

CFA Service Catalogue Summary

2025



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FOREWORD



From humble informal beginnings, the Country Fire Authority (CFA) is one of the largest volunteer-based emergency services organisations in the world specialising in bushfire and incident management, and operating as Australia's second largest urban fire

service behind Fire Rescue New South Wales. CFA is a professional organisation, highly trained to nationally recognised training packages that facilitates interoperability, and is appropriately equipped. As members of the communities we protect, the capacity and capability of CFA goes beyond traditional fire service approaches – capitalising on local knowledge, empowering communities, and through engagement changing localised human behaviour.

CFA is committed to delivering exceptional service to the communities of Victoria. As we face increasingly complex and severe fire seasons, it is imperative that we continuously refine and enhance our operational and organisational frameworks. This document for the first time launches a critical initiative aimed at establishing clear and accepted services for delivery across CFA.

The CFA Service Catalogue initiative is designed to ensure that our service offering is not only well-defined but also aligned with contemporary benchmarks and best practices. By conducting a thorough analysis and assessment, we aim to ensure a robust, future-ready organisation. This catalogue will allow the development of a comprehensive framework for service delivery, encompassing expected outcomes and performance metrics that demonstrate transparent and accountable results for the community.

CFA has a genuine commitment to continuous improvement and operational excellence. Knowing the services we provide, and how we provide them, highlights the importance of a structured approach to service delivery, ensuring that all CFA services are underpinned by rigorous standards and supported by effective systems and processes.

By embedding these standards across all tiers of service delivery, we aim to enhance our readiness and resilience, ultimately strengthening our capacity to protect and support the communities we serve.

We recognise that the success of this initiative is centred on the active engagement and collaboration of stakeholders, including our dedicated volunteers, staff, and community partners. Together, we will work towards a safer and more resilient Victoria, equipped to face the challenges of future fire seasons with confidence and capability.

This CFA Service Catalogue Summary is a living document, as part of the overarching Operating Model Review. It is anticipated that a need will exist to revisit this document as we progress through the Operating Model projects to ensure the final catalogue reflects who we are and what we do.

The value of a document such as this is its integration into key CFA processes such as strategy setting, business planning, budgeting, risk management, and financial reporting. By developing a basic understanding of each service, and by adopting a common language and nomenclature, we are now able to capture how each of CFA's service categories informs and influences these processes, and the follow-on effect on the services themselves.

The CFA Service Catalogue is a key knowledge foundation to several upcoming CFA Operating Model initiatives, such as SD1.2 - Service Delivery Standards Definition and BG2 – Service Delivery Tiers Review.

We wish to thank all the individuals and teams that committed their time and knowledge to the Service Catalogue initiative, without whom creating this document would not have been possible.

Our final thanks go to our hard-working volunteers and staff who continue to demonstrate their dedication to our mission.

Jason Heffernan
CFA Chief Officer

CORE SERVICE CATEGORIES

These are services provided by CFA through its service tiers (ie members, brigades, groups, districts, regions, or headquarters), in most cases directly to communities, and in some instances to external parties or partner agencies to enable their services.

Community preparedness

Building community resilience to withstand emergency events, prepare and respond appropriately, and recover effectively.

Community engagement

CFA programs, services and initiatives that engage with communities, and are tailored to build their capability to prepare for and respond to incidents safely.

These programs encompass a range of activities that aim to build communities' preparedness for fire by:

- enhancing knowledge about fire risk
- developing community members' skills to prevent, plan and prepare for fire
- strengthening trust in CFA advice and service delivery
- creating understanding of shared responsibilities for fire safety.

Community engagement is tailored to suit local needs and empowers communities to actively manage their fire risk.

Community partnerships and connectedness

CFA connects with communities through localised engagement to improve awareness and access to fire safety information, build trust and relationships, and maintain partnerships.

Fire prevention and preparedness

Fire prevention and preparedness encompass a range of strategies and actions aimed at identifying and reducing the risk of fires and minimizing their impact on lives, property, and the environment.

