



Department of Environment, Land, Water & Planning

Level 19
385 Bourke Street
Melbourne, Victoria, 3000
Telephone: (03) 9637 8201

Ms Amy Spencer
Industrial Officer
Community and Public Sector Union
Level 4, 128 Exhibition Street
MELBOURNE VIC 3001

Dear Ms Spencer

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

Further to your letter dated 7 July 2017, I am writing to provide additional information and responses to the requests and queries raised.

1. Consultation and provision of information

Request: That the department provide a list of every position, including VPS grade and ongoing / fixed term status which is to cease to exist on the proposed structure, by office location for each region

Response: The department has provided all of the information required to determine which current positions no longer exist in the proposed structure by VPS grade, ongoing or fixed term status and office location for each region. The proposed structure will result in an increase of 83 ongoing jobs. Current and proposed structures previously provided to CPSU:

- Proposed structures provided on 7 June 2017
- Current structures provided on 8 June 2017
- Minor corrections to proposed structures provided on 15 June 2017
- Reformatted current structures provided on 16 June 2017
- Minor corrections to proposed structures provided on 3 July 2017
- Minor corrections to current and proposed structures provided on 5 July 2017

Detailed information relating to current and proposed positions:

- Data on the number of VPS positions by grade and ongoing or fixed term, by region for the current structure provided on 16 June 2017.
- Data on the number of VPS positions by grade and ongoing or fixed term status, by region for both the current and proposed structure provided on 23 June 2017.

Privacy Statement

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- Updated data on the number of VPS positions by grade and ongoing or fixed term status, by region for both current and proposed structure provided on 3 July 2017.
- Updated data on the number of VPS positions by grade and ongoing or fixed term status, by region for both current and proposed structure provided on 5 July 2017.

2. Redeployment and expression of interest process

Request: That the department assess all unmatched employees against vacancies on the new structure to determine if the redeployment can be utilised in the first instance.

Response: All employees have been assessed against roles in the proposed structure to determine if they can be matched.

The department's position is that redeployment only applies after an employee is declared surplus. This does not occur until the process of filling the new structure through Matching and Expressions of Interest has concluded.

Employees who have not secured roles after the Expression of Interest phase will be declared surplus and subject to redeployment at that time.

3. Secure employment

Request:

- a) That the department confirm that all positions on the proposed structure are ongoing. If not, please provide the reason as to why they are fixed term consistent with Clause 15.6 of the *Victorian Public Sector Enterprise Agreement 2016* (VPS Agreement 2016).
- b) That the department confirm how the reduction in VPS positions aligns with the Andrews Labor Government's commitment to secure employment in the VPS with particular regard to Regional Victoria?

Response:

- a) The proposed structure provides 83 more ongoing jobs than the current structure (43 for VPS and 40 for AWU employees). Not all positions within the proposed change are ongoing. The need for fixed term positions has been identified in the proposed structure in order to deliver a specified task which is funded for a specific period, consistent with Clause 15.6.(b).iii of the VPS Agreement 2016.

Further detail on these positions is provided on the following page:

Area	Number of fixed term positions
Business management	0
Regional Directorates	7 x VPS 6 4 x VPS 5 24 x VPS 4 14 x VPS 3 3 x VPS 2
Community and Services Division	1 x VPS 6 1 x VPS 5 5 x VPS 4 13 x VPS 3 2 x VPS 2
Strategy, Capability and Innovation Division	3 x VPS 5 4 x VPS 4 2 x VPS 3
Office of the Chief Fire Officer	1 x VPS 5

All other positions within the scope of the proposed structure are ongoing positions.

- b) The result of the proposed structure will be a net increase of 43 VPS positions across the Forest, Fire and Regions Group. When looked at from a regional perspective, there will be a net increase of 46 VPS positions in Regional Victoria, which is consistent with the Andrews Labor Government's commitment.

4. Occupational health and safety

Request:

- a) That the department provide a detailed response as to how the it has met its occupational health and safety obligation with regard to managing employee workload under the proposed structure.
- b) That the department provide a detailed risk assessment in relation to this matter.

Response:

- a) The proposed structure is designed to enable the new business model for FFRG. Under this new business model, workloads will be managed through new and existing processes and systems.

A new business planning cycle will be adopted to identify priorities for FFRG on an annual basis (see **Attachment 1**). Resources will be allocated to these priorities using a new risk-based, prioritisation framework (see **Attachment 2**) which will help to ensure that new and existing resources are appropriately allocated to deliver on priorities.

Individual employee workloads will continue to be managed using the existing ePP process as well as regular meetings between employees and line management to ensure that employees are not required to routinely undertake work beyond the ordinary hours of work consistent with Clause 13.2 of the VPS Agreement 2016.

- b) The risk-based prioritisation framework will support a detailed risk assessment of resource allocation once the new business model has been fully implemented.

5. Position descriptions

Request:

- a) That the department provide further detail for each new position description so that employees can understand the likely effects of the proposal.
- b) That the department provide an explanation as to how each new position description aligns to the VPS Classification descriptors in Schedule E of the VPS Agreement 2016.

Response:

- a) The new position descriptions need to be read in context with the updated Forest, Fire and Regions – Structure, Roles and Responsibilities document (see **Attachment 3**). When read together, employees have sufficient information on the “likely effects” of the proposal.
- b) An assessment was carried out of the new accountabilities for each area of change within the scope of the proposed structure. New position descriptions were developed to support delivery of the new accountabilities. The new position descriptions were assessed against the VPS Grade and Value Range descriptors to determine the appropriate VPS grade.

6. Parental leave

Request:

- a) That the department provide information on how it will meet its obligation to provide employees who will return from parental leave a position, which the employee is qualified for and is capable of performing, and that is nearly comparable in status and pay to that of their former position in line with Clause 51.23.(b).iii of the VPS Agreement 2016.
- b) That the department provide information on how it will consult with employees who are on periods of parental leave.

Response:

- a) The department is mindful of its obligations consistent with Clause 51.23.(b).iii of the VPS Agreement 2016 and will work with employees who have not been matched on a case-by-case basis to ensure that they are found suitable roles upon their return from leave.
- b) The department will take reasonable steps to contact employees who are on parental leave as part of the consultation process and to provide them with the opportunity to discuss any matters that may affect them.

7. Individual member feedback

Request: That the department confirm that it has responded to all requests for information and answered all questions raised through the ideas.ffrg@delwp.vic.gov.au mailbox.

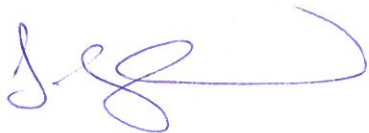
Response: The department has put in place processes and systems to monitor and record all emails received into the ideas.ffrg@delwp.vic.gov.au mailbox. Where appropriate, questions and requests for information have been responded through by way of updates to a Questions and Answers document (see **Attachment 4**) which has been made available to all employees. In other cases, requests have been forwarded to the relevant Executive for further follow-up.

All alternative proposals will be responded to following completion of the formal consultation period.

In regard to your request for additional time to consider these responses, I can confirm that the consultation period has been extended to 4.00pm on 19 July 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

