeholders, portfolio partners and fire and emergency management agencies

- Support the continuous improvement of strategic planning processes, tools and products to understand and mitigate risk across a range of social, economic, environmental and cultural assets and values
- Lead regional forest and fire monitoring, evaluation and reporting activities
- Support the development of District Action Plans
- Community and stakeholder engagement

2.3.2.2 Regional Forest and Fire Operations Unit

Role:

To lead and coordinate the planning and delivery of regional forest, fire and emergency management operations to provide environmental, economic and social benefits, and improve the safety of local communities.

Structure:

The Regional Forest and Fire Operations Unit is led by the Regional Forest and Fire Operations Manager and comprises:

- Regional Planned Burning Coordination
- District Management

(a) Regional Planned Burning Coordination

Role:

To coordinate and support the planning, site preparation and delivery of the regional fuel management program.

Key responsibilities:

- Provide coordination and support in the delivery of the regional fuel management program, ensuring the efficient and effective use of resources
- Provide quality assurance over the fuel management program
- Coordinate and support the development of Fire Operations Plans
- Work in partnership with the fire and emergency management agencies, local government and landholders in the delivery of fuel management to reduce the risk of bushfire on public and private land, including roadsides
- Monitor and report on progress in the delivery of the regional fuel management program
- Community and stakeholder engagement

(b) District Management

Role:

To plan and manage of the on-ground delivery of forest, fire and emergency management services.

Structure:

The District Management structure is led by the District Manager who has overall responsibility for forest, fire and emergency management operations at the district level. The district structure comprises the:

- District Fire and Emergency Preparedness Team
- District Planned Burning Team
- District Forest Management and Roding Team
- District Forest and Fire Operations
- District Community Partnerships
- District Support

There may be some variation to district structures to take into account the local context and requirements.

Key responsibilities:

(i) District Fire and Emergency Preparedness Team:

- Lead district command and control arrangements for fire and other emergencies consistent with requirements set by the Chief Fire Officer and Emergency Management Commissioner
- Ensure district capability for effective and efficient fire and emergency management operations, including training, aviation resources, Fire Lookout Towers and other infrastructure, equipment and stores, Fire Lookout Tower Operators and Project Fire Fighters.
- Manage District Duty Officer rosters, Incident Control Centres, Incident Management Teams and Emergency Management Teams in the district
- Deliver district preseason briefings and post season debriefs for fire and other emergencies
- Work in partnership with fire and emergency management agencies, Local Government to coordinate preparedness for fire and emergency management
- Community and stakeholder engagement

(ii) District Planned Burning Team:

- Partner with the Regional Forest and Fire Strategic Planning Unit on fuel management strategy selection
- Work in partnership with the fire and emergency management agencies, local government and landholders in the delivery of fuel management to reduce the risk of bushfire on public and private land, including roadsides
- Undertake operational and tactical planning for fuel management (including development of the fire operations plan and burn plans), consistent with requirements set by the Chief Fire Officer
- Undertake initial risk assessments and values checks for fuel management operations, consistent with requirements set by the Chief Fire Officer

- Coordinate approvals for fuel management operations, consistent with requirements set by the Chief Fire Officer
- Ensure the safe and effective completion of site preparation works and delivery of the agreed district fuel management program, and monitor and report on compliance with operational requirements
- Community and stakeholder engagement

(iii) District Forest Management and Rooding Team:

- Effective and efficient management of the State Forest estate, including the management of roads and bridges, recreation sites, minor forest produce removal, pest and weed management and management of events
- Develop and lead implementation of District Action Plans
- Manage licencing and approvals for minor forest produce, recreation, commercial operations and events
- Lead the planning and coordination of district compliance operations in accordance with required procedures and consistent with the priorities agreed with the Regulation and Compliance Unit
- Ensure the delivery of the district rooding program in consultation with the District Planned Burning Team and the Roads and Crossings Unit
- Lead and coordinate forest management planning and zoning
- Community and stakeholder engagement

(iv) Forest and Fire Operations Team:

- Manage and coordinate the district works crew, plant and equipment
- Undertake the safe and effective delivery of district operations, including site preparation works for planned burning, road and bridge construction and maintenance, and forest management works
- Assessment and management of operational risk in the delivery of the district works program
- Community and stakeholder engagement

(v) District Community Partnerships

- Provide specialist community engagement and partnership advice and support to staff for the effective delivery of forest, fire and emergency management services and broader place-based priorities
- Ensure the conduct of high quality engagement with local communities and stakeholders, consistent with state wide requirements
- Inform, plan and facilitate active and meaningful engagement with local communities by district staff before, during and after conducting fuel management operations
- Develop and maintain a stakeholder and customer management database and analyse data collected through engagement activities to produce information to support decision making at the state, regional and district level
- Community and stakeholder engagement

(vi) District Support

- Provide front of house and site management services at district offices and work centres
- Provide administrative support services to the District Manager and management team
- Provide facilities and asset management services at district offices and work centres
- Coordinate local accommodation, stationary and office equipment
- Community and stakeholder engagement

2.3.2.3 Regional Fire and Emergency Preparedness Unit

Role:

To lead and coordinate the planning and delivery of regional fire and emergency preparedness to enable effective and efficient response operations.

Key responsibilities:

- Lead and coordinate readiness and response planning for fire and emergencies
- Coordinate and provide quality assurance over the development of regional and district fire and emergency management rosters and readiness arrangements to meet departmental requirements
- Coordinate and provide quality assurance over regional command and control arrangements for fire and other emergencies consistent with requirements set by the Chief Fire Officer and Emergency Management Commissioner
- Ensure regional capability for effective and efficient fire and emergency management operations, including training, aviation resources, Fire Lookout Towers and other infrastructure, equipment and stores, Fire Lookout Observers and Project Fire Fighters
- Coordinate regional preseason briefing and post season debriefs for fire and other emergencies
- Work in partnership with fire and emergency management agencies, Local Government to coordinate preparedness for fire and emergency management
- Community and stakeholder engagement

The Port Phillip Branch also has responsibility for preparing and deploying Melbourne-based personnel to support state and regional fire and emergency response and recovery operations.

2.4 Regional Directorates

There are six (6) Regional Directorates: Port Phillip, Barwon Southwest, Grampians, Loddon Mallee, Hume and Gippsland, each led by a Regional Director.

Role:

To provide place-based design and delivery across all departmental portfolios, and support Forest and Fire Operations Division in fire and emergency management operations.

Structure:

The Regional Directorate is led by the Regional Director and comprises the:

- Natural Environment Programs Branch
- Land and Built Environment Programs Branch
- Community and Partnership Programs Branch
- Environmental Compliance Branch
- Business Services Unit

The Gippsland Regional Directorate also has a statewide Invasive Species Programs Branch and Barwon Southwest Region has a statewide Coastal Programs Branch.

There may be some other variation to directorate structures to take into account the regional context and requirements.

2.4.1 Natural Environment Programs Branch

Role:

To provide place-based leadership for the planning and delivery of agreed priorities relating to biodiversity, and water and catchments. This includes providing environmental and land use information and advice, planning and delivery of biodiversity projects, and planning and delivery of recreational water projects.

Functions:

Plan & deliver biodiversity programs	Plan & deliver recreational water programs	Plan & deliver place-based projects	Monitoring & review
Provide environmental & land use information & advice	Input into the development of policy & strategy	Community engagement	Stakeholder relationship management
Develop a high performing culture	Administration & site management		

Structure:

The Natural Environment Programs Branch is led by the Regional Manager, Natural Environment Programs and comprises natural environment program teams.

Key responsibilities:

- Identify placed-based priorities within the region to support the achievement of departmental objectives relating to biodiversity and water and catchments
- Lead and support design and delivery of biodiversity and recreational water programs in the region, and other programs as agreed
- Lead and support implementation planning and delivery of agreed actions in the Biodiversity Plan and Water Plan
- Lead the delivery of agreed place-based projects relating to biodiversity and water and catchments

- Provide expert environmental and land use advice relating to biodiversity and water and catchments
- Community and stakeholder engagement

2.4.2 Land and Built Environment Programs Branch

Role:

To provide place-based leadership for the planning and delivery of agreed priorities relating to land management policy, energy and planning. This includes providing environmental and land use information and advice, public land administration and governance, management of coasts and other public land, precinct planning and assessment of renewable energy infrastructure proposals.

Functions:

Management of other public land	Management of coasts	Public land governance & administration	Assess renewable energy infrastructure proposals
Precinct planning	Administer agreements with Traditional Owners	Place & deliver place-based projects	Monitoring & review
Provide environmental & land use information & advice	Input into the development of policy & strategy	Community engagement	Stakeholder relationship management
Develop a high performing culture	Administration & site management		

Structure:

The Land and Built Environment Programs Branch is led by the Regional Manager, Land and Built Environment Programs and comprises the:

- Land and Built Environment Program teams
- Planning Approvals team
- Native Title Coordination

Key responsibilities:

- Identify placed-based priorities within the region to support the achievement of departmental objectives relating to public land management, energy and planning.
- Lead and support design and delivery of public land management and coastal programs in the region, including leasing and licensing, and governance and support of delegated managers of public land reserves
- Coordinate and manage integrated approvals for statutory functions and other consents
- Lead and coordinate action to ensure obligations under the Traditional Owner Settlement Act 1995 are met
- Lead and coordinate the assessment of renewable energy infrastructure proposals in the region
- Lead and support agreed precinct planning in the region

- Lead the delivery of agreed place-based projects relating to public land management, energy and planning
- Provide expert environmental and land use advice relating to public land, energy and planning
- Community and stakeholder engagement

2.4.3 Community and Partnership Programs Branch

Role:

To provide place-based leadership for the planning and delivery of agreed priorities relating to climate change, local government and communities. This includes management of agreements with Traditional Owners, administration of grant programs, planning and delivery of climate change adaptation programs, providing support to regional and metropolitan partnerships and new and emerging opportunities, ensuring that departmental objectives are met.

The Community and Partnership Programs Branch also provides media and communications and aboriginal inclusion support to the Regional Directorate and Forest and Fire Operations Division in the region, consistent with statewide frameworks and approaches.

Functions:

Plan & deliver climate change adaptation programs	Support metropolitan & regional partnerships	Administer grants programs	Support Aboriginal inclusion
Plan & deliver place-based projects	Monitoring & review	Input into the development of policy & strategy	Media & communication
Community engagement	Stakeholder relationship management	Develop a high performing culture	Administration & site management

Structure:

The Community and Partnership Programs Branch is led by the Regional Manager, Community and Partnership Programs and comprises:

- Community and Partnership Programs teams
- Media and communications advisors
- Aboriginal Inclusion support
- Engagement support

Key responsibilities:

- Identify placed-based priorities within the region to support the achievement of departmental objectives relating to climate change and local government.
- Lead and support design and delivery of climate change adaptation and local government programs in the region, including grant programs and other community focussed programs as agreed
- Ensure DELWP is an active participant in ensuring the success of metropolitan and regional partnerships, including by being responsive to information requests

- Lead the delivery of agreed place-based projects relating to climate change adaptation and local government
- Manage relationships with local governments in the region on behalf of DELWP
- Provide expert media and communications advice as requested to support the Regional Directorate and Forest and Fire Operations Division in the region, and actively support the communications objectives and strategies of FFRG to be met
- Provide support to the Regional Directorate and Forest and Fire Operations Division in the region to successfully deliver Aboriginal policy and programs, including the implementation of DELWP’s Aboriginal Inclusion Plan, *Munganin Gadhaba*
- Provide expert engagement advice and support
- Community and stakeholder engagement

2.4.4 Environmental Compliance Branch

Role:

To plan and deliver environmental regulation, compliance and enforcement programs in the region, consistent with statewide policies, strategies and operating standards.