Conducting fuel management treatments

Proactive measures and advice aimed at reducing the amount and continuity of fuels (flammable vegetation or structural materials) that can contribute to the spread and intensity of fires.

Fire management planning

A process that supports the integration, consistency and coordination of the fire management planning activities of government, the fire management sector and communities. The planning process identifies fire risks and vulnerabilities and prioritises mitigation treatments to reduce the fire hazards within communities, environment and the protection of community assets.

Fire management planning is a complex, multi stakeholder process encompassing mitigation, preparedness, response, and recovery.

Local government (municipal) fire prevention (including fire prevention notices)

CFA supports and contributes to multi-agency municipal level fire mitigation and strategic planning activities. This includes supporting the service of fire prevention notices, which are predominately managed by local government.

CFA statutory functions

The discharging of CFA's statutory functions prescribed in the CFA Act: Declaration of Fire Danger Period, declaration of a day of total fire ban and issuing of section 40 (total fire ban day) permits, issuing of Schedule 12, Schedule 13 and Schedule 14 (fire danger period) permits, the handling of appeals to fire prevention notices, and the assessment, certification, publication and notification of Neighbourhood Safer Places also known as a Bushfire Place of Last Resort (NSP-BPLR).

Event planning and support

The support of fire safety planning for (minor, intermediate and major) events in the country area of Victoria to ensure the safety and wellbeing of participants.

Emergency response – fire suppression

The activities directly involved in the extinguishment or suppression of the spread of a fire. These activities are about extinguishing or suppressing fire in the natural landscape, in a structure or elsewhere, and preventing the fire from going further, consistent with CFA's mission of protecting lives and property. It excludes functions of Incident Management (Cat 5) to manage or oversee fire suppression.

Fire suppression – natural or agricultural environment

Suppressing a fire in the natural landscape (other than planned burn) which includes suppressing grass, shrub and forest fires.

Fire suppression - structure fire

Suppressing a fire in the built environment burning part, or all of any building, shelter, or other construction.

Fire suppression - non-structure fire

Suppressing a fire involving materials not attached to a structure and not meeting the classification for a natural or agricultural environment fire eg vehicle fire, rubbish/dumpster bin, tip/land fill fire, power pole, pressure vessels and boilers.

Emergency response – non-fire

The activities directly related to the attendance to non-fire incidents. These activities are about attendance to and operation of CFA at non fire incidents, consistent with CFA's mission of protecting lives and property. It excludes functions of incident management (Cat 5) to manage or oversee non-fire response.

Technical, specialist or general rescue

Brigade response intended to assist, retrieve, or extricate a person (s) or animal, including but not limited to rescue incidents involving lifts, scaffolding or amusement structures, building structure collapse or at risk of collapse, rail and industrial incidents.

Road crash rescue

The release and extrication of trapped people from motor vehicles.

Hazardous materials, radioactive materials and biological release response

Brigade response to mitigate, manage or contain hazardous, radioactive or biological materials.

Medical response programs (first responder duties)

Provision of initial interventions and pre-ambulance care, including basic life support services, cardiopulmonary resuscitation and defibrillation.

Assistance to other agencies in a support role as requested or defined in the SEMP

Using CFA's capabilities, tools and skill sets to assist other agencies/partners in fulfilling their responsibilities relating to non-fire incidents.

Incident/emergency management planning, preparedness and response

CFA as an organisation acknowledges the need to plan and prepare for the occurrence of emergency situations for which CFA has legislative responsibility, and to successfully manage those incidents or emergencies. It excludes Training and the activities covered in Core Categories 3 and 4.

Incident management planning

The activities undertaken to plan for effective incident control and incident management.

Emergency management planning

The processes and activities required at municipal, regional and state level to provide for an integrated, coordinated and comprehensive approach to emergency management.

Incident management preparedness

The processes and activities required to ensure CFA is prepared for and ready to control and manage incidents.

Incident management response

The activities undertaken to respond and enact effective incident control and incident management.

Emergency management response

The actions taken during and in the first period after an emergency to reduce the effects and consequences of the emergency on people, their livelihoods, wellbeing and property; on the environment; and to meet basic human needs.

