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Acknowledgement

We proudly acknowledge the Traditional Owners of Country throughout Victoria and pay our respect to Elders past and present. We recognise continuing connection to lands, waters and cultures.

Enquiries

For enquiries or if you would like to receive the Fire Rescue Victoria **Strategic Plan 2022–32** in another format, please contact FRV's Corporate Strategy, Performance and Project Management Office:

CorporateStrategy&Planning@frv.vic.gov.au

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Foreword

Introducing our inaugural strategic plan — a message from the Fire Rescue Commissioner

In 2020, the Victorian Government's Fire Services Reform provided us with a once-in-a-lifetime opportunity to create a world-class fire service that protects the lives and properties of Victorians.

This plan outlines the strategic choices we have made to achieve that vision.

In creating this plan, we engaged widely with our community, industry stakeholders, emergency services partners and our workforce to understand what you want to see from Fire Rescue Victoria by 2032.

We know that over the 10-year horizon of our plan, the needs and expectations of the communities we serve will evolve. With climate change, we are experiencing rising temperatures and more extreme weather events – resulting in frequent and intense heatwaves and bushfires.

By 2032, greater Melbourne is expected to grow by 1.04 million people, with Victoria's regions expected to grow from 1.63 to 1.84 million people.¹ This growth poses real risks for fire safety in homes and workplaces as Victorians are drawn to urban and peri-urban settings and high density living. At the same time, we are seeing trends of more people making moves from cities to regional settings, which place an increased emphasis on our work to support and service regional areas.

We also know we need to do more to better serve members of our community who face a heightened emergency risk due to factors including culture, language, health or disability.

Key to our success is also our ability to develop a workplace culture built on our FRV Values of Community, Teamwork, Integrity, Respect and Accountability. A workforce that is aligned in purpose, vision and strengthened by difference.

This plan equips us with a roadmap for the future, inspiring us to collaborate, innovate and shape Victoria's fire and rescue service together for future generations.



Gavin Freeman AFSM
Fire Rescue Commissioner

FRV's strategic plan was published in 2022 under former Fire Rescue Commissioner Ken Block. Commissioner Gavin Freeman AFSM was appointed as Fire Rescue Commissioner in May 2023 and minor revisions were made to the strategic plan in 2025.









¹ Department of Transport and Planning, [Victoria in future 2023: population and household projections to 2051](#), Victorian Government website, 2023, accessed 27 May 2025. [Figures comparing 2021 to 2031]



The page features a large red shape on the left and a white shape on the right, separated by a diagonal line. In the bottom right corner, there are two overlapping parallelograms, one orange and one red.

Purpose

/ This plan will ensure we:

-  **Know our communities and they trust us, because we work closely with them, and we are making strides to have our workforce better reflect the communities we serve.**
-  **Proactively engage with local government, industry and broader government stakeholders to share our knowledge and expertise to help them prevent or reduce fire risk.**
-  **Modernise the way our organisation works, and adopt leading practice in fire safety and emergency response to keep our people and our communities safer.**
-  **Develop services and make decisions informed by all the knowledge and intelligence at our disposal.**
-  **Play an active and important role working with our emergency services partners across all hazards and rescues – working as one to keep communities safer.**
-  **Make a positive difference – wherever we work.**



As a result of our plan, we aim to be recognised as a professional organisation that is community-focused, with a real drive to improve our efficiency and effectiveness to demonstrate even more public value.

Our vision is that by 2032, Fire Rescue Victoria (FRV) will be community-focused, modern, trusted and an inclusive fire and rescue service.

Who helped us develop our strategic plan

We engaged widely with our partners, stakeholders, staff and community members to develop our inaugural strategic plan. The key engagement activities are summarised below.

290
staff
interactions

We conducted a series of seven workshops dedicated to strategic planning with staff from right across FRV, including FRV staff seconded to the Country Fire Authority (CFA). We also made the most of other forums involving conversations between our leaders and staff to explore the items most important for FRV's strategic success.

96
community
survey
responses

Community members were invited to provide views on their experience with FRV through a survey that was distributed via FRV's community networks.

32
stakeholder
survey
responses

We invited a targeted list of our stakeholders to provide feedback on their experience with FRV's services, and what challenges and opportunities they saw for FRV as an organisation.