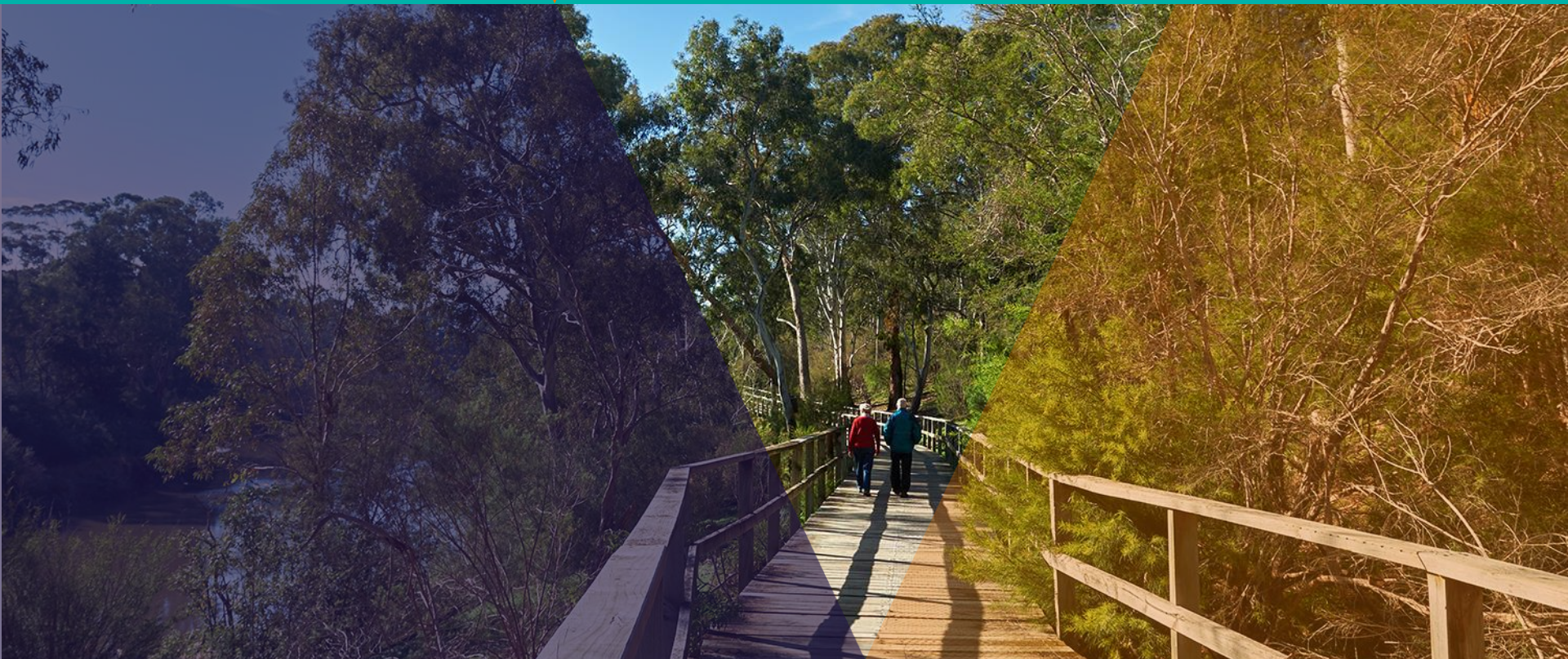
11 / 07 / 2017

Encl.

Copy to:

Lee Miezis, Deputy Secretary, Forest, Fire and Regions, DELWP

Forest, Fire and Regions Group Business Model Review



Annual Cycle for reviewing Priority and
Resource Allocation Framework
April 2017



Environment,
Land, Water
and Planning

Prioritisation framework – relationship to Annual Cycle

The prioritisation and resource allocation framework co-designed with ELT is likely to serve a dual purpose as a management framework for FFRG, as outlined below.

Two purposes for the prioritisation and resource allocation framework		
	1. Annual tool utilised at key stages in the business cycle support ELT and SPDT prioritisation	2. Ongoing management framework, used as needed
What it's used for	<ul style="list-style-type: none"> Determining the priority allocation of work currently being undertaken and/or future work to be undertaken. This framework can be used to systematically document prioritisation decision making to achieve a shared understanding between senior and line management as well as with staff. 	
Who uses it	<ul style="list-style-type: none"> FFRG Executive Leadership Team FFRG Portfolio Strategy and Delivery Teams 	<ul style="list-style-type: none"> Any FFRG Executive(s) / senior manager(s)
When it's used	<ul style="list-style-type: none"> Identified points in the annual business cycle (see following pages) 	<ul style="list-style-type: none"> As needed, but likely to be most applicable as a framework when new policy priorities, tasks, activities emerge which have not been planned for / resourced as part of the annual business planning, prioritisation and investment cycle In these instances, the functional and activity delivery frameworks will also be utilised to support identification of how the priority, task, activity should be delivered

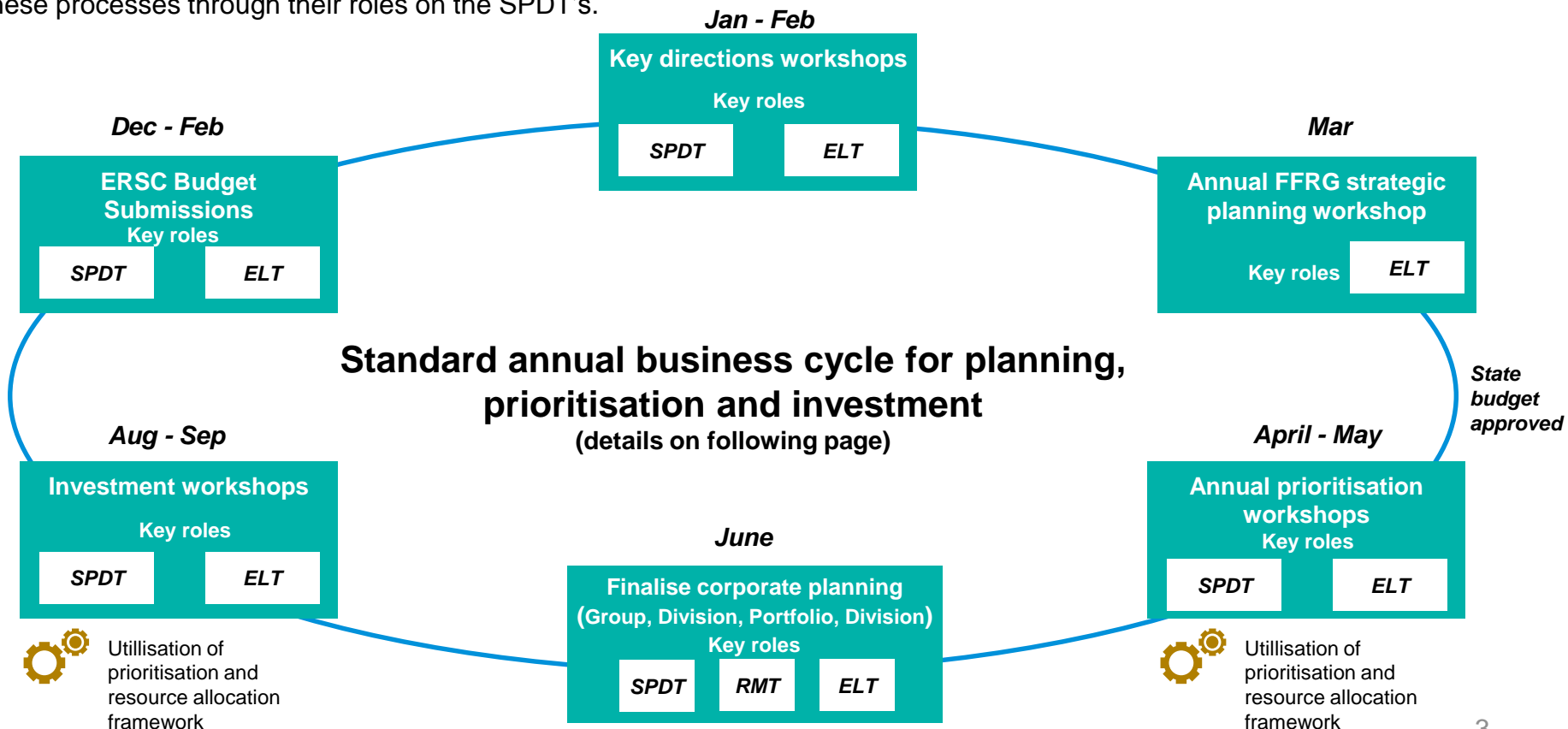
This annual cycle can be used in conjunction with the Excel-based **Prioritisation and Resource Allocation Framework**

Prioritisation Framework

Annual cycle for integrating prioritisation framework

In order to support and embed robust and consistent FFRG executive and senior management decision-making, a **standard high-level annual business cycle for planning, prioritisation and investment activities** has been developed. This cycle is intended to capture the key activities occurring within each of these areas, and align them to ensure efficient and effective planning and resource allocation. The cycle is displayed below, and explored in more detail on the following page. Both the Executive Leadership Team (ELT) and Statewide Planning and Delivery Teams (SPDT) would have a key role in almost all of these stages, with the regional managers participating in these processes through their roles on the SPDT's.

