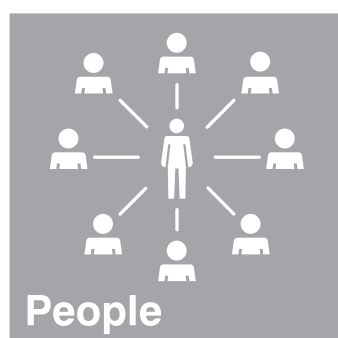


Service Delivery Strategy 2015–2020

Supporting Local People to
Solve Local Problems

CFA Strategy: **Towards Resilience**



"Strangely enough, in the midst of change, the present course may often be the most risky one. It may only serve to perpetuate irrelevancy."

– The Florida Speaker's Advisory Committee on the Future



Contents

Foreword	02
Strategy at CFA	03
Why do we need a Service Delivery Strategy?	05
CFA's Strategic Planning Process	06
CFA Service Delivery Strategy 2015-2020 Overview	08
Our Service Delivery in 2020	10

Acknowledgements

We would like to acknowledge the contribution of the many people who helped to develop this Strategy. The involvement from CFA volunteers, region and district personnel, the CFA Board, subject matter experts, local leaders and members, Emergency Management Victoria and other emergency service organisations was invaluable in delivering this important step for the future of CFA.



**Service
Delivery**

Foreword



Claire Higgins
Chair CFA Board



Michael Wootten
Chief Executive
Officer



Euan Ferguson
AFSM
Chief Officer

CFA is a service delivery organisation. We deliver services through our network of brigades, partnerships and with local communities to improve public safety outcomes. Service delivery is fundamental to CFA's mission to protect lives and property. CFA is first and foremost a volunteer-based organisation, in which volunteers are supported by staff in a fully integrated manner.

To better support our brigades, CFA needs to move to a more agile service delivery approach. The Strategy recognises the findings of multiple external and internal reviews and inquiries into CFA's service delivery performance over the past decade. Following an extensive consultation process, the Strategy has been developed to set the direction of CFA over the next five years.

The Service Delivery Strategy aligns with CFA's annual plan and supports CFA's long-term outcomes. The Strategy is the key mechanism for ensuring that the Authority's statutory obligations, responsibilities and community needs can be met in the future. It also addresses recommendations from various reports and inquiries such as the Victorian Bushfires Royal Commission and the Report of Inquiry into the Effects of Arrangements made by the Country Fire Authority on its Volunteers.

While the Strategy is focused on CFA's needs, it aligns with Emergency Management Victoria's Strategic Action Plan and supports a multi-agency, multi-hazard approach. The Strategy is underpinned by a philosophy of collaboration with our partners.

While CFA acknowledges and values its past, there are always opportunities to improve. The environment in which CFA operates is in constant change, including the community and the emergency management sector. To remain a relevant and viable organisation CFA must embrace change, be innovative, become more agile and broaden its view of how and what services it delivers.

The Strategy is a clear mandate for every member of CFA to take a role in service delivery, whether through the delivery of services directly to the community, or the provision of support services to frontline members.

The whole of CFA must live by our values, change our culture and be accountable for the delivery of the Strategy.

Strategy at CFA

The environment in which CFA operates presents enormous challenges and opportunities for the future. What is clear is that change is necessary if we are to sustain ourselves as a service delivery organisation.

The *CFA Strategy 2013-18: Towards Resilience* is our blueprint for the future. It outlines the long-term objectives that will allow our people to plan for the future with confidence. The Strategy commits CFA to a network of five strategic priorities that will sustain our frontline service delivery while building a new approach to community resilience, and to fire and emergencies. The priorities strike a balance between meeting essential service delivery requirements and advancing the organisation to better meet future challenges. *Towards Resilience* signals a clear shift in how we understand and enact our role.



Service Delivery is at the centre of our network of strategies. The Service Delivery Strategy will drive CFA as we make changes to support local people in solving local problems, all the time keeping the focus on public safety at CFA's core. Every CFA member plays a role in Service Delivery, whether delivering services directly to the community or providing support services to frontline members.



The **Volunteerism Strategy** aims to ensure the future capability of community-based volunteer emergency services and recognises the value that our volunteers bring to Victorian communities. The Strategy affirms our commitment to ensuring CFA's volunteer-based service is able to embrace and shape the future so that volunteerism will thrive for decades to come.



