

Fire Services Outcome Framework Progress Report

Quarter 3
2020-2021

Office of the Fire Services Implementation Monitor
JUNE 2021



Foreword



Reforming Victoria's fire services requires sustained effort to drive the improvements to support a safer Victoria.

I see a genuine commitment to embed the reforms in my interactions with the fire services sector. In this first year, agencies have been setting up the foundations: transitioning to the new fire services model and establishing a pathway to work together to keep Victorians safe.

The Country Fire Authority (CFA) and Fire Rescue Victoria (FRV) continue to demonstrate their commitment to reporting on outcomes-based performance measures in quarter three (2020-21), which will help establish a baseline of performance in this first year of reform.

As we approach the start of the reform's second year and entities develop and refine their Year Two Outcomes Frameworks, there is a real opportunity to translate the government's vision into a quantifiable outcomes framework that clearly links to individual agencies' outcomes and data. A more refined and better-connected outcomes framework for each fire service would help guide implementation activity and assessment of these significant reforms for future years. Connecting high-level shared outcomes captured in strategic documents, such as 2017's Fire Services Statement, to tangible actions in the sector's individual outcomes frameworks and shared implementation plan(s) will result in clearly communicated priorities and what constitutes success.

In this last quarter, the reliable collection of comprehensive data against performance measures continues to be of concern, with FRV unable to extract datasets for several measures in quarters two or three. As expected at this early stage, both agencies' capability to link actions to outcomes or impact is at its infancy. As the agencies improve their capability in this space, I expect to see improvements in explaining how an activity contributes to a successful reform outcome.

I am pleased to note the work undertaken by both services to focus on and improve gender diversity in its operational roles. The CFA has introduced formal initiatives like the Inclusion & Fairness Coordinators and informal women's networks, enabling women to connect, train and discuss current and emerging topics. FRV has promoted firefighting as a career option for women this quarter, implementing initiatives to encourage and support more women to apply when recruitment applications open later in 2021.

Finally, while the agencies' outcomes framework reporting continues to build our foundational understanding of the impacts of reform implementation, it does not illustrate the heroic everyday acts of Victorian career and volunteer firefighters in carrying out their roles. National Fire Service Day on 14 April and National Volunteer Week from 17 to 23 May were celebrated recently and allowed us to recognise and reflect on the contribution of career and volunteer firefighters working together for a safer Victoria.

Hon. Niall Blair
Fire Services Implementation Monitor

Table of Contents

- Foreword 2
- Table of Contents 3
- Reader Guide..... 4
- Introduction..... 5
- Quarter 3 Observations 7
 - Country Fire Authority Q3 results overview 8
 - Fire Rescue Victoria Q3 results overview 9
- Conclusion..... 13
- Appendix A: Country Fire Authority Quarter 3 Progress Update 14
- Appendix B: Fire Rescue Victoria Quarter 3 Progress Update 19

Reader Guide

Definitions

Acronym	Title
CFA	Country Fire Authority
DIVISION A STATIONS	Former Metropolitan Fire Brigade (MFB) Fire Stations
DIVISION B STATIONS	Former CFA Fire Stations
EMR	Emergency Medical Response
EMV	Emergency Management Victoria
FIRECOM1	Fire Rescue Victoria's operational data storage system
FRV	Fire Rescue Victoria
FRVSafe	System for capturing and monitoring hazard and incident reports for FRV personnel
FSIM	Fire Services Implementation Monitor
LGA	Local Government Association
MFB	Metropolitan Fire Brigade
PTA	Professional, Technical & Administrative (PTA) Employees
SLA	Service Level Agreements
YTD	Year to Date

Reference to fire services agencies

Where more than one fire services agency is referenced in this document, they are listed in alphabetical order.

References to fire services

References to the fire services in this document relate specifically to CFA and FRV.

Comparison between agencies' Outcomes Frameworks

As the two outcomes frameworks are currently based on the agencies' own strategic and operational priorities, comparisons between the agencies should not be made.

Introduction

Purpose of the report

This independent quarterly report provides observations on the progress of CFA and FRV against their respective outcomes-based fire services performance indicators.

Background

The Victorian Government has embarked on a significant 10-year reform agenda to enhance fire services reform in Victoria.

In 2020, government released its Year One Fire Services Reform Implementation Plan (Implementation Plan).

This Plan outlines a shared course of action for fire services agencies over the first year of reform to start to implement the vision set out in the 2017 Fire Services Statement.