1. Annual tool utilised at key stages in the business cycle support ELT and SPDT prioritisation



Prioritisation Framework

Annual Cycle for integrating prioritisation framework



Input provided

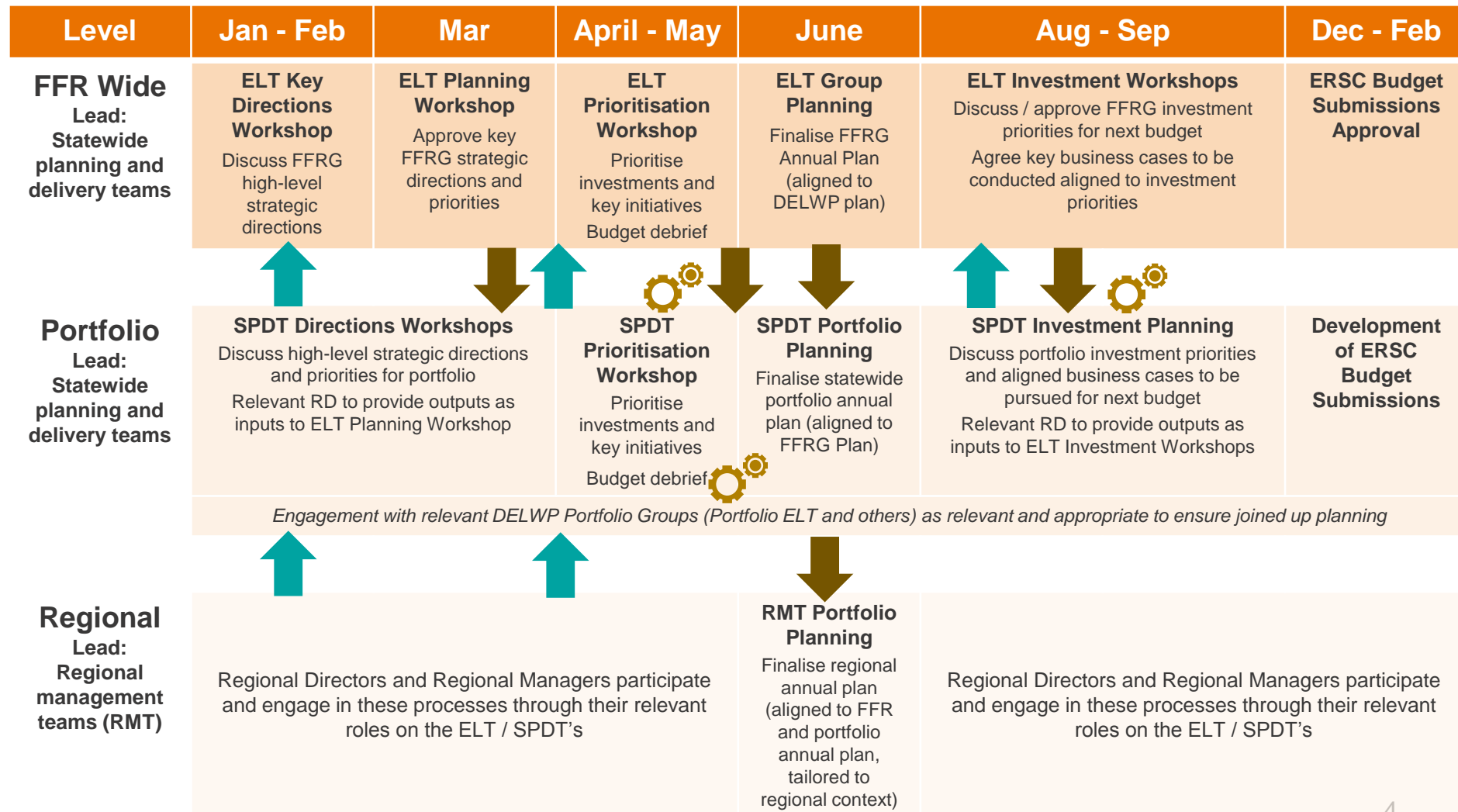


Decision communicated and cascaded



Utilisation of prioritisation and resource allocation framework

A high level activity calendar, displaying the key activities, flow of information and utilisation of the prioritisation framework is displayed below.



Step 1: Determine primary demand driver behind the activity being considered		Step 2: Determine level of potential risk or reward from conducting or discontinuing an activity based on the description below	Step 3: Determine level of obligation based on the guide below				Step 4: Determine level of urgency based on the nature of the activity				Step 5: Apply Decision Making Matrix to determine resourcing (see tab below)				Step 6: Determine nature and level of resources required
No.	Type of demand driver	Description of potential risk or reward	Obligation				Urgency				Decision Making Matrix	Resourcing			
			1 'Must do'	2 'Should do'	3 'May not do'	4 'Will not do'	1 To be done within the month	2 To be done within the quarter	3 To be done within the next 12 months	4 Can be delayed more than 12 months		A 'Resources must be devoted to this activity'	B 'Resources should be devoted to this activity'	C 'Activity to be reduced to match level of resourcing or only conduct this activity if resources become available'	D 'Resources can be redirected away from this activity'
Business function / service decisions															
1	Minister or Secretary directives	High Risk/not negotiable - Projects or services associated with the Government's priorities, Minister or Secretary's Office (ie. Election commitments, Aboriginal Inclusion Plan, Digital First, ECM - other corporate requirements).													
2	Legal obligation	High risk/not negotiable - Projects or services associated with the delivery of statutory and/or legislative core services, as well as adherence to OH&S/staff wellbeing Medium risk/negotiable - Projects or services associated with the delivery of statutory and/or legislative core services, as well as addressing OH&S/staff wellbeing													
3	Funded initiatives/ binding contractual work	High risk - Directly funded for specific outcome/s - Projects or services associated with current Government/other partner agency initiatives and associated implementation and/or are Medium risk - Indirectly funded for general outcome - Projects or services associated with current Government/other partner agency initiatives and associated implementation and/or are Low risk - Other non-critical preparation to respond to wildfire suppression, other all-hazard emergencies or other activities related to changes in climate and seasonal conditions													
4	Climate and seasonal conditions	High risk - Critical responsive and recovery services associated with wildfire suppression, other all-hazard emergencies. Medium risk - Preparation to respond wildfire suppression, other all-hazard emergencies (e.g. delivering training, management of partnership agreements) or providing services associated with Low risk - Other non-critical preparation to respond to wildfire suppression, other all-hazard emergencies or other activities related to changes in climate and seasonal conditions													
5	Demographic Changes (Population growth in particular has downstream implications on other demand drivers including community expectations and public safety)	High risk - Projects or services associated with response/delivery to key demographic changes, large geographical areas and/or key stakeholders aligned to defined priority work Medium risk - Projects or services associated with response/delivery to moderately important demographic changes, medium geographical areas and/or key stakeholders aligned to defined some core work Low risk - Projects or services associated with response/delivery to demographic changes where influence and impact is negligible or difficult to ascertain													
6	Other projects/services	High reward - Projects or services that do not fit the above categories, but directly align with one of the divisions/FFR's detailed functions Medium reward - Projects or services that do not fit the above categories, but somewhat align with one of the divisions/FFR's detailed functions Low reward - Projects or services that do not fit the above categories and do not align with one of the divisions/FFR's detailed functions													
Business Strategy decisions															
	Internal Business Driver - People and Culture	High reward - Key projects or services that align to DELWP's corporate culture objectives around health, safety and wellbeing and include building the strength and capability of the workforce and investing in their personal development. Medium reward - Moderately important projects or services that align to DELWP's corporate culture objectives around health, safety and wellbeing and include building the strength and capability of the workforce and investing in their personal development. Low reward - Ad-hoc projects or services that align to DELWP's corporate culture objectives around health, safety and wellbeing and include building the strength and capability of the workforce and investing in their personal development.													
	Internal Business Driver - Strategic relationships and opportunities	High reward - Key projects or services aligned with DELWP objectives and offering an opportunity to expedite progress towards strategic outcomes sought in these plans, or development of relationships required to operate in an authorising environment, and/or setting foundation for future work, etc. Medium reward - Moderately important projects or services aligned with DELWP objectives and offering an opportunity to expedite progress towards strategic outcomes sought in these plans, or development of relationships required to operate in an authorising environment, and/or setting foundation for future work, etc. Low reward - Ad hoc projects or services aligned with DELWP objectives and offering an opportunity to expedite progress towards strategic outcomes sought in these plans, or development of relationships required to operate in an authorising environment, and/or setting foundation for future work, etc.													
	Internal Business Driver - Other business critical activities (enabling functions)	High risk - Projects or services treating business risks rated high or significant through a risk assessment process Medium risk - Projects or services treating business risks rated medium through a risk assessment process Low risk - Projects or services treating business risks rated low level of risk through a risk assessment process													

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.

Contents

1.0	Context	4
1.1	The Department of Environment, Land, Water and Planning (DELWP).....	4
1.2	Forest, Fire and Regions Group.....	7
1.2.1	Vision and intent	7
1.2.2	Functions.....	7
1.2.3	Structure	9
1.2.4	Operating approach.....	11
2.0	Roles, functions, structures and responsibilities	16
2.1	Office of the Deputy Secretary	16
2.2	Office of the Chief Fire Officer.....	17
2.2.1	Statewide Integration Branch.....	17
2.2.1.1	Command and Control Support Unit	18
2.2.1.2	Planned Burning Coordination Unit	18
2.2.2	Quality Management Branch	19
2.2.2.1	Operational Improvement Unit.....	19
2.2.2.2	Audit and Performance Unit	20
2.3	Forest and Fire Operations Division	20
2.3.1	Business Strategy Unit	21
2.3.2	Forest and Fire Operations Branches	21
2.3.2.1	Regional Forest and Fire Planning Unit.....	22
2.3.2.2	Regional Forest and Fire Operations Unit	23
(a)	Regional Planned Burning Coordination	23
(b)	District Management.....	23
2.3.2.3	Regional Fire and Emergency Preparedness Unit.....	26
2.4	Regional Directorates	26
2.4.1	Natural Environment Programs Branch	27
2.4.2	Land and Built Environment Programs Branch	28
2.4.3	Community and Partnership Programs Branch.....	29
2.4.4	Environmental Compliance Branch	30
2.4.5	Business Services Unit.....	31
2.4.6	Invasive Species Programs (Gippsland Regional Directorate)	31
2.4.7	Coastal Programs (Barwon Southwest Regional Directorate).....	32
2.5	Strategy, Capability and Innovation Division.....	33
2.5.1	Fire and Emergency Management Policy and Planning Branch	34
2.5.1.1	Fire and Emergency Management Policy Unit.....	34