The **People Strategy** outlines key initiatives and programs aimed at enhancing our people capability, safety, engagement and sense of direction. Through this Strategy, we will position ourselves to meet our service delivery objectives by ensuring we have people with the right capability, skills, knowledge and abilities into the future.



The **Asset Strategy** sets clear priorities to meet CFA's service delivery objectives based on a more interoperable approach to emergency management in Victoria. Achieving this will ensure that CFA brigades have the assets and infrastructure needed to protect Victorians from the risk of fire and emergencies.



The **Finance Strategy** outlines key priorities to ensure the long-term sustainability of CFA in fulfilling our legal charter and implementing government policy. Achieving this will see CFA well positioned to deliver public safety outcomes at a price the community can afford.

*"We are one CFA. All the same focus.
Life and Property."*

Volunteer, District 9

*Extracted from CFA Service Delivery Strategy
Discussion Paper survey results*



Why do we need a Service Delivery Strategy?

CFA is a volunteer and community-based fire and emergency service organisation. We deliver services through our network of brigades, partnerships and with local communities to improve public safety outcomes. The delivery of a range of prevention, mitigation, readiness and response services is fundamental to CFA's mission to protect lives and property.

Fire services are under pressure from increasing demands for services. This change in demand is driven by major trends:

Community expectations

There is increased scrutiny following recent reports/inquires and the introduction of the Fire Service Property Levy. There are increasing expectations of direct engagement with emergency services through social media and other technologies. The changing demographics of Victoria (e.g. ageing population, overseas migration) as well as urban growth and rural decline are changing the types of risk in communities.

Collaborative approach

Victorian emergency service organisations are broadening their focus to become more collaborative and unified in their effort. Our traditional place-based volunteering model is challenged by the need to be a more agile and mobile resource. The ability to attract, retain and develop new volunteers is also under pressure.

Severe weather

Climate change means we are responding to more incidents, more often, for longer periods. The consequences of severe weather events are having greater impact on communities and there is less time between events to recover.

Budget constraints

Competition for government investment is increasing. These tightening budgets require us to be more efficient.

These drivers, both external and internal to fire agencies, are creating tensions that will not be addressed through our traditional processes of incremental continuous improvement. A significant change is required to the way we deliver our services to ensure we continue to protect lives and property and make a difference for the community into the future.

Our current service delivery approach lacks the flexibility to adapt to these significant changes around us and within the sector. It fails to provide sufficient support to our frontline leaders to enable them to tailor solutions that recognise the diversity of needs and risks in the Victorian community. We must focus on innovation and explore new approaches to deliver different services in different ways. If we fail to do this, the sustainability of our service to the community may be compromised.

In recognition of this, the CFA Service Delivery Strategy will drive CFA to make changes to support local people to solve local problems. It will keep the focus on public safety at CFA's core.

This document is a summary of the full CFA Service Delivery Strategy 2015-2020. The full document can be accessed on the CFA intranet and Brigades Online.

“The Commission does not consider that the shortcomings identified in connection with Black Saturday can be overcome simply by doing more of the same, even if it is done better.”

2009 Victorian Bushfires Royal Commission Final Report

CFA's Strategic Planning Process

The five year Strategy is a stepping stone to our long-term outcomes. During the course of the Strategy we will see the beginning of change within the organisation.

The Strategy is focused on the services that CFA delivers externally with our community. It informs our future service planning and capability requirements across the whole organisation. Support services that enable frontline service delivery will be addressed in the supporting four strategies as shown.

The diagram on page 7 shows the strategic planning process at CFA and the relationship between this Strategy, the business planning cycle and CFA's mission and long-term outcomes.



CFA MISSION

Protecting lives and property

CFA LONG-TERM OUTCOMES

Reduce the incidence and impact of fire emergencies on the community of Victoria

Reduce the impact of non-fire emergencies on the community of Victoria

Be a highly trusted and respected fire and emergency service

Increase community resilience to fire and non-fire emergencies in Victoria

CFA STRATEGIC PRIORITIES 2013-2018

Our frontline

Effective, efficient and sustainable frontline service delivery

Community resilience

Shared emergency risk management with the community of Victoria

Community risk

Enhanced performance of the built and natural environment

Delivery of our services

Improved and flexible delivery of services

Our people

Our people are safe, respected, capable, engaged and share a common purpose

NETWORKED STRATEGIES



CFA ANNUAL PLAN



CFA Service Delivery Strategy 2015-2020 Overview

"A key principle of emergency management is acknowledging that there is significant work required across government, business and the community to mitigate, prepare for and recover from emergencies in addition to relying on the responders when an event occurs."