Fire Services Implementation Monitor (FSIM)

The Implementation Plan included an action to establish the Fire Services implementation Monitor (FSIM) under amendments to the Fire Rescue Victoria Act 1958.

The FSIM's function is to assess the effectiveness of the reform and provide independent assurance to government and the community on the progress made towards modern fire services providing for a safer Victoria.

The FSIM is required to prepare and publish quarterly reports on CFA and FRV Outcomes Frameworks measures under s141 of the *Fire Rescue Victoria Act 1958*.

The role of Outcomes Frameworks in monitoring and evaluation

Outcomes frameworks are a monitoring and evaluation tool linking a vision to a set of outcomes, indicators (including targets), and measures.

Outcomes frameworks help demonstrate the value and achievements of the fire services and can be used to identify change. They can also determine whether the services are moving towards intended outcomes and an agreed vision while also identifying areas for improvement and help focus monitoring and evaluation activities on potential high-risk issues.

Outcomes frameworks can be used to track an organisation's progress or function at a sector level to measure the progress of multiple organisations towards a shared vision and a common set of outcomes.

FSIM's approach

The scope of this report is quarter three (2020-21) fire services performance measure data provided by CFA and FRV as set out in their respective Outcomes Frameworks reports.

The FSIM has reviewed CFA's and FRV's quarterly results and provides an analysis of the data, taking into consideration the reform agenda and current priorities outlined in the government's Year One Implementation Plan.

Limitations on data

FSIM notes that data on performance is at an inception stage as CFA and FRV finalised their Outcomes Frameworks in mid-2020. As the data matures over time, FSIM expects to identify discernible trends, risks and progress made by agencies in delivering the vision for fire services reform.

Publication of reports

The FSIM publishes quarterly reports on [Fire Services Implementation Monitor | Victorian Government \(www.vic.gov.au\)](https://www.vic.gov.au/fire-services-implementation-monitor).

Publishing these quarterly reports promotes transparency and provides meaningful benchmarking that can measure the impact of the government's reform agenda on the fire services agencies, other emergency services stakeholders, and the broader community.

Quarter 3 Observations

Strengthening and aligning the Outcomes Frameworks for CFA and FRV could be explored

CFA and FRV's current Outcomes Frameworks relate to organisational-specific outcomes broadly linked to the reform program.

As CFA and FRV continue to progress work on refining their respective Outcomes Frameworks, there is an opportunity for the agencies to adopt a common approach to outcomes that aligns to a cross-sector fire services outcomes framework. This would help the community understand how the agencies work together towards a shared outcome and what has been achieved because of actions to date.

This approach would also help clarify opportunities to improve data collection, outcome evaluation and the collation of evidence, demonstrating change and continuous improvement across the sector.

Emergency Management Victoria (EMV) is well placed to coordinate efforts to align future outcomes frameworks with a shared set of outcomes, including those identified in the Fire Services Statement.

Agencies continue to develop their data and capability in linking activity to outcomes

Evidence is not yet available to demonstrate linkages between activity and broader outcomes, given the limited data available at this early stage of reform.

As the agencies' outcomes frameworks, data collection, analysis and interpretation mature over time, so too will our understanding of the impact of reforms on the fire services agencies, enabling a more comprehensive assessment of the health of the fire services sector and progress towards broader reform outcomes.

Agencies are taking action to improve and support gender diversity in the workplace

The government has set ambitious gender diversity targets for both CFA and FRV. CFA has initiated programs aimed at enabling and encouraging women to volunteer, seek and be successful in more senior roles in the organisation. This includes a project, convened in 2020-21, to improve the operation and influence of the Women's Reference Groups and increase the number of women participating in decision making forums.

FRV has promoted firefighting as a career option for women this quarter, implementing initiatives such as the women's support coordinators to encourage and support more women to apply when recruitment applications open later in 2021.

Agencies are taking active steps to improve collaboration

CFA and FRV continue to actively collaborate via the jointly-established Fire Services Operations Committee (FSOC) and have developed a high level draft annual Work Plan for the consideration of the CFA Chief Officer and Fire Rescue Commissioner. Detailed specific action plans against the Work Plan are currently in development and approval of the Work Plan and Action Plans are anticipated before the next FSIM quarterly report.

Fire services continue to respond to emergencies while transitional organisational challenges are addressed

Work remains to embed the new fire services model, and technical issues such as those with FIRECOM1 and the FRVSafe platform continue to impact FRV's ability to effectively and comprehensively report. However, it is a testament to the commitment of fire services personnel across Victoria that when emergencies occur, they continue to respond to protect all Victorians.

