

# Country Fire Authority Outcomes Framework 2020-2030

Year Six  
2026



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OUR COMMUNITY • OUR CFA

# CFA's Strategy and the Outcomes Framework

Our strategy sets a strong, ambitious direction for our organisation. It describes what CFA is striving to achieve, the work we will do to get there, and how we will know we are making a difference.

The Outcomes Framework measures progress in delivering what our strategy sets out to achieve. It includes a broad range of indicators that allow us to understand the impact and effectiveness of our activities and ensure we remain focused on our long-term vision.

The diagram below details the components of our Strategy and the Outcomes Framework and how they fit together.



# Strategy on a page



**Mission**  
To protect lives and property

**Vision**  
Victorian communities are prepared for and safe from fire



**GOAL 1**

We put the community at the centre of everything we do



**GOAL 2**

We provide programs and services that make a positive difference



**GOAL 3**

We provide a great place to volunteer and work



**GOAL 4**

We are a future focused emergency service

**THE OUTCOMES WE ARE WORKING TOWARDS**

- 1.1 The community has confidence in our people, advice and services
- 1.2 The community is educated, engaged and empowered to manage its fire risk

- 2.1 Fires are prevented
- 2.2 Fires are suppressed quickly and effectively
- 2.3 Fires are less harmful to the community
- 2.4 Our response to non-fire related incidents effectively reduces the adverse impacts on the community

- 3.1 Our workplace is safe
- 3.2 We have a volunteer and paid workforce that reflects the communities it serves
- 3.3 We uphold the CFA values and are held accountable for our behaviour
- 3.4 Our volunteers and staff are empowered and supported to successfully fulfil their role.
- 3.5 We have a sustainable volunteer workforce

- 4.1 We are financially sustainable, and our resource allocation decisions are transparent and achieve the greatest possible impacts
- 4.2 Our corporate governance arrangements are based on evidence and evaluation to maximise the benefits for our people and the community
- 4.3 We collaborate with Fire Rescue Victoria and other service delivery partners to promote interoperability and build stronger relationships that lead to better community outcomes
- 4.4 We work with Emergency Management Victoria and other government departments and agencies to support government objectives and emergency management reform

**Our Values:** We put **SAFETY** first    We excel through **TEAMWORK**    We are dynamic and **ADAPTABLE**    We act with **INTEGRITY**    We **RESPECT** each other

# Outcomes Framework 2020-2030

The Outcomes Framework defines the indicators we are measuring to understand our progress towards achieving the outcomes identified in the strategy. It contains different types of indicators to help us understand if the work we are doing with our partners and the community is contributing to positive change.

## Indicator types



### Outcome indicators

Outcome indicators are specific and measurable signs that show how activities have changed behaviour, knowledge, skills, attitudes, or conditions.

**Example:** Increase in community awareness of fire risk



### Performance indicators

Performance indicators measure the success of activities undertaken.

**Example:** Road accident rescue response times meeting benchmark



### Output indicators

Output indicators track the delivery of the activities undertaken to understand the direct outputs. They tell us whether the planned activities are happening as intended but do not give us an idea of the effect these outputs have.

**Example:** Increase in hazard reporting







# Goal 1

**We put the community at the centre of everything we do**

## Outcome 1.1

**The community has confidence in our advice and services**




### Indicators

- 1.1.1 Maintain high levels of community trust in CFA 
- 1.1.2 Maintain high levels of community trust in CFA advice and service delivery 

## Outcome 1.2

**The community is educated, engaged and empowered to manage its fire risk**

### Indicators

- 1.2.1 Increase in the number of community members engaging with CFA 
- 1.2.2 Increase in direct engagement of community members engaging with CFA from locations and households at higher risk 
- 1.2.3 Increase in community awareness of fire risk 



# Goal 2

**We provide programs and services that make a positive difference**

## Outcome 2.1 Fires are prevented

### Indicators

- 2.1.1 Decrease in the number of preventable residential structure fires
- 2.1.2 Decrease in the number of vegetation fires
- 2.1.3 Delivery of vegetation management program as set out in the approved Joint Fuel Management Program

## Outcome 2.2 Fires are suppressed quickly and effectively

### Indicators

- 2.2.1 Increase in percentage of structure fires contained to room of origin
- 2.2.2 Increase in percentage of vegetation fires contained to 5 hectares
- 2.2.3 Decrease median time spent suppressing structure fires (time spent on scene of incident)
- 2.2.4 Decrease in median time to control vegetation fires

