

# Joint Committee Highlights

## Summary of recent Joint Committee Meetings

A brief summary of the most recent "2 Minute Briefings" which are produced after each Joint Committee round for each of the 7 Joint Committee's. Please refer to the full "2 Minute Briefing" documents available from the VFBV Website for more detailed information. Printed copies are also available from the VFBV office. You can request a copy by calling (03) 9886 1141

### 2 Minute Briefing Issue / Date:

Issue 11, December 2014

## JOINT COMMUNICATIONS & TECHNOLOGY

- **Listening Sets:** With the recent release of EMV's Long Term Communications Plan (LTCP), CFA have had to reassess the technical specifications of Listening Sets.

The complication arising out of this long term plan is the requirement for agencies to move towards P25 Phase 2 digital radio comms in the future. The current CFA digital network is P25 Phase 1, and CFA have advised that should CFA or other agencies move to Phase 2 in the future, then listening sets only capable of Phase 1 will not be able to pick up Phase 1 radio traffic.

- **Web Streaming:** Web Streaming is an option for members who don't want to use a listening set, but would prefer to "stream" radio comms via their computer, smart phone or tablet. It is an electronic method of listening in on CFA radio channels, similar to how a listening set operates, but without the need for special hardware, or an upfront cost.

The committee was advised that attempts by CFA to develop an in house app for radio streaming has not been successful. The committee has now endorsed moving to an external "streaming" provider. A preferred supplier has been chosen, and is being trailed over the next few weeks with CFA advice that it should be able to roll out the service shortly.

- **Pager Cradles:** CFA have advised there has now been some progress with a small number of visual and high volume alerting cradles being trialled for members who work in noisy environments. There are limitations to the cradle, and there are initially only 100 units available for trial. Members will provide feedback on

their use. If the trial is successful, the committee will advocate for more units to be made available.

## JOINT COMMUNITY SAFETY

- **Voluntary Grain Harvesting Guide Trail:** A Voluntary Grain Harvesting Guide has been developed by the Victorian Farmers Federation and CFA. Whilst there was limited time for volunteers to provide feedback and comment to the draft guide, volunteers and VFBV did make a wide range of suggestions and comments to the draft materials.
- **Bee Keepers:** The committee has reviewed and provided comment on a simple brochure that CFA is developing for apiarists. (Bee Keepers) The brochure is in response to frequent concerns and confusion raised by apiarists during Fire Danger Periods and on days of Total Fire Ban.
- **Tyre Stockpiling:** CFA and MFB have jointly developed a fire risk assessment framework for tyre stockpiling. The framework is specifically designed to assess the fire risk of indoor and outdoor storage of new and used tyres. While tyres are not considered to be a hazardous material, once there is a fire, the tyre product breaks down into hazardous compounds including gases, heavy metals, and oil, generating a great deal of smoke.

## JOINT EQUIPMENT & INFRASTRUCTURE

- **Brigade Owned Vehicle Insurance:** The committee is still actively pursuing this issue. If a vehicle is 'written off', CFA's current practice is that insurance provides the brigade with the vehicle's market value and it is up to the brigade to fund any difference in replacing the vehicle. VFBV have raised objections as this practice differs to CFA owned vehicles which are replaced with any cost difference between the replacement and original vehicle funded centrally..
- **FCV & Transport Vehicle Weight Issues:** The committee has been in discussions with CFA for some time trying to resolve weight issues with operational light vehicles (those under a 4.5 GVM). Vehicles over their GVM legally expose the driver, owner (if still using a brigade nominee) and CFA in the event of a serious or fatal collision.

- **Tanker Restricting Washer Retrofit program:** The committee was provided a briefing on CFA's restricting washer retrofit program. The program is in response to a safety issue related to the jet reaction associated with sudden changes in pressure when people are operating on the rear deck, when the front monitor is being used.

## JOINT HR, WELFARE & OH&S

- **Heads Up:** CFA have launched a new web portal that provides information and education on mental health for all CFA members. It has been designed to be accessed from any internet-enabled smartphone, tablet or computers.
- **CFA Culture Results:** CFA has provided a high level overview of results from its recent culture survey. The results show a decline in organisational culture away from CFA's preferred culture.

## JOINT OPERATIONS

- **Issues Stocktake:** The committee went through the complete list of outstanding action items, closed a number of topics and created new more appropriate actions for dated outstanding actions.