Functions:

Plan & deliver environmental regulation & compliance programs	Monitor & review	Input into the development of policy & strategy	Community engagement
Stakeholder relationship management	Develop a high performing culture	Administration & site management	

Structure:

The Environmental Compliance Branch is led by the Manager, Environmental Compliance and comprises the environmental compliance team.

Key responsibilities:

- Design and deliver compliance programs in the region, consistent with statewide policies, strategies and standards, that support FFRG to meet its business objectives, including in wildlife management, bushfire management, and the management of State forests and other public land
- Manage licensing and approvals relating to wildlife, forest produce and fire management operations, including monitoring compliance with conditions and other requirements
- Monitor, analyse and report on key performance indicators to measure the effectiveness of environmental compliance programs
- Contribute to the continuous improvement of policy, strategy and standards for environmental compliance programs in FFRG
- Support statewide and/or complex compliance operations led by the Regulatory Compliance Division
- Community and stakeholder engagement

2.4.5 Business Services Unit

Role:

To support the Regional Directorate and Forest and Fire Operations Division in the region by providing high quality business planning and reporting, financial management and reporting, human resource management, site management and administration services.

To partner with the Group Business Management Unit, the Business Strategy Unit - Forest and Fire Operations Division and other Business Services Units to ensure the consistent, integrated and efficient delivery of business management support across FFRG.

Functions:

Community engagement	Stakeholder relationship management	Develop a high performing culture	Financial management & reporting
Business planning & reporting	Human resource management	Administration & site management	

Structure:

The Business Services Unit is led by the Manager, Business Services and comprises a business services team.

Key responsibilities:

- Support the Regional Director and Assistant Chief Fire Officer to meet business management related requirements
- Provide financial management and reporting services (including budget development and financial reconciliations) in accordance with approved standards and procedures
- Provide business planning and reporting services (including risk management planning and business continuity planning) in accordance with approved standards and procedures
- Provide human resource management services (including culture and wellbeing) in accordance with approved standards and procedures
- Provide front of house, back of house and other site management and administration services at major regional offices
- Community and stakeholder engagement

2.4.6 Invasive Species Programs (Gippsland Regional Directorate)

Role:

To lead the statewide delivery of the wild dog program, and pest and weed programs

Functions:

Management of State forests	Management of other public land	Place & deliver place-based projects	Monitoring & review
Provide environmental & land use information & advice	Input into the development of policy & strategy	Community engagement	Stakeholder relationship management
Develop a high performing culture	Administration & site management		

Structure:

The Business Services Unit is led by the Manager, Invasive Species Programs and comprises the:

- Wild Dog Program team
- Pests and Weeds Program team

Key responsibilities:

- Design and coordinate statewide delivery of the wild dog program
- Design and coordinate statewide delivery of pests and weeds programs
- Lead the delivery of agreed place-based projects relating to invasive species
- Provide expert environmental and land use advice relating to invasive species
- Community and stakeholder engagement

2.4.7 Coastal Programs (Barwon Southwest Regional Directorate)

Role:

To lead and coordinate the statewide delivery of coastal programs, including the management of coastal infrastructure

Functions:

Management of coasts	Plan & deliver place based projects	Monitoring & review	Provide environmental & land use information & advice
Input into the development of policy & strategy	Community engagement	Stakeholder relationship management	Develop a high performing culture
Administration & site management			

Structure:

The Business Services Unit is led by the Regional Manager, Coastal Programs and comprises the coastal programs team.

Key responsibilities:

- Design and coordinate statewide delivery of coastal programs

- Coordinate and advise on the repair, replacement and construction of coastal infrastructure
- Provide governance and support for coastal management committees
- Lead the delivery of agreed place-based projects relating to coasts
- Provide expert environmental and land use advice relating to coasts and coastal infrastructure
- Community and stakeholder engagement

2.5 Strategy, Capability and Innovation Division

Role:

To provide strategic policy and planning, and the design and delivery of statewide programs and projects for forest, fire and emergency management. The division also designs and delivers enabling functions across FFRG.

Strategy, Capability and Innovation Division also works across the department, Forest Fire Management Victoria partners, and fire and emergency management agencies to support the operational implementation of *Safer Together: a new approach to reducing the risk of bushfire in Victoria*.

Structure:

Strategy, Capability and Innovation Division is led by the Executive Director, Strategy, Capability and Innovation and comprises the:

- Fire and Emergency Management Policy and Planning Branch
- Forest Policy and Planning Branch
- Logistics and Assets Branch
- Capability and Engagement Branch
- Business Services Unit

2.5.1 Fire and Emergency Management Policy and Planning Branch

Role:

To lead and influence a contemporary policy and planning framework to establish the outcomes and strategic direction for fire and emergency management, and enable effective and efficient service delivery.

Functions:

Develop & advise on fire & emergency management policy, strategy & legislation	Provide environmental & land use information & advice	Input into the development of policy, strategy & legislation	Plan & deliver environmental regulation & compliance programs
Monitoring & review	Prepare to respond to emergencies	Plan & deliver recovery programs	Community engagement
Stakeholder relationship management	Develop a high performing culture	Administration & site management	

Structure:

The Fire and Emergency Management Policy and Planning Branch is led by the Director, Fire and Emergency Management Policy and Planning and comprises the:

- Fire and Emergency Management Policy Unit
- Fire and Emergency Management Planning Unit
- Fire and Emergency Management Programs Unit

2.5.1.1 Fire and Emergency Management Policy Unit

Role:

To develop and maintain a contemporary policy framework for fire and emergency management, that both influences and is consistent with, broader strategic policy setting for fire and emergency management sector; and integrates with other departmental policy directions.

Key responsibilities:

- Provide policy and strategy advice on fire and emergency management
- Develop policy and strategy relating to fire and emergency management
- Coordinate input into whole of government fire and emergency management policy and reform for the department and other fire and emergency management agencies
- Contribute to and collaborate on, broader policy and legislative reform across the department and government
- Develop, review and amend sub-ordinate legislation including regulations and other key documents such as Code of Practice for Bushfire Management on Public Land, in consultation with Corporate Services Group
- Support the embedding of policy directions for fire and emergency management into the department's systems, processes and operational practices
- Community and stakeholder engagement

2.5.1.2 Fire and Emergency Management Planning Unit

Role:

To establish and guide integrated forest, fire and emergency management planning processes.

Key responsibilities:

- Lead the development and implementation of integrated, risk based planning for fire and emergency management, including fuel management
- Provide direction and guidance on strategic, operational and tactical planning for fire and emergency management, including fuel management
- Review and provide quality assurance over strategic, operational and tactical planning for fire and emergency management undertaken in the department to ensure requirements are met
- Contribute to and collaborate on, broader reforms to fire and emergency management planning frameworks across government
- Community and stakeholder engagement

2.5.1.3 Fire and Emergency Management Programs Unit

Role:

To support the efficient and effective integration and implementation of forest, fire and emergency management programs.

Key responsibilities:

- Enhance integration and consistency in the delivery of forest, fire and emergency management programs
- Provide tools and guidance to embed policy directions for forest, fire and emergency management into the department’s systems, processes and operational practices
- Support continuous improvement in forest, fire and emergency management program delivery
- Provide operational advice and guidance for the delivery of forest, fire and emergency management programs
- Support effective coordination and integration of statewide recovery programs
- Community and stakeholder engagement

2.5.2 Forest Policy and Planning Branch

Role:

To develop and maintain a contemporary policy and planning framework for the management and use of State forests, and establish and guide integrated forest management planning processes

Functions:

Develop & advise on forest management policy, strategy & legislation	Provide environmental & land use information & advice	Input into the development of policy, strategy & legislation	Plan & deliver environmental regulation & compliance programs
Monitoring & review	Community engagement	Stakeholder relationship management	Develop a high performing culture
Administration & site management			

Structure:

The Forest Policy and Planning Branch is led by the Director, Forest Policy and Planning and comprises the:

- Forest Regulation Unit
- Forest Policy and Planning Unit

2.5.2.1 Forest Regulation Unit

Role:

To lead the development and improvements to forest regulation.

Key responsibilities:

- Develop, review and amend sub-ordinate legislation such as regulations and other key documents such the Code of Practice for Timber Production
- Provide authoritative advice on the Code of Practice for Timber Production, and implement improvements to enable best practice regulation of timber harvesting operations
- Work with the Regulatory Compliance Branch, Forest and Fire Operations Division and Regional Directorates to ensure the consistent, integrated and efficient forest regulation
- Community and stakeholder engagement

2.5.2.2 Forest Policy and Planning Unit

Role:

To develop and maintain a contemporary policy and planning framework for the management of State forests, that both influences and is consistent with, broader strategic policy settings for public land.

Key responsibilities:

- Develop policy and strategy relating to forest management, consistent with broader public land management policy
- Lead the development and implementation of integrated community-centred planning for State forest management
- Strategically drive improvements in visitor assets, infrastructure and information in State Forests
- Maintain forest management zoning and data to ensure it is up to date, decision relevant and complies with required standards
- Contribute to and collaborate on, broader policy, planning and legislative reform across the department and government
- Support the embedding of policy directions and planning frameworks for forest management into the department’s systems, processes and operational practices
- Community and stakeholder engagement

2.5.3 Logistics and Assets Branch

Role:

To lead and support best practice and innovation in the management of infrastructure and assets to enable FFRG to safely, effectively and efficiently deliver forest, fire and emergency management operations and broader departmental priorities.

Functions:

Manage assets & equipment	Prepare to respond to emergencies	Community engagement	Stakeholder relationship management
Develop a high performing culture	Administration & site management		

Structure:

The Logistics and Assets Branch is led by the Director, Logistics and Assets and comprises the:

- Heavy Plant and Fleet Unit
- Roads and Fixed Assets Unit
- Logistics Unit
- Aviation Unit

2.5.3.1 Heavy Plant and Fleet Unit**Role:**

To procure, manage and supply heavy plant and fleet required for the safe and effective delivery of forest, fire and emergency management, and to meet broader departmental priorities.

