

SHK



Country Fire Authority (CFA)

General Manager Infrastructure and Environmental Services

Candidate briefing

June 2026

WE KNOW WHERE



Table of contents

Position detail.....	2
Organisational context.....	2
Vision.....	3
Mission.....	3
Our CFA values demonstrated by our people.....	3
Code of conduct and behavioural standards.....	3
Diversity and inclusion.....	3
Child safety.....	3
Position purpose.....	4
Key responsible areas.....	4
Strategic planning and reporting.....	4
Service delivery and performance management.....	4
Strategic relationship management.....	5
Strategic people leadership and delivery.....	5
Financial performance.....	6
Regulatory compliance.....	6
Health, safety, & wellbeing leadership.....	6
Leadership qualities.....	7
Drives vision & purpose with a strategic mindset.....	7
Ensures accountability & drives results.....	7
Knowledge & experience.....	8
Contact.....	8



Position detail

Position title	General Manager Infrastructure and Environmental Services
Portfolio / Department	Infrastructure services
Reports to	Chief Executive Officer
Location	Burwood East
Classification	Executive
Band	PESES 2
Date	May 2026

Organisational context

With over 54,000 volunteers, we are one of the largest volunteer-based emergency service organisations in the world. And every day, we make decisions that affect the lives and property of over 4 million Victorians.

As a trusted authority in fire safety, community connection and volunteering, our strategic goals are as follows:

1. We put the community at the centre of everything we do
2. We deliver programs and service that make a positive difference
3. We provide a great place to volunteer and work
4. We are a progressive emergency services.

'Our CFA 2020-2030' Strategy sets a strong pathway for how we will approach our service delivery over the next ten years: building on our strengths and capabilities, recognising the breadth of our work which goes far beyond fire response, and reinforcing our commitment to being a sustainable and progressive volunteer emergency service, that puts the community at the centre of everything we do.

Vision

Victorian Communities are prepared for and safe from fire

Mission

To protect lives and property

Our CFA values demonstrated by our people

We put **SAFETY** first

We excel through **TEAMWORK**

We are dynamic and **ADAPTABLE**

We act with **INTEGRITY**

We **RESPECT** each other

Code of conduct and behavioural standards

Demonstrate CFA values and behaviours and comply with the Code of Conduct and Behavioural Standards.

Follow the guiding principles to:

Act with integrity at all times

Be truthful, open and honest

Treat everyone fairly and with respect, including other CFA Members, Officers, CFA visitors and members of the public.

Diversity and inclusion

Act in a manner which demonstrates a commitment to CFA Diversity and Inclusion policies, procedures and regulations.

Child safety

At CFA, we are committed to creating a child safe environment that promotes the safety and wellbeing of all children and young people with whom we have contact. CFA has a zero tolerance to all forms of child abuse and harm and will act to protect children and young people by effectively responding to allegations and complaints, including reporting matters to relevant authorities.

Children within CFA are supported to express their culture and enjoy their cultural rights. CFA has a zero tolerance of racism and expects staff will act on any incidents of racism.

There is an expectation that all staff have, and maintain, a commitment to child safety, equity and inclusion, and cultural safety.



Position purpose

The General Manager Infrastructure and Environmental Services, reporting to the Chief Executive Officer is responsible for the strategic leadership and management of a significant business services portfolio, ensuring service delivery excellence across all of the enabling processes and support services required by CFA including Land and Buildings, Fleet, Personal Protect Equipment and Clothing, State Logistics Centre, Asset Management and Environmental Services.

The position will oversee the development, continuous improvement, and integrated delivery of best practice support services across the organisation and its regions, to ensure a focus on meeting the needs of CFA volunteer brigades and members.

As a member of the CFA's Executive Leadership team, the General Manager Infrastructure and Environmental Services will actively participate in the strategic development of the organisation, provide leadership and foster collaboration across all functions/departments, and act with the utmost professionalism, integrity and trust as guided by our values.

Key responsible areas

Strategic planning and reporting

Provide strategic direction, leadership and oversight of the development and delivery of a substantial portfolio of enabling processes and support services across the organisation, its regions and the broader CFA community.