16
partner and
key stakeholder
interviews

We interviewed a selection of our service delivery partners and key stakeholders. These interview participants included government agencies, peak bodies and our key workplace representative body.

3
stakeholder
focus groups

We hosted focus groups with community organisations, industry representatives and local government. The focus group format enabled collaborative discussion between participants to explore their shared and diverse perspectives on working with FRV.





Context

Our organisation at a glance

This plan sets our strategic direction and priorities for the next 10 years. It builds upon our past achievements and guides us towards making an even greater impact for the communities we serve.

Introducing FRV

At FRV we are a professional fire and rescue service for the communities we serve in Victoria. We were established in July 2020 through reforms to the *Fire Rescue Victoria Act 1958* (Vic) (the Act), bringing together resources from the pre-existing Metropolitan Fire Brigade (MFB) and the Country Fire Authority (CFA).

We are a team of over 4000 operational and corporate professionals. We are looking to become industry-leading in everything we do through aligning with the principles of Commission on Fire Accreditation International (accreditation). We value everyone who joins FRV and what their experience and background bring.

As a Victorian statutory body, our governance, education, advocacy and prevention work are informed by various legislative frameworks. We derive our powers and duties from the Act, along with the:

- *Building Act 1993* (Vic)
- Building Regulations 2018
- *Country Fire Authority Act 1958* (Vic)
- *Electricity Safety Act 1998* (Vic)
- *Emergency Management Act 1986* (Vic)
- *Emergency Management Act 2013* (Vic)
- Fire Rescue Victoria (General) Regulations 2020
- *Gas Safety Act 1997* (Vic)
- Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010

Where we work and what we do

At FRV we currently operate 85 fire stations across Victoria, with over 40% in regional areas.

We specialise in providing support to urban, peri-urban and industrial settings, recognising that where we operate continues to adapt and change along with Victoria's demographics.

We partner with other emergency services, operational leadership and specialist skills to help make Victorian communities safer.

Fire and rescue are at the core of what we do, ensuring human life is preserved and protected before, during or after a fire or other emergency. We are trained to protect life and property from various emergency situations, including:

- bushfires and grassfires
- complex rescues
- emergency medical response
- hazardous chemical emergencies
- household or other property fires
- road accidents and other hazardous road incidents
- waterway and marine response

We seek to protect the communities we serve through:

- advocacy
- community engagement and education
- emergency prevention, preparedness, response and recovery
- research (e.g. technical operations, equipment, incidents)
- stakeholder engagement

Who we work with

We operate in a sector where collaboration and cohesion are crucial to protect Victorian communities and help keep them safe.

We aim to be organised, efficient and proactive in utilising and sharing our knowledge and skills to most effectively serve the public.

We recognise and adhere to the agreement with CFA in its post-reform era, valuing the need for us to work together in a collaborative way. We know that our approach to working together on leadership development, fire prevention and protection, community resilience, learning and operational capability is key to long-term and successful fire services reform.

We value our employees, their workplace representatives and their efforts to protect our firefighters and support our workforce management. We look to leverage our mutual objectives to continuously improve safety, efficiency, effectiveness and wellbeing of our staff.

We are part of the Victorian emergency services system, and know it takes the combined resources of many partners working as one to keep Victorians as safe as possible from hazards and emergencies.

As a public sector agency, we play our part to work with other public sector agencies to plan for and provide a safe environment for Victorian communities.



Our strategic and operating context

In 2032, an industry-leading fire and rescue service will need to be adaptive, data-driven and open to new ideas and fresh perspectives. The following drivers for change in our strategic and operating context will continue to influence and shape the strategic choices we make now and over the next 10 years.

A changing context for the communities we serve

We are facing continuous change over the next 10 years and need to adapt and respond to this to become a more community-focused, modern and inclusive fire and rescue service. We recognise the government's fiscal strategy will ensure the modernisation of our organisation is not at the expense of its financial sustainability.

Climate change continues to produce more frequent, more extreme weather and other risks arising across Australia. These climate change risks have the potential to impact all of Victoria, across metro, peri-urban and regional areas.

Our organisational partners, as well as the diverse and unique communities we serve, are becoming more reliant on data-driven services to inform their decision-making and communication.

This means we need to have the required capabilities to capture and use data, and the capabilities to use new technologies, when we are serving communities over the next 10 years to maximise our impact.