Structure:

The Heavy Plant and Fleet Unit is led by the Manager, Heavy Plant and Fleet, and comprises the:

- Strategy and Risk Team
- Procurement and Contracts Team
- Heavy Plan and Fleet Operations Team
- Service Transition Team

Key responsibilities:

- Work with across DELWP to develop and deliver strategies for heavy plant and fleet to meet current and future operational needs
- Coordinate and manage the department's heavy and mobile plant fleet in a consistent, integrated and efficient way
- Lead procurement processes and contract management for heavy plant and fleet
- Provide advice, policies, guidelines and tools for the development and use of heavy plant and fleet to meet operational requirements
- Identify emerging issues, risks and trends impacting on the successful achievement of objectives and priorities and develop innovative solutions and options.
- Community and stakeholder engagement.

2.5.3.2 Roads and Fixed Assets Unit**Role:**

To lead, coordinate and support the effective and efficient management of the department's fixed assets, including roads and crossing, airbases and fire towers.

Structure:

The Roads and Fixed Assets Unit is led by the Manager, Roads and Fixed Assets, and comprises the:

- Standards, Policies and Compliance Team
- Procurement and Contracts Team

- Planning Team
- Operations Team

Key responsibilities:

- Lead strategic asset and infrastructure procurement and management for roads, crossing, airbases, fire lookout towers and other fixed assets
- Provide technical advice (including engineering) and develop contracts, specifications, standards and guidelines for fixed assets
- Deliver complex bridge, crossing and other fixed asset construction projects
- Coordinate and deliver a scheduled program of regular inspections and repairs of fixed assets to ensure operational standards are met
- Manage and coordinate the Road Maintenance Agreement with VicForests
- Manage and coordinate seasonal road closures and the National Heavy Vehicle permitting process across public land in Victoria
- Manage the allocation of funding and reporting for road maintenance and National Bushfire Mitigation projects
- Community and stakeholder engagement

2.5.3.3 Logistics Unit

Role:

To lead coordinate the procurement, warehousing and delivery of fit for purpose equipment and supplies to support safe and effective forest, fire and emergency management operations, and the achievement of broader departmental objectives

Structure:

The Fixed Assets Unit is led by the Manager, Fixed Assets, and comprises the:

- Strategy and Risk Team
- Procurement and Contracts Team
- Logistics Centre Team

Key responsibilities:

- Manage the department’s equipment and supplies warehouse and development centre
- Lead procurement processes and contract management for equipment and services to support forest, fire and emergency management
- Develop and deliver fit for purpose equipment and supplies for forest, fire and emergency management and provided associated services
- Community and stakeholder engagement

2.5.3.4 Aviation Services Unit

Role:

To manage fire and emergency aviation for Victoria, providing specialist aviation resources for forest, fire and emergency management, and deliver broader departmental priorities.

The operational deployment of aircraft for fire management is directed by the Chief Fire Officer.

Structure:

The Aviation Services Unit is led by the Manager, Aviation, and comprises the:

- Strategy and Risk Team
- Procurement and Contracts Team
- Aviation Training and Development Team

Key responsibilities:

- Lead procurement and contract management for aviation services
- Develop and maintain policy and guidance of the safe and effective use of aircraft and aviation equipment
- Provide expert advice on the application and use of aviation technology for forest, fire and emergency management
- Provide administration services for the use of aircraft, including payments, aircraft and pilot registry, and flight operations returns
- Lead accreditation and training for the application and use of aircraft and aviation equipment, including regional briefings, integrated with the broader EM training calendar and processes.
- Manage aviation equipment including surveillance cameras, linescan equipment, aerial drip torch and incendiary bombing equipment, mixing and loading infrastructure, rappel and hover exit equipment
- Provide secretariat support to the Fire and Emergency Aviation Group
- Community and stakeholder engagement

2.5.4 Capability and Engagement Branch

Role:

To provide innovative technology systems and risk modelling tools, and lead the development of workforce capability and best practice engagement to support operational planning and delivery of services to the community.

Functions:

Manage assets & equipment	Prepare to respond to emergencies	Community engagement	Stakeholder relationship management
Develop a high performing culture	Administration & site management		

Structure:

The Capability and Engagement Branch is led by the Director, Capability and Engagement and comprises the:

- Technology Solutions Unit
- Workforce Development Unit

- Community Partnerships and Engagement Support Unit
- Bushfire Risk Assessment Unit
- Monitoring, Evaluation and Research Unit

2.5.4.1 Technology Solutions Unit

Role:

To deliver and manage information and communication technology solutions that support a safe and mobile workforce, and effective planning and delivery of services by FFRG

Structure:

The Technology Solutions Unit is led by the Manager, Technology Solutions, and comprises the:

- Service Delivery and Strategy Team
- Radio Communications Team
- Infrastructure and Integration Team

Key responsibilities:

- To develop, maintain and administer information technology systems for forest, fire and emergency management
- To develop, maintain and administer the radio communications system for the department and portfolio partners
- To provide advice, policies and guidelines on the development and use of technology solutions to meet operational requirements
- To provide spatial mapping services to support forest, fire and emergency management
- To drive innovation in the provision of information and communications technology solutions and support
- Collaborate with Corporate Services Group and fire and emergency management agencies in the delivery of communications and information systems
- Community and stakeholder engagement

2.5.4.2 Workforce Development Unit

Role:

To manage the development of a highly skilled forest, fire and emergency management workforce.

Key responsibilities:

- Lead the delivery of an integrated approach to the high quality training and assessment for forest, fire and emergency management, including technical training and leadership development
- Manage a Registered Training Organisation to provide quality assured and compliant learning and development frameworks, services and products
- Collaborate with Corporate Services Group and fire and emergency management agencies in the delivery of workforce development services

- Community and stakeholder engagement

2.5.4.3 Community Partnerships and Engagement Support Unit

Role:

To build the department's capability and capacity to meaningfully engage and work with communities, partners and stakeholders, and to build an organisational culture that supports this as a core part of service delivery.

Key responsibilities:

- To provide practical support to staff in planning and undertaking engagement with communities and stakeholders
- To develop approaches and tools to support active and meaningful community engagement
- Develop and lead implementation of a plan to build the skills, capability and culture that will enable the department to work better with communities and make collaborative decisions
- Lead the department's participation in work being undertaken across the forest, fire and emergency management sector to support communities to better prepare for, respond to and recover from bushfire and other emergencies
- Coordinate work with communities statewide to ensure consistency of outcomes for communities and the department
- Lead community and stakeholder engagement with state level organisations and peak bodies about forest, fire and emergency management
- Community and stakeholder engagement

2.5.4.4 Bushfire Risk Assessment Unit

Role:

To build capability to understand and manage bushfire risk through the provision of innovative tools, models and processes, applied to inform policy decisions, risk based planning and operational response to fires and related hazards.

Key responsibilities:

- Lead continuous improvement and innovation in risk analysis and decision support tools for strategic, tactical and operational bushfire management
- Develop products and tools which support community conversations about bushfire risk and planning
- Measure, track and forecast statewide and regional bushfire (residual) risk to inform funding, planning and delivery of fuel management activities
- Develop technical methods and data analysis tools to manage ecological risk from bushfires and planned burning
- Develop methods to measure and forecast the impact and consequence of bushfires and planned burning across a range of environment, social, economic and cultural assets and values
- Build the capability of the department and fire and emergency management agencies, and community knowledge in bushfire risk and fire behaviour analysis

- Coordinate the development of Victoria’s predictive services (hazard exposure models and analysis) to inform hazard-related decision making by communities, industry and fire and emergency management agencies
- Community and stakeholder engagement

2.5.4.5 Monitoring, Evaluation and Research Unit

Role:

To generate knowledge and information to improve public land, fire and emergency management.

Key responsibilities:

- Establish and maintain the Victorian Bushfire Monitoring Program to enable improvement of fire and emergency management outcomes
- Meet sustainable forest management reporting requirements through the management of the Victorian Forest Monitoring Program
- Lead the identification of knowledge needs to support improved decision making
- Manage science and research investments
- Develop systems and tools for knowledge discovery, evaluation and reporting
- Establish and maintain common data management standards and approaches
- Community and stakeholder engagement

2.5.5 Business Services Unit

Role:

To support the Strategy, Capability and Innovation Division and the Office of the Chief Fire Officer by providing high quality business planning and reporting, financial management and reporting, human resource management, site management and administration services.

To partner with the Group Business Management Unit, the Business Strategy Unit - Forest and Fire Operations Division and other Business Services Units to ensure the consistent, integrated and efficient delivery of business management support across FFRG.

Functions:

Community engagement	Stakeholder relationship management	Develop a high performing culture	Financial management & reporting
Business planning & reporting	Human resource management	Administration & site management	

Structure:

The Business Services Unit is led by the Manager, Business Services and comprises a small business services team.

Key responsibilities:

- Support the Executive Director, Strategy Capability and Innovation and Chief Fire Officer to meet business management related requirements

- Provide financial management and reporting services (including budget development and financial reconciliations) in accordance with approved standards and procedures
- Provide business planning and reporting services (including risk management planning and business continuity planning) in accordance with approved standards and procedures
- Provide human resource management services (including culture and wellbeing) in accordance with approved standards and procedures
- Community and stakeholder engagement

2.6 Aboriginal Inclusion Support Branch

Role:

To provide leadership, coordination and support for the planning, implementation and monitoring of Aboriginal inclusion policy and programs across DELWP.

Functions:

Support Aboriginal Inclusion	Monitor & review	Input into the development of policy & strategy	Community engagement
Stakeholder relationship management	Develop a high performing culture	Administration & site management	

Structure:

The Aboriginal Inclusion Support Branch is led by the Director, Aboriginal Inclusion Support and comprises the:

- Delivery Coordination and Support Unit
- Aboriginal Partnerships and Engagement Support Unit

2.6.1 Delivery Coordination and Support Unit

Role:

To provide coordination and delivery support for Aboriginal policy and programs in DELWP and monitor their effectiveness in achieving improved outcomes for Aboriginal Victorians.

Key responsibilities:

- Develop and coordinate a DELWP-wide approach to the planning, implementation and monitoring of Aboriginal policy and programs, including the implementation of DELWP's Aboriginal Inclusion Plan, *Munganin Gadhaba*
- Design and deliver policies, procedures and guidelines that enable DELWP to improve outcomes for Aboriginal people in Victoria
- Provide senior management across all DELWP portfolios with strategic policy advice, identify emerging opportunities and report on the effectiveness of *Munganin Gadhaba*
- Community and stakeholder engagement

2.6.2 Aboriginal Partnerships and Engagement Support Unit

Role:

To provide engagement support across DELWP to build relationships and partnerships with Traditional Owners and Aboriginal Victorians.

Key responsibilities:

- Establish and maintain strong networks and relationships across DELWP, federal, state and local government agencies, business and community organisations and integrate approaches to priority issues at the local level
- Partner with all DELWP portfolios to identify strategies and programs to effectively build relationships and partner with Traditional Owners and Aboriginal Victorians
- Partner with all DELWP portfolios to foster Aboriginal participation and inclusion to improve employment, cultural wellbeing and economic prosperity.
- Community and stakeholder engagement

2.7 Regulatory Compliance Branch

Role:

To provide strategy, systems and procedures for environmental regulation and compliance programs across DELWP. The Regulatory Compliance Branch also leads the delivery of complex operations.

