



VFBV

VOLUNTEER FIRE
BRIGADES VICTORIA

2 Minute Briefings March 2025

The 2 Minute Briefings are a quick snapshot of the priority issues and actions from recent Joint Committee discussions between CFA and VFBV.

They are intended to update members on key issues that have recently been discussed. Effort is made to include any related items that may have been progressed out of session or through other avenues that are related to each committee's subject matter. Priority is given to topics where recent progress has been made. Topics where no progress has been made or where there are differences of opinion are sometimes included to ensure members are aware of VFBV efforts in continuing to advocate for progress or outcomes.

Joint Committees are formal committees between CFA and VFBV made up of VFBV delegates appointed by VFBV State Council, and CFA management representatives appointed by CFA. They are a critical loop in our consultative structures. They endeavour to work collaboratively and cooperatively on issues but may also be required to escalate issues where resolution or common ground cannot be found - requiring executive attention.

Joint Community Safety Committee

2 Minute Briefing



March 2025

Quick snapshot of the priority issues and actions from discussions between CFA and VFBV.

COMMUNITY SAFETY NEWSLETTER

Since 2020, CFA has produced a bi-annual community safety newsletter. These newsletters are a valuable resource for brigade Community Safety Officer's and Captains. The newsletter provides all the latest news on projects being undertaken by CFA to improve community engagement, information on programs and resources available for brigades to use as well as ideas that brigades can use for more effective engagement of their community.

Previously the newsletter relied on District Community Engagement Coordinators (CECs) emailing it directly to brigades. This method was effective in some areas but often ineffective and in a small number non-existent, leaving many brigades unaware that the resource even existed. Joint Committee delegates have long advocated that this newsletter should be accessible through Members Online and available to all CFA members and have even suggested members automatically get a copy under an optional subscription process. As of the beginning of 2025, the current issue, and all back issues, are now available and can be found by searching Members Online for 'Community Engagement Newsletters'.

VFBV encourages all brigade Community Safety Officers to make use of this resource in their community engagement endeavours. Brigades can also provide any feedback, ideas or suggestions on what they would like to see in the newsletter by emailing - communityengagement@cfa.vic.gov.au

POST FIRE SEASON COMMUNITY SAFETY

Each fire season CFA conducts a survey of community members who live in high fire risk areas as identified by the Victorian Bush Fire Risk Register (VBRR). The survey is designed to help identify preparedness, attitudes and perceptions towards bushfire risk, how people plan to respond to fire as well as track changes in these things over time. This survey has been conducted annually since 2009, respondents are chosen at random and contacted by telephone. The sample size can vary between 600 – 1200 people.

The 2024 survey key findings highlighted an overall downward trend in some aspects of community bushfire perception and preparedness. The survey found that 45% of people living in fire prone areas are not concerned about their safety despite acknowledging that they are at risk.

There has also been a decline in preparedness. When asked whether they have a written plan, only 17% responded that they do. 60% of respondents indicated they have a verbal plan only. Of those respondents who did not have a written plan, 52% indicated it was not necessary.

Whilst 93% of those surveyed accept it is their responsibility to prepare their property for fire, most focus on 'easy to do' preparation such as general garden maintenance, rather than having a comprehensive plan. 50% believe that should a fire occur it is CFA's responsibility to protect them.

Delaying the decision to leave was also significant. Only 30% of respondents indicated that they would leave an area during a bushfire event. 14% of people indicated they would wait and assess the situation and 16% would wait until they were instructed to leave by emergency authorities. 12% of respondents would stay and actively defend their property.

Despite this, the survey indicated that the community's trust in CFA remains high and the community understands the importance of staying connected with CFA and their local brigade.

Joint Equipment and Infrastructure Committee

2 Minute Briefing



March 2025

Quick snapshot of the priority issues and actions from discussions between CFA and VFBV.

ADDITIONAL WORKWEAR

Members have continued to request that CFA investigate further how volunteers can access additional workwear. The State Logistics Centre in Scoresby has recently negotiated longer opening hours from 9 am to 3 pm, Monday to Friday which will allow better access for volunteers nearby. CFA has advised comms will be sent out shortly on warranty and replacement, and all district offices will be made aware to avoid any misnomers or communication issues. Along the same lines, volunteers expressed that some Districts are saying they don't have supplies of Wildfire PPC and, therefore, members have to wait; CFA advised that there are stocks of next-gen Wildfire PPC so there should be no issues accessing PPC through your District. Proban Wildfire PPC is no longer being ordered so volunteers who have not been measured in the new gear are encouraged to get sized at either your District or through the SLC.