Post-emergency response

The activities undertaken as a result of determining the cause, extinguishing or suppressing the spread of a fire, or undertaken as a result of the response to a non-fire incident.

Fire investigation

Fire investigation is the systematic investigation of fire scenes to gather and establish the facts and evidence to determine the origin and cause of fires, leading to the identification of fire trends.

Essential water replacement

Provision of advice and records to landowners to facilitate the replacement by government authorities of essential water used during bushfire firefighting operation activities.

Restoration of fences and rehabilitation of control lines

Assist rural land holders with the stabilisation of fire control lines and/or the repair and restoration of fences damaged by suppression activities on private land or bushfire on the public/private land boundary.

Operational recovery

Activities undertaken to ensure CFA operations are restored to normality to allow for subsequent response.

Emergency relief

Relief is the provision of assistance to meet the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency.

Assistance to other agencies in support role as requested or defined in the SEMP

Using CFA's capabilities, tools and skill sets to assist other agencies/partners in fulfilling their responsibilities.



Regulatory services

A range of activities performed to ensure compliance with regulations and CFA standards.

Strategic land use planning

CFA provides advice on fire related matters associated with town planning and/or amendments to planning schemes managed by local government or other authorities.

Statutory land use planning

CFA assess planning permit referrals from councils and provides advice as to whether the requirements of the Planning and Environment (P&E) Act and the Victorian Planning Provisions (VPP) are being achieved through the proposal.

Structural fire safety

CFA provides consent to applicants seeking to install/modify the prescribed fire suppression systems in the building environment.

Caravan parks

CFA provides the prescribed standards and regulatory reporting to caravan park owners/operators and councils.

Dangerous goods

CFA provides a fire protection regulatory report to businesses who store and/or handle dangerous goods.

Other

Generic advice and/or guidance to inform third parties, who in turn have regulatory functions or powers.



Supplementary services

Core services provided by CFA other than those services in the above categories.

Fire equipment maintenance (FEM)

FEM is a fee for service that CFA brigades provide to entities in the broader community to service and maintain essential fire safety equipment. Additionally, FEM provides guidance material and delivers fire safety training to Industry.

ENABLING SERVICE CATEGORIES

Services provided internally by CFA through its service tiers, to support effective, efficient, and legally compliant delivery of core services to communities.

Governance, Legal and Risk

Provides a robust legal governance framework across CFA to ensure that the organisation's statutory and regulatory obligations are met, and strategic priorities are achieved and supported by appropriate risk identification and risk management and legal, policy, regulatory and compliance advice and processes.

Accountable for advice to the CFA Board, Minister, CEO, Executive and Senior Leadership on significant policy, regulatory and legal related issues.

Governance and compliance

Comprises the following areas:

- Custodianship/implementation of relevant compliance frameworks and processes, including Corporate Compliance Framework.
- Review of regulations and legislation when indicated and maintenance of the Delegations Framework.
- Development and oversight of the Planning and Performance Framework, including annual planning and reporting cycle.
- Privacy management framework.
- Delegations Framework.

Board liaison

The management of the Board and Board Sub-Committees ie work plans, coordination and record keeping.

Government and ministerial liaison

Provides a central liaison point for Department of Justice and Community Safety (DJCS) and the Office of the Minister for Emergency Services ie to provide advice, briefings, reports, responses to ad hoc requests, and other support as required.

Legal

Legal provides legal advice and services to all of CFA across a broad range of areas of law. Legal currently manages the Freedom of Information (FOI) team.

Risk and business continuity

Risk and Insurance has custodianship of CFA's Risk Management Framework and the Business Continuity Framework. Risk management focuses on enhancing risk maturity and embedding the Enterprise Risk Management Framework across CFA. This function also manages the internal audit contract and audit follow-up, and performs the insurance function.

Business Services

Business Services connects and supports CFA portfolios through the delivery of professional services, process and change management, and high-quality administrative and advisory support – enhancing organisational capability and enabling strategic outcomes.