Population growth is set to trend upwards across Victoria, as major metro, peri-urban and large regional areas continue to densify.

With this increased population density comes a further need to support and inform good planning and construction to ensure safety is still at the forefront of new developments – despite COVID-19 driven labour, supply chain and monetary pressures on the industry.

Moreover, the communities we serve continue to grow in diversity, bringing to the forefront new cultural, disability, language and social considerations to our services.

To build the resilience of Victorian communities, FRV must build a workforce that reflects the communities it serves to expertly engage with, and support, people in building safety and resilience to different risks.

Leading fire and rescue services

The reforms leading to the establishment of our organisation represent significant change and we are meeting the challenges of implementation. With these changes comes the once-in-a-lifetime opportunity to forge a new path in fire and rescue services in Victoria.


With a suite of information sources, relationships and skills existing within the organisation, we can further build, support and develop these capabilities to become an industry-leading fire and rescue service.

Strengthening existing relationships within the emergency management sector will be key.

Technology has created information capturing and sharing capabilities that provides us an opportunity to better collect, analyse and exchange this information with other emergency management organisations. Interconnected knowledge and communication channels provide a unique way to better protect and serve Victoria – together.



Supplied by Bouchier Street Primary School



Embracing new technologies and ways of working will also ensure safety continues to be at the forefront of the organisation. This includes a flexible hybrid working environment, and minimising physical risks, for example reducing the use of per- and polyfluoroalkyl substances (PFAS) at fires.

Our partnerships go beyond state emergency service providers. We are part of a national and international network of emergency management organisations who regularly collaborate and support each other in times of crisis. We also have an opportunity to work more effectively and collaboratively with our workplace representatives to get the best out of our people, ensuring an effective and efficient workplace with safety and wellbeing front of mind.

We will also need to work closely with our workplace representatives to build a diverse and inclusive workplace to better represent and serve our communities. The CFA secondment program will also continue to add value as a mechanism for connecting specialist skills and operational leadership across our organisations.

We must be accountable to the community, our partners and stakeholders in an environment of change – bringing to the forefront a focus on collaboration, open discussion and exchanging of data and outcomes.

As we look to this 10-year horizon, we know we must better record and track our outcomes to deliver even more public value to the communities we serve, in ways that are environmentally and financially sustainable, while continuing to provide quality services.

Creating our unique culture

We are focused on modernising our place of work. We have an opportunity to create a new, unique culture built on the strengths of the past and what is required for the future.

To be truly reflective of the community we serve, our workplace must be inclusive and safe for all people with different backgrounds, skills, abilities and perspectives.

To be industry-leading we must attract and foster a diverse suite of skillsets, both new and unfamiliar for FRV, to better innovate, create and bring the best out of each other.

For our people to work in a connected way, our technology must be integrated and easy to use across the organisation, while being fit-for-purpose and supporting future needs. Our systems and processes should provide knowledge management and the evidence base to inform our decision-making knowing where and when resources, capability and services are required.

Ultimately, we aim to modernise our internal operating environment, to provide a place of work that people aspire to join, that supports and connects those who work with us and that allows us to be the go-to organisation for fire and rescue information on emerging hazards, community and prevention needs.





Our vision, values and strategic outcomes

Our vision

Safer and more resilient communities supported by a modern, professional and inclusive fire and rescue service.

Our values

Our values guide our work and shape our culture.



We serve the Community

We lead by example to make a difference. We are driven by work that is purposeful. We continuously improve to best serve and protect others. We are proud of the work we do to serve the community and keep people safe.

We value Teamwork

We work together in unity as one FRV team. Our dedication to our work is underpinned by team spirit, connection, safety and friendship. We depend on each other's unique skills, knowledge and qualities to keep people safe. We collaborate across all FRV as one, connecting with our crews and teams across the organisation.

We have Integrity

We act with integrity in everything we say and do. Decisions are made through open, honest and clear communication. With active listening, we build mutual trust and shared understanding. Working in a safe and transparent manner, we do what is right.

We show Respect

We are respectful, inclusive and supportive of everyone. We recognise and value the diversity of our people. We are approachable and considerate of everyone's views. We are understanding, caring and show empathy. We are committed to everyone's safety at work. We acknowledge one another's contributions and treat people fairly.