*Emergency Management Strategic Action Plan:
Interim 2014/15*

	OBJECTIVE	PURPOSE	END STATE
1	Empowering and sustaining the frontline	Brigades need to be viable and our frontline must have the ability to act locally	Our frontline leaders are supported to solve local problems. Communities are supported by a viable workforce, consisting of volunteer and career fire fighters and staff
2	Transforming service delivery to meet local needs	Our service delivery must be responsive, adaptable, flexible, relevant, sustainable and focused on local needs	A suite of service delivery options is available for local implementation
3	Working with communities	Communities and CFA must work together in partnership to manage emergencies	Communities participate in emergency management activities, before, during and after an emergency
4	Strengthening relationships through collaboration	We must grow and strengthen our partnerships and relationships and deliver seamless, integrated emergency services for the community	CFA is a leader in building collaboration and standardisation across the emergency management environment

In considering our mission of protecting lives and property, the CFA Board has set four long-term outcomes:

1. Reduce the incidence and impact of fire emergencies on the community of Victoria
2. Reduce the impact of non-fire emergencies on the community of Victoria
3. Be a highly trusted and respected fire and emergency service
4. Increase community resilience to fire and non-fire emergencies in Victoria.

In the future, hard decisions will be made to ensure our service delivery is focused on these four long-term

outcomes. To achieve this we have developed a Service Delivery Strategy that will adopt different thinking, drive innovation and the use of initiative at every level. Over the coming five years, CFA will tailor services and solutions to meet the different needs and risks of the local communities we serve.

The Service Delivery Strategy identifies four strategic objectives. These are the major focus areas to lead the change required to build an agile, service focused organisation. Individually the objectives will achieve minor advancements in improving our services. Combined, the four objectives will significantly improve the way CFA delivers its services and the outcomes for the community.

TASKS

- ▶ Invest in our frontline leaders
- ▶ Focus on the frontline as one organisation
- ▶ Sustain a fully integrated service delivery model
- ▶ Unshackle our leaders to focus on the main thing

- ▶ Develop and maintain a suite of effective and flexible service delivery options
- ▶ Shift the emphasis of our services to prevention and preparedness
- ▶ Accelerate innovation

- ▶ Connect with local community networks
- ▶ Engage communities in emergency management
- ▶ Work with the community to develop local solutions
- ▶ Seek feedback from the community on our performance

- ▶ Work as one team with our partner agencies and EMV
- ▶ Standardise doctrine, infrastructure, equipment, systems of work and processes
- ▶ Pursue and facilitate opportunities to broaden our knowledge

ACTIONS

- ▶ Improve capability through targeted development
- ▶ Introduce a statewide coaching and mentoring program
- ▶ Broaden development and provide multi-tiered entry
- ▶ Educate and reward our people for their role in service delivery
- ▶ Structure development programs to match annual plans
- ▶ Enhance programs to improve volunteer experience
- ▶ Utilise volunteers, supported by career fire fighters and staff, to deliver our services
- ▶ Reduce red tape and bureaucracy
- ▶ Implement intent-based operations into our daily work

- ▶ Create a flexible approach to service delivery
- ▶ Have a greater focus on consequence management
- ▶ Allow members to shape service design and delivery
- ▶ Enable evidence-based decision making
- ▶ Measure performance against achieving public safety outcomes
- ▶ Increase focus on prevention and preparedness
- ▶ Develop a program to support and foster innovation
- ▶ Be bold and challenge the status quo in future service delivery

- ▶ Engage the business, health and education sectors as a priority
- ▶ Listen, understand and act at the local community level
- ▶ Assist communities to develop their own plans
- ▶ Provide an avenue for communities to provide feedback

- ▶ Strengthen an integrated approach at the incident level
- ▶ Contribute to the development and implementation of the SAP
- ▶ Agree, develop and maintain surge capability and capacity
- ▶ Reduce duplication of effort by sharing with partner agencies
- ▶ Utilise wider sector networks to enhance knowledge
- ▶ Be creative in seeking and forming relationships in non-traditional areas



CFA members are unshackled to be a visible presence in the community.