## JOINT TRAINING

- **Training Project Tools, Programs & Products:** CFA have advised that a new pack of training related posters and training product materials will be distributed to all Brigades & Groups across the State.
- **First Aid Contract Review:** EMV has requested a state wide approach to the delivery of first aid training within the sector. CFA has been requested to lead discussions with DEPI, MFB & VICSES to realise a joint approach and participate in a joint tender. CFA advise that all agencies have now agreed to participate, and the Department of Justice have now approved this sector wide approach.
- **VEMTC Strategy:** CFA have advised that Fiskville, Bangholme, Craigieburn, and Regional Training Campuses at West Sale, Wangaratta, Huntly, Peshurst, Longerenong & Sunraysia are now all part of the EMV State wide training strategy. (Victorian Emergency Management Training Centres). All campuses are now titled VEMTC "campus".
- **eLearning:** The committee has been requested to provide input and feedback on a future e-learning strategy. CFA is seeking advice which will provide a

primary understanding of what is required to design, develop, implement and manage organisational eLearning.

- **Gas Detectors:** The Committee has requested CFA review its training strategy involving atmospheric monitoring equipment. VFBV has requested basic operator status training be made available for members only needing to use handheld monitors such as the LD322. Some locations are insisting that members must complete the full Atmospheric Monitoring Course in order to use the equipment. The Committee believe only those members that need to interpret the readings and data from the devices should be required to undertake this higher level training, as availability of the course is becoming a barrier to gas monitoring equipment being deployed at incidents.

## JOINT VOLUNTEERISM

- **Volunteer Strategy:** The CFA Volunteer Strategy Draft has been endorsed by the CFA Board and has now been released to the Regions/Districts for widespread comment and feedback before the Strategy is completed in February 2015.
- **Volunteer Support Program:** VFBV continues to encourage brigade leaders to provide comment and input to the district work plans to ensure that brigades benefit and are seeing an effect of the Volunteer Support Program work and that the work they are doing is tangible, practical and what is needed & requested by brigades.
- **Volunteer Recruitment Project:** The Volunteer Recruitment Project plan was presented to the committee. The projects objective is to enhance the current systems, processes and practices used to attract and recruit volunteers. The committees view is the plan needs to add more strategy in regard to attracting new members, not just the processes involved once a person has shown an interest in joining the CFA.
- **Volunteer Exit Survey Results:** The Volunteer Exit Survey is now implemented and CFA has presented draft results to the committee. The survey gives vital feedback to CFA on several items that they need to improve and the reasons why volunteers decide to leave CFA.

Quick snapshot of the priority issues and actions worked through at the most recent Joint Committee meeting between CFA and VFBV. (Meeting held Saturday 29/11/14)

### LISTENING SETS

With the recent release of EMV's Long Term Communications Plan (LTCP), CFA have had to reassess the technical specifications of Listening Sets. The LTCP articulates the State's operational communications vision for the sector and a high level plan to progressively move towards that vision from as early as 2017.

The complication arising out of this long term plan is the requirement for agencies to move towards P25 Phase 2 digital radio comms in the future. The current CFA digital network is P25 Phase 1, and CFA have advised that should CFA or other agencies move to Phase 2 in the future, then listening sets only capable of Phase 1 will not be able to pick up Phase 1 radio traffic. CFA has requested the committee to endorse a second round of expression of interest from manufacturers to see if a listening set capable of Phase 1 and Phase 2 is available, or able to be mass produced.

The issue confronting the committee is if CFA rolls out a listening set which members have to contribute money to, and which is only compatible with the current network, we will be back to where we are now with having to replace listening sets should the State move to Phase 2. With news that the preferred manufacturer could not mass produce the chosen Phase 1 listening set before Christmas anyway, the committee has agreed to CFA's request to run an expedited EOI process over the Christmas and New Year period, providing the process does not exceed 6 weeks, and that CFA commits to then expedite results and a decision from that process early in the new year.

The committee has again communicated to CFA the urgency being communicated by our members and the need to choose and roll out listening sets ASAP. CFA has committed to working with the committee out of session in order to ensure there are no further delays. Updates will be provided early in the New Year to update members on progress.