We are Accountable

We are professional and accountable. We take pride in everything we do. We are consistent, reliable and strive for excellence. With a positive attitude, we show initiative and are responsive. We maintain a high level of safety for ourselves and for others. We take ownership and deliver on our commitments.

Our strategic outcomes

If we deliver on our inaugural strategic plan, we will achieve the following outcomes by 2032.

For our communities

/ A modern fire and rescue service for Victorian communities

- Our organisation understands and reflects Victoria's diverse communities.
- Victorian communities know how to prevent, prepare for, and respond to fire and other emergencies at a community level.
- Our communities view us as an organisation that works professionally, efficiently, effectively and applies learnings from incidents into our services.

For our people

/ A professional and safe workplace where everyone belongs

- Current and aspiring staff choose a career with us because we are creating a safer Victoria and we are leaders in our field.
- All staff feel included, supported and valued in their roles because we prioritise their safety, development and wellbeing.
- We provide the platform for a workforce with diverse skills, experience and mindsets to be their best.

For our partners

/ A trusted partner that supports shared outcomes for a safer Victoria

- Our collective emergency management services contribute to a safer, more resilient and prepared Victoria.
- We share, receive and utilise data and incident information to inform Victoria's collective emergency management services.
- We work collaboratively to advocate for fire safety and emergency response, acting as a trusted partner to deliver our services in the most impactful ways.



Our strategic pillars and priorities

Our strategic pillars are the foundation of our strategic plan. They are the area of focus for our work over the next 10 years.

1 Partnering effectively for safer communities

We value our relationships across Victoria's emergency management sector and beyond. We foster strong and effective partnerships with clear points of contact and decision-making processes. We make it easy for our partners to exchange information, ask for our input and provide feedback to us. We work together to find joint solutions, and always focus on improving shared arrangements for all involved.

We build trust through every interaction, working to continually improve what it is like to work with us. We are proactive when collaborating with others because investment in prevention and partnering will lessen the impact of emergencies. We listen and understand needs to ensure we are providing the right operational leadership and specialist skills to help make Victorian communities safer.

2 Creating a culture that connects and supports our people

We recognise behaviours that positively contribute to building our culture, and we are steadfast in calling out behaviour that detracts from our values. We are actively building a positive and inclusive culture where everyone contributes to staff safety and feels valued at work. We work collaboratively with our workplace representatives for a safe, efficient and effective workplace. We make sure our staff are healthy, connected and have opportunities to grow their skills and careers.

We are accelerating our efforts to develop greater workforce diversity. We are future focused in supporting the next generation of staff, professionalising a fire and rescue service career path and developing our current and future leaders.

3 Modernising our organisation to provide better outcomes

We are focused on continuously developing modern and contemporary capabilities required of an industry-leading fire and rescue service. We build diverse teams and actively encourage different perspectives to improve our services.

We invest in cutting edge technology, resources and research to drive more integrated and efficient services. Our people have the tools, education, authority and autonomy to fulfil their roles. We take the time to understand the information we can gather as an emergency service, use it to inform our services, and share with those who can benefit from it. We monitor our own performance to inform our actions for continuous improvement. We work to improve our financial and environmental sustainability while delivering quality services and outcomes.

4 Helping Victorian communities build resilience through education and preparation

We draw on industry-leading practice to inform our services, acknowledging the diverse needs of Victoria's communities. We use innovative, evidence-based and accessible ways to deliver education and information with communities to help build their resilience. We connect effectively with community leaders to build trust, share information proactively and to ensure communities can put our education and protection programs into practice. We tailor and continue to adapt our services to meet the needs of Victoria's diverse communities.



5 Delivering excellence across our fire and rescue services

We are operationally ready, and our workforce is capable and prepared, so that we can respond safely, swiftly and in an efficient and effective way when incidents occur. We take a learning mindset and apply insights from these events to inform our future work. Our staff training is health and safety focused, contemporary, accessible and meets industry standards across all areas of our organisation. We share training assets and knowledge, and we work as one with our emergency service delivery partners. When people think of FRV they see us as a professional service, who are experts, educators and advocates for fire safety. We are continually striving to provide our communities with services that are timely, professional and appropriate to their needs.

Pillar 1

Partnering effectively for safer communities

‘A trusted and professional collaborator’



Blair Dellelijn, Uniform Photography.

