



CFA CORPORATE PLAN 2007/08-2010/11



Chairman's message

I, along with my fellow Board members, have a duty to ensure that the future of CFA is protected, that it continues to grow and is agile enough to respond to and withstand the many pressures, shocks and changes that are inevitable.

With its roots firmly embedded within the communities across Victoria, our organisation is sensitive and susceptible to social changes, economic fluctuations, environmental shocks, particularly the current drought crisis, and alterations to government policy. We must remain vigilant and carefully monitor the impact that these factors have on our organisation and more importantly monitor the effect on our people and the communities.

THIS CORPORATE PLAN IS AIMED TO POSITION THIS PROUD ORGANISATION FOR THE FUTURE

Over the last few years the Board has become acutely aware of the changes that are occurring and has directed management to capitalise on opportunities for CFA to firmly establish itself as a leader in emergency management in Victoria; and a major contributor to the strengthening of communities. The Board is committed to supporting and sustaining volunteerism and ensuring our brigades remain viable into the future.

With our Legislative responsibilities upper most in our mind and combined with the pressures we are under, the Goals and Objectives as represented in this Corporate Plan are aimed to position this proud organisation for the future, formalise and strengthen our role within the communities we serve and galvanise the efforts of the entire organisation towards achieving important community safety outcomes.



Len Foster AO
Chairman

PURPOSE OF THE CORPORATE PLAN

The purpose of this Corporate Plan is to guide, inspire and inform CFA members and its stakeholders of the medium-term direction CFA is pursuing.

Crafted from numerous contributions from across CFA, the Plan, which incorporates time bound objectives against which progress can be measured, is to be used as a reference point against which all planning, investment and service delivery activities are to be pursued.

The Plan will be revised in four years time, however, each year it will be 'refreshed' to ensure that CFA remains adaptable and flexible to the inevitable changes that will occur.

ABOUT CFA

The Country Fire Authority (CFA) as a Statutory Authority is a community-based, community-focused emergency management organisation, providing a diverse range of services to contribute to the safety and wellbeing of Victorians.

Across 60 years of community service, CFA has developed from informal beginnings where it concentrated mainly on fire fighting in rural Victoria, into a broadly-skilled, modern and multi-purpose emergency management agency, serving more than 2.6 million people across Victoria. Given that volunteerism is estimated to save Victoria in excess of \$500m per annum (in 2001 dollars) and is at the core of our capability, CFA is one of the primary contributors to the social fabric and wellbeing of Victorian communities.

Victoria is one of the most bushfire prone areas of the world and CFA is responsible for an area that is home to more than half the state's population. A large part of outer metropolitan Melbourne, as well as provincial towns and small rural communities come under the protective umbrella of CFA. This protection includes some of Victoria's critical infrastructure, including the power industry of the Latrobe Valley, gas production facilities at Longford in Gippsland, oil refinery facilities in Geelong, as well as major tourism areas, alpine resorts, extensive plantations, marine and growing mining industries. As the built environment extends further into the urban-rural interface areas, more Victorians will rely upon the services that CFA provides.

CFA is governed by the CFA Act 1958 and Regulations, directed by a Board and reports to the Minister for Police and Emergency Services.

There are 1262 CFA brigades with primary responsibility for delivering CFA services. There are nine area headquarters and twenty regional headquarters whose role is to support CFA brigades in their endeavours. These locations are supported by CFA's corporate headquarters in Melbourne that provides strategic direction, management and administrative support. There are also thirteen mechanical maintenance facilities located across the State, along with a number of training grounds, a central equipment and communications store.

CFA operations are supported by one of the most extensive communications networks in the southern hemisphere, an extensive fleet of specialised emergency management vehicles and fire station facilities ranging from small facilities in rural areas, through to sophisticated, large complexes in outer metropolitan and provincial areas.

CFA AT A GLANCE

CFA serves a population of approximately 2.6m people and protects more than one million dwellings

CFA volunteers contribute annually \$500m (2001 dollars) to the Victorian economy

With approximately 60,000 members, CFA manages a workforce of a size comparable to Australia's largest organisations

CFA is one of the largest providers of tertiary-level training in rural Australia

CFA is recognised for delivering one of Australia's largest and most successful community awareness education and safety programs

CFA operates one of Australia's largest transport fleets, with almost 2300 trucks

CFA operates one of the largest public safety communications networks in Australia

CFA's diverse area of jurisdiction includes some of Victoria's most significant commercial centres, industries, critical infrastructure, recreational and tourist attractions

CFA services most of Victoria's growth corridors – which are amongst some of the fastest developing regions in Australia

CFA operates one of the state's major emergency co-ordination centres

OUR VISION

We seek a State where communities partner with CFA to be safe, self-reliant, resilient and strong.