STATION DESIGNS

After many requests from volunteers across all classes of brigades and what appears to be a very long and drawn out process CFA has advised that draft Terms of Reference have been developed for a new Station Design Working Party. The working party will begin to meet shortly with the aim to investigate and develop a new set of station designs that will bring improved safety, technology and volunteer amenities.

In a related matter, delegates have queried whether there has been any improvement in budgets or timelines regarding station builds managed by the Community Safety Building Authority (CSBA) and have requested better visibility and involvement in the tender evaluation process on builders and designers. Initial information suggests a large increase in costs and long extended build times. CFA is working on a procedure for simplifying brigade-funded works which will go through the Infrastructure Services Management Committee for sign off before distribution.

CAB CHASSIS STANDARDS CHANGE

CFA has advised the committee that there are extended waiting periods for some Cab Chassis from overseas due to the changes in emission compliance standards from Euro 5 to Euro 6 for cab chassis, which impacts many manufacturers including Isuzu and Hino.

Euro Standards are vehicle emission standards for pollution controls and mandated computer diagnostics designed to improve safety for drivers. CFA has advised that these changes may result in an 18–24 month gap in availability from these manufacturers. However, the cab chassis built and delivered to Australia before November 2025 will remain compliant. CFA has secured cab chassis for the medium tankers in the build program, and those for heavy tankers have been sourced. Work is ongoing for the light tankers as well.

STATION BREAK-INS

In what can only be described as a very disappointing set of circumstances members will be reading or hearing in the news more frequently about an increase in CFA Volunteer Station break-ins and vehicle robberies. We all understand how hard brigades work in their own family time to fundraise or subsidize the purchase of life saving equipment to help their communities. Delegates have asked CFA to consider ways in which they can ensure new station designs and vehicle builds can be made more secure to mitigate the frequency of break ins and theft. CFA has been undertaking an audit of current station security and will report back to the committee when completed. Brigades should be aware that all of the equipment supplied by CFA and the equipment brigades purchase themselves are covered under CFA's insurance. One-way brigades can make the process of replacing stolen or broken equipment a little less painful is to make sure your brigade has a detailed comprehensive asset register. The up-to-date asset register will assist CFA in determining details in the event that an insurance claim to replace the stolen gear is required. If brigades are unsure about how to start an asset register please talk to your district support team.

Joint Member Services Committee

2 Minute Briefing



March 2025

Quick snapshot of the priority issues and actions from discussions between CFA and VFBV.

SECONDARY SCHOOLS PROGRAM

Discussions with CFA are still ongoing with confirmation that a report regarding the reintroduction of a schools' program is being prepared for the CFA Executive to be reviewed. Delegates have received member feedback encouraging CFA to reintroduce the schools' program(s) with a refresh of the junior and cadet programs initially and then following into other programs that in the past have been well received. Members observed that there are various other programs currently being run in parts of the State that current programs could connect in to. Unfortunately, the Youth Pathways Team has lost some key staff but are looking at a fresh start to engage schools to accredit students that complete any PUA components, plus support any in-school program(s).

HONOURS AND AWARDS

CFA has confirmed that a paper is under development with the intent of enhancing the current criteria for some of the current CFA honours and awards. Delegates are very keen to understand the proposed changes and have requested an update so that consultation can begin.

The 2025 Australia Day honours have been announced and 6 CFA members were awarded the prestigious AFSM award. Di Billingsley (Boolarra), Fiona Burns (Yarra Valley Group), Lisa Hicks (Pakenham Upper), Mark King (Yallourn North) and Tim Smith (Hurstbridge) along with District 17 ACFO Mark Gunning were all acknowledged for their continued and significant work in the CFA. Congratulation to all members.

'GIVE US A HAND' CAMPAIGN

CFA first launched the 'Give us a hand' recruitment campaign back in 2023. The moderately successful "give us a hand" campaign was once again released in June/July 2024 with increased funding and a renewed focus on inspiring community members to volunteer for their local CFA brigade. The revitalised campaign was targeted statewide with the Chief Officer officially launching the program. CFA is requesting feedback on its success or otherwise so please contact your District Council or the Volunteer recruitment team with your comments and suggestions on how the Volunteer Recruitment journey can be improved.