Functions:

Plan & deliver environmental regulation & compliance programs	Monitor & review	Input into the development of policy & strategy	Community engagement
Stakeholder relationship management	Develop a high performing culture	Administration & site management	

Structure:

The Regulatory Compliance Branch is led by the Director, Regulatory Compliance and comprises the:

- Intelligence and Investigations Unit
- Compliance Policy, Strategy and Capability Unit
- Timber Harvesting Compliance Unit

2.7.1 Policy, Strategy and Capability Unit

Role:

To lead policy and strategy for a risk-based, intelligence led approach to environmental compliance, and build the capability and capacity of DELWP for successful implementation

Key responsibilities:

- Lead the development and oversight implementation of DELWP's compliance strategy and framework
- Establish standards, systems and processes for the delivery of safe and effective compliance operations

- Develop, implement and improve compliance capability through training, exercising and mentoring for authorised officers and other DELWP staff
- Support strategic assessments and the development of risk based and intelligence led strategies and plans that guide compliance investment and operations
- Establish partnerships and agreements with relevant regulatory and enforcement agencies and stakeholders
- Community and stakeholder engagement

2.7.2 Intelligence and Investigations Unit

Role:

To provide operational leadership and support for a risk-based, intelligence led approach to environmental compliance

Key responsibilities:

- Lead the planning and conduct of complex and state significant environmental compliance operations
- Provide expert advice, support and mentoring to staff involved in the planning and conduct of environmental compliance operations
- Ensure the efficient and effective allocation of resources, and management of risk through the functioning of state and regional tasking and coordination committees, and the establishment of safe systems of work
- Manage intelligence and information systems and processes to inform prioritisation and delivery of regulation and compliance activities, and ensure that operational reviews, learning and improvement occurs
- Develop capability and capacity in DELWP and partner agencies to collect, collate, analyse and use intelligence to support decision making
- Ensure regulation and compliance activities, including the management of information, are undertaken in accordance with all legal and other requirements
- Establish partnerships and agreements with relevant regulatory and enforcement agencies and stakeholders
- Community and stakeholder engagement

2.7.3 Timber Harvesting Compliance Unit

Role:

To promote the sustainable use of timber resources through a risk-based, intelligence led approach to environmental compliance

Key responsibilities:

- Manage and oversight forest reports and case management processes to ensure efficient and timely actions, including threatened species assessments and forest management zoning, and investigations and enforcement.
- Improve application of the Code of Practice for Timber Production through the development of appropriate policies, standards and procedures

- Provide expert advice and support to improve the regulatory framework for timber harvesting planning and operations
- Establish partnerships and agreements with relevant regulatory and enforcement agencies and stakeholders
- Community and stakeholder engagement

3.0 Governance

To support the effective operation of the FFRG, governance arrangements have been implemented. Additional governance may be implemented at the divisional, branch and district levels.

3.1 Senior Executive Leadership Team

Role:

The Senior Executive Leadership Team will have overall responsibility for group-wide strategy and performance. This includes leading the successful implementation of our new business model and the 'one-FFRG' approach.

The Senior Executive Leadership Team will form the following sub-committees:

- Financial management and risk
- People, culture and workforce planning
- Process management, improvement and innovation
- Customer and stakeholder focus

The Senior Executive Leadership Team will utilise the advice and dedicated work of the sub-committees to focus on:

- Leadership and culture
- Communications and relationship management, with internal and external partners and stakeholders
- Providing long term direction, purpose and priorities, including developing specific goals and targets and delivering and monitoring strategic delivery plans aligned to priorities
- Budget and resource allocation based on agreed priorities and monitor financial performance
- Establishing and monitoring performance indicators, to ensure priorities are delivered, the desired culture is embedded, and ensure integration of policy through to delivery
- Identifying and managing risk

Membership:

- Deputy Secretary, Forest, Fire and Regions (Chair)
- Director, Office of the Deputy Secretary (Secretariat)
- Chief Fire Officer
- Executive Director, Strategy, Capability and Innovation
- Chief Operating Officer

- Regional Directors
- Assistant Chief Fire Officers

3.2 Executive Leadership Team

Role:

To lead a culture of high performance and business excellence and model the values and behaviours of DELWP. This includes community centred, integrated and place-based leadership.

Membership:

- Senior Executive Leadership Team members
- Group Business Manager
- Deputy Chief Fire Officers
- Director, Fire and Emergency Management Policy and Planning
- Director, Forest Policy and Planning
- Director, Logistics and Assets
- Director, Capability and Engagement
- Director, Aboriginal Inclusion Support
- Director, Regulatory Compliance
- Regional Business Managers
- Business Manager, Strategy, Capability and Innovation

3.3 Regional Leadership Teams

Role:

To ensure a coordinated approach to the identification of placed based priorities and to ensure that the principles of placed-based leadership are implemented in regional locations:

- Empowered and connected communities
- Streamlined and accountable client interfaces and pathways
- Agile, joined up and anticipatory programs, services and problem solving
- Local needs and issues inform local, regional and state-wide policies, priorities and solutions
- Authorised, meaningful, leadership and decision making at local levels
- A learning organisation with real time knowledge and information sharing

Membership:

- Regional Director (Chair)
- Assistant Chief Fire Officer
- Regional Manager, Natural Environment Programs
- Regional Manager, Land and Built Environment Programs
- Regional Manager, Community and Partnership Programs

- Regional Forest and Fire Operations Manager
- Regional Forest and Fire Planning Manager
- Regional Fire and Emergency Preparedness Manager
- Manager, Environmental Compliance
- Manager, Business Services
- Manager, Regional Planning Services (Planning Group)

Forest, Fire and Regions Group (FFRG) Proposed new Business Model for staff consultation



7 June 2017



Environment,
Land, Water
and Planning

- When we created FFRG in March 2016, we focused largely on the forest and fire management parts of our business
- At the time, we said we would need to do further work to ensure we have a business model that supports us to deliver our priorities into the future
- Since then, we have made some improvements, including to the structure of the Office of the Deputy Secretary and parts of Strategy, Capability and Innovation Division
- Our business model is more than just our structure. It includes what we do and how we work – our core functions, processes, the technology we use, and most importantly, our culture
- We engaged KPMG, who worked with us to review our business and develop a proposed new business model for FFRG
- The new business model includes proposed changes to how parts of our business are organised – the changes do not impact on our district structures



Why we need a new business model

- We must continue to build our capacity and capability to deliver DELWP 2020 and Victoria's Regional Statement
- We need to continue to respond to the Victorian Government's public sector reform agenda
- We are 'One FFRG': we must operate as an integrated business with shared priorities and consistent approaches
- We need to support the place-based delivery of priorities across the breadth of the DELWP portfolio
- We need to deliver Government policy and priorities
- We need to be future focused: more adaptive and responsive to change
- We need to be sure that our resources are allocated based on capacity and priorities - not on history
- We need to be financially sustainable and deliver best community value from the investment made in us



Design principles

The Executive Leadership Team (ELT) used the following principles to guide the design of the proposed new FFRG business model, which aligns with DELWP 2020, and our vision and purpose.

Community-focused

Places the community at the centre of everything that FFRG does. Supports the Community Charter.

Delivers DELWP values

Supports the DELWP values and behaviours of: teamwork, service excellence, ownership, and wellbeing and safety.

Agile and responsive

Able to respond to key drivers in the internal and external environment and policy changes. Enables planning for variation in service demand.

Aligned, efficient and sustainable

Promotes productive and efficient delivery of services without compromising on quality. Balances achievement of short term objectives whilst enabling long term sustainability

Clear and accountable

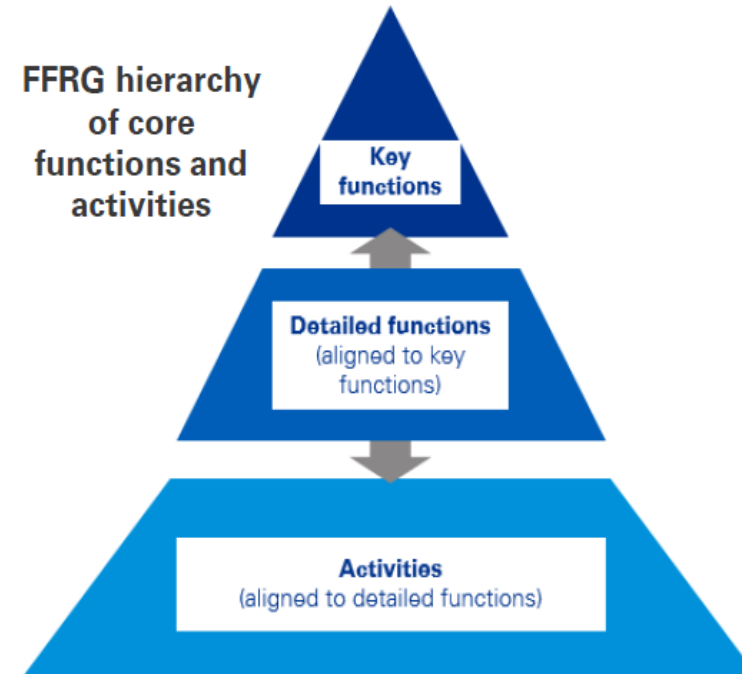
Ensures clear roles and responsibilities and single point of accountability

Centre of excellence

Enables business excellence and a culture of high performance. Provides for strategic leadership and capability development.

Defining our core business

- We identified 6 key functions and 34 detailed functions that are performed by our offices, divisions and regions. These functions remain relatively stable over time
- The following slides provide further detail about our core and detailed functions
- A further 100+ tasks and activities are performed by FFRG. These can fluctuate over time in response to internal and external drivers
- We also developed new planning and prioritisation tools



Our key functions

Delivery functions

Public land management, governance and administration

Reducing the impacts and consequences of emergencies

Policy, strategy and legislation development and advice

Program/ project / service design and delivery

Enabling / support functions

Business management and operations

Communications and engagement

Our detailed functions

DELIVERY FUNCTIONS

Public land management, governance and administration

1. Management of State forests
2. Management of other public land
3. Management of coasts
4. Public land governance and administration

Reducing the impacts and consequences of emergencies

5. Prepare for emergencies
6. Respond to emergencies
7. Plan and deliver recovery programs

Policy, strategy and legislation development and advice

8. Develop and advise on fire and emergency management policy, strategy and legislation
9. Develop and advise on forest management policy, strategy and legislation
10. Provide environmental and land use information and advice
11. Input into the development of policy, strategy and legislation

Program / project / service design and delivery

12. Plan and deliver fuel management
13. Plan and deliver fire prevention programs
14. Plan and deliver environmental, regulation and compliance programs
15. Plan and deliver climate change adaptation programs
16. Plan and deliver biodiversity programs
17. Plan and deliver recreational water programs
18. Assess renewable energy infrastructure proposals
19. Deliver and/or provide input to precinct planning
20. Design and deliver place-based projects
21. Manage assets and equipment
22. Monitoring and review
23. Administer agreements with Traditional Owners
24. Support Aboriginal inclusion
25. Support metropolitan and regional partnerships
26. Administer grants programs