Resource management

Resource management is a process of planning, identifying, scheduling, and allocating financial resources to achieve the highest organisational value. It also focuses on making the most efficient use of those resources by reducing waste or inefficiencies and aiming for a high return on investment (ROI). Resources can be tangible, such as equipment, materials, and finances, or intangible, such as skills and time.

CFA's Finance and Procurement department is at the heart of resource management at CFA and supports the business with a wide range of financial and procurement related activities. The department has teams specialising in asset accounting, financial reporting, operations and planning, budget analytics, brigade finance, procurement, contract management, financial governance, compliance, and taxation.

Procurement

Through a Category Management approach, CFA's Procurement department offers education, advice, and guidance on policies, procedures, sourcing strategies, and processes for acquiring goods, services, or works. This includes support for establishing contracts related to these acquisitions. Category Management involves organising procurement activities by grouping goods and services into categories based on shared characteristics, such as business units. The objective of category management is to partner with business areas to support go-to-market strategy and driving better commercial outcomes. In addition, the aim is to have a consistent CFA way of buying, tailored to the underlying strategic goals of the category and mitigate risks and enhanced compliance with government policy.

Contract management

Contract management encompasses all activities performed after a contract is signed or initiated. This includes managing contract performance, implementing any necessary corrective actions, and ensuring that the agreed-upon outcomes are achieved. CFA's Procurement department also seeks to optimise the entire contract management process through education, advice, guidance, policies and procedures to foster strong contract management practices at all levels across the organisation.

Finance

CFA's Finance function is responsible for managing all of CFA's financial processes, decisions and control environment. It controls income and expenditure while also ensuring effective business running with minimum disruptions (financial sustainability). The department has teams specialising in asset accounting, financial reporting, operations and planning, budget analytics, brigade finance, financial governance, compliance, financial systems and taxation.

Develop and manage human capital (employees)

Develop and manage human capital (employees) is the process of hiring, leading, motivating, and developing CFA employees to support CFA's overall mission. Effective people management contributes to a positive CFA culture, employee development, and organizational growth.

Manage people experience

People Experience collaborate with business leaders to align HR strategies with organisational goals. These services provide targeted strategic support in areas such as workforce planning, talent management, and organisational development and engagement. Additional services include addressing and resolving conflicts, managing grievances, overseeing the volunteer discipline process, and fostering a positive, child-safe work environment.

Manage people excellence and innovation

People Excellence and Innovation services function as the Centre of Excellence responsible for designing, developing, and refining tools that shape organisational culture, implement performance strategies, professional development, promote diversity and inclusion, streamline HR systems, plan for workforce needs, and build data analytics to inform strategic HR decisions.

Manage people services

People Services serve as the initial point of contact for HR-related enquiries. These services play a central role in efficiently delivering essential HR functions, managing talent acquisition, overseeing onboarding and orientation processes, handling remuneration and payroll activities, and managing separation and exit processes.

Manage workplace relations

Workplace Relations Services specialise in managing employee and industrial relations matters and serve as the escalation point for employee grievances. Compliance with employment laws is ensured through policy development and updates and services also include management of enterprise bargaining processes.

Training

Development and delivery of educational packages (both National Units of Competency and Enterprise Skill Sets) to equip the organisation to fulfill its mission of protecting lives and property.

Training quality assurance and governance (registered training organisation)

Development and delivery of training programs to the Victorian Registration and Qualifications Authority standards and guidelines. Management and recording of student's records (including competencies).

Training course development

The development of training materials (including course syllabus) to address organisational training needs.

Training course delivery – CFA members

The instruction and/or assessment of skills and competencies to CFA members by qualified and endorsed personnel.

Training course delivery – non-CFA members (externals)

The instruction and assessment of skills and competencies to non-CFA members, by qualified and endorsed personnel.

Hiring of CFA training facilities – non-CFA members (externals)

Hiring of CFA campuses to other government agencies or external parties/private sector for a fee (cost based or full rate, depending on the user) during periods of low CFA member demand.

Sector engagement and partnerships

Influencing and collaborating with sector partners (including Australian and New Zealand National Council for fire and emergency services (AFAC), and Public Safety Skills Australia) to develop National Units of Competency to meet organisational requirements.