Our role

We value our relationships across Victoria's emergency management sector and beyond. We foster strong and effective partnerships with clear points of contact and decision-making processes. We make it easy for our partners to exchange information, ask for our input and provide feedback to us.

We work together to find joint solutions, and always focus on improving shared arrangements for all involved. We build trust through every interaction, working to continually improve what it is like to work with us.

We are proactive when collaborating with others because investment in prevention and partnering will lessen the impact of emergencies. We listen and understand needs to ensure we are providing the right operational leadership and specialist skills to help make Victorian communities safer.

Our priorities

- Build a reputation of trust, professionalism and dedication with service delivery partners and key stakeholders.
- Collaborate with our partners and workplace representatives on services based on our shared understanding of needs and gaps in Victoria's fire safety standards and emergency response.
- Provide clear lines of communication and decision-making for our partners to engage with us and our staff to work effectively with them.
- Work with our partners to understand mutual knowledge and skills sharing opportunities, including where our operational leadership and specialist skills provide the most value to our emergency services partners.
- Share information and insight through timely, efficient and fit-for-purpose collaboration with partners and stakeholders.

// There is an opportunity for FRV to work together with others on matters such as emergency planning, risk mitigation, reporting, and community engagement.”

— FRV key stakeholder

Success looks like

1. FRV has targeted approaches to mitigate and manage community safety risks developed in partnership with relevant organisations.
2. FRV is known throughout the emergency service system as a collaborative, professional and trustworthy partner that adds true value to community safety.
3. FRV deploys diverse, tailored and locally appropriate ways of working with partners in different settings that meet their needs.
4. Emergency response is more streamlined and coordinated with better outcomes for communities.
5. FRV is a trusted source of information on research and fire safety advocacy work and our knowledge sharing leads to prevention and risk reduction.

An example of our strategy in action

We are focused on working collaboratively with stakeholders and advocating for safety and fire prevention throughout Victoria and beyond.

FRV works with the Victorian Building Authority, Cladding Safety Victoria and Victoria's local government agencies to identify buildings which have a combustible cladding safety risk.

Together we develop reports and plans to provide an enhanced response to high-risk sites. We also provide input into safety messaging so residents are aware and can work to reduce risks that arise when combustible cladding has been used.

We have also worked closely with Macquarie University to fund and participate in world-first research into risks associated with firefighting foams (known as PFAS). Our advocacy work has seen us partner with the Environmental Protection Authority, Commonwealth and State governments, as well as global organisations to raise awareness, decontaminate sites and establish safe threshold limits to reduce risk.

Pillar 2

Creating a culture that connects and supports our people

‘A place where everyone belongs’



Our role

We recognise behaviours that positively contribute to building our culture, and we are steadfast in calling out behaviour that detracts from our values.

We are actively building a positive and inclusive culture where everyone contributes to staff safety and feels valued at work. We work collaboratively with our workplace representatives for a safe, efficient and effective workplace.

We make sure our staff are healthy, connected and have opportunities to grow their skills and careers. We are accelerating our efforts to develop greater workforce diversity. We are future focused in supporting the next generation of staff, professionalising a fire and rescue service career path and developing our current and future leaders.

Our priorities

- a. Nurture a diverse and inclusive workforce where everyone feels included and safe, both physically and psychologically.
- b. Embed our values and empower our leaders to have constructive conversations that are honest and empathetic, recognise behaviours that build our unique culture, and call out those that erode it.
- c. Create avenues for staff to contribute to organisational planning, and help them see a clear connection to that contribution.
- d. Link in with educational institutions and partner organisations to provide recruitment and career pathways that are inclusive, accessible and offers flexibility.
- e. Work with CFA, seconded and specialist staff to develop a model that is tailored to support them and help them achieve the best for their teams and the communities they serve.

“There needs to be a continued focus on harmonisation, we need to keep going.”

— FRV staff member

Success looks like

1. Staff report high levels of physical and psychological safety in the workplace.
2. Our seconded and specialist staff feel safe, valued and a sense of belonging at FRV.
3. Our people feel that their career ambitions and strengths are supported and developed at FRV.
4. We have made significant progress in improving the diversity of our workforce, supported by our stronger connection to Victorian communities and ways to compare our diversity with other emergency services.
5. We have embraced innovative ways of working and offered flexibility that supports more sustainable career paths and continuity in community service.
6. People aspire to join our professional fire and rescue service and stay with us because of the sense of belonging, public value and career development.