### WEB STREAMING

Web Streaming is an option for members who don't want to use a listening set, but would prefer to "stream" radio comms via their computer, smart phone or tablet. It is an electronic method of listening in on CFA radio channels, similar to how a listening set operates, but without the need for special hardware, or an upfront cost.

The committee was advised that attempts by CFA to develop an in house app for radio streaming has not been successful. The committee has now endorsed moving to an external "streaming" provider. A preferred supplier has been chosen, and is being trailed over the next few weeks with CFA advice that it should be able to roll out the service shortly.

Members need to be aware that this service will consume bandwidth, and those accessing via their mobile phones or tablets need to be aware of the consumption. The committee has requested CFA publish streaming rates and estimated data use per hour to ensure people can factor that into their decision to use the service. CFA will also provide "beeps" at intervals to remind people they are still streaming – even though no voice traffic may be present on the network to assist members monitor their bandwidth usage.

### PAGER CRADLES

CFA have advised there has now been some progress with a small number of visual and high volume alerting cradles being trialled for members who work in noisy environments. There are limitations to the cradle, and there are initially only 100 units available for trial. Members will provide feedback on their use. If the trial is successful, the committee will advocate for more units to be made available.

# Joint Community Safety

2 Minute Briefing



Issue 11: December 2014

Quick snapshot of the priority issues and actions worked through at the most recent Joint Committee meeting between CFA and VFBV. (Meeting held 29/11/14)

## **VOLUNTARY GRAIN HARVESTING GUIDE – TRIAL 2014/15**

A Voluntary Grain Harvesting Guide has been developed by the Victorian Farmers Federation and CFA. Whilst there was limited time for volunteers to provide feedback and comment to the draft guide, volunteers and VFBV did make a wide range of suggestions and comments to the draft materials. CFA have advised the majority of these suggestions have been supported. The guide will be trialled by several groups in District 17 this season, with results to be evaluated to inform a final guide. Whilst supportive of the initiative, volunteers have expressed a concern that whilst the guide is promoted as being voluntary, insurance companies may see this as regulation and expect strict adherence with evidence of compliance being required when assessing insurance claims. The committee will monitor feedback following this year's trial.

## **CAN I – CAN'T I ADVICE FOR BEE KEEPERS**

The committee has reviewed and provided comment on a simple brochure that CFA is developing for apiarists. (Bee Keepers) The brochure is in response to frequent concerns and confusion raised by apiarists during Fire Danger Periods and on days of Total Fire Ban. The brochure provides specific advice and interpretations of the legislation contained within Section 43 of the CFA Act within the context of what bee keepers routinely do to manage their colonies. Advice on bee smokers, smoker fuel and vegetation planning controls is all covered in an easy to read bullet point format.

## **TYRE STOCKPILING**

CFA and MFB have jointly developed a fire risk assessment framework for tyre stockpiling. The framework is specifically designed to assess the fire risk of indoor and outdoor storage of new and used tyres. While tyres are not considered to be a hazardous material, once there is a fire, the tyre product breaks down into hazardous compounds including gases, heavy metals, and oil, generating a great deal of smoke. The average passenger car tyre is estimated to produce more than 7.5 litres of oil, which can be a significant environmental pollutant that can get into ground water and contaminate well water. The new framework will be used to provide advice and to make recommendations for the safe storage of new or used rubber tyres, and to assist fire fighters to be aware of issues involving tyre stockpiles and fire.

## **FIRE MANAGEMENT PLANNING HANDBOOK**

The committee is reviewing and providing comment to a new Fire Management Planning Handbook. The guide intends to be a once stop shop, and is an amalgamation of information from a multitude of sources, aimed to empower CFA representatives participating within the Integrated Fire Management Planning Framework with the knowledge, tools and avenues to enhance this base information. It is intended to enable and support the successful participation in fire management planning at various levels. The committee believes the guide will be particularly welcomed by those involved in IFMP, and will assist brigades and groups be better engaged and empowered at these forums.

## **SUMMER CAMPAIGN UPDATE**

CFA briefed the committee on this year's summer campaign. This year's TV campaign will feature Emergency Management Commissioner Craig Lapsley. Whilst VFBV's view that localized messaging via local identities and local Captains is essential to promoting the mutual obligation culture the sector is seeking from community members, the committee acknowledged that CFA is no longer as greatly involved in decision making over the summer campaign, with EMV and Department of Justice increasingly managing this aspect of the campaign. The biggest barrier still remains that people believe that a major bushfire will not happen to them. The committee continues to advocate for a multi-faceted, localized and layered approach to seasonal messaging, to combat high public apathy with agency and government messaging.