Provide strategic input to the development and preparation of CFA's Corporate Plan and Annual Plans with particular reference to resourcing implications.

Lead and participate in state-wide, national and international industry and Government planning and research as it relates to relevant aspects of Infrastructure Services portfolio.

Ensure the development and delivery of integrated infrastructure services across CFA and its regions that maximise efficiency, strategic and operational effectiveness.

Lead and inform the development and improvement of infrastructure service delivery models and approaches for CFA.

Work collaboratively with Infrastructure Services senior managers to develop strategy and operational plans and budgets across all service portfolios.

Prepare consolidated Infrastructure Services reporting to the Executive and Board against key performance indicators and measures.

Measure of success

- CFA's Whole of Life Asset Plan is maintained and informs CFA strategic resource planning
- Annual Capital Plans are produced that reflect medium and long-term planning considerations for CFA
- Board, Executive and external reporting is comprehensive, timely and data informs future planning, resourcing and risk assessments.

Service delivery and performance management

Lead and facilitate a key client focus to meet the operational requirements and priorities of Service Delivery.

Ensure appropriate capability, policy, processes and systems are in place to enable and support efficient and effective service delivery.

Monitor the performance of individual Infrastructure Services teams against plans, budgets and service delivery measures and expectations and take action to resolve any issues identified.

Work closely with Service Delivery leaders to ensure that Infrastructure Services policies and processes take account of regional needs but are aligned and adhered to across the regional and district structure to effectively support state-wide operational capability.

Measure of success

- Annual team performance and delivery plans are developed and achieved in accordance within approved time, quality and scope
- Infrastructure Services is acknowledged as a positive and key contributor to relevant internal and external forums
- Service Delivery regions are supported to effectively implement CFA's Whole of Life Asset Plan across the State.

Strategic relationship management

Build and maintain cooperative relationships with the key internal stakeholders, to ensure that the organisation's strategic, corporate and frontline service delivery needs are being met.

Build and maintain strategic professional relationships with key commercial stakeholders and providers to ensure that the needs of the CFA are met.

Build and maintain cooperative relationship and participate in collaborative planning and decision making with key players across Government and the emergency services sector where relevant to the Infrastructure Services portfolio.

Develop and maintain a consultative approach with Volunteer Fire Brigades Victoria (VFBV) in line with the Volunteer Charter and demonstrate collaboration and engagement with volunteer members through relevant forum and consultative mechanisms

Liaise with Infrastructure services executives across Government to ensure that relevant performance, reporting and compliance needs of CFA are met.

Measure of success

- Relationships with key partner agencies such as Community Safety Building Authority (CSBA), Fire Rescue Victoria (FRV) and others as required are positive and productive and meet CFA's operational needs
- Decision-making is informed by genuine consultation and engagement mechanisms with key stakeholders such as CFA Service Delivery leaders and VFBV
- CFA is present at, and influential in, key government decision-making with respect to Infrastructure and fire and emergency services organisations.

Strategic people leadership and delivery

Provides strategic direction, influence and thought leadership to support the Infrastructure Services team to develop and implement CFA's infrastructure and asset strategy to achieve the CFA's vision, mission and operational capability needs.

Leads and contributes to the annual performance planning process, ensuring successful delivery of organisational wide programs across CFA and all governance requirements are met for the board.



Review and improve team effectiveness, establishing a highly motivated work environment, driving a positive team culture and taking a proactive approach to employee performance planning, team development and succession planning.

Review and improve efficiency of relevant policies, processes, procedures and systems to ensure CFA has a contemporary approach to asset and infrastructure management that enables a positive enduser (volunteer) experience while ensuring CFA's strategic and operational capability needs are addressed.

Measure of success

- The CFA strategy is translated with meaning and purpose for the Infrastructure Services team for actionable impact across CFA
- Actively owns Infrastructure Services People Matter Survey Results and works with departmental leaders to develop and implement plans that create a positive team environment and high performing culture
- There is evidence of medium to long-term workforce and succession-planning to support CFA's future strategic and operational capability
- Relevant policies, processes and procedures are documented and regularly reviewed and opportunities for enhancing relevant systems are proactively pursued
- Demonstrated high standard of behaviour in line with the CFA values and leadership qualities.