We will be known for our leadership in emergency management and our contribution to the social cohesion, environmental health and economic future of Victoria.

OUR PURPOSE

Guided by our Legislation our purpose is to serve the communities of Victoria in supporting and educating them in how to protect themselves and others from fire and other emergencies; and to assist communities to have as much ownership of their future as possible.

Responding to the needs of local communities we will facilitate our Vision through:

- Strengthening community capacity for self-help
- Responding to emergencies when needed
- Drawing our strength from our community base

OUR VALUES

We will pursue our Vision with excellence and compassion and stay true to our values:

- Leadership and commitment to quality outcomes
- Integrity and professionalism
- Team work and impartiality
- Responsiveness to community needs
- Respect for all
- Performance accountability
- Management by fact
- Innovation and creativity

We will respect and exemplify the principles espoused in the Volunteer Charter, the CFA Fire Star and the Volunteer Code of Conduct.

CFA GOALS

To realise its Vision CFA intends to pursue the following Goals in the life of this Corporate Plan:

GOAL 1 - REDUCE THE IMPACT OF FIRES AND EMERGENCIES IN VICTORIA

This final outcome goal is concerned with our contribution to the safety of all Victorians and visitors to Victoria and to ensuring the State remains below the national average for the impact of fire and other emergencies on public safety, social, economic and environmental outcomes. CFA, as one of many contributors to this outcome, will actively partner with and participate at local, state and national levels to advocate and influence Government Policy and contribute to whole of government outcomes.

GOAL 2 - BUILD AND STRENGTHEN SELF-RELIANT, RESILIENT COMMUNITIES

This intermediate outcome goal is about partnering with and equipping Victorian communities with the knowledge, skills and resources needed to manage their own safety and wellbeing. It is about achieving a shared understanding of how to recognise and understand risk, jointly accept responsibility for managing it and ensure measures are in place to reduce the occurrence and reduce the impact should an event occur.

GOAL 3 - DELIVER QUALITY SERVICES

This output goal has regard for our aspirations for the provision of emergency management services to a high standard of quality and efficiency, whilst ensuring our services are accessible and appropriate to community needs.