Country Fire Authority Q3 results overview

CFA has performed well against several measures for quarter three.

CFA has indicated that at this initial reform stage, current data and analytics limitations constrains CFA from directly linking inputs and outputs with specific outcomes. CFA anticipates it will improve both its understanding of linkages and its data quality and analysis over time.

As noted in the quarter one and two reports, CFA will continue to deliver a program of works to resolve legacy issues associated with fire services reform in collaboration with FRV.

Community Engagement

CFA has made a significant effort throughout this financial year to adapt its community engagement service delivery model to a COVID-19 constrained environment. CFA has initiated new online sessions and has also recently re-commenced in person delivery of some community engagement programs, in line with the easing of COVID-19 restrictions.

Progress to zero fatalities

While CFA has not met its ambitious persistent target of zero fatalities and injuries for quarter three, we recognise that this target is influenced by many factors. CFA continues to progress work to strengthen prevention and preparedness activities and provide brigades with the support they need to effectively respond to fires.

Structure fire suppression & hazard reporting

This quarter saw a significant increase in time spent suppressing structure fires. As their data collection and analytics matures, CFA has an opportunity to demonstrate the underpinning reasons why these changes are occurring. CFA advised that they are working to improve data analysis to link activities to improved outcomes for this measure.

There has been a reduction in hazard reporting at CFA locations throughout the financial year as a result of reduced activities arising from COVID-19 restrictions and a quiet summer

fire season. CFA will continue to promote and support the identification of hazards and does not regard this reduction as a risk to provision of a safe workplace.

Gender diversity

CFA is performing strongly in its efforts to increase female staff in senior roles. CFA has initiated a suite of programs to encourage and support the number of female volunteers in leadership roles to move the organisation towards the Year One Implementation Plan target of 15 per cent by mid-2022. CFA has advised that while they may not meet the target within the required timeframes, significant progress has been made to increase the representation of women across the organisation, including in volunteer leadership positions.

Workplace culture

CFA has initiated a suite of programs to enhance operational capacity and capability and create a diverse and inclusive workplace.

In March 2021, CFA commissioned the Australasian Fire and Emergency Services Council (AFAC) to conduct a peer review of CFA training with a key focus on CFA training objectives, approaches to training and assessment, current and emerging volunteer needs, operational capacity and capability, and barriers to training including diversity and inclusion. CFA also established The Right Environment initiative that aims to create a safe, respectful and inclusive environment to enable all volunteers to reach their full potential.

A breakdown of data provided by CFA is at Appendix A.

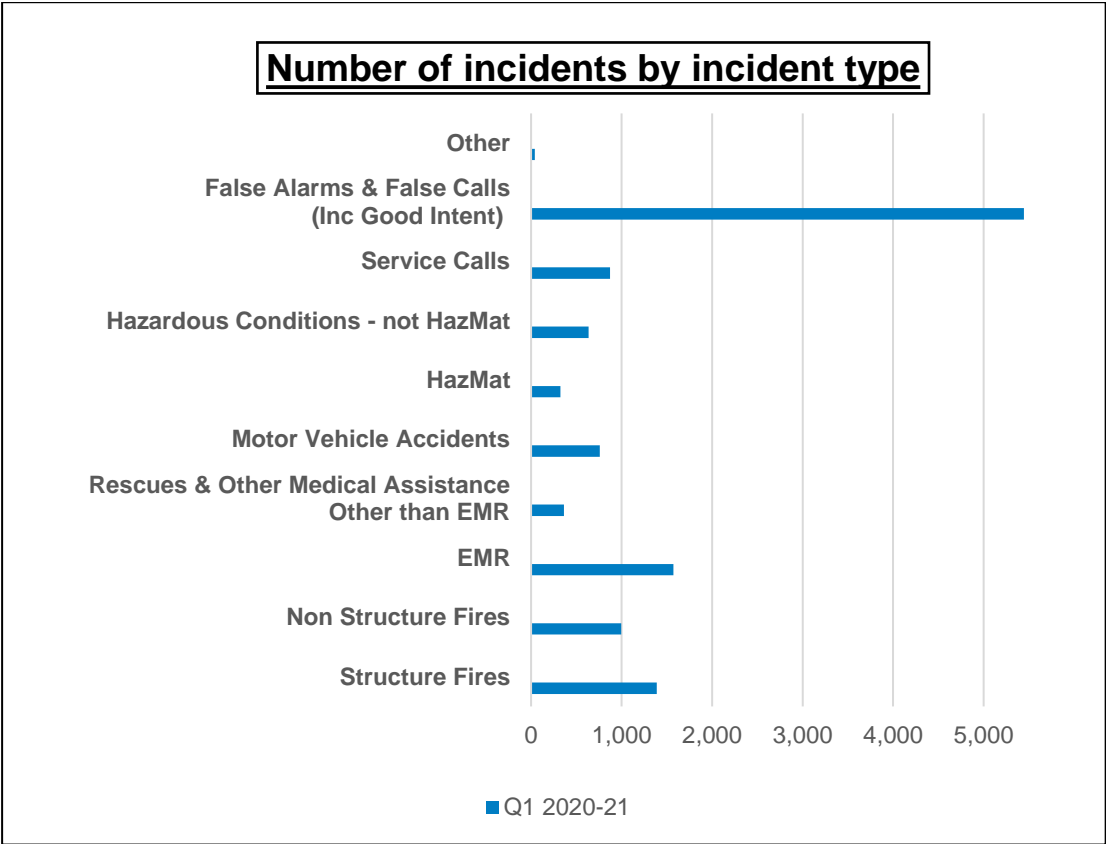
Fire Rescue Victoria Q3 results overview