VOLUNTEER RECRUITMENT HUB

The Volunteer Recruitment Hub (VRH) is still receiving adverse comments from volunteers trying to join or transfer from Brigades, although a lot of the 'bugs' have been recently resolved. Members noted the main feedback they observed related to Member Transfers and the transfer of Junior members to the senior ranks. Many volunteers are frustrated by the waiting times for many aspects of the process and believe that many volunteers are just giving up and volunteering with other organisations. If you have recently joined CFA or transferred from one brigade to another please keep providing feedback to volrecruithub@cfa.vic.gov.au so that issues can be documented and improvements made.

CHAMPIONSHIPS

The final touches are being applied for the 2025 State Firefighting Championships being hosted in Mooroopna over the weekends of the 22nd & 23rd of March (Juniors) and 29th & 30th of March (Senior Urban & Rural).

If you have competed in the past or want to give the competitions a try, all entries will be most welcome. Plan a visit to Mooroopna or talk to your local competition association or VFBV District Council for information and support.

Joint Operational Capability Committee

2 Minute Briefing



March 2025

Quick snapshot of the priority issues and actions from discussions between CFA and VFBV.

REMOTE PILOTED AIRCRAFT SYSTEMS (RPAS)

In recent years CFA brigades under the guidance of CFA Commander Aviation, John Katakouzinou have been leading the way in the training and use of drones through an emergency response lens. Brigades at Rowville and Edithvale have been trialling the Remote Piloted Aircraft Systems (RPAS) to investigate how they can best assist crews during structure fires and other hazardous materials incidents. Trials will continue over the next 12-18 months to ensure incident controllers can assess whether the drone response will assist them in their assessment and planning for incident response. The use of RPAS is strictly monitored by the Civil Aviation Safety Authority (CASA) and CFA is hoping to have 20-40 volunteer pilots trained in the use of RPAS. The CO Volunteer Forum featured this back in June 2024 and further testing is continuing by members of the two brigades.

FLIGHT SIMULATOR TAKES OFF

The members of the Committee recently spent time at VEMTC Bangholme, which has become the home of the first of its kind flight simulator. The simulator replicates the interior of an aircraft and with the use of reality goggles members get to experience what it is like to fly a real aircraft in a safe, controlled environment. Members were able to get a better understanding of the use of aircraft in emergency situations as well as experience firsthand how simulators can enhance training in aircraft use. The state-of-the-art simulator uses a mix of reality goggles with a 280 degree view of the landscape to allow volunteers to undertake mapping, air attack and practice communication and radio skills. The computer-based scenarios duplicate real time fire activity and allow members to immerse themselves in aircraft training based on minute-by-minute scenarios as well as re-enacting fire incidents based on past incidents.

TREE HAZARD ASSESSORS

A number of experienced volunteer members from across the state completed a trial of the new Tree Hazard Assessor training some time ago and provided feedback into the project but have now questioned why this has not progressed and when they will be able to be endorsed and carryout this important role. Members will be aware that the mandatory hazardous tree awareness course is available on LMS, but to date there is no movement on the Tree Assessor training. CFA intended back in 2021 that 4-5 members of each brigade would be endorsed to undertake hazardous tree assessment. Tree Hazard Assessors require a thorough understanding of fire-ground reporting relationships and the ability to work unsupervised in a high-risk environment as well as the ability to differentiate between tree species and understand how fire can impact. From an operational point of view having CFA volunteers trained and qualified to undertake this type of work is extremely important in ensuring our members can safely and effectively engage in an incident where trees are impacted. Delegates have requested an update on when this training will be available.

PV STOP TRIALS

In further development to CFA's ability to combat fires within rooftop solar electricity systems CFA is working on a project to trial an innovative new product. The new product is called PV STOP. Photovoltaic solar systems convert sunlight into electricity which can then generate dangerous DC and AC electricity, which is difficult to detect and manage when uncontrolled, even when an isolation switch is activated as the solar panels continue to generate electricity making it dangerous for fire fighters. The extinguisher style containers contain a thick liquid solution that coats solar panels effectively 'de-energising' the PV System. The coating makes it safer for firefighters to then extinguish a fire. The liquid also can be used in a preventative measure in storms or approaching fires protecting the panels from damage and once dried can be peeled off without damaging the panels. With the rapid rise in the use of solar panels on residential homes, businesses and large-scale solar farms, PV Stop could be an important part of the arsenal in combating these dangerous fires in the future. Once the trial is underway we will update members on progress.