GOAL 4 - IMPROVE THE SAFETY AND CAPABILITY OF CFA

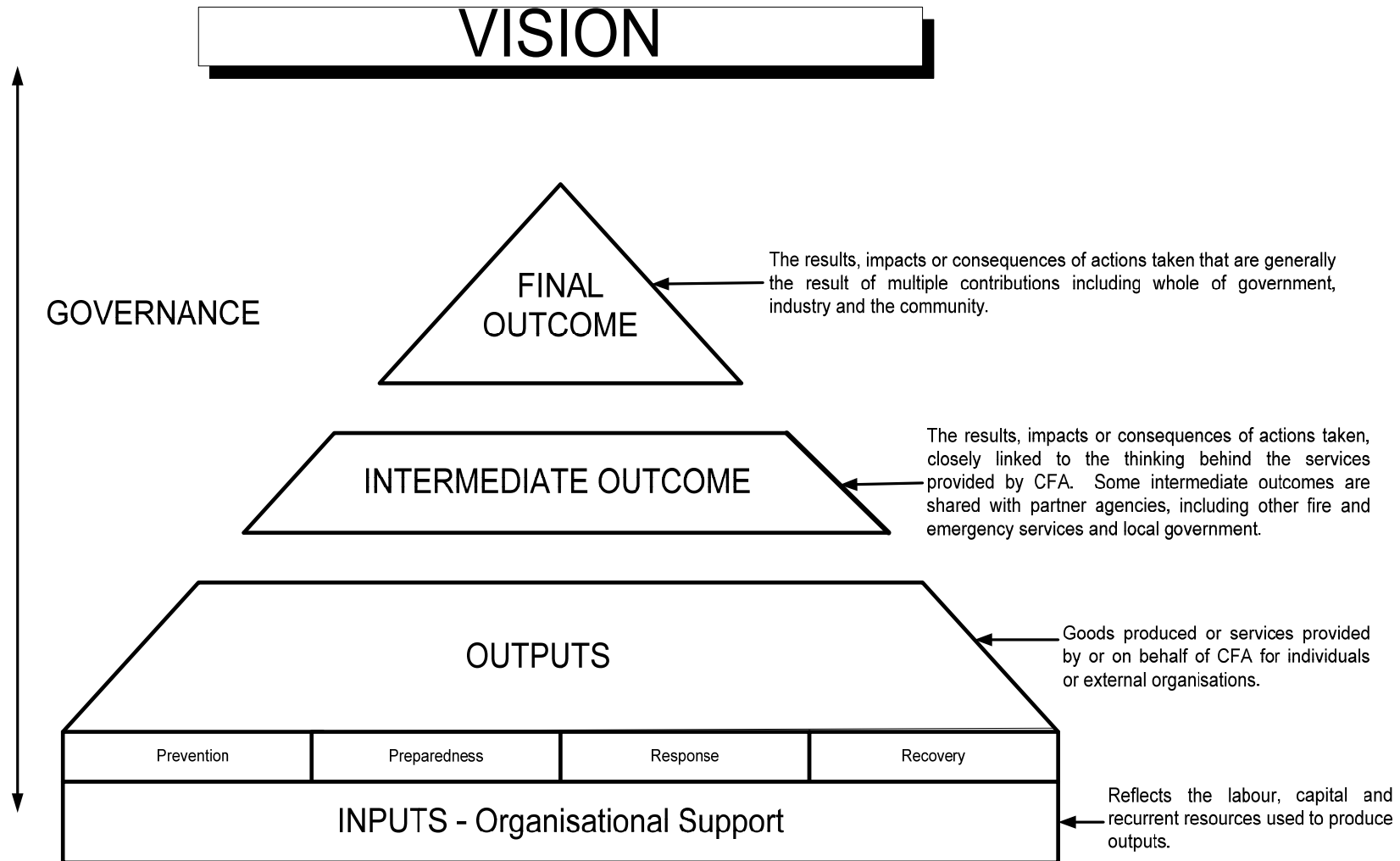
This goal is about sustaining CFA's capability; supporting its network of integrated brigades (volunteer brigades supported by career fire-fighters) and maintaining the viability of volunteerism that is the cornerstone of our organisation. This input goal also relates to the internal business environment of CFA, where we have an obligation to ensure our operating environment is as safe as possible and supported by systems and processes that allow our people to deliver quality prevention and suppression services.

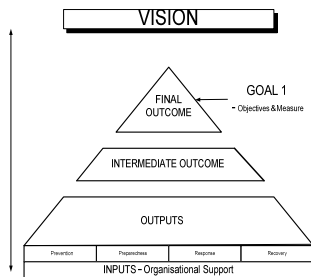
GOAL 5 - EFFECTIVE AND PRACTICAL GOVERNANCE SYSTEM

This goal is about recognising the Board and management's commitment to compliance with both its legislative obligations and Government directions as a Statutory Authority.

PERFORMANCE MANAGEMENT PYRAMID

The performance management pyramid represents CFA's Outcome focused approach to planning and acts as a guide to the interpretation of the Goals and Objectives contained in this Plan.





GOAL 1

REDUCE THE IMPACT OF FIRES AND EMERGENCIES IN VICTORIA

This final outcome goal is concerned with our contribution to the safety of all Victorians and visitors to Victoria and to ensuring the State remains below the national average for the impact of fire and other emergencies on public safety, social, economic and environmental outcomes. CFA, as one of many contributors to this outcome, will actively partner with and participate at local, state and national levels to advocate and influence Government Policy and contribute to whole of government outcomes.

OUR OBJECTIVES

- Decrease life loss and injury resulting of fires and other emergencies **1**
- A majority of the community will have an appreciation of their safety **2**
- Reduce the number of unplanned fires and other emergency events **3**
- Community disruption, economic impact and environmental damage **4**
as a result of fires and other emergencies will be minimised.

INDICATORS

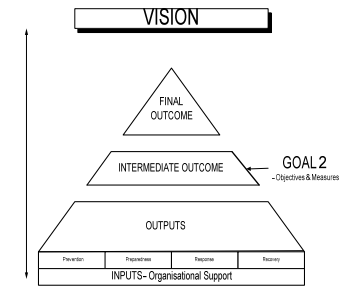
- Number of preventable deaths and injuries / 100,000 people -
- Proportion of population per community -
- Number of unplanned fires (and emergencies) / 100,000 people -
- \$Dollar cost of fire (provision of service + incident loss) / per person -
- [Environmental measure is work in progress] -