FRV has demonstrated that while systems are being embedded across the organisation, when an emergency occurs, well trained firefighters respond.

While quarters two and three data are yet to be validated, in quarter one FRV attended a total of 12,403 incidents while meeting its collective response time targets (a breakdown of this data is provided at Figure 1).

FRV continues to experience challenges in meeting indicators for several performance areas. These results potentially reflect the significant organisational change that FRV is currently working through to deliver the new reform model and highlights the value of the Outcomes Framework in identifying potential issues.

Figure 1 Quarter 1 (2020-21)



Fire Rescue Victoria’s operational data storage system (FIRECOM1)

FRV experienced technical issues with its operational data storage system, FIRECOM1, during quarters two and three of this financial year. As a result, FRV has been unable to provide the relevant incident data to report on several of its performance indicators.

FRV has advised that most of the issues relating to FIRECOM1 have been resolved and that incident data covering quarters two and three as of 3 May 2021 can now be accessed. FRV intends to undertake a data validation process with the expectation of making the relevant reporting data available to the government by 28 June 2021. FSIM expects FRV to provide quarters two and three data as part of FRV’s quarter four reporting requirements.

Community engagement

FSIM notes FRV’s intention to meet the annual target of 80 community engagement sessions by quarter four, however no community education programs have been delivered to date in 2020-21, making this a challenging commitment for the agency.

FRV has initiated a program of work to outline delivery options in the context of COVID-19 restrictions, including the development of an online service delivery model, currently awaiting approval.

Hoarding risk referrals

FRV notes that firefighter and external agency referrals are tracking at normal levels. However, FRV had anticipated that numbers would increase throughout the year and therefore raised the target.

FRV expects that referrals will increase as more FRV fire stations (previously CFA/FRV co-located stations) become aware of and use the hoarding risk referral program through promotion.

Service level agreements (SLA)

FRV has not been able to meet its quarter 3 target for this indicator. Some progress has been made with three service level agreements (SLAs) circulated to CFA. The three SLAs are Protective Equipment Maintenance, Operational Communications and District Mechanical Service. FRV is unable to provide an estimated completion date for the SLAs as consultation and negotiation continues.

FRVSafe Investigations

FRV is currently experiencing technical difficulties with the FRVSafe application that is used to automatically generate emails notifying relevant staff that they have a report requiring their attention.

FRV's current workaround is to manually notify report recipients and provide guidance on the completion of the action plan (investigation).

FRV is investigating longer term solutions that would ensure FRVSafe is updated with relevant employee data. FRV has also prepared a Manager's Occupational Health and Safety (OH&S) Guide to assist managers in understanding their OH&S responsibilities.

Station work site visits

Due to COVID-19 restrictions, the "Conversations in the Mess" program was suspended, with no formal conversations scheduled. Instead, the Commissioner and Deputy Commissioners initiated ad hoc discussions with staff on site to improve internal organisational engagement, and undertook 40 site visits and discussions over quarter three.

Local Government Association engagements

The number of Local Government Association (LGA) engagements is lower than expected.