2.5.1.2	Fire and Emergency Management Planning Unit	35
2.5.1.3	Fire and Emergency Management Programs Unit.....	35
2.5.2	Forest Policy and Planning Branch	35
2.5.2.1	Forest Regulation Unit.....	36
2.5.2.2	Forest Policy and Planning Unit.....	36
2.5.3	Logistics and Assets Branch	37
2.5.3.1	Heavy Plant and Fleet Unit	37
2.5.3.2	Roads and Fixed Assets Unit	37
2.5.3.3	Logistics Unit	38
2.5.3.4	Aviation Services Unit.....	39
2.5.4	Capability and Engagement Branch.....	40
2.5.4.1	Technology Solutions Unit.....	40
2.5.4.2	Workforce Development Unit	41
2.5.4.3	Community Partnerships and Engagement Support Unit	41
2.5.4.4	Bushfire Risk Assessment Unit	42
2.5.4.5	Monitoring, Evaluation and Research Unit.....	42
2.5.5	Business Services Unit.....	43
2.6	Aboriginal Inclusion Support Branch.....	43
2.6.1	Delivery Coordination and Support Unit.....	44
2.6.2	Aboriginal Partnerships and Engagement Support Unit.....	44
2.7	Regulatory Compliance Branch	44
2.7.1	Policy, Strategy and Capability Unit	44
2.7.2	Intelligence and Investigations Unit.....	44
2.7.3	Timber Harvesting Compliance Unit.....	44
3.0	Governance	46
3.1	Senior Executive Leadership Team.....	46
3.2	Executive Leadership Team	47
3.3	Regional Leadership Teams	48

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.

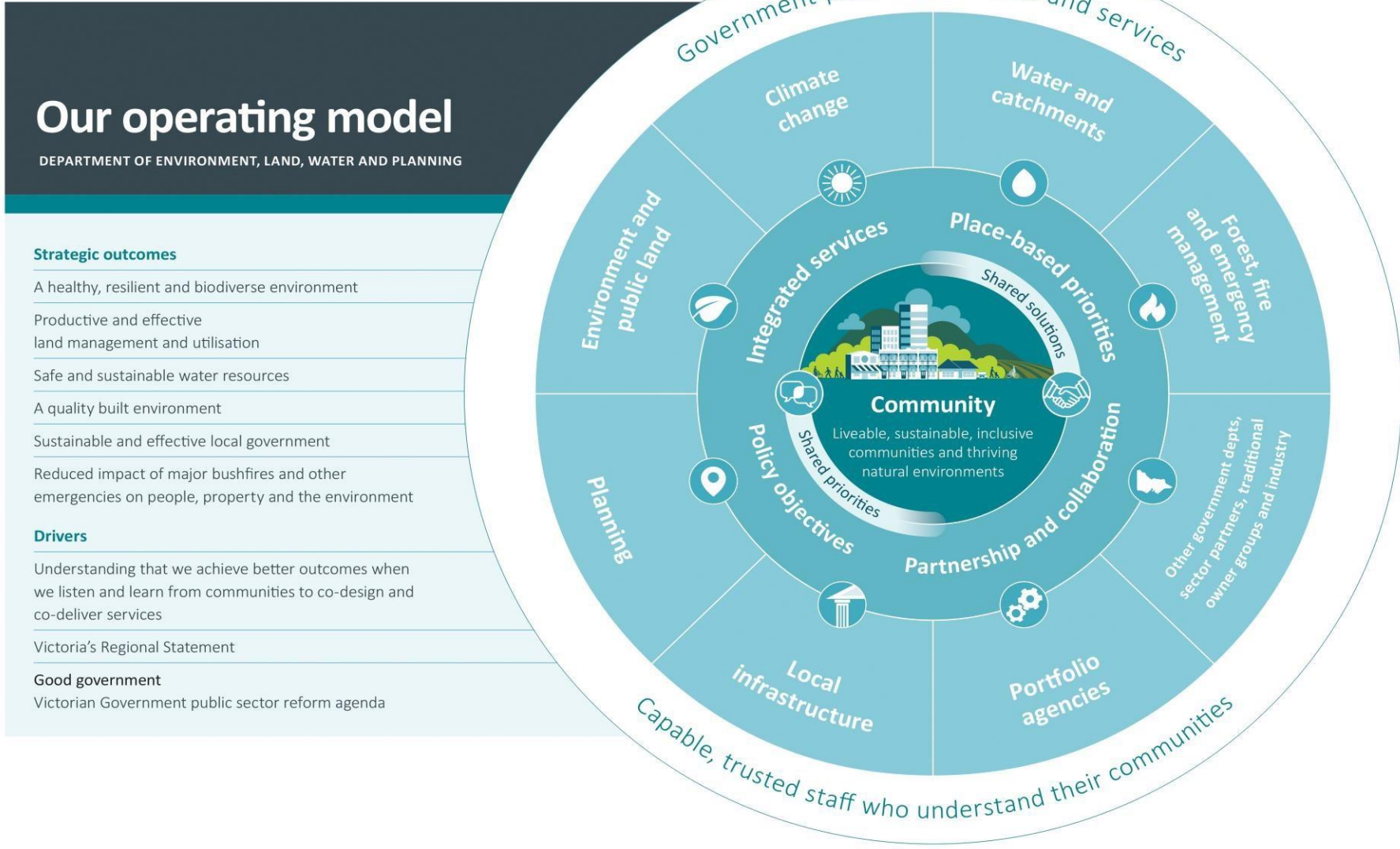
Integrated place-based approach

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.

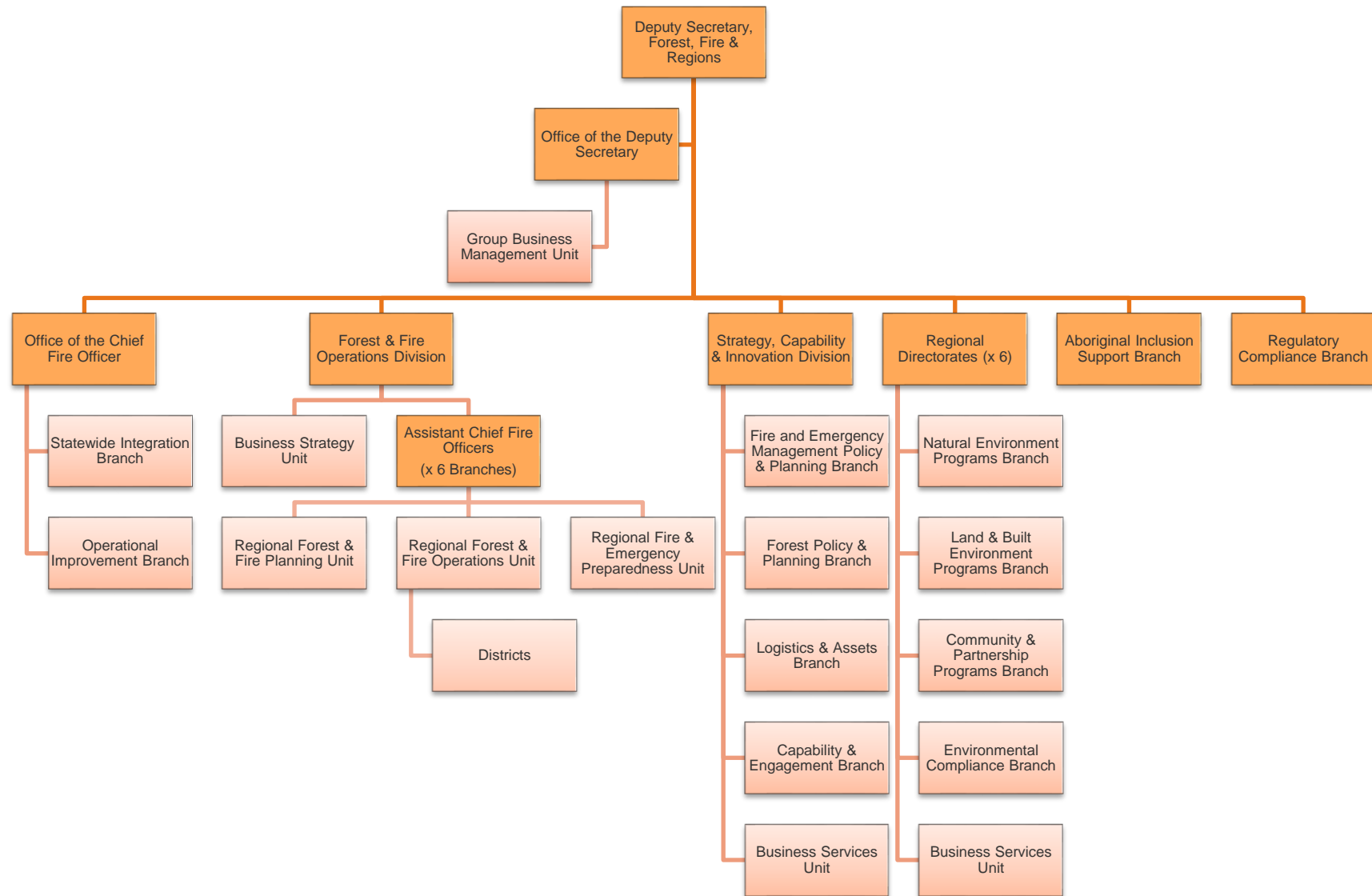
The Deputy Secretary, together with the Chief Fire Officer, the Chief Operating Officer – Forest and Fire Operations, the Executive Director – Strategy, Capability and Innovation, the six (6) Regional Directors, the six (6) Assistant Chief Fire Officers and the Director - Office of the Deputy Secretary 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:

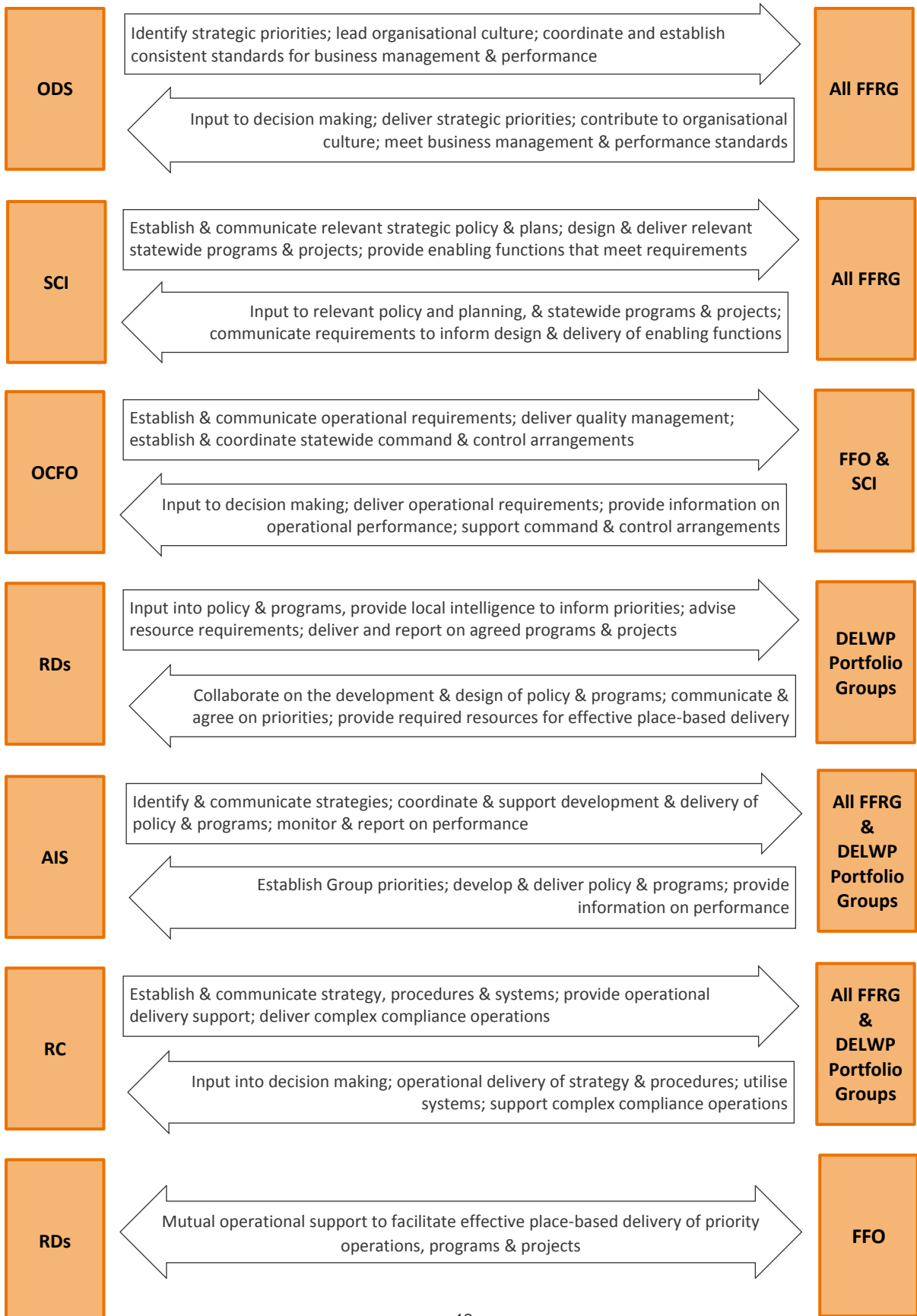
- Statewide consistency in program planning and implementation processes, while still allowing for regional variation
- End-to-end strategy design, planning and monitoring programs
- A closer and more structured relationship between policy design and implementation by creating a formal mechanism for 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

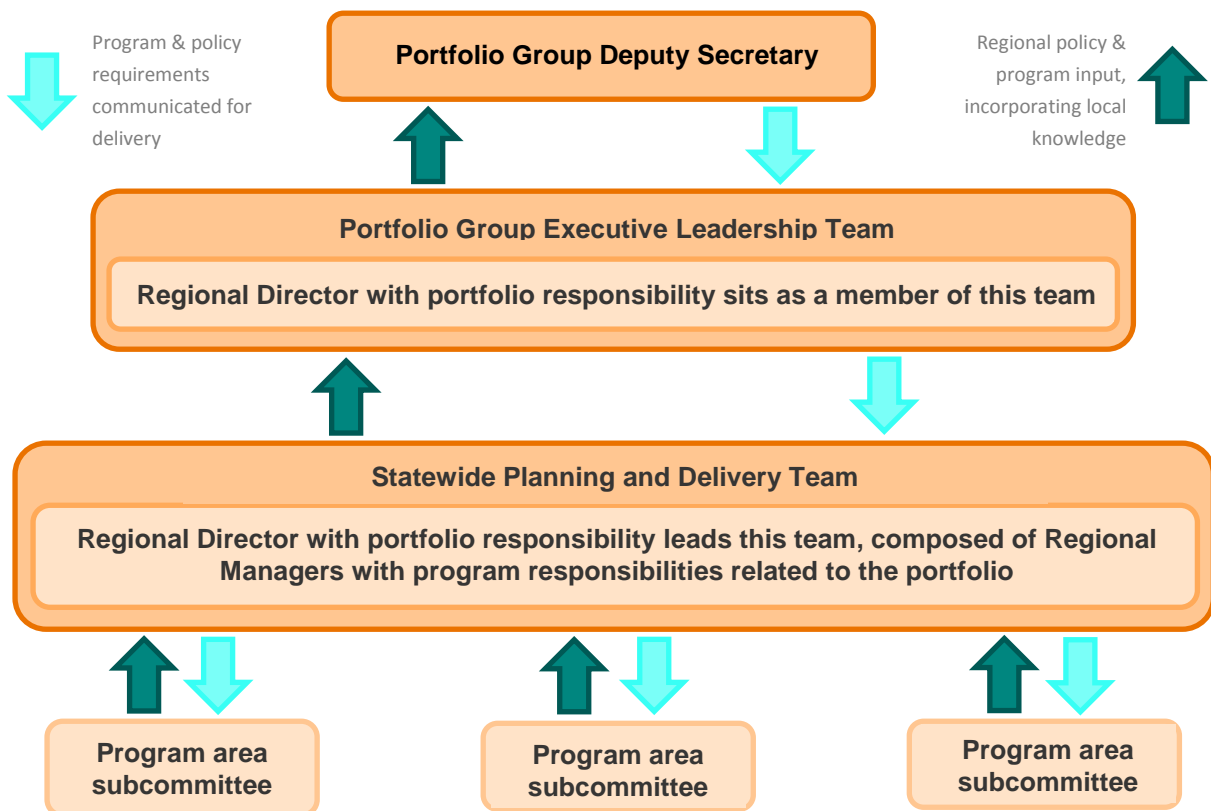


- The Regional Managers (or delegate) have a secondary reporting line to the Regional Director with responsibility for the portfolio area
- The portfolio Regional Director will engage regularly with the Regional Managers (or delegate), who are responsible for delivering portfolio activities within their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