An example of our strategy in action

We have engaged widely to develop a new set of FRV Values to provide a strong foundation and a common purpose for our organisation and to help us deliver on FRV's mission and strategic plan.

FRV leaders facilitated conversations with their directorates and stations, where people shared their experiences of values in the workplace.

Staff contributed through visual displays, interactive feedback tools and storytelling. More than 66% of our staff, including seconded staff who work with CFA, participated in one of the values activities that were offered.

Our values create a shared purpose, outline a clear set of behaviours and expectations about how we treat each other and help FRV maintain high standards of quality in our services.

Pillar 3

Modernising our organisation to provide better outcomes

‘Enabling industry-leading services’



Our role

We are focused on continuously developing modern and contemporary capabilities required of an industry-leading fire and rescue service.

We build diverse teams and actively encourage different perspectives to improve our services.

We invest in innovative technology, resources and research to drive more integrated and efficient services. Our people have the tools, education, authority and autonomy to fulfil their roles.

We take the time to understand the information we can gather as an emergency service, use it to inform our services, and share with those who can benefit from it. We monitor our own performance to inform our actions for continuous improvement.

We work to improve our financial and environmental sustainability while delivering quality services and outcomes.

Our priorities

- Understand and map our current and required future capabilities in collaboration with workplace representatives to inform our areas of specialisation, career paths and secondments.
- Develop a future-focused operating model that supports a cohesive culture, and clarity in roles, responsibilities and decision points.
- Invest in technology, infrastructure, equipment and fleet that is enabling and fit-for-purpose, and ensure we are using it to its full potential.
- Adopt an outcomes-focused approach to continuous improvement, with supporting indicators that include our financial, environmental and social performance.

// It's a much happier day at work for everyone if we have systems that work well."

— FRV staff member

Success looks like

1. FRV has integrated the principles of accreditation and has applied these to service planning and continuous improvement efforts.
2. Our systems and processes have been overhauled to support integrated and efficient ways of working across the organisation.
3. Our equipment and resources are modern and appropriate for the needs of our service delivery.
4. We can clearly demonstrate to our partners and the community we serve how we are delivering on public value and financial and environmental outcomes, balanced with service quality.

An example of our strategy in action

FRV's Information Communications and Technology (ICT) has a critical role to play in achieving our strategic ambitions and delivering better outcomes for communities.

We have recognised the need to enhance capabilities across all aspects of ICT, which is ageing and not fully connected. Overhauling our ICT will help enable us to become a leading fire and rescue service.

To support our work in this space, an ICT roadmap and strategy has been developed and is set to be implemented through a multi-year work plan where staff will gradually see improvements in the systems and technology they use in their day-to-day roles.

Some examples of this include improving monitoring and response capabilities and ensuring operational staff have access to timely information when they need it.

Pillar 4

Helping Victorian communities build resilience through education and preparation

‘An informed and ready community’



Blair Dellelijn, Uniform Photography

Our role

We draw on industry-leading practice to inform our services, acknowledging the diverse needs of Victoria's communities.

We use innovative, evidence-based and accessible ways to deliver education and information with communities to help build their resilience.

We connect effectively with community leaders to build trust, share information proactively and to ensure communities can put our education and protection programs into practice.

We tailor and continue to adapt our services to meet the needs of Victoria's diverse communities.

Our priorities

- Collaborate to deliver comprehensive education programs that help improve community safety and resilience.
- Improve our outreach to diverse communities to help ensure no-one is left behind in fire safety and preparation.
- Deepen our understanding of what communities need and expect from us to inform how we best educate and prepare them.
- Adapt our education and preparation programs proactively in response to evaluations, research, trends and changes in Victoria's communities.
- Advocate on behalf of communities both within, and beyond the emergency services sector.

***// The more we can increase awareness,
the better outcomes we will have.”***

— Community member

Success looks like

1. FRV, through key partnerships, has become a leader in providing proactive, collaborative and versatile fire and safety education programs.
2. Victorian communities are better prepared and more resilient in the face of emergencies, with reduced impact and better recovery from incidents when they occur.
3. FRV has a clear view as to what Victorian communities need from a fire and rescue service provider and anticipates changes in community needs.
4. FRV advocates both with and on behalf of Victoria's communities for fire safety and resilience to emergencies.