## Outcome 2.3 Fires are less harmful

### Indicators

- 2.3.1 Decrease in fire-related fatalities
- 2.3.2 Decrease in rate of fire-related injuries
- 2.3.3 Decrease in severity of fire-related injuries
- 2.3.4 Decrease in stock loss due to fires
- 2.3.5 Decrease in complete structure loss due to a structure fire
- 2.3.6 Increase in homes with operational smoke alarms

## Outcome 2.4 Our response to non-fire related incidents effectively reduces the adverse impacts on the community

### Indicators

- 2.4.1 Road accident rescue response times meeting benchmark



# Goal 3

## We provide a great place to volunteer and work

### Outcome 3.1

#### Our workplace is safe

##### Indicators

- 3.1.1 Increase in hazard reporting
- 3.1.2 Decrease in workplace injuries (volunteer operational activity)
- 3.1.5 Decrease in unplanned absences

### Outcome 3.2

#### We have volunteer and paid workforce that reflects the community it serves

##### Indicators

- 3.2.1 Increase in women volunteers in operational roles
- 3.2.2 Increase in women volunteers in leadership roles
- 3.2.3 Increase in women staff in senior roles
- 3.2.4 Increase in volunteers under 40
- 3.2.5 Increase in participation in CFA-run inclusion and diversity networks and groups

### Outcome 3.3

#### We uphold the CFA values and are held accountable for our behaviour

##### Indicators

- 3.3.1 Increase in volunteer satisfaction with the handling of people management issues and conflict resolution
- 3.3.2 Decrease in staff experiencing negative behaviours
- 3.3.3 Increase in satisfaction with the handling and outcomes of complaints











## Goal 3

We provide a great place to volunteer and work

### Outcome 3.4

Our volunteers and staff are empowered and supported to successfully fulfil their role



#### Indicators

- 3.4.1 Improvement in Volunteer Welfare and Efficiency Level (VolWEL) 
- 3.4.2 Increase in volunteer satisfaction 
- 3.4.3 (i) Increase in staff engagement (People Matter survey)   
(ii) Increase in staff engagement (All staff briefing survey) 
- 3.4.4 Maintain overall training satisfaction at 4 or above (out of 5) 
- 3.4.7 Increase delivery of operational training to CFA volunteers 
- 3.4.8 Average time of members to complete the General Firefighter training program 
- 3.4.9 Utilisation of volunteer instructors 

### Outcome 3.5

We have a sustainable volunteer workforce

#### Indicators

- 3.1.1 Number of operational volunteers 
- 3.1.2 Number of support volunteers 




# Goal 4

## We are a future focused emergency service

### Outcome 4.1

**We are financially sustainable, and our resource allocation decisions are transparent and impactful**


#### Indicators

4.1.1 Timely delivery of major programs and projects 

### Outcome 4.2

**Our corporate governance arrangements are based on evidence and evaluation to maximise the benefits for our people and the community**

#### Indicators

4.2.1 Increase in the number of volunteers involved in corporate governance arrangements at regions and districts 

### Outcome 4.3

**We collaborate with Fire Rescue Victoria and other service delivery partners to promote interoperability and build stronger relationships that lead to better community outcomes**

#### Indicators

4.3.1 Fire Services Operation Committee (FSOC) work plan delivered 


4.3.2 Increase in the number of joint FRV/CFA training and exercises 


4.3.3 CFA representation in AFAC governance committees 

### Outcome 4.4

**We work with Emergency Management Victoria and other government departments and agencies to support government objectives and emergency management Reform**

#### Indicators

4.4.1 Increase in the number of after action reviews 

4.4.2 Total energy consumption of natural gas, electricity, and fuel use with a decreasing trend over time 

# How we will track our progress

We produce Outcomes Framework reports on a quarterly basis to inform evidence-based assessments of progress being achieved and to underpin a strong performance and accountability culture across CFA.

These reports are provided to the Fire Services Implementation Monitor (FSIM) and along with quarterly reports from Fire Rescue Victoria inform FSIM's quarterly reports which are available publicly [here](#).

We also conduct an annual review of the indicators to drive continuous improvement.



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