Joint Operational Performance Committee

2 Minute Briefing



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ROLE OF GROUP

With the significant recent fire activity across the state it has again highlighted the need for the Group to be included in the chain of command especially in relation to level 2 IMT incidents. While this issue has been discussed in recent JCC meetings and in many forums at various times over recent years there has been little progress. Committee delegates have been requested to canvas their local groups to get a clearer picture of the group's current involvement in IMT and other roles. If you have any feedback you would like to highlight to the committee regarding the Group structure and use please discuss within your local group and email m.dryden@vfbv.com.au with your solutions, ideas and suggestions.

SECTION 29 AUDITS

Delegates have highlighted for some time the inconsistencies and frustration across the state when undergoing the Section 29 process. For those that are not aware Section 29 of the CFA Act states that the Chief Officer must from time to time inspect or arrange for the inspection of all brigades and report on their state of efficiency or otherwise, and make such recommendations as he thinks fit.' Members have commented many times on the way that the Section 29 inspection differs from brigade to brigade, district to district and region to region. CFA recently engaged KPMG to undertake an audit of this process. Of no surprise to the delegates the audit has found that the most notable finding was the variability of S29s undertaken, and while there are some systems and processes in place they are not consistently applied. The delegates have requested that the KPMG Audit report be shared and discussed further within the committee to see if there are any findings that volunteers can have input into and that further consultation occurs regarding any changes that CFA may wish to implement that will make the process for brigades consistent, less of a burden and provide an avenue to discuss the results openly with their District management teams.

AAR FEEDBACK

We have reported on the impending changes that have been requested for some time on members giving feedback after an incident and what is done with the information once it enters the giant abyss at CFA and the lack of confidence that members have that there will be any changes made once they report back after an incident. CFA has admitted that the process is less than perfect and that the system could be better served if the facilitators of the AAR session were afforded better guidance and training. The secondment model has not helped the progression of AAR outcomes because commanders and ACFO's are frequently moved around and may not get to follow an AAR to its conclusion. One solution discussed was providing better training to experienced senior volunteers who then could be assisted to facilitate proactive AAR sessions with the assistance of district staff. The Committee were supportive of holding a workshop at a future meeting to discuss this further.

FIRS HELP

Delegates have again raised their concerns about brigades seeking assistance with completing their fire reports through the Fire Incident Reporting System (FIRS). It was queried whether Group Officers, DDOs etc could be given access to all members in their Group and whether a group officer could add volunteers to non-primary events attended, or whether they can add themselves. The committee were referred to the FIRS Guides available through Members Online and have been advised that the quickest way to add members to a report is to have this actioned by the primary brigade. Members cannot currently add themselves, however CFA has agreed to review this and report back to the committee if this change is possible in future changes to the system.

Joint People, Culture & Safety Committee

2 Minute Briefing



March 2025

Quick snapshot of the priority issues and actions from discussions between CFA and VFBV.

BEHAVIOURAL STANDARDS SESSIONS

Given recent changes to sexual harassment legislation and the vicarious responsibility of leadership and organisations as a whole, the committee discussed the importance of education and understanding of what is acceptable and appropriate in behaviour today compared to bygone years.

For example, one person's act of chivalry might be viewed as condescending and offensive by another. Delegates felt that in some way the Behavioural Standards sessions were helpful in discussing and demystifying some of these types of misunderstandings. In the past there have been varying degrees of effectiveness of Behavioural Standards sessions and the committee agreed one size does not fit all. Some delegates spoke of power point presentations that did not include in depth discussions and failed to engage attendees. The committee felt these discussions formed a key component of the Behavioural Standard session. CFA are in the process of training more presenters, therefore standardising aspects of the presentation but allowing for adaptability to each group's individual requirements. Part of Behavioural Standards learning will still be available online but backed up by face to face and group gatherings.