Communications and engagement

CFA's Communications and Stakeholder Relations function includes media, social media, publications, internal communications, partnerships, events, digital platforms, and brigade liaison. The team is responsible for running the News & Media website, Members Online, external/public website, two Facebook pages, and major publications such as Brigade magazine and the Annual Report.

Media and social media management

Proactive and reactive media and social media activity to:

- promote the achievements of volunteers and enhance the reputation of CFA
- supply accreditation to media representatives on fireground
- support the State Control Centre as public information officers.

Digital channel management

Management of Members Online (intranet) and management of CFA website.

Staff and volunteer engagement

Provision of volunteer forums, maintenance of engagement platforms, delivery of enews, support for brigade events and milestones.

Campaigns (fire safety and volunteer recruitment)

Campaigns:

- Summer Fire Safety Campaign – in support of DJCS overarching campaign
- Residential Fire Safety Campaign
- Volunteer Recruitment Campaign
- Burn-off campaign.

Seasonal-specific information: issued to the community to ensure public awareness of local risks for that particular time of year, weather conditions, climate, and emerging trends.

Corporate publications

Development and delivery of publications – key corporate publications (Annual Report).

Event management (ie brigade and corporate events)

Coordination/delivery of events, and the provision of support tools/guidance for volunteers and staff to work through event planning processes for internal and external events through the Event Management Planning Framework.

Asset management

The combination of administration, financial, economic, engineering and other practices applied to physical assets with the objective of monitoring and maintaining asset group portfolios and assets that provide the required service levels balanced against risk and cost.

Fleet services

Qualified mechanics provide preventative and corrective mechanical support on CFA and brigade-owned vehicles, including FRV vehicles that transitioned from CFA to FRV. This support is also provided at operational incidents, after-hours breakdown support and local championship support.

Sourcing and management of CFA's transport fleet.

Technical design and procurement management of emergency response vehicles.

Buildings and property

The sourcing, development and maintenance of CFA buildings and property used in the supply of services to the community, including the identification, reduction and/or elimination of identified hazards.

Equipment and personal protective clothing

The development (where appropriate) or sourcing, disbursement and maintenance of equipment and personal protective clothing (PPC) required for service delivery to CFA members, locations across all CFA tiers.

Environmental services

The provision of strategic, tactical and professional environmental advice and support services across all tiers of CFA, while ensuring environmental and other associated legislative compliances are met and maintained.

Asset services

The provision of strategic, tactical and professional asset management advice and support across the organisation, in line with CFA regulatory compliance requirements and standing directions under the Financial Management Act 1994.



Information and knowledge management

Responsible for the effective and efficient management of CFA's data, digital, information, communications and technology to meet the needs of the business while also ensuring the security and protection of our data and information systems.

Information and records management

- Manages information lifecycle systems for users to maintain their digital and hard copy records.
- Advocates information architecture legislative compliance.
- Enables/empowers all staff and members to manage their own records with the 'Purview' records monitoring system.

Strategic and analytic services (business intelligence and data analytics)

Collect and analyse evidence and develop decision-support tools and planning instruments to enable the front line to deliver services that are impactful, effective and help us reach our strategic direction.

Provide data for analysis and statistics, compliance measures, Minister's Office, decision support tools eg Victorian Fire Risk Register, performance reporting, spatial modelling, mapping and analysis.

Provide data governance, statutory reporting, advanced analytics platforms, tools and outputs (end to end data lifecycle – analytical product delivery for the organisation), spatial modelling, risk modelling and strategic services to support operational capability.

ICT Operations and Network Services

ICT Operations and Network Services support our members by ensuring CFA's IT infrastructure, systems and processes are contemporary, reliable, secure, and fit for purpose.

