



MALMSBURY FIRE BRIGADE



STRATEGIC PLAN 2018-2020

Our Vision

Malmsbury Fire Brigade is a volunteer and community-based fire and emergency services organisation. Our vision is to work together with our community to build resilience and keep them safe from fire and other emergencies.

Our Mission

To protect lives and property.

Our Values

As we evolve to remain a modern and progressive brigade, it's our core values that anchor and guide us. They are practical behaviours that reflect how we all want to be treated.

- We put **Safety** first
- We **Respect** each other
- We act with **Integrity**
- We work **Together** as one
- We are **Adaptive** and agile



COMMUNITY

MALMSBURY FIRE BRIGADE WILL WORK IN PARTNERSHIP WITH OUR COMMUNITY TO BUILD RESILIENCE AND TO KEEP THEM SAFE

Engaging With the Community and Building Resilience. The brigade will build effective relationships with key stakeholders in the community and ensure there are opportunities to interact and educate the community wherever possible.

Key initiatives include:

- Procuring variable messaging board (Trailer) for community messaging
- Giving presentations to community meetings and groups (EG: Senior Citizens, Historical Society, Traders groups)
- Hosting 1 “Fire Ready” meeting per year
- Hosting 1 “Fire Safety in the Home” meeting per year
- Participation (with focus on community education) at community celebrations (EG Malmsbury Fayre and Show & Shine)
- Article in the bi- monthly “Malmsbury Mail”
- Use of Social Media, including Instagram, Facebook and Twitter
- Maintenance of an effective brigade Website at www.malmsburycfa.com.au

Identifying and Mitigating Risk. The Brigade will work with the community and authorities to identify local risks and develop and implement local initiatives to mitigate these risks.

Key initiatives include:

- Installing back-up power generator at station. This will enable station to operate during power outages and can be a focal point for community to aid in response and recovery phases of emergencies
- Participation on “Fire Prevention” committees
- Regular visits to local “Fireguard” groups
- Annual evaluation of local fire risks
- Annual preparation of “Fire Prevention Plan”
- Responding to risks identified by the community
- Pre-Incident plans for all risk facilities, including schools, shopping strip and Youth Justice Centre



PEOPLE

MALMSBURY FIRE BRIGADE WILL CONTINUE TO BUILD AND SUPPORT A MEMBERSHIP BASE THAT IS COMMUNITY FOCUSED AND APPROPRIATELY SKILLED

Recruitment. The brigade will continue to focus on recruiting and retaining members with a diverse range of skills and availability.

Key Initiatives include:

- Developing and implementing brigade recruitment strategy targeting daytime responders, females, minority groups and youth
- Yearly article in local paper
- Recruitment details in “Malmsbury Mail”
- Youth engagement program
- Recruitment mail out yearly
- Member recognition program
- Improving weekday day-time availability

Skills. The Brigade will build on skills base and education of members appropriate to Brigade risk profile.

Key initiatives include:

- Establishing an “IT Hub” at the station that can be used by members for on-line learning, member restricted personal use and to assist in response and recovery phases of emergencies.
- Ensuring “Safety First” principles are built into all brigade training, scenarios and education

- Weekly training sessions
- Pre-Season (Bushfire and House Fire) mandatory skills practice
- Mapping training plan against risk profile
- Undertaking a yearly Training Needs Analysis
- Developing personal training and development plans for members who request one
- Building good relationships with key CFA Training and Development staff
- Develop and implement an informal mentoring program for new Crew Leaders

Behaviour and Values. The Brigade will build on reinforcing member adherence to principles espoused in the Volunteer Charter, the CFA Fire Star and the Volunteer Code of Conduct.

Key initiatives include:

- Developing and implementing a brigade “Diversity and Inclusion” plan
- Engaging with members regularly in relation to expected values and behavior
- Twice yearly sessions by Brigade Sustainment Team
- Dealing with issues promptly and effectively
- Ensuring officers model appropriate behavior and values

Supporting Our Members. The Brigade will continue to support our members where required.

Key initiatives include:

- Ensuring “Peer Support” information is visible and available in the station
- Maintaining VFBV membership and access to support fund
- Officers Intervening where appropriate to offer appropriate support where needed
- Conducting “After Action Reviews” after each incident and facilitated “De-Briefing” after critical incidents
- Identify and develop future brigade leaders



CAPABILITY

THE BRIGADE WILL BUILD ON ITS CAPABILITY AND OPERATIONAL READINESS BY ADDING TO ITS APPLIANCE AND EQUIPMENT, “TRAINING TO FIGHT” AND WORKING IN PARTNERSHIP WITH NEIGHBOURING BRIGADES AND THE GROUP

Equipment and Appliances. The Brigade will enhance its wildfire and structural capability through initiatives to improve our appliance and equipment profile.

Key initiatives include:

- Confirming second, new, firefighting appliance for brigade

“Training to Fight”. The Brigade will continue with scenario based training and practice focussed on both wildfire, structural and incident control skill development.

Key initiatives include:

- Conducting a yearly “major exercise” focussed on higher risks
- Conducting weekly training nights
- Conducting regular Sunday morning sessions practicing core skills
- Participating in group and district exercises

Working with neighbouring brigades and the group. The brigade will work collaboratively with key neighbouring brigades and the Kyneton Group.

Key initiatives include:

- Joint training sessions with neighbouring brigades
- Cross crewing where possible
- Assisting Group in development of joint exercises and training
- Yearly joint brigades social event



BUSINESS

THE BRIGADE WILL BUILD ON AND IMPROVE ITS GOVERNANCE AND ACCOUNTABILITY, PLANNING, SECRETARIAT AND FINANCIAL MANAGEMENT PERFORMANCE

Governance and Accountability, Secretariat and Financial Management. The Brigade will continue to build on its transparency to brigade members and the district. We will put in place, and support, mechanisms to ensure due process and effective governance.

Key initiatives include:

- Adherence to “Brigade Standing Orders” and CFA procedures
- Running effective meetings with agenda and minutes
- Regularly reporting to members via e-mail, face-book and meetings on key issues
- Maintaining effective financial management and reporting including fundraising plan

- Documenting and recording key decisions and planning
- Building on governance arrangements through BMT meetings

Planning. The Brigade will continue to build on our planning framework. This framework includes fortnightly BMT meetings, and developing and maintaining a Brigade 2 year “Strategic Plan”.

Key initiatives include:

- Working with the Group to build on brigade “Strategic Plan”
- Promulgating planning documents with Group and District
- Involving brigade members in planning process
- Maintaining effective planning cycle