# Joint Equipment & Infrastructure

2 Minute Briefing



Issue 11: December 2014

Quick snapshot of the priority issues and actions worked through at the most recent Joint Committee meeting between CFA and VFBV. (Meeting held 08/11/14)

## BRIGADE OWNED VEHICLE INSURANCE

The committee is still actively pursuing this issue. If a vehicle is 'written off', CFA's current practice is that insurance provides the brigade with the vehicle's market value and it is up to the brigade to fund any difference in replacing the vehicle. VFBV have raised objections as this practice differs to CFA owned vehicles which are replaced with any cost difference between the replacement and original vehicle funded centrally. Whilst current CFA practice aligns with insurance best practice, it completely ignores the fact that CFA vehicles can't simply be bought 'off the shelf'. It is the committee's view that if a brigade vehicle is written off CFA should do everything it can to support the brigade replace a vehicle as soon as possible and policy must acknowledge and cater for those situations where brigades can't simply buy a comparative aged vehicle at the current market 'value'. VFBV is advocating for CFA to arrange insurance based on pre-agreed replacement value, not market value. VFBV has provided advice to a draft paper being prepared for CFA ELT and is educating decision makers on the possible effects of the loss of brigade confidence in insurance that may have an impact on brigades willingness to releasing their vehicles to support outside their immediate area.

## FCV & TRANSPORT VEHICLE WEIGHT ISSUES

The committee has been in discussions with CFA for some time trying to resolve weight issues with operational light vehicles (those under a 4.5 GVM). Vehicles over their GVM legally expose the driver, owner (if still using a brigade nominee) and CFA in the event of a serious or fatal collision.

CFA is currently embarking on a program to arrange for the inspection & weighing of all operational transport vehicles (FCV's & cars etc) to record and identify any overweight vehicles. Those vehicles overweight will either be restricted in passenger capacity or have to remove items of stowage to bring them under GVM.

CFA has agreed to the committee's request to publish & keep current a list of most common vehicles bought by brigades and their GVM, tare weight and available payload. We need to educate brigades on the low available weight of some vehicles to help them make informed decisions before purchasing. Weight loading chart & weight calculation template will be available via CFA Fleet services and VFBV will also publish on our website. Promote this information to any brigade considering replacing or purchasing a BOV.

## TANKER RESTRICTING WASHER RETROFIT PROGRAM

The committee was provided a briefing on CFA's restricting washer retrofit program. The program is in response to a safety issue related to the jet reaction associated with sudden changes in pressure when people are operating on the rear deck, when the front monitor is being used. It follows a serious accident last fire season where a firefighter was thrown off the back of a tanker and hit by the back wheels due to a sudden high pressure change on a rear deck hose.

The washers will reduce tanker rear deck deliveries to 300 l/min and will only be done on Tankers that have 900 l/min pumps, front monitors and cabin pressure controls. Concern has been raised that a training issue is being solved with a mechanical solution that may restrict firefighting capability of the fleet, however CFA have also pointed out that common branches operated on the rear deck are rarely designed to operate at more than 300 l/min.

CFA has agreed to work with delegates to look at alternatives, such as pressure relief valves and different hoses for use on the rear decks of tankers, and to investigate effects of reduced pressure more closely.

As CFA has identified this as a serious safety issue – the retrofit program will continue whilst alternatives are being investigated.

# Joint HR, Welfare and OH&S

2 Minute Briefing



Issue 11: December 2014

Quick snapshot of the priority issues and actions worked through at the most recent Joint Committee meeting between CFA and VFBV. (Meeting held 30/11/14)

## HEADS UP – MANAGING YOUR MENTAL HEALTH

CFA have launched a new web portal that provides information and education on mental health for all CFA members. It has been designed to be accessed from any internet-enabled smartphone, tablet or computer, and can be accessed from <http://www.cfa.vic.gov.au/headsup>

The portal provides information on Bullying, harassment & discrimination, potentially traumatic events, mental health, and interpersonal conflict. It includes useful tools and contact details for immediate assistance.