RISKS THAT HAVE POTENTIAL TO IMPACT THIS GOAL

- CFA is not solely responsible for this Outcome Goal, therefore influence and impact is shared with others -
- Substandard service by CFA or others could contribute to losses incurred -
- Some emergencies could be outside the capability and expertise of CFA and others -
- Victorians may not want to participate -
- Expectations arising from the articulation of measures could be difficult to manage -
- The pace of environmental change, including climate change -

GOAL 2

BUILD AND STRENGTHEN SELF-RELIANT, RESILIENT COMMUNITIES



This intermediate outcome goal is about partnering with and equipping Victorian communities with the knowledge, skills and resources needed to manage their own safety and wellbeing. It is about achieving a shared understanding of how to recognise and understand risk, jointly accept responsibility for managing it and ensure measures are in place to reduce the occurrence and reduce the impact should an event occur.

OUR OBJECTIVES

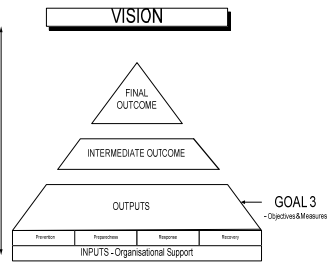
- 5 CFA has established a quality reputation for its contribution to community strengthening
- 6 A majority of the community understand the risks they face from fires and other emergencies, and know how they can improve their own safety and contribute to the safety of others
- 7 A majority of occupiers of properties have an effective prevention and emergency management plan in place, test it regularly and have appropriate on-site equipment and capability to implement the plan
- 8 A majority of the community respond appropriately during fires and other emergencies and together with CFA ensure fires have minimal Impact

INDICATOR

- Proportion of population with knowledge of appropriate behaviours in fires and emergencies.
- Proportion of properties that have developed and implemented their emergency management plans.
- Proportion of emergency management plans that consider and address risk to the environment.
- Number of preventable fires / 100,000 people:
 - Deliberate fires / 100,000 people
 - Accidental residential structure fires / 100,000 households
- Proportion of fires confined to within the determined standard:
 - Structure fires confined to object and room of origin
 - **Wildfires confined to less than 5ha [Note: ** Measure being developed in conjunction with AFAC]

RISKS THAT HAVE POTENTIAL TO IMPACT THIS GOAL

- CFA is not solely responsible for this Outcome Goal, therefore influence and impact is shared with others
- CFA may place a higher demand on the community than the community is capable of accepting
- CFA is over committed, therefore creating unrealistic expectations
- Community expectations are incompatible with CFA capacity
- Insufficient time is allowed for behaviour change to occur
- Mobility of the population impacts on CFA's ability to keep the community informed and self-reliant



GOAL 3

DELIVER QUALITY SERVICES

This output goal has regard for our aspirations for the provision of emergency management services to a high standard of quality and efficiency, whilst ensuring our services are accessible and appropriate to community needs.

OUR OBJECTIVES

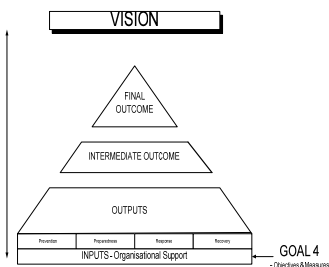
- All Municipal Fire Management Plans are developed in partnership with the community, and based on risk, on-site capability and statutory responsibility and obligations; while protecting the environment wherever possible for future generations **9**
- Maintain and improve our service delivery capability **10**
- Strong partnerships are established that increase the quality of services delivered and contribute to CFA Goals **11**
- CFA has established a quality reputation as a broader emergency management agency **12**
- Avoidable false alarms are reduced **13**

INDICATOR

- Proportion of Municipal Fire Management Plans completed with community input -
- Proportion of statutory compliance reports meeting agreed standards -
- Number of community education sessions delivered / 100,000 target audience -
- Response time performance (50th and 90th percentile) -
- Containment time performance (50th and 90th percentile) -
- Number of partnerships established -
- Proportion of the community recognise CFA as a broader emergency management organisation and environmentally responsible
- Proportion of the community see CFA as a credible source of information and advice -
- Proportion of false alarms per total number of incidents -

RISKS THAT HAVE POTENTIAL TO IMPACT THIS GOAL

- Lack of understanding of the definition of emergency management (CFA and the community) -
- CFA is over committed, therefore creating unrealistic expectations -
- Community expectations are incompatible with CFA capacity -
- Growth corridors are happening faster than CFA's ability to implement appropriate service models -



GOAL 4

IMPROVE THE SAFETY AND CAPABILITY OF CFA

This goal is about sustaining CFA's capability; supporting its network of integrated brigades (volunteer brigades supported by career fire-fighters) and maintaining the viability of volunteerism that is the cornerstone of our organisation. This input goal also relates to the internal business environment of CFA, where we have an obligation to ensure our operating environment is as safe as possible and supported by funding, systems and processes that allow our people to deliver quality prevention and suppression services.