ENABLING / SUPPORT FUNCTIONS

Business management and operations

27. Financial management and reporting
28. Administration and site management
29. Business planning and reporting
30. Human resource management
31. Develop a high performing culture

Communication and engagement

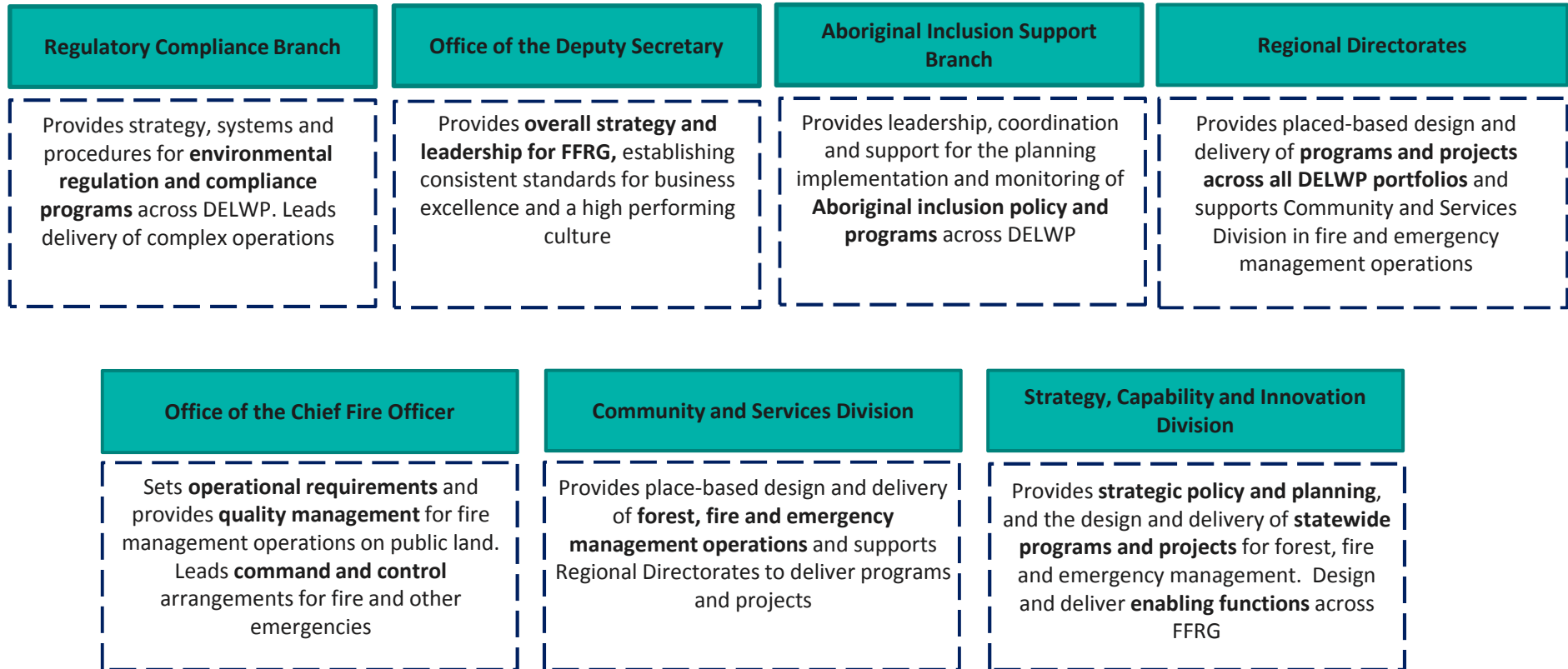
32. Communications and engagement
33. Stakeholder relationships management
34. Media and communications



Defining our roles and responsibilities

- We are not proposing to change the fundamental roles and responsibilities of each office, division or region in FFRG. We have developed clearer role statements (see next page)
- Using these role statements, we have mapped functions to each part of FFRG so we are clear about who delivers them – acknowledging that all parts of our business are responsible for **community and stakeholder engagement** and for **creating a high performing culture**
- We have also undertaken ‘deep dives’ for a number of functions that are delivered across different parts of FFRG – so we are clear on how those functions are delivered in an integrated way
- Full details are available in the KPMG report on the intranet: <http://intranet.delwp.vic.gov.au/about/groups/forest-fire-and-regions/>

Roles and responsibilities

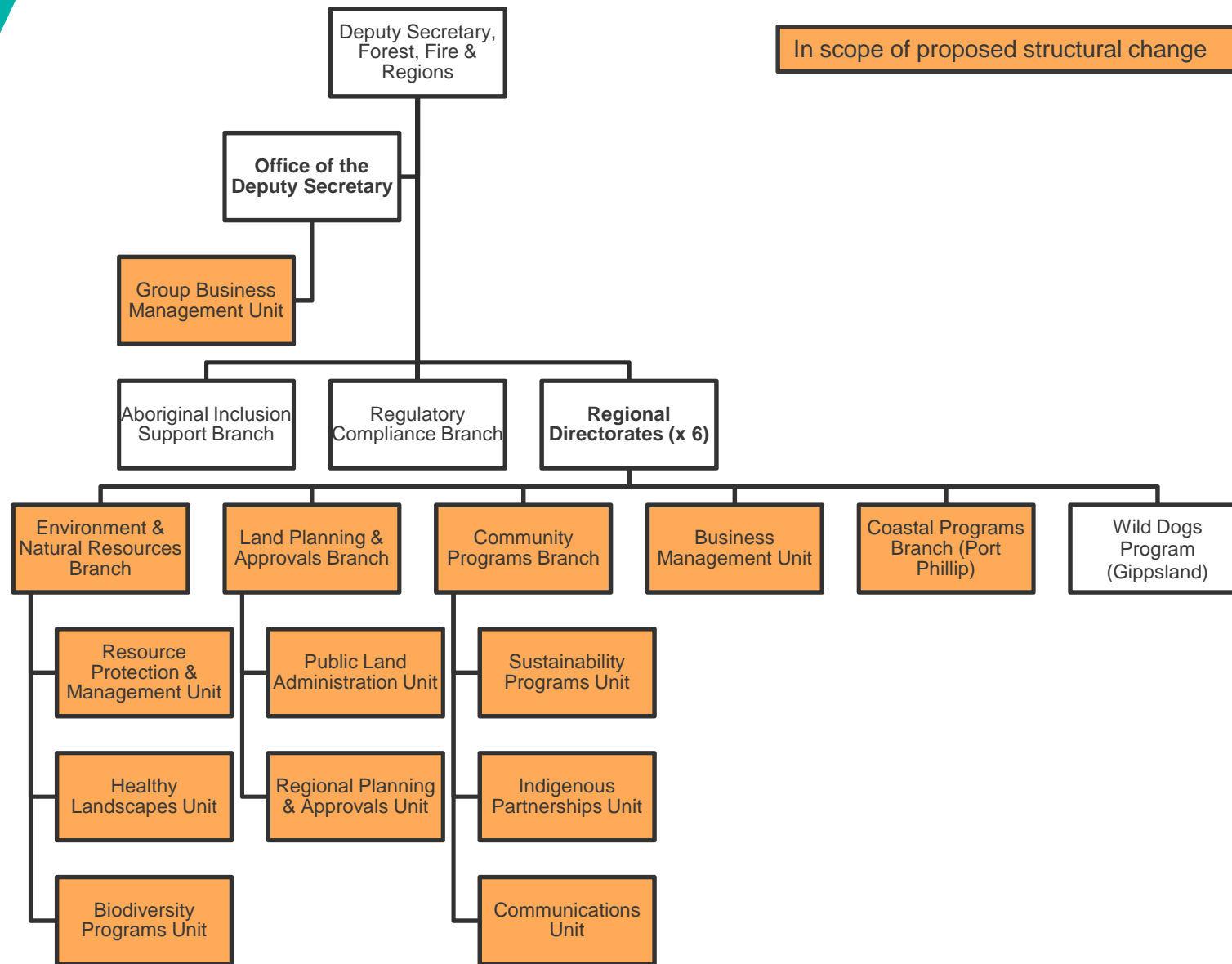




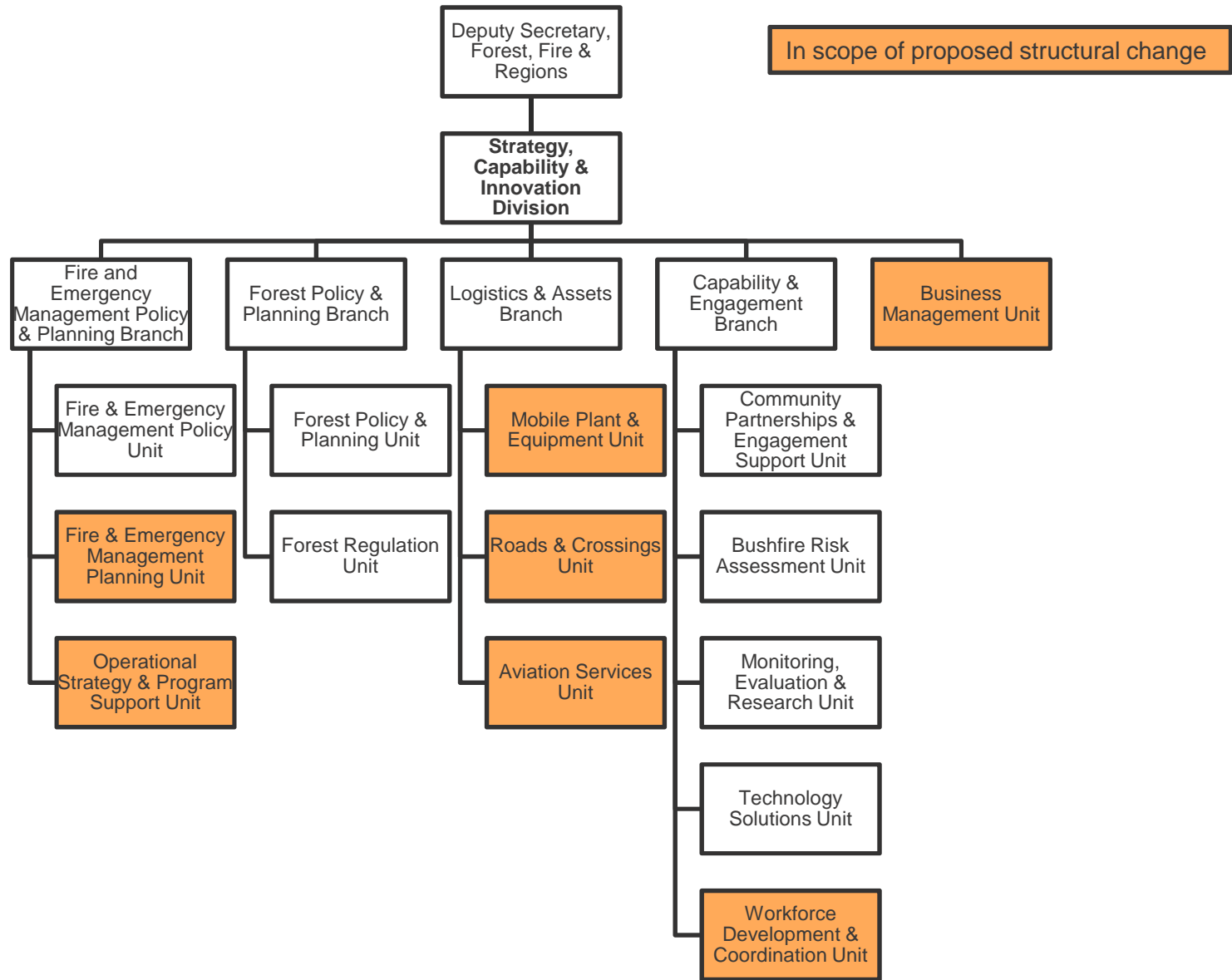
Proposed structure for consultation

- Following the work to identify and map our functions, we then looked at how we best organised to meet our objectives and enable us to:
 - **better deliver our core services and priorities**
 - **be more integrated**
 - **be more responsive to change**
 - **improve our productivity**
 - **develop staff capability**
 - **be financially sustainable**
- This has included considering how we deliver our functions into the future
- A number of changes are proposed to parts of our structure, which are described and explained at a high level in the following slides