POTENTIALLY TRAUMATIC EVENT EXPOSURE TRACKER (PTEET)

The Potentially Traumatic Event Exposure Tracker's (PTEET) aim is to draw on existing data to measure members' exposure to potentially traumatic events; to better target mental health and wellbeing support services and protect the psychological health of members. This complements the existing services such as peers, chaplains, wellbeing etc. Delegates highlighted that FIRS data does not currently capture incidents like significant livestock loss which can be similarly traumatic for volunteers. CFA has confirmed that FIRS doesn't capture other events that fit within the criteria for PTEs. For example, it doesn't capture violence during turnouts, or suicides. CFA will continue to refine the tracker to do so. Regional DCOs proposed 15 locations including a mix of busier and smaller brigades for consultation. Werribee, Plenty, Epping, Echuca, Portland, Casterton, Hamilton, Colac, Winchelsea, Strathmerton, Cosgrove-Pine, Bethanga, Fish Creek, Berwick and Lakes Entrance have been selected as the initial brigades.

VFBV delegates along with other volunteers, also engaged with CFA in an online workshop. Consultation sessions were held with some of the above mentioned brigades and discussion included:-

- Is the criteria for classifying events as potentially traumatic correct?
- What other criteria may be relevant?
- Is the proposed response to the data, which will involve offers of additional workshops and individual wellbeing checks, the best strategy?
- Are there other strategies that should be considered?
- While the initial intention is to focus on location data for the first twelve months, it is possible in the future to also utilise data on individual members to inform wellbeing checks. Is this a helpful strategy?
- If yes, how should the wellbeing checks be delivered?

CFA acknowledge that members still find it difficult to decide themselves to call the Wellbeing Support Line and that support is preferably offered proactively. For example, through wellbeing check in locations where attendance at PTEs is frequent.

- There was mixed response from brigades to possible wellbeing check processes. Some Brigades are more supportive of phone check-ins as they feel that this is a more confidential approach i.e. can be done in their own time and in private. Other Brigades would like face to face options. Consideration also needs to be given to using CFA thrive as a quick check in during workshops. The approach taken will need to be negotiated locally.
- There is strong support for the new mental health literacy program with 90-minute interactive workshops particularly when held for a group of Brigades.
- A proposed new support model at Epping Brigade who are planning to schedule health checks, a wellbeing workshop/wellbeing checks and a family day in succession in April or May next year. VFBV support this important work and will continue to contribute to ongoing discussions.

Joint Technology & Innovation Committee

2 Minute Briefing



March 2025

Quick snapshot of the priority issues and actions from discussions between CFA and VFBV.

ICT PROJECTS UPDATE

Delegates were pleased to get an update on some changes that ICT services have been developing to support the organisation to combat the ever-increasing changes that occur in the ICT space. The ICT has undertaken a 'stocktake' of the current systems it operates across all areas of the organisation and has concluded that all areas of CFA would be better served by investigating a move towards more out-of-the-box platforms and programs with less customization. This will result in programs that are more user friendly, and result in a better experience for members. CONCUR is a recent example of this, which went live November last year, and the rest of SAP4Hana is on track for May 2025 implementation. These changes will be significant across the CFA systems as there are over 90 initiatives which will be implemented in a phased delivery. We will continue to report on ICT changes as the delivery of ICT solutions continues to benefit volunteers.

PAGER REPLACEMENT

The CFA endorsed EAS Pagers are the primary alerting method for CFA members mainly because of their reliability. At the time of print many districts will be in the middle of or have just completed the Alpha Legend (enhanced pager) replacement program. The new replacement pager program was trialed in District 13 then rolled out across selected districts over the past couple of months and will continue across the state during the next few months. The new replacement pagers have an adjustable volume, flashing LED visual alert, improved battery life and better reception to name just a few of the advantages. The project is expecting to replace around 23,000 pagers in the next 12 months. Members are reminded that if you experience any problems with your pager, you should contact the EAS help desk on 1800 604 977. If they are unable to fix your problem they will refer you to your District office to obtain a replacement pager.

MOBILE DATA CAPABILITY (MDC)

CFA has reported that the MDC project is continuing to work on providing volunteers with better resources when turning out to incidents. Districts have been heavily involved in validating data requirements as well as vehicle allocation for mounting brackets. It is intended that primary appliances will be the first vehicles to receive the tablets once procurement is completed. CFA reported that 950 tablets have been purchased, and consultation will continue with security requirements, including ease of login requirements being worked through. Members eagerly wait for some more definitive dates for completion and rollout.