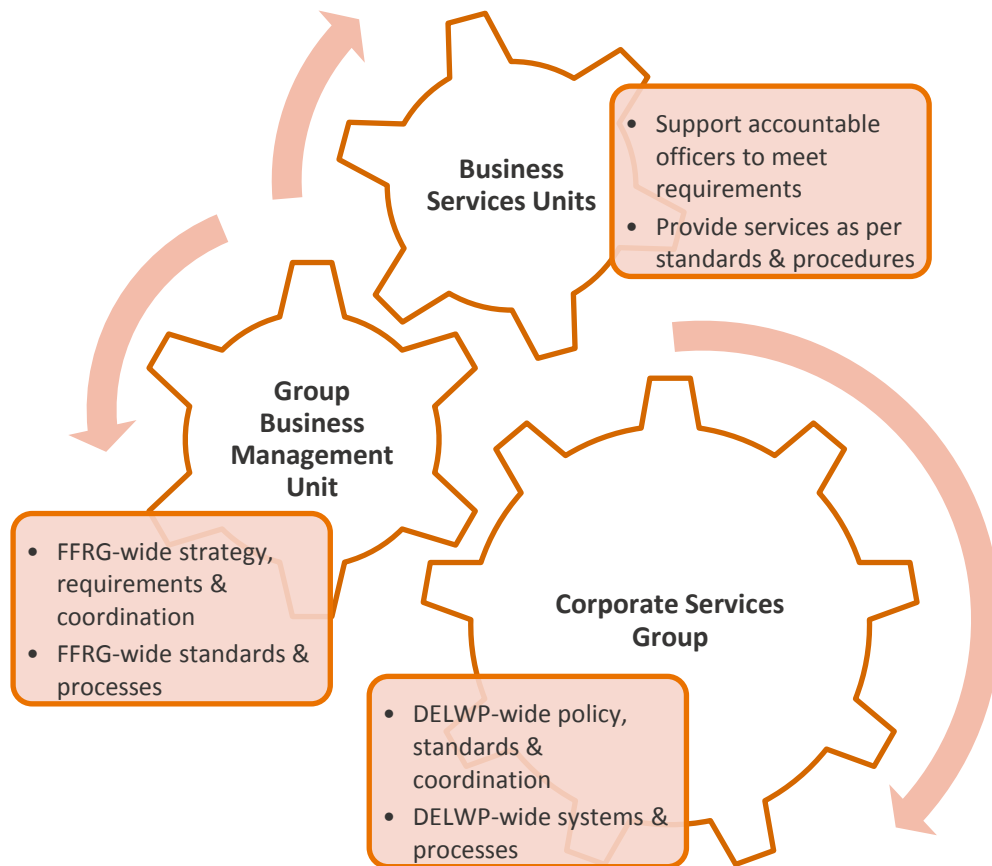
This model, which is illustrated in **Figure 6**, will assist FFRG to achieve:

- 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 coordinate the statewide delivery of coastal programs, including policy integration, business case development and engagement co-ordination. The Statewide coastal team does work that brings the multiple facets of coastal management together and undertakes program design in collaboration with regional teams and policy divisions. On-ground program and project delivery remains the responsibility of local regional teams.

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 Statewide Coastal Programs Team is led by the Regional Manager, Statewide Coastal Programs. It has an engagement stream, a technical stream and a program design stream.

Key responsibilities:

- Design Statewide coastal programs with a focus on policy integration across DELWP and with delegated land managers, working with different policy and delivery areas to ensure joined up delivery outcomes particularly in relation to the implementation of the new Marine and Coastal Act
- Coordinate and undertake engagement on Statewide coastal program design, and guide high standards of community engagement on coastal programs and projects
- Ensure that feedback loops function so that place-based knowledge and expertise informs policy and business case development
- Establish and co-ordinate governance frameworks to support co-ordination of coastal programs across DELWP and with partners including transparent management of coastal programs such as coastal infrastructure funds
- Design and implement Statewide projects that support program design and delivery
- Monitor and evaluate state wide programs to develop a culture of continuous improvement
- Develop coastal and marine business cases that include evaluation of existing programs and program logic
- Set standards and provide technical guidance to support delivery of coastal programs
- Provide statewide coordination & engagement for the Coastcare program

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
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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 a 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	Monitor & review	Input into the development of policy &	Community engagement
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regulation & compliance programs		strategy	
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)

Contents

General.....	1
Proposed changes to Forest, Fire and Regions Group	3
Business Management	3
Strategy, Capability and Innovation Division	4
Office of the Chief Fire Officer	4
Regional Directorates.....	5
Community and Services Division	5
Matching	6
Expression of Interest (EOI) process	7
Position descriptions	13
Fixed term roles	13
Initiative funded roles	14
Consultation process	14

Last modified: 5 July 2017

New Q&As identified by **NEW Q&A** and updated Q&As identified by **UPDATED Q&A**

General

Why is the FFRG structure being reviewed when FFRG was only created last year?

When we established FFRG, we acknowledged that we still had further work to do to ensure are successful and sustainable into the future. This included the need to look at further changes to how we are structured, particularly in the Regional Directorates and for the delivery of business management functions.

FFRG delivers a wide range of government policies, and our Regional Directorates are intended to provide place-based leadership for the Department as a whole. To do this, we need a structure and way of operating that supports all of DELWP's core functions and the

delivery of priorities. The current Regional Directorates structure is a legacy of our past (e.g. as DEPI).

We also have a responsibility to be financially viable and with changes in Government priorities and the cost of operating, our structure needs to reflect those areas government has identified as priority areas. For example, regulation and compliance and on implementing the Biodiversity Strategy.

We have also learned over the past 12 months that some changes are needed for us to operate at our full potential. In some cases, we haven't got the balance of work right or we need to reflect the agreed FFRG accountabilities, or we need to organise teams differently so they can deliver on core responsibilities. In other cases, we believe we can deliver more effectively by changing where teams are located in FFRG.

While we know that change can be difficult and impact people, we can't ignore these issues that need to be resolved. We need to set ourselves up to be high performing, and strengthen our group within a modern, community-centered organisation. This will allow us to effectively deliver priorities, be responsive to change, develop our staff's capabilities, make best use of our resources, and ensure we are financially sustainable.

Is the new business model just about structural change?

No. Our structure, or how we are best organised to deliver our functions, is only one part of our new business model.

In developing a new business model that strengthens us as a modern, community-centred and high performing organisation, we have reviewed all key parts of our business.

We have looked at our core functions; roles, responsibilities and interactions across FFRG and DELWP; governance of service delivery; the drivers of our business; how we consistently prioritise and undertake business planning; capability and capacity requirements; and how we become more agile to meet changes in service demand, including new and emerging Government priorities.

Our business model review is not just about structure, but looking at our structure is an important action we need to take early on. Other aspects of the new business model that we will be implementing through business planning and a new workforce development strategy will be delivered over the next 12 – 18 months.

Has the union been notified of the proposed structure and related changes/impacts to staff?

Yes, both the Community and Public Sector Union and the Australian Workers Union has been notified in writing.

By introducing all full-time roles, the flexibility that we have built into the structure to enable women to continue with their career path will be taken away. Will women who work part time due to their family commitments and the proposed structure lose their jobs?

There is no intention for any staff member to 'lose their job' due to flexible working arrangements, including part time work. DELWP is fully supportive of part time or job share work arrangements and the key objective is to accommodate part time work arrangements based on business or operational requirements.

What is the rationale behind standardised position names and position descriptions in the regional directorates?

We want teams designed and described in a uniform way so that they can readily and flexibly work across the priorities for DELWP as those priorities change. Our approach to date of listing tasks as accountabilities in position descriptions (PDs) can become dated or obsolete very quickly.

Instead, the tasks and deliverables that both the team and an individual are accountable for at any point in time will be determined through good business practices such as annual planning and budgeting and strategic workforce planning. Staff will continue to perform functions that are commensurate with their classification level and job tasks will be described in detail in the ePP.

This approach doesn't mean that everyone will be a 'generalist'. FFRG still needs to have staff with specialised skills - we are not all generalists and the implementation of this proposed structure and PDs is not intended to remove specialist services. Specific technical skills or knowledge can still be specified in a PD.

Within the Victorian Public Sector, DELWP is the exception rather than the rule when it comes to PDs and the approach proposed by FFRG is more in line with current practice.

The flexibility that the proposed approach creates also provides opportunity. Having more standardised PDs means that people are more easily able to move between projects, teams and branches. This is a plus for those who want new opportunities to learn, get a breadth of experience and skills and tackle challenges and ensure that they are working on priorities for the department and the community. We have had a lot of feedback about having greater flexibility in this way.

Proposed changes to Forest, Fire and Regions Group

Business Management

What are the key changes to business management?

A restructure of business management teams across FFRG, including changed roles and positions.

What is the rationale for the 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

Strategy, Capability and Innovation Division

What are the key changes to Strategy, Capability and Innovation Division?