ICT Business Solutions

ICT Business Solutions leads and develop the ICT strategic roadmap, ensuring its alignment with the broader CFA business strategies, and enabling the service delivery capability of business and operational functions. It comprises:

- Strategy and Portfolio. Works closely with the organisation to set the business-technology strategy and pursues innovation opportunities. Oversees portfolio delivery and prioritisation to maximise investment incomes. Strategy and Portfolio includes the following functions: Business Management, Portfolio and Investment Management and Innovation Management.
- Product and Platform Delivery. Delivers, enhances and maintains products and platforms that provide tangible business value and great customer experiences, by delivering at the right speed, and in close collaboration with the organisation. Product and Platform Delivery includes the following functions: Product Management and Design (and sub-functions), Engineering and Operations (and sub-functions) and Delivery Management.

ICT Communications Services

ICT Communications Services provides communications' infrastructure and services to enable effective communications for emergency response operations. The Communications Operations team supports our members by ensuring CFA communications infrastructure is reliable and fit for purpose.

ICT and data services to externals

CFA shares business intelligence and web services data with partner agencies and external organisations.

Continuous improvement

Continuous evaluation and improvement of CFA operations, programs and general business drives improvement, efficiencies and the identification of other opportunities.

Operational performance improvement

Operational performance Improvement is undertaken as a multi-disciplinary activity, involving internal and external collaboration to embed and support processes in which the organisation continually examines its operational performance, processes and functions to identify opportunities for improvement.

Operational lessons management

Lessons management involves collecting and analysing data to develop, implement, validate and share lessons intended to improve our service delivery.

Service delivery reporting

Supports, reports and delivers fire and incident response data from CFA and SES. This provides CFA a strong service delivery data base to inform a variety directorates and programs, including Section 29, and other performance reporting functions such as Budget Paper, Outcomes Framework, and Emergency Response Time reporting.

Operational doctrine

CFA's operational doctrine guides members in the context of distinct objectives, capabilities, broad functional areas, and operational environments. Operational Doctrine provides the framework of the development of task response to incidents and is subject to regular/ongoing review to ensure currency and appropriateness.

Project management capability

Project Management Capability aims to uplift the project management capability across CFA, by ensuring compliance with the Project Management Framework through the following:

- Development, implementation and ongoing improvement of the Project Management Framework.
- Provision (to users and stakeholders) of information on processes, tasks and tools, and guidance and structure for the execution of a project.
- Monthly project managers' community of practice to share knowledge and lessons learned.
- Deploying suitably skilled and experienced project managers to manage selected medium-level 2 or high-level 3 complexity projects.

Research and development

CFA research and development activities:

- creates the evidence required to achieve organisational objectives as well as addressing current CFA risks and challenges and preparing for future risks and challenges. This is achieved through coordinating or conducting research either inhouse or as project leads of externally funded or managed projects.
- creates and maintains innovative evidence-based/data driven products, tools and systems to support decision makers across CFA and the sector.
- works with CFA members to identify and define evidence needs and approaches to address these needs. Provides leadership and advocacy for CFA research and development needs, both internally and externally.

Volunteerism and membership

CFA's Membership function aims to create a thriving, inclusive and diverse volunteering culture, which meets the changing demands for capable and committed CFA volunteers in communities across country area of Victoria.

Health, Safety and Wellbeing

CFA's Health, Safety and Wellbeing facilitates and supports improved member outcomes across the member lifecycle, by providing strategic, expert and technical advice about health, safety, wellbeing and injury recovery support services across CFA. This drives a strong safety culture by ensuring the appropriate governance, systems, processes and reporting are in place, effective and optimised to achieve strategic and operational health, safety and wellbeing goals at each level of the organisation, and sustainable service to the Victorian community.

Health programs (in-house)

Manage, administer and deliver CFA's health programs to volunteer members and employees.

Medical programs (external providers)

Manage CFA's medical programs to volunteer members and employees.

CFA safety

Delivery of general and technical occupational safety advice and support.

Wellbeing

The Organisational Wellbeing function provides education, support and recovery services to improve the mental health and wellbeing of CFA members.

Injury recovery support services – employees

This relates to employee compensation claims, which are handled in line with legislation and internal processes including supporting recovery and return to work.

Injury recovery support services – volunteers

This relates to volunteer compensation. End-to-end claims managements for volunteer claims from eligibility to liability, to supporting return to pre-injury employment and return to life programs in accordance with legislative requirements and internal systems and process.



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