MULTI FACTOR AUTHENTICATION (MFA)

On the 3rd of October 2024 CFA introduced Multi Factor Authentication (MFA) to combat the ever-increasing cyber-attacks that organizations like CFA are experiencing. The uptake of the MFA has been good with 12,435 registered members to date which accounts for 34% of the active volunteer accounts. Members are encouraged to access their Members Online profile by registering for MFA. The process is simple although it does add another step to logging on which members may find annoying, however for the protection of the system and CFA data it is worthwhile. If members are having trouble registering for MFA they can watch the YouTube 'How to' video - <https://www.youtube.com/watch?v=pEkHyiXeetk> or contact the ICT Service Desk at ict-it-servicesdesk@cfa.vic.gov.au phone 1300 883 734 or contact Cybersecurity at cybersecurity@cfa.vic.gov.au

UPDATES AHEAD

Delegates are preparing for a partial EAS Pager Replacement Program, 000VIC's Next Generation CAD Project, the continuation of CFA's Radio Replacement Program, FMR Program, Mobile Data Capability Project, The National Public Safety Mobile Broadband (PSMB) initiative as well as projects such our Road Network Modelling (constant improvement), transition to a more stable data management platform from Access/Excel to SQL server environments and many more.

Joint Training Committee

2 Minute Briefing



March 2025

Quick snapshot of the priority issues and actions from discussions between CFA and VFBV.

VOLUNTEER LEADERSHIP DEVELOPMENT

The Volunteer Leadership Development (VLD) program was established several years ago as a Donations Funded Project with the purpose of establishing programs and training courses to develop members' non-operational leadership skills. Delegates have communicated a level of frustration with the slow progress of the VLD project. However, the JTC were encouraged by the presentation on the project they received at the most recent meeting. Volunteers have access to courses and programs such as Having Challenging Conversations, Captains Peer Mentoring Program and the Women in Leadership Mentoring Program. The project plans to be adding to their catalogue over the next 18 months with programs such as Young Adults Mentoring and offering support for members to complete a Cert IV in Leadership and Management. As a positive step forward CFA has re-established the very popular FIRELINE Leadership program. JTC members are now looking forward to receiving regular updates on the project and will be actively monitoring the progress as it continues. Members who are considering or have taken on leadership roles within their Brigades or Groups and feel like they need to develop their leadership skills are encouraged to discuss their ambitions with their brigade leadership team and District Support.

INCIDENT MANAGEMENT TRAINING

For years VFBV has been well aware of members' frustrations in being able to access Incident Management Training (IMT) and has been actively pursuing CFA to implement solutions to this problem. Most IMT courses are currently delivered primarily by Emergency Management Victoria and rarely seem to be scheduled at times or locations that are convenient for volunteers. It was heartening when CFA announced that they were committing to delivering all IMT courses in house and later engaged an external contractor to develop some 30 courses with a view to having them completed by late 2024 to early 2025. Disappointingly, CFA have now advised that the external vendor has severed their relationship with CFA and will not be completing the project. The work completed by the vendor to date has now been handed over to the CFA Training Development department and they will be completing the courses. Unfortunately, this means that the delivery of these courses will be significantly delayed. CFA will be incrementally delivering a full number of IMT courses over the next 18 months to 2 years. The JTC has been informed that CFA are seeking short term solutions to build capacity in on ground operational roles such as Sector Commander. VFBV will keep members updated as to what opportunities there may be to undertake this training in the near future.

GETTING THE TRAINING YOU NEED

It's been a long-held maxim that brigades and members struggle to get the training that they want. Reasons such as insufficient resourcing, inconsistent planning and communication between Districts and members, frustration with the online LMS and even course materials being unavailable to be delivered for long periods are all large obstacles. But there are some things that members, brigades and groups can be doing to improve the amount of training they receive.

First and foremost, is to ensure that members complete an EOI in the LMS for any training that they wish to undertake. The first thing that Districts should be taking into consideration when building their Training Plan is what training is in demand in which areas. But there is no way for District to know the specific needs of brigades without members expressing their interest.

Where Brigades have an operational need for members to receive certain training, but they are being refused due to issues like the brigade already having a surplus of this particular skill according to their BOSP, it is well worthwhile the brigade contacting their District training department directly to explain the requirement. For example, a Brigade might be struggling to get BA training for their members because they have more operators than the BOSP minimum requirements stipulate. But a significant proportion of those qualified members are not available during business hours, the brigade is well advised to contact their District Training and directly seek the member training they need to fill their capability gap.