OUR OBJECTIVES

	All brigades sustain a level of capability, commensurate with their assessed service delivery obligations	14
	A safety first system fully installed	15
Consistent improvement in the rating for the application of the installed components of the CFA Safety First Management System across all CFA locations, supported by safety audit results		16
	An ongoing increase in the satisfaction rating by CFA members of systems and processes	17
A consistent increase in the alignment of CFA's integrated workforce of career and volunteer capabilities and numbers, with identified service delivery needs related to actual risks		18
	Sound financial management	19
	95% of all CFA facilities and equipment are fit for purpose and maintained to pre-determined standard	20
	CFA's environmental footprint is restricted to the greatest extent possible; taking into account effective service delivery	21

INDICATOR

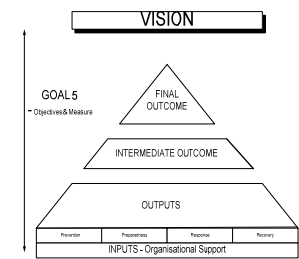
- Percentage of brigades assessed as 'viable' -
- Injury rate per total number of staff/ total number of volunteers -
- Percentage of OH&S Audits are completed, systems implemented and hazards rectified -
- Proportion of CFA members who are satisfied -
- Proportion of brigades meeting skills profiles -
- Proportion of facilities assessed as compliant with Australian Standard and Building Code (including essential services) -
- [Finance measures WIP] -
- Percentage of resource use and waste at all office locations -
- Percentage of Greenhouse gas production -

RISKS THAT HAVE POTENTIAL TO IMPACT THIS GOAL

- Changing community attitudes to volunteerism -
- Loss of corporate knowledge -
- Macro economic factors impacting CFA -
- Unable to attract the resources needed to deliver the services CFA commits to deliver -

GOAL 5

EFFECTIVE AND PRACTICAL GOVERNANCE SYSTEMS



This goal is about recognising the Board and management's commitment to compliance with both its legislative obligations and Government directions as a Statutory Authority.

OUR OBJECTIVES

- 22** All delegations are in place and monitored to enable CFA's statutory duties and functions to be undertaken effectively and efficiently
- 23** Processes are in place to improve the quality of the content of policies, procedures and guidelines
- 24** A fully integrated planning, budgeting and reporting process is institutionalised within CFA
- 25** Maintain appropriate financial support for volunteerism

INDICATOR

- Annual review of delegations to monitor currency and relevance
- Proportion of CFA corporate documents and other work aids that are timely, relevant and accurate and reviewed on a regular basis
- Percentage of training, policy, guidelines and project documents that identify and adequately address environmental risks
- Cost of volunteer, represented as equivalent full time (EFT)

RISKS THAT HAVE POTENTIAL TO IMPACT THIS GOAL

- Some of the people to whom the Corporate Plan applies don't see themselves as part of CFA
- Factors affecting understanding of the governance requirements of a Statutory Authority
- In the life of the Corporate Plan Legislation will change
- Increased cost of compliance and risk management
- Too much governance and bureaucracy could impact on effective service delivery

OUR STAKEHOLDERS

The People of Victoria
State Government of Victoria
Volunteer Associations
Industrial Bodies
Private Sector
Insurance Industry
Industry
Emergency Service Organisations
Utilities
Australasian Fire Authorities Council
Emergency Management Australia
Peak Bodies
Catchment Management Authorities
Australian, and Local Government
Government Agencies
Research Bodies
Non Government Organisations

OUR PEOPLE AND CAPABILITY

CFA's workforce of volunteers and staff are fundamental to emergency management in Victoria and are active participants in community wellbeing. Their value and importance is well recognised. CFA members are our most valuable resource; motivated by a desire to care for each other and their communities. Drawn from Victoria's communities, our volunteers and the commitment they bring, remain the underpinning strength of CFA.

With the satisfaction and pride derived from being a member of an organisation recognised for its contribution to the safety and wellbeing of Victorians, our workforce willingly contribute their skills and experiences to protecting life, property and the environment, preventing and responding to incidents and contributing to the creation of safe, self-reliant, resilient and strong communities.

Our workforce participate in an integrated emergency management service through a practical partnership based on mutual respect for CFA, the people of CFA and personnel of other organisations, to ensure that community safety needs are met to the best of their collective abilities.