- Creation of a new Business Services Unit
- Restructure of units within Logistics and Assets Branch, to align with asset classes responsibilities
- Transfer of Workforce Coordination functions to the Office of the Chief Fire Officer and Community Services Division
- Resizing the Fire and Emergency Management Planning Unit
- Renaming the Operational Strategy and Program Design Unit to Fire and Emergency Management Programs Unit
- Transfer of Invasive Species functions to the new Statewide Invasive Species Programs Branch in the Gippsland Regional Directorate

What is the rationale for the changes?

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

Office of the Chief Fire Officer

What are the key changes to the Office of the Chief Fire Officer

- New team composition within units that are aligned to functional responsibilities, including changed roles and positions
- Responsibility for State Control Centre workforce coordination functions to be transferred to the Command and Control Support Unit from Strategy, Capability and Innovation Division

What is the rationale for the changes?

- Greater focus and improved ability to deliver on core functions

- Improved capability and alignment of statewide command & control support responsibilities

Regional Directorates

What are the key changes to Regional Directorates?

- Creation of a new Business Services Unit
- Restructure of Regional Directorates, with new branch names, functional responsibilities and team compositions
- A new Environmental Compliance Branch in each Regional Directorate
- A new Statewide Invasive Species Programs Branch located within Gippsland Regional Directorate
- A new Statewide Coastal Programs Branch located within Barwon South West Regional Directorate

What is the rationale for the changes?

- Better represent all DELWP portfolios 'at place', ie. geographically within the communities we are delivering services to/for
- Rebalancing resources to better meet current and future needs across the state
- Agility to support new and changing priorities

Community and Services Division

What are the key changes to Community and Services Division?

- Creation of a new Business Strategy Unit
- Name to become 'Forest and Fire Operations Division'
- Activating six Regional Forest and Fire Planning Units by combining Bushfire Risk Landscape teams and Forest Management and Roding 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 Strategy, Capability and Innovation Division to Port Phillip Branch

What is the rationale for the changes?

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

Matching

Have regions applied the same matching criteria?

Yes, the same matching approach - consistent with departmental policy established by People and Culture - has been applied to each region and right across FFRG.

How were people matched to roles?

Matching decisions were based on a comparison of current PDs (and/or performance plans (ePPs) and workplans if the PD was not available or was out of date), with the proposed position description for new roles. Staff were matched to new roles at their substantive classification level if it was determined that they will be performing the same role - or substantially the same role - and there was not more than one person that could be matched to that role.

Only staff who have a substantive position within FFRG were eligible to be matched to a position. Staff on secondment from another DELWP Group or VPS Department could not be matched.

What were the principles and/or criteria that was applied when matching staff?

DELWP policy was applied to undertake matching of staff into the proposed new structure. Current PDs (and/or performance plans (ePPs) and workplans if the PD was not available or was out of date) were assessed against the proposed new PD to determine if the accountabilities were the same, or substantially the same. Where this was the case, and where there was not more than one person that could be matched to a role, matching has occurred. Where accountabilities are substantially different; or more than one person could be matched to a role; then a EOI process will apply.

Why are there differences in the number of staff matched across the Regional Directorates?

The process for matching was applied consistently. However, there are historical differences across the state, in particular the number of staff, which means that in some Regional Directorates more staff could be matched than in others. The proposed new business model is seeking to address these historical differences.

Will staff members matched to roles in the new structure be provided with new PDs?

Where a staff member has been matched to a position in the new structure, their accountabilities remains substantially unchanged. Where there are minor changes, staff members will receive new position descriptions confirming the role requirements. ePPs will also be required to be updated to reflect any changes.

What does it mean if I've been matched?

Staff have been matched to a role in the proposed structure if it was considered that the role is the same, or substantially the same, as their current role (and not more than one person could be matched to that role). Ongoing staff are matched to ongoing roles and fixed term staff are matched to fixed term roles at their current classification and salary level.

All existing terms and conditions of employment will remain the same.

What does it mean if I haven't been matched? How can I dispute or contest this?

Staff have not been matched on the basis that:

- the new role in the proposed structure is substantially different to their current role;
- there is no longer a role in the proposed structure at the substantive classification level; and/or
- more than one person could be matched to the role.

Staff who are not matched can submit an alternative proposal as part of the consultation process or lodge a grievance. Details on how to do this is available on the Business Model Review intranet page.

Does being matched prevent me from applying for other roles I'm interested in?

If you have been matched, you are able to apply for a position identified for EOI that is advertised as part of round 2 of the EOI process.

Expression of Interest (EOI) process

UPDATED Q&A Is there any additional information available about the EOI process, further to what was provided when the announcement of the proposed structure took place on 7 June?

We recognise that some staff are very interested in progressing to the next stage of the process. As this is a complex process, there are many factors that may impact on the EOI timelines are currently being proposed, but the below timelines provide a guide to when the first round of EOI will begin for each grade level:

VPS Grade level	EOI 1 start date
VPS 6	Early August
VPS 5	End August
VPS 4/3/2	Mid-September

The EOI process will happen in a cascading approach, beginning with VPS 6's, followed by VPS5's and then VPS 4/3/2's. The EOI processes for the different grades will overlap and it's currently anticipated that all EOI processes and recruitment will be completed by December 2017.

Confirmed dates for the EOI process will be finalised following a review of all the feedback from the formal consultation process.

How will the EOI process work?

Once the structure has been finalised, action will be taken to formally match staff and then fill any remaining vacant roles identified for EOI via a process that will be open to affected FFRG staff only. The key stages of the EOI process are detailed below:

Expression of interest (EOI) process

Round 1 EOIs - restricted to unmatched ongoing staff

Ongoing FFRG staff that have not been matched in the new structure will be invited to apply for any position identified for EOI at their substantive classification level.

Staff who are successful will be appointed at their current salary i.e. there will be no salary increases associated with the EOI process.

Where a staff member has acted in a higher position for a continuous period of six months or more at the time of matching (and that position is substantively vacant), they are eligible to be considered at the higher classification level for the first round of the EOI process. The acting assignment must have been the result of a merit based process. Merit based in this context means FFRG-wide.

Round 2 EOIs – open to all matched and unmatched staff – all classification levels

EOIs for remaining vacant positions identified for EOI at any classification level will be open for any matched and unmatched ongoing and fixed term staff (excludes any staff on secondment to the Group / Division and agency staff).

Matched and unmatched staff can apply for a promotion, transfer or lower level position at this stage.

If a staff member is appointed to a higher level position their salary will be at the base level of the higher Grade.

External recruitment

External recruitment action (DELWP wide or external to the department) may commence for any position identified for EOI that still remains vacant following the above EOI processes.

Why has the decision been made to run the process in this way?

By starting with an EOI process for VPS 6, then moving through the VPS grades, we are providing the opportunity for supervisors to be involved in the selection of their teams in the EOI process.

What does the EOI or recruitment process involve? Will I have to submit a job application?

Yes, if you wish to apply for a position you will be required to submit a Resume and covering letter. Standard DELWP recruitment practices will be applied for EOI/selection purposes. This will involve interview panel composition, interview questioning based on key selection criteria, and referee checking.

Staff who are successful in being appointed to a role will be provided with written confirmation of this appointment.

What criteria will be used to assess and select staff for positions advertised through the EOI process?

The selection process will be based on merit, with staff assessed against the key selection criteria detailed in each PD. Recruitment to new roles will follow DELWP selection procedures as outlined in the Recruitment and Selection policy and procedure. If you have any queries about the process, please talk to your manager or HR Business Partner in People and Culture Division – their details can be found in the ‘Support’ section of this document, or on the business model intranet page.

If I apply for a role as part of the EOI process and I am not successful what can I do?

Staff who are unsuccessful in being appointed to a role they have applied for can submit a grievance with the DELWP Grievance Registrar if they consider that there were significant deficiencies in the selection process.

You should consult with the panel chairperson in the first instance to discuss the reasons for the decision and to seek relevant feedback.

What do I do if after considering the new positions available, I am not interested in applying for any?

We encourage you to go to your manager or the relevant manager within your division/region to find out more about the proposed positions. If at the end of this, you still do not want to pursue any of the positions, please contact your HR Business Partner for further information.

UPDATED Q&A Where do Graduates fit within the EOI process?

Graduates who are currently working within the graduate program will retain their VPS2 graduate position.

Graduates who have completed the graduate program and are working in a fixed term role within the department will be matched to a VPS3 Graduate Officer role.

All VPS3 Graduate Officers can apply for VPS Grade 3 positions at round 1 of the EOI process.

UPDATED Q&A What are initiative funded roles?

Roles identified in the proposed structure as being initiative funded (vacancies that are currently shaded white in the proposed structures) are positions created through the *Reducing Bushfire Risk* and *Protecting Forests and Wildlife through effective regulation, compliance and enforcement* bids in the 2017-18 State Budget. Funding for these roles does not come on line until 1 July 2017.