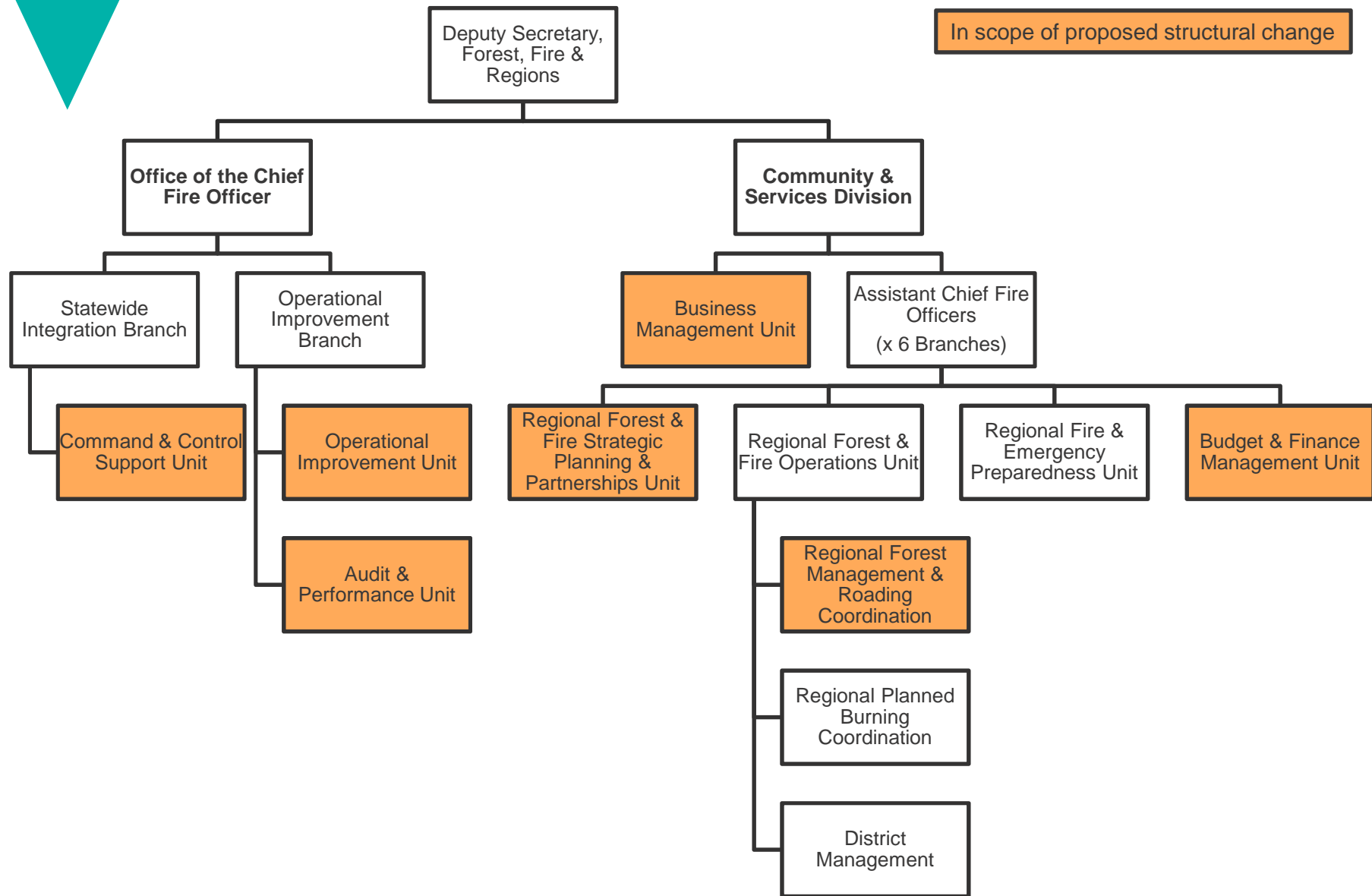
Scope of proposed changes to our structure - 1



Scope of proposed changes to our structure - 2



Scope of proposed changes to our structure - 3



In scope of proposed structural change



Proposed structure for consultation

- Detailed proposed structures are available on the intranet, which show all positions and grade levels
- You can see where positions have been matched and where the new positions that have been created
- Detailed new structures aren't shown for the parts of the business that are outside of the scope of the proposed structural changes
- You will need to click on the link to access Sharepoint, which is where the proposed structures and position descriptions can be found
- The proposed structures are also being sent to the CPSU and AWU
- Staff who are on leave will be notified by their managers about the proposed changes



Proposed changes to *Business Management*

Rationale for change:

- Achieve greater end-to-end integration of business services
- Provide effective, efficient and high-quality support without duplicating roles (including with Corporate Services Group)
- Improve clarity of roles
- Create centres of excellence
- Drive consistency in systems and processes across FFRG

Detailed functions to be delivered by Business Services:

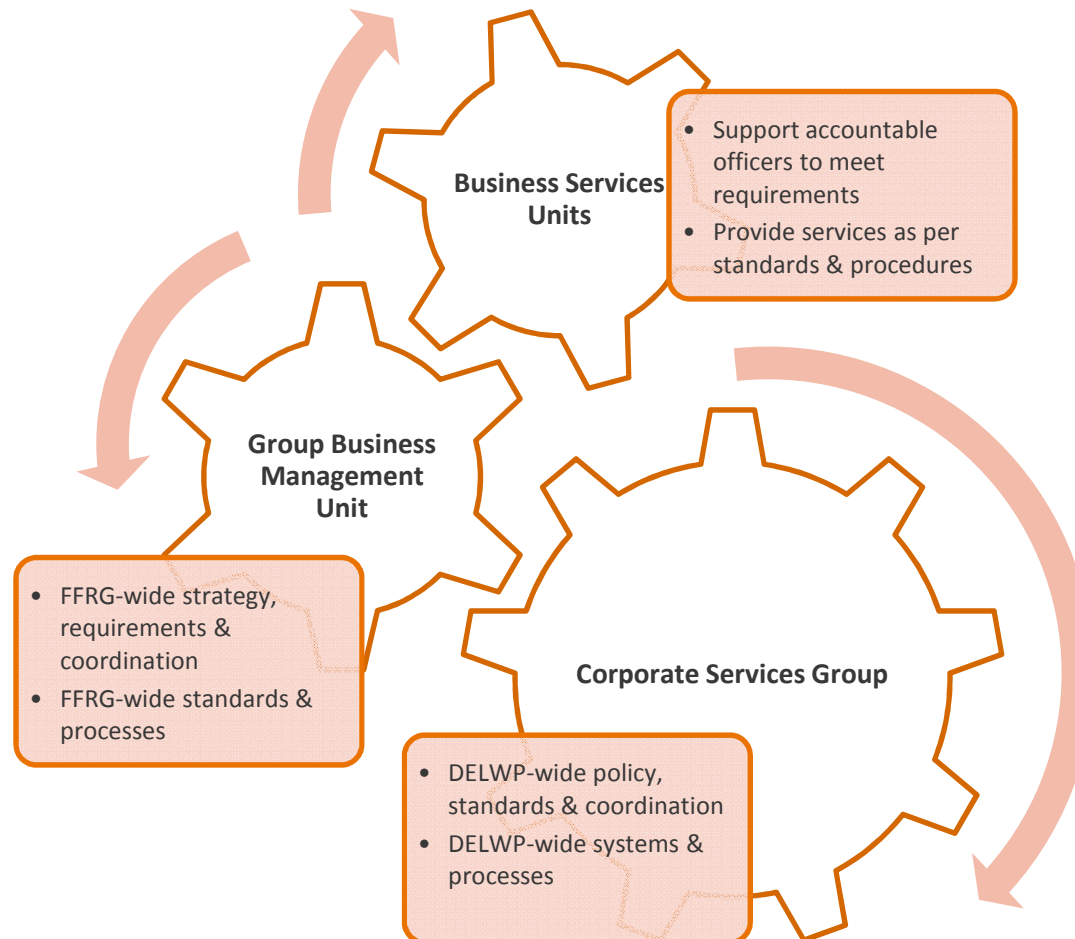
- Financial management and reporting
- Business planning and reporting
- Human resource management
- Administration and site management