Volunteers depend on the goodwill and practical support of their families, friends and employers to enable them to serve. They do not contribute their time for financial reward but expect to gain satisfaction from service, achievement, personal development and camaraderie.

CFA's workforce will actively promote its role in all aspects of emergency management across Victoria and contribute to a safe environment in which we can grow and respect each other; be community service focused, lead by example and be supportive during times of change and high stress.

Our combined talents provide a strategic and cohesive network of skilled, resourceful people supported by comprehensive infrastructure, in more communities across Victoria than any other organisation. These factors are pivotal in CFA's role in sustaining a sense of community and being capable of monitoring and responding to community needs.

OUR APPROACH

WORKING WITH COMMUNITIES

As a fundamental approach to the way we do business we are committed to engage with Victorians to understand their vulnerability to the diverse range of risks within CFA's jurisdiction; identify emerging issues and trends, and collaboratively work towards finding the most appropriate and effective risk response. This means we will work directly with communities to educate, guide and facilitate increased community and individual capacity.

We will look to partner with the community for advice and innovation to ensure that local knowledge is integrated as much as possible into our planning, decision-making and the shaping of service delivery solutions.

COMMITMENT TO THE ENVIRONMENT

We aim to deliver our services in a safe, efficient and effective manner while protecting the environment wherever possible for current and future generations. We will encourage learning more about the way we affect the environment and the development of guidelines and systems to support CFA members.

RISK-BASED SERVICE PLANNING

Fundamental to our business is the development of an approach that allows the mix of services offered by CFA to be matched to the risks evident within communities. Acting proactively to address individual community vulnerability and providing integrated fire management solutions could result in a reduction in the number of emergency events and the requirement for operational response resources.

INTEGRATED PLANNING AND DELIVERY

Working collaboratively and partnering with the community, municipalities, other agencies and industry groups we will strive to deliver enhanced emergency management services; demonstrate leadership in integrated, municipal-based fire and emergency management planning across Victoria, commensurate with our statutory responsibilities and partnership arrangements.

ADVOCACY AND INFLUENCE

We will actively pursue opportunities to influence the statutes, regulations and systems governing emergency management as well as fire safety engineering, planning, land use, development and construction in support of our Vision.

We will work with land developers, builders and industry to achieve alternative solutions to fire and emergency safety needs, whilst participating in research and development aimed at improving the overall safety of the community.

DELIVERY OF QUALITY SERVICES

Our services will be delivered through a mix of approaches, including:

- Providing the services ourselves, through a network of staff and volunteer members, with supporting infrastructure and resources
- Collaboration and co-operation with other agencies, industry and local government
- Shared and well-understood emergency management obligations with the public and private sectors
- Creating community capacity to be self activating and self-sufficient

RESEARCH AND DEVELOPMENT

We will work towards truly integrating research and development within our service delivery arrangements, assisted by other external research and development activities, for example, the Co-operative Research Centre (CRC) program. We will proactively provide input into a range of activities whilst gaining the benefit of the outcomes and reducing duplication with other research activities external to CFA.

OUR SERVICES

The CFA Act 1958 prescribes the general duty of CFA as being the duty of taking, superintending and enforcing all necessary steps for the prevention and suppression of fires and other emergencies and for the protection of life and property. With this in mind, CFA services form an important part of the community's protection, safety and wellbeing. Some services cater for people with particular needs, whilst others may be accessed by a person in the community at some stage during their life. Additional to CFA's explicit statutory duty, the consequential contribution to the general social fabric, life experience, economic and environmental wellbeing of Victorians is a clear flow-on benefit of CFA's activities across the State.

More generally, we are mostly concerned with:

PREVENTION STRATEGIES AND SERVICES AIM TO ELIMINATE EMERGENCY EVENTS OR LESSEN THEIR IMPACTS, INCLUDING REGULATORY AND PHYSICAL MEASURES.