An example of our strategy in action

We are proud to provide tailored fire safety education programs for children of all ages and abilities.

Close to 1000 schools across the communities we support participate. These programs are delivered in partnership with firefighters, schools, parents and caregivers.

The resources provided in these programs have been adapted to a digital format to enhance online engagement. We also work closely with schools, parents and caregivers to ensure these resources are accessible for students who live with disabilities.

These programs are a great example of our work to reduce the impact of fire and other emergencies through targeted education, collaboration and partnerships.

Pillar 5

Delivering excellence across our fire and rescue services

‘A service that sets the industry standard’



Our role

We are operationally ready, and our workforce is capable and prepared, so that we can respond safely, swiftly and in an efficient and effective way when incidents occur.

We take a learning mindset and apply insights from these events to inform our future work.

Our staff training is health and safety focused, contemporary, accessible and meets industry standards across all areas of our organisation.

We share training assets and knowledge, and we work as one with our emergency service delivery partners.

When people think of FRV they see us as a professional service, who are experts, educators and advocates for fire safety. We are continually striving to provide our communities with services that are timely, professional and appropriate to their needs.

Our priorities

- Provide our staff with industry-leading training programs and materials that focus on staff health, safety and community needs across all areas of the organisation.
- Forecast changing needs in our capacity and capabilities for proactive and well-informed service planning.
- Capture tangible learning outcomes from all our services, and use these to build continuous improvement practices.
- Strengthen relationships with our partners across the emergency services sector in training, knowledge exchange and service delivery.
- Continually build trust and confidence in our services through exceptional and consistent response, our community involvement and professional service delivery.

// We always strive to be more efficient and effective – we recognise that one size doesn't always fit all."

— FRV Executive Leadership Team member

Success looks like

1. FRV has the resources, capabilities and processes in place for effective, efficient and safe emergency response.
2. FRV understands the trends driving changes in demand for service and skills, and has plans in place for informed and timely responses to these drivers.
3. FRV provides trusted, timely and impactful advice and expertise in fire and rescue matters to the emergency management sector.
4. FRV has the capabilities to track response performance both from a safety and community-focused perspective, proactively using that information to improve services.
5. Victorian communities trust FRV as a professional fire and rescue service.

An example of our strategy in action

FRV periodically reviews the strategic location of fire stations to look at ways to improve response to the community.

Consideration of fire station location is captured in FRV's Strategic Location Plan (SLP). In developing an SLP, FRV adopts a strategic approach, utilising spatial and data analysis tools, future population projections and considers ongoing changes to fire risks in communities.

Alongside the location of fire stations, we also ensure operational staff are supported to work safely, effectively and efficiently, helping us meet current and future needs and consistently enhance our performance.







**/ Bringing our plan
to life**

Bringing our plan to life

Our inaugural strategic plan covers a 10-year timeframe. The plan's implementation will be overseen by the Executive Leadership Team and connected to our Corporate Strategy and Planning team's annual directorate and departmental planning processes. FRV will identify strategic projects and initiatives to achieve this plan and key sponsors throughout the organisation to lead them – noting that some initiatives may already be in progress. To help guide our focus, as well as inform implementation planning, the horizons below will help us track towards the outcomes we aim to achieve over the life of the strategic plan.




FRV will identify strategic projects and initiatives to achieve this plan



2026–28

2028–30

2030–32



Continuous learning and data-driven decisions

Through maintaining alignment with accreditation and the investments we have made in our operating infrastructure, we are able to gather and share better information and use this to inform our decisions as an organisation.

We are also better able to partner and collectively work to reduce fire and other hazards across Victoria. When we do attend emergencies, we take a learning mindset and apply insights from these events to Victoria's education and prevention work.



Embedding trust and community focus

By the end of our strategic plan, we have built and maintained trust with the communities we serve and our invaluable partners.

We have achieved this through regular forums, clear points of contact and our diverse and inclusive workforce. We listen and adapt our approaches to reflect evolving needs, drawing on the information that both we, and our emergency services partners, hold. The government and other stakeholders come to us first for insights on fire and hazard reduction.