Proposed changes to *Business Management*

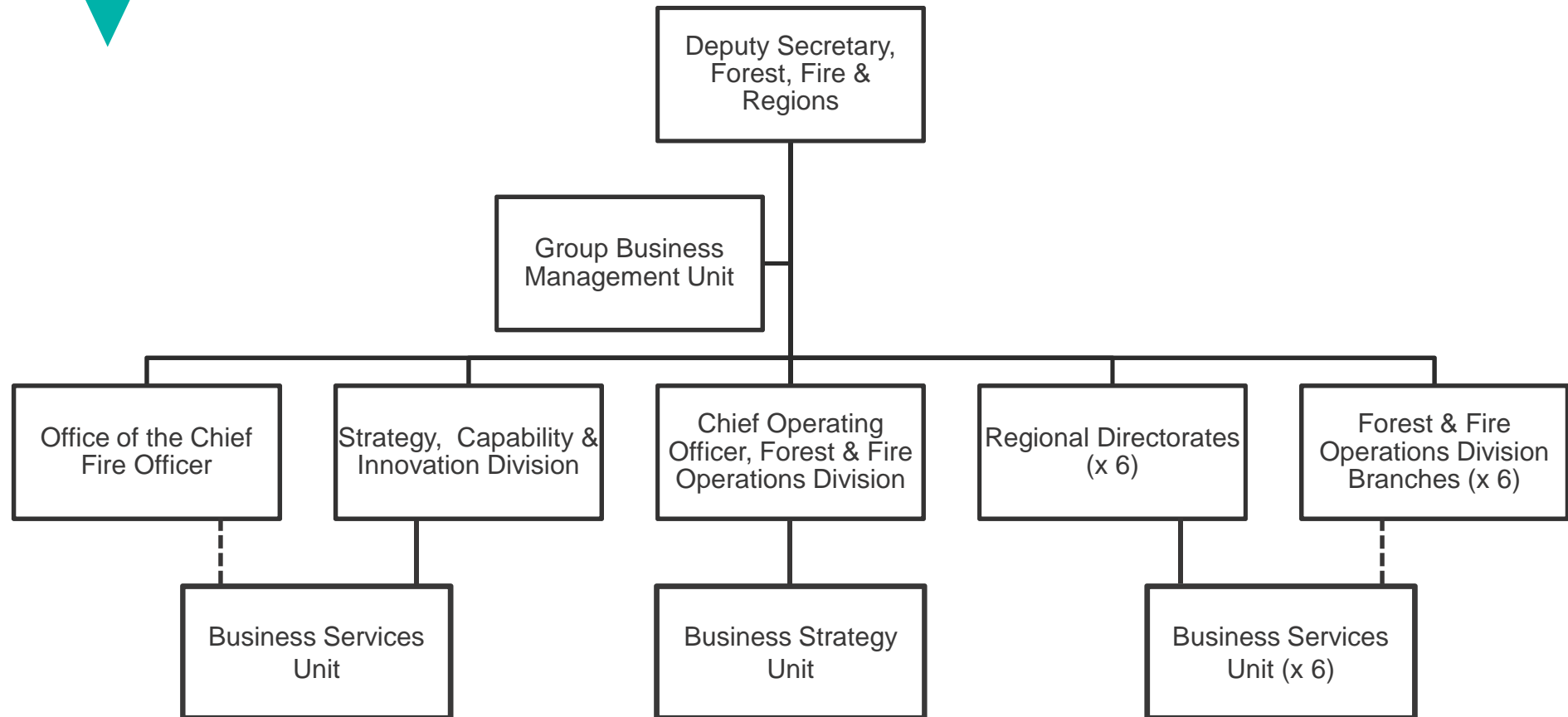
Group Business Management Unit	Business Strategy Unit	Business Services Units
<p>Supports:</p> <ul style="list-style-type: none"> • <i>Office of the Deputy Secretary</i> • <i>Aboriginal Inclusion Branch</i> • <i>Regulatory Compliance Branch</i> 	<p>Supports:</p> <ul style="list-style-type: none"> • <i>Chief Operating Officer, Community and Services Division (CSD) (proposed name change to Forest and Fire Operations Division)</i> 	<p>Separate Units to support:</p> <ul style="list-style-type: none"> • <i>Strategy, Capability and Innovation Division (SCI) and the Office of the Chief Fire Officer (OCFO)</i> • <i>Regional Directorates (RD) and CSD branches (x6)</i>
<ul style="list-style-type: none"> • Leads and coordinates an integrated approach to provision of business management services in FFRG • Provides business management strategy and requirements, working closely with Corporate Services Group to ensure DELWP policy and standards are implemented • Develops and coordinates consistent, group-wide standards and processes • Provides quality assurance 	<ul style="list-style-type: none"> • Supports the Chief Operating Officer and coordinates across the Community and Services Division (proposed name change to Forest and Fire Operations Division) • Provide strategic analysis and advice to support decision making, drive productivity improvements and realise program efficiencies in the delivery of statewide forest, fire and emergency management operations • Supported by new Business Analyst positions that report to Assistant Chief Fire Officers 	<ul style="list-style-type: none"> • Supports accountable officers, by implementing group-wide strategy and requirements. • Provides the following services consistent with group-wide standards and processes: business planning and reporting, financial management and reporting, human resource management (including safety), and site management and administration

Proposed changes to *Business Management*

Integrated business services model:



High level proposed structure: *Business Management*



Notes:

- The Group Business Management Unit also supports the Aboriginal Inclusion Support Branch and the Regulatory Compliance Branch
- Assistant Chief Fire Officers will each be supported Business Analyst(s)



Proposed changes to *Regional Directorates*

Rationale for change:

- Better represent all DELWP portfolios at place
- Rebalancing resources to better meet current and future needs across the State
- Agility to support new and changing priorities

Proposed changes:

- New branch names, functional responsibilities, roles and team composition
- A new Environmental Compliance Branch in each Regional Directorate
- A new statewide Invasive Species Programs Branch located within Gippsland Regional Directorate
- A statewide Coastal Programs Branch located within Barwon South West Regional Directorate



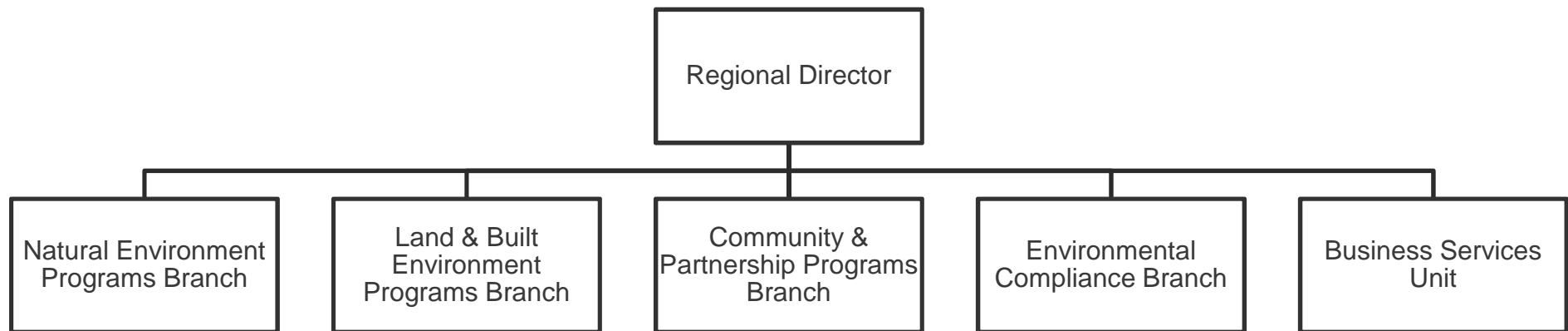
Proposed changes to *Regional Directorates*

Detailed functions to be delivered by Regional Directorates:

- Public land governance and administration
- Management of coasts
- Plan and deliver recreational water projects
- Plan and deliver climate change adaptation programs
- Assess renewable energy infrastructure proposals
- Administer grants programs
- Plan and deliver environmental regulation and compliance programs
- Plan and deliver biodiversity programs
- Support metropolitan and regional partnerships
- Precinct planning
- Support Aboriginal inclusion
- Administer agreements with Traditional Owners
- Plan and deliver place-based projects
- Input into the development of policy and strategy
- Provide environmental and land use information and advice
- Media and communications

High level proposed structure: *Regional Directorates*

- Each region is structured with consistent branch names and functions
- There is some variation between Regional Directorates
- Region specific structures with all positions can be accessed via the intranet or Sharepoint



Coastal Programs
Barwon Southwest Regional Directorate
Statewide coordination of coastal programs

Invasive Species Programs
Gippsland Regional Directorate
Statewide coordination and delivery of the wild dogs program, and pests and weeds programs



Proposed changes to *Community and Services Division*

Rationale for change:

- New name that more accurately reflects the main responsibilities
- Increased focus on forest management planning and delivery
- Removing administrative inefficiencies
- Improve support to strategically manage resources

Proposed changes:

- Name becomes Forest and Fire Operations Division (F&FO)
- Activating six Regional Forest and Fire Planning Units by combining Bushfire Risk Landscape teams and Forest Management and Roading Coordination teams
- Planned Burning Biodiversity Officer transfer into Regional Forest and Fire Planning Units
- New Business Analyst positions reporting to the ACFOs
- Responsibility for Melbourne Central Support Team to be transferred from SCI to Port Phillip Branch

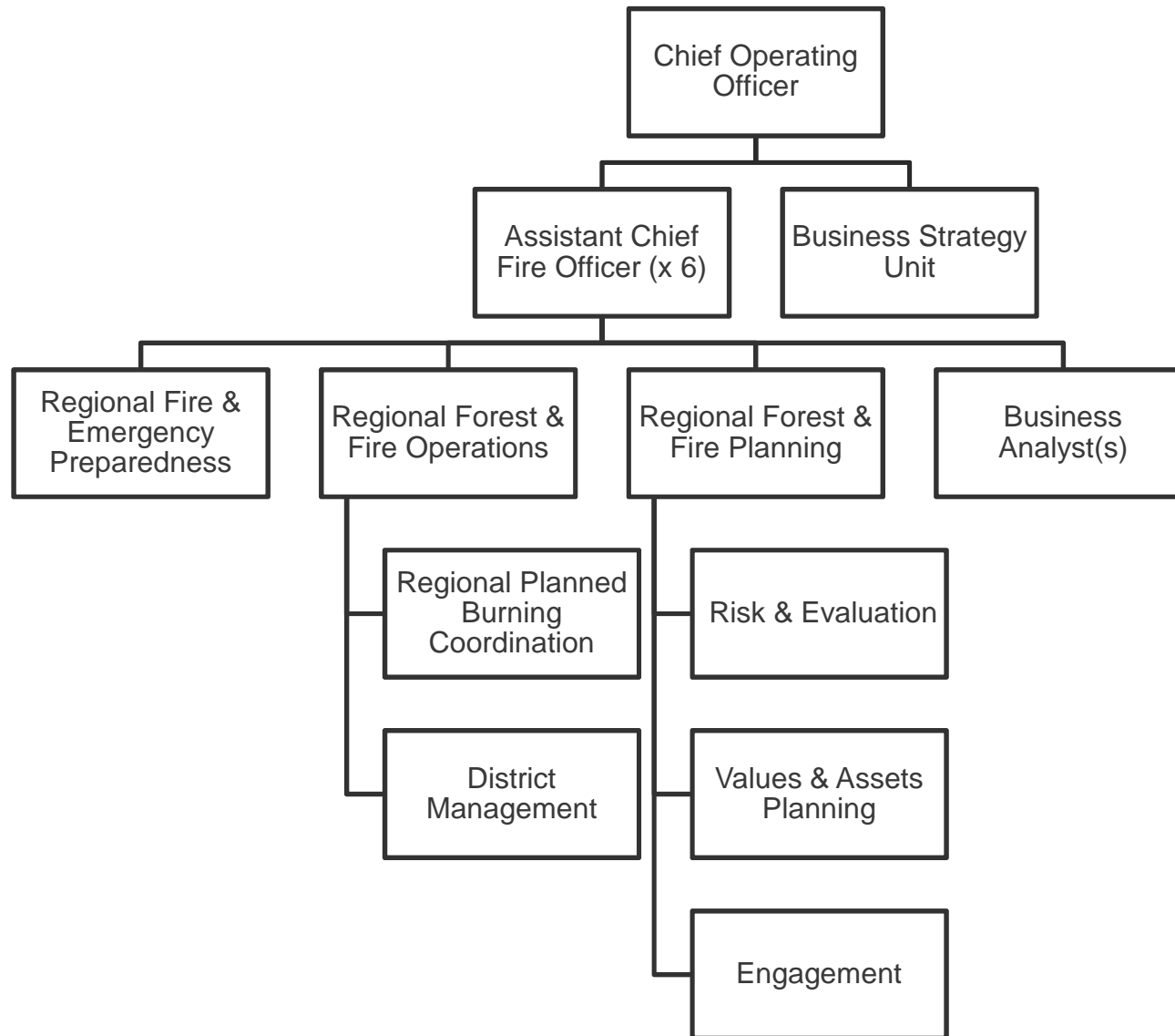


Proposed changes to *Community and Services Division*

Detailed functions to be delivered by Forest and Fire Operations Division:

- Prepare for emergencies
- Respond to emergencies
- Plan and deliver recovery programs
- Management of state forests
- Management of other public land
- Plan and deliver fuel management
- Plan and deliver fire prevention programs
- Monitoring and review
- Support Aboriginal inclusion
- Manage assets and equipment
- Plan and deliver environmental regulation and compliance programs
- Plan and deliver place-based projects
- Input into the development of policy and strategy
- Financial management and reporting
- Business planning and reporting

High level proposed structure: *Forest & Fire Operations Division*





Proposed changes to *Strategy, Capability and Innovation Division*

Rationale for change:

- Balancing functions across branches to better manage business risk
- Strengthening capability in asset management to better support FFRG
- Improved fire and emergency management program design
- Improving statewide fire and emergency management workforce coordination and delivery across FFRG

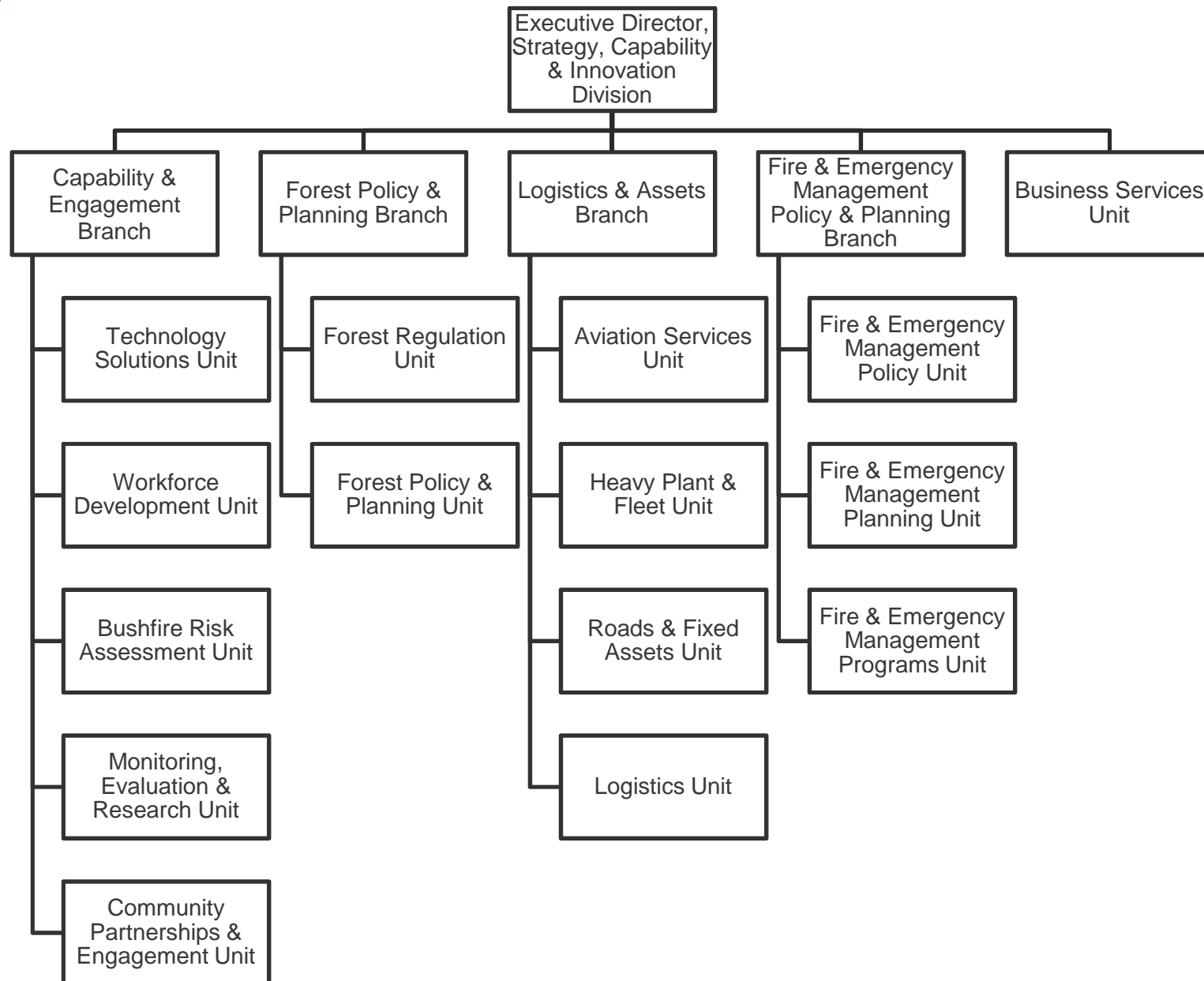
Proposed changes:

- Restructure of Units in the Logistics and Assets Branch to align with asset classes responsibilities
- Resize the Fire and Emergency Management Planning Unit
- Transfer of Workforce Coordination functions to OCFO and F&FO
- Rename the Operational Strategy and Program Design Unit to Fire and Emergency Management Programs Unit
- Transfer of Invasive Species functions to the new Invasive Species Programs Branch in the Gippsland Regional Directorate

Detailed functions to be delivered by Strategy, Capability and Innovation Division:

- Develop and advise on fire and emergency management policy, strategy and legislation
- Develop and advise on forest management policy, strategy and legislation
- Provide environmental and land use information and advice
- Input in development of policy and strategy
- Prepare to respond to emergencies
- Plan and deliver recovery programs
- Monitoring and review
- Manage assets and equipment
- Plan and deliver environmental regulatory compliance programs

High level proposed structure: *Strategy, Capability & Innovation Division*





Proposed changes to *the Office of the Chief Fire Officer*

Rationale for change:

- Greater focus and improved ability to deliver on core functions
- Improved capability and alignment of statewide command and control support responsibilities

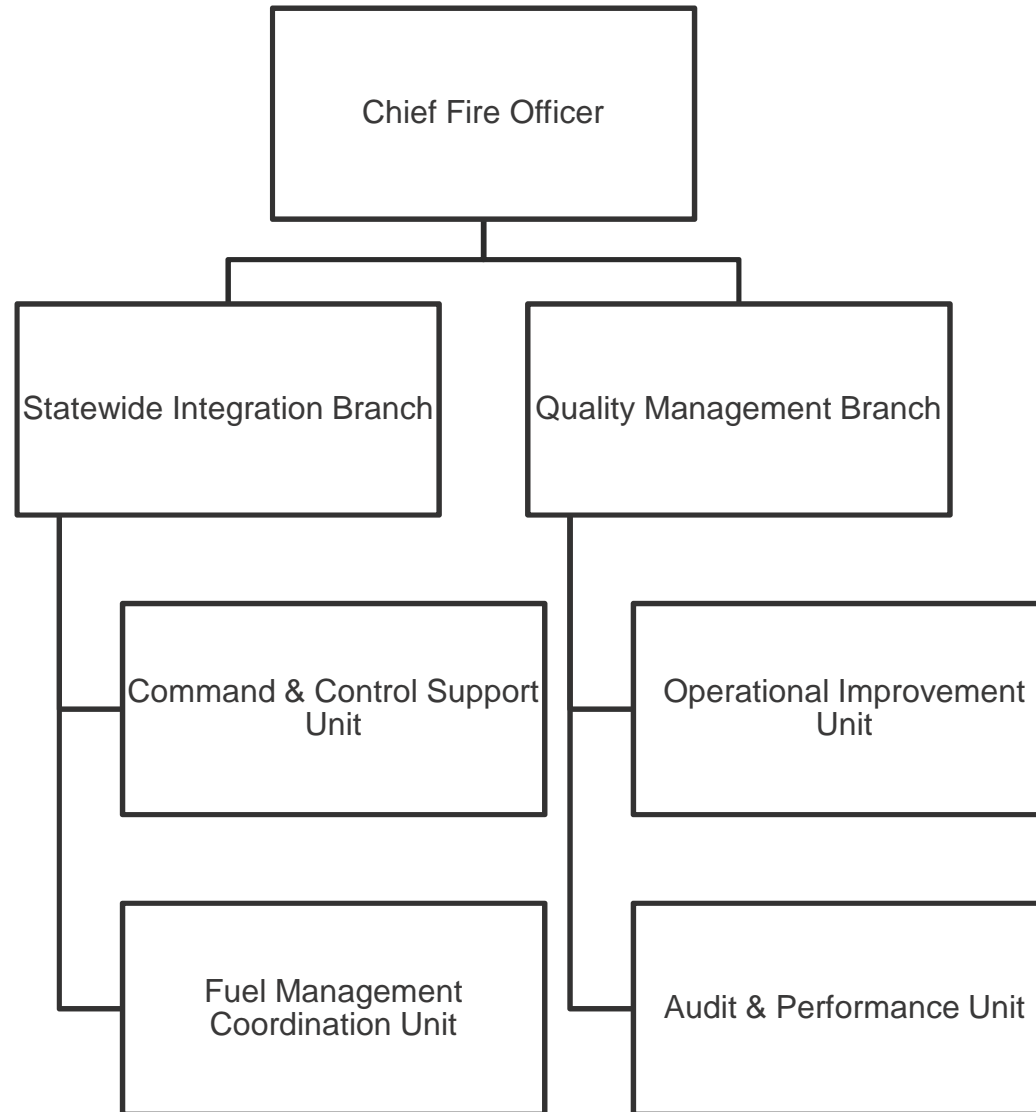
Proposed changes:

- New roles and team composition within Units aligned to functional responsibilities
- Responsibility for State Control Centre workforce coordination functions to be transferred from SCI to Command and Control Support Unit

Detailed functions to be delivered by the Office of the Chief Fire Officer:

- Prepare for emergencies
- Respond to emergencies
- Plan and deliver fuel management
- Plan and deliver fire prevention programs
- Monitor and review

High level proposed structure: *Office of the Chief Fire Officer*





Next steps

- Managers will meet with you and your team to talk through the proposed changes and what it means for you
- There will be a three week consultation period ending 4.00pm on 28 June 2017, where you're invited to provide feedback on the proposed structural changes
- Email your feedback to ideas.ffrg@delwp.vic.gov.au or speak to your manager
- Over the next two weeks the ELT will be visiting a number of sites and talking with staff - you will have the opportunity to discuss the proposal and ask questions
- Deputy Secretaries in the department's other Groups will also be communicating with their staff about the proposed changes
- All feedback received will be genuinely considered and responded to
- Support services will be available. Further information is available on the intranet