A new guidebook has also been launched called “Manage your mental health action plan” which is a small A5 sized easy to read guide aimed at CFA members, designed to gather information about the nature of the main challenges, issues, or problems facing CFA members. It helps members understand what triggers you and causes you stress in particular situations, and how you can communicate what your limitations are around your personal wellbeing.

For more information on what tools and guides are available, members can contact the Wellbeing pilot. Contact details are available from your District office or via the CFA website Brigades Online.

## CFA PEOPLE CAPABILITY FRAMEWORK

Recognizing that over the years, CFA’s role has broadened to encompass emergency management and multi-agency response, and that this has resulted in a significant change to the roles CFA members play and the skills they need to develop to support service delivery, CFA is refreshing its People Capability Framework.

The framework intends on developing an enhanced understanding of the capability profile of the CFA workforce that will allow CFA to identify skill and capability gaps, particularly for critical job roles & recruitment strategies.

Whilst workforce planning sounds like it only deals with paid roles, the reality is CFA is a volunteer and community based organisation, and all members contribute to the organisations culture and workforce arrangement, which should be pay status blind.

The committee has been requested to provide feedback on the framework which covers; thinking capabilities, personal capabilities, people capabilities and practical capabilities. The committee has requested volunteer feedback be sought from the regional and district level.

## CFA CULTURE SURVEY RESULTS

CFA has provided a high level overview of results from its culture survey. The results show a decline in organisational culture away from CFA’s preferred culture. The preferred culture as identified by members in 2012 was a vision of strong focus on constructive styles such as encouraging & supporting others, resolving conflict constructively, helping others to grow & develop, treating people as more important than things, using good human relation skills, cooperating with others, and working to archive self-set goals and enjoying work. The results from the 2014 survey shows an increased reporting of Passive/Defensive and Aggressive/Defensive styles such as pushing decisions upwards and taking few chances.

The CFA Executive Leadership Team has taken personal responsibility for the culture results, and have embarked on a state wide roadshow to explore the recent culture survey results. Each ELT member has been allocated to regions and will be visiting each of the five CFA regions. A current schedule of locations and dates is available on Brigade online. The committee has requested assurance that volunteer friendly times will be incorporated into the schedule.

# Joint Operations

2 Minute Briefing



Issue 11: December 2014

Quick snapshot of the priority issues and actions worked through at the most recent Joint Committee meeting between CFA and VFBV. (Meeting held 30/11/14)

## ISSUES STOCKTAKE

There will not be a 2 Minute Briefing for the Operations committee this issue.

Following expressions of frustration and disappointment by all committee delegates on the lack of progress and engagement on the issues raised by volunteer delegates for action, the committee requested that the Chief Officer or his delegate sit down with the committee to consolidate and agree on all outstanding actions, and provide clear accountability and timelines to be used going forward.

The parties went through the complete list of outstanding action items, closed a number of topics and created new more appropriate actions for dated outstanding actions.

The committee thanks DCO Warrington for his leadership, candour and enthusiasm to engage with the committee during this process, and getting the actions back on track and committing to an action plan for the following year.

The committee looks forward to a more productive 2015.

# Joint Training

2 Minute Briefing



Issue 11: December 2014

Quick snapshot of the priority issues and actions worked through at the most recent Joint Committee meeting between CFA and VFBV. (Meeting held 09/11/14)

## TRAINING PROJECT TOOLS, PROGRAMS & PRODUCTS

CFA have advised that a new pack of training related posters and training product materials will be distributed to all Brigades & Groups across the State.

Included in the pack are a; Training Programs Products and Tools brochure, RPL Member Information Guide, updated Who Can Train & Assess poster, F&EM Training Roles Pathway Map poster, Brigade Roles Map poster, Electrical Hazard Awareness DVD, Who Can Train & Assess DVD, and a Photovoltaic Arrays DVD.

With the amount of new materials being developed within OT&V, the committee commends these kits as a great way to keep brigades up to date on what tools and information is available.

## FIRST AID CONTRACT REVIEW

EMV has requested a state wide approach to the delivery of first aid training within the sector. CFA has been requested to lead discussions with DEPI, MFB & VICSES to realise a joint approach and participate in a joint tender. CFA advise that all agencies have now agreed to participate, and the Department of Justice have now approved this sector wide approach.