If a person is successful in round 1, then applies for and is successful in round 2, does the round 1 position get re-advertised, or does the person second from first interview get offered the position?

Each case will be determined on the circumstances that apply. If there is a suitable candidate from the round 1 EOI process it is possible to appoint them to the role. If there is no suitable candidate action may be taken to re-advertise the position.

If I am unmatched why can't I apply for roles at a higher or lower level than my own in the first EOI round?

Under the departmental policy established by People and Culture Division, round 1 of the EOI process is restricted to unmatched ongoing staff at level. For merit and equity purposes it is considered that some staff may be disadvantaged if staff at higher levels are able to apply for lower level roles.

NEW Q&A What is my eligibility for the EOI process if I have been acting in a different position or on higher duties.

If you are unmatched and have been acting on higher duties for at least six months up to 1 June 2017 as a result of a competitive process (i.e. advertised FFRG-wide), then you will be eligible to apply for vacant positions at EOI Round One up to the grade to which you have been acting (eg. a VPS 4 acting as a VPS5 can apply for vacant VPS 4 and VPS5 positions advertised in EOI Round One).

If you are matched and have been acting in a different position, then you will be eligible to apply for any vacant positions at EOI Round Two.

I've been acting in a role that is a higher grade than my substantive role for some time. What does this mean for me in terms of my eligibility to EOI for higher grade roles?

Any staff member who has been acting in a higher classified position as a result of a merit based process for a continuous period of six months or greater at the time of matching is considered "at level" for matching purposes – on the condition that the position is substantively vacant. Merit based in this context means FFR-wide.

Will consideration be given to regional needs with Stage 1 of EOI - i.e. unmatched staff can apply for roles in their region only first, rather than opening those roles up to the broader FFRG?

Decisions on EOI advertisement actions will be made on a case by case basis. If circumstances warrant (i.e. initiative funded positions), a restricted EOI process may apply

where the EOI is only open to staff in a region / division. However, in other circumstances advertisement action across FFRG may be required.

When and how do I apply for any new positions?

Timelines and further information on how to submit an EOI will be circulated once the consultation phase has been completed and the structure is finalised. It is expected that the EOI process will begin in July 2017 but this will be determined by the duration of the consultation process and timeframes associated with responding to alternative proposals.

Are new positions ongoing roles?

Unless specified otherwise as being fixed-term, new positions are ongoing.

NEW Q&A How will those staff on recreational, parental, long service or other forms of leave be able to participate in the EOI process?

Managers will ensure people on leave are informed about the EOI process and have the opportunity to participate.

Will there be an opportunity for people external from DELWP to apply for jobs? Yes. External recruitment action (DELWP wide or external to the department) may commence for any position identified for EOI that still remains vacant at the end of EOI rounds 1 and 2.

There are also roles identified in the structure as being initiative funded were created as a result of the *Reducing Bushfire Risk and Protecting Forests and Wildlife through effective regulation, compliance and enforcement* bids in the 2017-18 State Budget. Consistent with the funding requirements of initiative funded positions, they will be advertised internally and externally at the same time as the round 1 EOI process.

NEW Q&A What about vacancies across FFRG that are out of scope of the business model review (i.e. vacancies that are currently shaded grey in the proposed organisational charts)?

Existing vacancies which are outside the scope of the proposed changes will be subject to the normal recruitment processes. The process by which these vacancies will be advertised (i.e. Internal only or both internal and external) will be managed on a case-by-case basis in line with standard departmental policies and guidelines. The jobs will be advertised internally wherever possible to maximise opportunities for FFRG staff.

Are the new positions in the structure flexible/offer flexible working arrangements?

Consistent with DELWP-wide policy, all positions in the structure are offered as flexible positions. We are fully committed to working flexibly and supporting people to balance their professional and personal commitments. There's already support for a range of flexible working models, such as job share, part time etc and that will continue. In general, if you are currently performing a part time role you should be able to perform a role on a part time basis in the new structure.

Is it possible to express interest in a position on a job share arrangement?

Yes, the department fully supports job share arrangements and staff are encouraged to apply for roles on this basis.

What will happen to staff currently on secondment, parental or other forms of leave at the time of the announcement on 7 June? What steps will be taken to ensure they have every opportunity to be matched or participate in the EOI process?

All staff on leave or secondment have been provided (via mail or email) with the same information/material that was provided to FFRG staff on 7 June.

The matching criteria does not vary and is the same irrespective of whether staff are on secondment or leave. These staff will also have the same opportunity as all staff within FFRG to apply for the new roles advertised through the EOI process.

What does 'redeployment' mean? What are the guidelines around this? What if there are no suitable roles for me to be redeployed to?

If a staff member is not matched to a role or appointed to a role following the EOI process it is likely that action will be taken to declare the staff member as surplus and subject to the DELWP redeployment process. A P & C case manager will be assigned to assist the staff member at this time.

In general, a three-month redeployment period will apply. If the staff member is not appointed to a fixed term or ongoing position during this period action may be taken to terminate employment and to apply a Targeted Separation Package.

What happens if I choose not to partake in the EOI process and haven't been matched?

If you have not been matched and choose not to partake in the EOI, you will be assigned a case manager from People and Culture Division. They will explore options with you, including the possibility of departure / separation packages.

Are Voluntary Departure Packages being offered?

Voluntary Departure Packages are not available as part of this proposed change. All impacted staff will be encouraged to go through the EOI process and to take advantage of the additional support and training which will be available to ensure they have the best possible chance of securing a role in the proposed structure.

What happens to my salary if I am not matched to a position at my substantive grade level, but am successful for a position at a lower grade through the EOI process?

You would be entitled to salary maintenance (the difference between your current salary and the top salary level of the lower grade) for a six-month period from your appointment to the lower grade position. At the conclusion of the six-month period, your substantive salary would become the top salary amount of the lower grade.

NEW Q&A When will the freeze on recruitment be lifted?

When the first round of the EOI process begins, normal recruitment processes will resume. In the interim, high risk, business continuity HR and recruitment actions will be managed on a case-by-case basis.

Position descriptions

NEW Q&A Are the proposed PDs on Sharepoint now finalised?

Yes, the proposed PDs are finalised and available on Sharepoint. Following the consultation period, feedback will be reviewed and there may be some changes to the PDs as a result. Final PDs will be available when the business model is confirmed.

Fixed term roles

Where there is an ongoing staff member in an impacted fixed term role, can the ongoing staff member apply for ongoing as well as fixed term roles in the EOI process?

Ongoing employees should be matched to their ongoing role in the first instance if possible. If the substantive ongoing role no longer exists then they would be able to participate in the first round of EOIs. If they are matched to their substantive ongoing position, they are excluded from participating in the EOI process until round 2 at which point they could put in an EOI for a fixed term role.

What happens to current fixed term staff members who have not been matched in the proposed structure?

Fixed term roles will be considered on a business needs basis. Every effort will be made to allow for fixed term staff to serve out the remaining period of their fixed term employment. If this is not possible action may be taken to cease the employment of the fixed term staff member by providing the notice period as specified in the letter of offer.

Am I eligible to submit an EOI for a position if I am a contractor, agency person or fixed-term employee?

Fixed term staff can apply at round 2 of the EOI process - which is open to all unmatched and matched ongoing and fixed term staff.

People engaged as a contractor or through an employment agency cannot apply until the external recruitment stage of the recruitment process.

What happens to fixed-term staff whose position is matched to a different on-going staff member? When does the on-going staff member commence in that role? Is it before the second EOI round (i.e. the first opportunity for fixed termers to apply for roles?)

Roles will be filled by matching in the first instance and then through an EOI process which is restricted to unmatched, ongoing staff in round 1. All internal VPS staff in FFRG, including fixed term staff can apply for any vacant roles that are advertised in round 2 of the EOI process.

Initiative funded roles

Why aren't these roles part of the EOI process?

Consistent with the funding requirements of initiative funded positions, they will be advertised internally and externally at the same time early in the new financial year.

Can regions add additional project funded positions when new money (e.g. from external sources) is attracted?

Yes, consistent with current practices if new funding is obtained additional positions can be created and recruited to.

Consultation process

I would like to submit feedback about the proposed structure, how can I do this?

Feedback or alternative proposals can be submitted to ideas.ffrg@delwp.vic.gov.au up to 4.00pm on Wednesday 12 July 2017.

What will be done with my feedback or alternative proposal?

All feedback / alternative proposals will be genuinely considered and written responses will be provided to each staff member who submits written feedback or an alternative proposal. Considered reasons will be provided if a proposal is not accepted.

How will issues or questions raised during the consultation period be responded to?

You are encouraged to talk with your manager if you have any questions or issues you wish to discuss during the consultation period. If your manager does not have the necessary information to provide an informed response they should discuss the matter with a higher-level manager/director or People and Culture Division; and then come back to you with a response.