Financial performance

Accept full business and financial accountability for developing, managing, and monitoring performance against accountable Directorate / Function budget ensuring sound financial planning and reporting as required to the CEO.

Measure of success

- A proactive approach to developing annual budgets, informed by workplans is demonstrated and meets CFA's annual business planning requirements
- Financials are managed and maintained within budget and expenditure is managed to achieve optimal outcomes for service delivery capability.

Regulatory compliance

Ensure CFA compliance with relevant legislative and regulatory frameworks applicable to the responsibilities and functions of the department.

Steer and monitor CFA's compliance with the Asset Management Accountability Framework.

Measure of success

- CFA demonstrates compliance with relevant legislation and regulatory frameworks and any material breaches identified are appropriately reported and effectively remediated
- CFA demonstrates continued progress towards AMAF compliance.

Health, safety, & wellbeing leadership

As an individual, and senior leader, actively leads and models a safety first culture, promoting wellbeing and taking action to ensure a safe and healthy environment for all members at all times.

Measure of success

- Zero tolerance culture
- Increase in the health, safety and wellbeing of members
- Improved management of risks to health, safety and wellbeing.

As the business develops, the position will continue to evolve and the incumbent will be expected to adopt a flexible approach to work requirements and to undertake new or alternative duties as required.

Leadership qualities

Drives vision & purpose with a strategic mindset

Articulates CFA's vision and purpose in a compelling way that is relatable and motivates others to take action to drive this. Actively drives and develops strategies and ideas that shows a clear connection between vision and action, considering the changing environment and challenges faced.

Ensures accountability & drives results

Self and others accountable to meet commitments whilst consistently achieving results, even under complex and changing circumstances.

Collaborates

Builds partnerships and works collaboratively with others to meet shared objectives.

Balances stakeholders with a community focus

Builds strong stakeholder relationships internally and externally by balancing the needs of multiple stakeholders to deliver community centric services.

Manages execution to get the best outcome

Directs work in an effective an efficient way by providing direction, delegation and removing obstacles to get work done.



Knowledge & experience

- Tertiary and/or post graduate qualifications in a relevant discipline or field
- A proven record of management achievement across a range of infrastructure services functions in a complex organisation and environment, involving capital programs and funding submissions, continuous process improvement, service excellence and performance, and cost-effective outcomes
- Demonstrated ability to develop and influence strategic direction
- Demonstrated track record of effectively building and maintaining collaborative and consultative outcome oriented stakeholder relationships at all levels, both internal and external
- Demonstrated customer/end-user focus
- Track record of effective leadership in people and change management to deliver improved organisational outcomes
- Strong understanding and ability to effectively balance corporate, organisational, statutory, commercial and emerging risks in a business services context
- Experience with working in or with government and/or an appreciation of working with volunteers and local community settings is desirable.

Contact

Country Fire Authority is partnering with SHK on this key appointment and has appointed SHK **Partner, Evan Willen**, to lead this search.



Evan is a highly accomplished executive search partner with over 25 years of experience across the Australian and United States markets. Throughout his career, he has held senior roles within several specialist executive search firms, leading high-stakes appointments for CEOs, Directors, and Board members.

Known for his deep technical expertise in the energy, renewables, and government sectors, Evan's approach is informed by an early career foundation in-house with global project delivery firms such as Fluor and Barclay Mowlem (now Laing O'Rourke). This background provides him with a unique, firsthand understanding of the operational complexities his clients face.

Today, Evan is a trusted advisor to statutory authorities and private enterprises alike, specialising in identifying senior executives and technical specialists for program delivery and general management. His extensive track record includes managing end-to-end search processes for nationally significant infrastructure projects and Victorian public service leadership.

Evan holds a Bachelor of Arts in Economics from La Trobe University and a Graduate Diploma in Industrial Relations from Queensland University of Technology.

 +61 403 608 175

 evan.willen@shk.com.au

SHK

WE KNOW WHERE