CFA has indicated that it is supporting the approach advocated by VFBV for many years that will see; all CFA members able to access first aid training with no cap on numbers per brigade. OT&V is currently scoping the full costs of this model in preparation for future budget forecasting.

The intent is to completed the tender process by March/April 2015

## VEMTC STRATEGY

CFA have advised that Fiskville, Bangholme, Craigieburn, and Regional Training Campuses at West Sale, Wangaratta, Huntly, Peshurst, Longerenong & Sunraysia are now all part of the EMV State wide training strategy. (Victorian Emergency Management Training Centres). All campuses are now titled VEMTC "campus".

CFA have also recently completed a review to look at consistency across all campuses with Regional Training Campus facilities recently upgraded to ensure they have a training room, BA training room and BA filling facilities to ensure all campuses meet a base standard. Work is now currently underway on a consistent pricing model across the State with training budgets transitioning to OT&V.

## E-LEARNING

The committee has been requested to provide input and feedback on a future e-learning strategy. CFA is seeking advice which will provide a primary understanding of what is required to design, develop, implement and manage organisational eLearning.

Workshops are planned to be held across the State throughout November & December to provide members with a "hands on" experience of different technology enabled learning solutions. The workshops will provide participants with a chance to adopt the position of e-learner and see what is possible. Results from the workshops will help inform important generational issues & misconceptions, identify specific learning technology and channel preferences, potential eLearning development priorities and start promoting an eLearning culture across the organisation. Workshop dates & locations will be promoted by OT&V via Brigades Online and Regional/District email notifications.



# Joint Volunteerism

2 Minute Briefing



Issue 11: December 2014

Quick snapshot of the priority issues and actions worked through at the most recent Joint Committee meeting between CFA and VFBV. (Meeting held 09/11/14)

## **VOLUNTEER STRATEGY**

The CFA Volunteer Strategy Draft has been endorsed by the CFA Board and has now been released to the Regions/Districts for widespread comment and feedback before the Strategy is completed in February 2015.

The Volunteer Strategy has three key strategic objectives of Encourage, Maintain and Strengthen Volunteerism. Feedback is being sought from all members of CFA, with CFA holding several Regional workshops and any member can give feedback through Brigades Online. A strategy kit, including a feedback form has also been posted to each brigade secretary. We encourage all members to give consideration to the strategy and provide feedback.

## **VOLUNTEER SUPPORT PROGRAM**

The Volunteer Support Program continues with its three streams of Brigade Sustainability, Wellbeing and the District Volunteerism Co-Ordinators.

In response to concerns being raised by brigades, the committee has requested that advice be provided to the field regarding how priorities are being set and for CFA to provide improved transparency to District Councils, DPC's and Brigades of the prioritized initiatives of the District Coordinators. Work plans are currently done in consultation with the Operations Manager and the District Coordinator, and the committee has requested CFA improve the opportunities for brigades, groups, District Council and DPC's to be more closely involved in these discussions.

VFBV continues to encourage brigade leaders to provide comment and input to the district work plans to ensure that brigades benefit and are seeing an effect of the Volunteer Support Program work and that the work they are doing is tangible, practical and what is needed & requested by brigades.

## **VOLUNTEER RECRUITMENT PROJECT**

The Volunteer Recruitment Project plan was presented to the committee. The projects objective is to enhance the current systems, processes and practices used to attract and recruit volunteers. The committees view is the plan needs to add more strategy in regard to attracting new members, not just the processes involved once a person has shown an interest in joining the CFA. Other feedback was also around ensuring the project was flexible enough to support brigades with their own recruitment activities, and to avoid a one size fits all approach being forced on brigades. A reference group is in the process of being formed, and CFA has agreed to consider the committees views, and do some more work on the plan before it is initiated. As help with recruitment is one of the most requested areas of support asked for by brigades, the committee is encouraged that CFA has identified this as a priority need, and looks forward to working with CFA on this project.

## **VOLUNTEER EXIT SURVEY RESULTS**

The Volunteer Exit Survey is now implemented and CFA has presented draft results to the committee. The survey gives vital feedback to CFA on several items that they need to improve and the reasons why volunteers decide to leave CFA.

Initial results still show over 61% of leaving members are not completing the survey, and the committee has requested CFA investigate how to make it more accessible.

The survey will be ongoing with the results analysed regularly by the committee. This will ensure that future retention strategies are now informed by actual experience and data.