- Municipal Fire Prevention ●
- Wildfire Prevention ●
- Structural Fire Protection ●
- Land Use Planning ●
- Dangerous Goods Advice and Guidance ●

PREPAREDNESS STRATEGIES AND SERVICES TO POSITION CFA AND THE COMMUNITY TO RESPOND QUICKLY AND EFFECTIVELY TO EMERGENCY EVENTS, INCLUDING EMERGENCY RESPONSE PLANNING, COMMUNITY EDUCATION, DETECTION AND WARNING

- Emergency Management Planning
- Industry and Inter-agency Partnerships, including the development of Service Schedules where required
- Community Development Programs for Residential Fire Safety
- Community Development Programs for Wildfire Safety
- Community Development Programs for Groups with Special Needs
- Schools Programs
- Youth Development Programs
- Public Awareness Activities
- Permit management system
- Community Information and Liaison
- Fire Equipment Maintenance
- Planning for and building capability
- Infrastructure Management
- Readiness and efficiency inspections
- Operational Co-ordination
- Operational Planning
- Performance Management
- Operational Skills Training and Exercising

RESPONDING TO EVENTS TO CONTROL, LIMIT OR MODIFY THE EMERGENCY TO REDUCE THE CONSEQUENTIAL IMPACT ON THE COMMUNITY

- Emergency Response – Statutory Obligations
- Emergency Response – Non-statutory Obligations
- Information Flow to Communities During Emergencies
- Alarm Services
- Emergency Management Co-ordination
- Performance Monitoring

RECOVERY STRATEGIES AND SERVICES TO SUPPORT AFFECTED COMMUNITIES RESTORE THEIR EMOTIONAL, SOCIAL, ECONOMIC, ENVIRONMENTAL AND PHYSICAL WELLBEING

- Post-Incident Analysis
- Statutory Reporting
- Contributions to Third Party Reviews
- Accident Investigations
- Incident Investigations
- Crisis Event Management
- Operational Debriefs
- Fire Investigations
- Salvage and Rehabilitation

ORGANISATIONAL SUPPORT ACTIVITIES

- Public Enquiries and Policy Advice
- Environmental Management
- IT Services to other Emergency Service Agencies
- Administrative and Financial Services
- Corporate Governance, Planning and Performance Measurement
- Workforce Planning and Management
- Occupational Health and Safety
- Learning and Development
- Public and Corporate Information
- Information Services

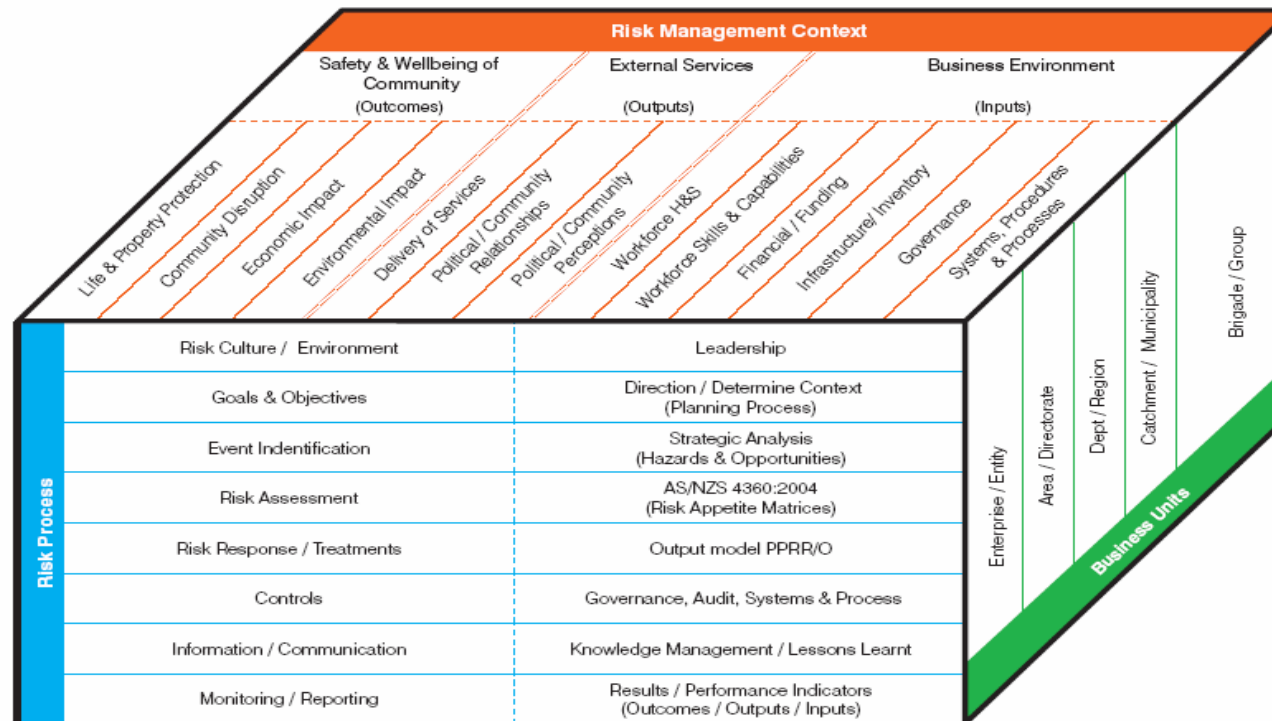
THE KEY RISKS WE FACE

We will consider the risks we face in an organized and coordinated manner, recognizing that our core risks are:

- Our ability to meet all our primary statutory obligations
- Our ability to accurately assess risk exposure and deliver quality services to address them
- Our ability to assess our 'business' environment and respond effectively to its inevitable changes

To assist us to execute our responsibilities, we will formally establish the management of risk as part of CFA culture and as such a fundamental and enterprise-wide approach to manage the achievement of CFA Goals and Objectives.

Co-ordinated through an Enterprise Risk Management Framework, risk management processes used within CFA will be based on the *Australian/New Zealand Standard: Risk Management (AS/NZS 4360:2004)*.



Adapted from COSO Enterprise Risk Framework for CFA by J Edward.

FACTORS INFLUENCING OUR SERVICE DELIVERY ENVIRONMENT

CHANGING POPULATIONS

Victoria's population is expected to increase at an average rate of 0.9 percent each year from 4.8 million in 2001 to 6.0 million in 2025. The population profile is ageing, owing to slowing population growth and the ageing of a large group of the population who are currently beginning to reach 60 years of age. The proportion of people aged 65 years or over is expected to increase from 13.0 percent in 2001 to 20.6 percent by 2025. Regional Victoria is ageing faster than Melbourne.

SOCIAL IDENTITY

Victoria is characterised by increasing cultural diversity, resulting from a history of migration from countries around the world. Since 1981, one in every two migrants arriving has come from Asia, with the majority from southeast Asian countries. One in four Victorians was born in another country and more than 20 per cent of Victorians speak a language other than English at home. It is possible that social identity will become increasingly internationally oriented. Each year, more than one in six Australians between 18 and 28 years of age travels overseas. Many young Australians see themselves as part of an international community. They seek to take advantage of what the world can offer. There are concerns that our society could become more polarised, with reports of some religious and cultural groups feeling increasingly marginalised. There is also a growing disparity between rich and poor.

THE WORK ENVIRONMENT

The past two decades have seen changes in the nature of employment. One of the most significant trends has been the increase in part-time work. Australians are working longer hours than ever before. Long hours are driving the need for a healthy work/life balance, with parents of young children, particularly working mothers finding work/life balance particularly challenging. Almost half of all working Victorians care for dependant children or other family members.

TECHNOLOGY

The direction and pace of technological change is particularly dynamic. Australians have been quick to adopt information and communications technology. Mobile phones surpassed natural saturation in 2004 and around 80 percent of Australians over the age of 16 years currently own a mobile phone. Around 60 per cent of Australians have a connection to the Internet at home and three quarters of users access the Internet every day. Broadband subscriptions currently account for about 30 per cent of all connections.

ENERGY AND CLIMATE CHANGE

Climate change and environmental sustainability are no longer peripheral concerns but are now moving to the forefront of public and government consciousness. Climate change can make environments vulnerable to changes in rainfall patterns; changes in the frequency and duration of extreme weather such as heavy rain, drought and floods; sea level risk; and changes in distribution ranges for native animals, plants, weeds, pests and vector borne diseases.

Extreme weather is a particular concern in Victoria, which is one of the world's most fire-prone regions. The CSIRO predicts that climate change will increase the number of days in Victoria of very high to extreme fire danger by 20 percent over the next two decades. The potential for extreme weather induced by climate change also poses risks to Victoria's water supply.

CHOICE AND PERSONALISATION

A significant driver of change in public administration over the last twenty years has been an increasing demand for service choice and personalisation. There has been a move away from pursuing one size fits all solutions and instead towards recognising heterogeneity. Increased demand for choices and a greater say in the issues important to citizens is partially driven by higher levels of affluence. Concepts of greater personalisation and service choice have the potential to re-organise the way public services are created and delivered. This deeper level of personalisation could extend to customer participation in decision-making, such as how money is spent and how services are designed, making the public co-designers and co-producers of public services.

Source: The Future of the Public Sector in 2025; State Services Authority 2006

REFERENCES

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Victorian Public Sector Values
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Public Administration Act, 2004

FEEDBACK

Feedback and comments on this Corporate Plan are invited and can be submitted to:
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www.cfa.vic.gov.au

CFA CORPORATE PLAN 2007/08-2010/11

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