Our Service Delivery in 2020

In 2020, the changes we will have implemented at CFA will clarify our focus. CFA will be more diverse, have strong leadership, be customer focused and well progressed towards our long-term outcomes. We are clear on our mission and the importance of quality service delivery with the community.

CFA members at brigade, district, region and state level take pride in doing good things for the community. We provide a service or assist others to provide a service that makes a difference to public safety, while living within our means. The support services that provide the training, equipment, infrastructure, information communication technology and advice to our frontline members are customer focused and care about solutions meeting local needs.

The community experiences the best service our people and the sector, collectively, can provide; our service will be seamless, integrated and agency blind. CFA has a greater role and responsibilities in the mitigation, prevention and response of a wider range of emergencies, in an all hazards approach with our partner agencies.

CFA members are unshackled to be a visible presence in the community. We work with communities, government and business networks, groups and individuals to prepare, plan, respond to and recover from emergencies. There is an increasing proportion of the community who are taking responsibility to prevent and plan for emergencies through participation in education and neighbourhood emergency management groups, developing personal survival plans and undertaking household prevention works. Emergency management plans are owned by the community, not CFA.

Leaders in communities, business and CFA have a selection of options available to put together their own mix of services to treat their risk. CFA has the flexibility to match resources to meet rapidly emerging, changing or anticipated needs. CFA members are creative in their problem solving, trialling new ideas and reaching out across the industry to share knowledge and good practice.

CFA will be more diverse, have strong leadership, be customer focused and well progressed towards our long-term outcomes.





Everyone at CFA plays a role in service delivery. There is no distinction between volunteer or staff, each member is recognised by the performance of their role.





Fundamental change has begun within CFA, with a clear focus on service delivery through our network of brigades, partnerships and with local communities.

CFA encourages its leaders to come from a variety of different backgrounds through different pathways. Our leaders demonstrate a broad knowledge of emergency management, not just fire response; and provide their people with the direction and motivation to engage with their work and feel connected with CFA and the community.

CFA leaders are recognised for their commitment in developing our next generation of leaders and they take pride in their legacy. They are encouraged to let go of the reins and empower others to gain experience and learn within a supportive environment. Coaching and mentoring is considered a major part of being a leader.

CFA is the organisation of choice for volunteers and staff. We are increasingly diverse and are representative of the communities we serve. There are a variety of ways to volunteer and different roles to perform, regardless of where you may live, the skills you may bring and the time you are able to commit. Staff are given opportunities in a variety of roles that expand their experience in emergency management, community engagement and business practices. Everyone at CFA plays a role in service delivery. There is no distinction between volunteer or staff, each member is recognised by the performance of their role.

All CFA members support the volunteer ethos by encouraging, maintaining and strengthening the capacity of volunteers. Volunteer members are connected to and have a say in shaping the future direction of their organisation. They have opportunities to develop and utilise their skills to provide a richer personal experience and enhance the identity of the organisation.

Building on the strength of our community-based fire brigades, our investment in the frontline has made a marked difference on the organisation. Fundamental change has begun within CFA, with a clear focus on service delivery through our network of brigades, partnerships and with local communities. CFA delivers services that improve public safety outcomes as we support our brigades, our primary service deliverers, to solve problems locally.

For any matters relating to this publication, contact:

Deputy Chief Officer
Service Delivery Strategy
Fire & Emergency Management

CFA Headquarters

8 Lakeside Drive
Burwood East VIC 3151

T: +61 3 9262 8444
F: +61 3 9264 6200
E: cfa-customer-support@cfa.vic.gov.au

CFA Postal Address

PO Box 701
Mount Waverley VIC 3149

This publication may be of assistance to you but the State of Victoria and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on any information in this publication.

© CFA 2015.

This publication is copyright. Other than that permitted under the Copyright Act 1968, no part of this publication may be reproduced by any process without written permission from the Country Fire Authority. Enquiries should be addressed to the publisher.

VS 08/2015