Existing processes for collecting data against this indicator will need to be updated to reflect the fact that many councils are combining their Committees and data specific to this indicator is not able to be clearly reported on.

FRV has sought to be included in the circulation of LGA meeting minutes which provides accurate attendance data.

Gender diversity

FRV does not report on the number of female operational staff in the quarterly outcomes report, however FSIM notes that outcome 3.4 in the Outcomes Framework includes an indicator of increased diversity and representation within the workforce.

FRV has reported a total of 164 women career firefighters as at 30 April 2021.

Workplace culture

FRV is in the process of developing and implementing various workplace culture programs. FRV has established a Diversity and Inclusion Strategy and Framework aimed at embedding diversity and inclusion initiatives across the four pillars of 'People, Culture, Leadership and Community'.

FRV's next recruitment campaign will commence in June 2021. FRV advise that they have created a targeted campaign that aims to attract a more diverse candidate pool.

A breakdown of data provided by FRV is at Appendix B.

Conclusion

This quarter three report (2020-21) continues to establish a baseline of performance in this first year of reform. I am pleased to see the commitment from agencies to performance-based data collection and reporting and the active efforts to improve their collaboration, particularly at the operational level.

Establishing solid foundations based on aligned outcomes is critical to successful reform implementation. As agencies develop their Year 2 outcomes frameworks, they could consider how their individual frameworks align with the Fire Services Statement, demonstrating to the community the commitment to a shared outcome for the fire services.

As CFA and FRV finalise their next outcomes frameworks and mature in their ability to collect and analyse data, trends, risks and progress made by agencies in delivering the vision for fire services reform will become more apparent. I look forward to receiving a complete first-year data picture from agencies in quarter four, particularly as FRV has advised that they have addressed the issues with databases such as Firecom1, upon which reporting against performance relies.

The quarter four outcomes framework report will establish a total financial year baseline from the first year of reform. This baseline will be critical to help effectively assess the progress in future years. This complete first year of performance-based outcomes will also inform my first annual report, to be tabled in Parliament later in 2021.

Finally, while it is too early to make any definitive statements on progress, commitment from the agencies to successfully deliver reformed fire services for Victoria is apparent.

I thank the agencies for this commitment and look forward to ongoing constructive collaboration as agencies complete the first year of reform activities and move into planning for Year 2 and beyond.

Appendix A: Country Fire Authority Quarter 3 Progress Update

The CFA Outcomes Framework uses an annual baseline total and year to date (YTD) baseline total in lieu of a target measure. This report includes the YTD baseline which is a rolling five-year¹ average of the cumulative, quarter three performance against indicators.

Where the "+" symbol is used, CFA has noted that as the data and analysis matures, they will be able to draw clearer linkages between inputs, outputs and outcomes to provide greater clarity on the impact of CFA activities on this indicator.

Data against performance indicators

1. We put community at the centre of everything we do so that the community partners with CFA to actively manage its fire risk

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

Performance Indicator	Q1 (YTD)	Q2 (YTD)	Q3 (YTD)	YTD (Q3) Baseline	Notes
An increase in community engagement opportunities available to the community ²	35	504	913	1,562	<p>The Q3 results did not meet CFA's baseline target.</p> <p>Due to COVID-19 restrictions, overall results for 2020-21 remain significantly below CFA's YTD target. CFA has enhanced its capability in delivering digital programs and has continued to convene online community engagement sessions. CFA also commenced in-person delivery of community engagement programs such as Fire Ready Victoria, Fire Safe Kids, and Community Fireguard, in Q3.</p>

¹ The baseline is generally established as a five-year average however, some indicators are based on a one, two or three-year average and are identified as such in the report.

² The YTD Baseline for this measure constitutes a two-year average.

2. We deliver programs and services that make a positive difference so that the lives and property of the community are protected from fires

Fires are prevented

Performance Indicator	Q1 (YTD)	Q2 (YTD)	Q3 (YTD)	YTD (Q3) Baseline	Notes
A decrease in the number of house fires	225	407	590	712	The Q3 results met CFA's baseline target.
A decrease in the number of grass and scrub fires	194	1,199	1,874	2,828	The Q3 results met CFA's baseline target.

Fires are suppressed quickly and effectively

Performance Indicator	Q1 (YTD)	Q2 (YTD)	Q3 (YTD)	YTD (Q3) Baseline	Notes
An increase in containment to room of origin of structure fires	58%	53%	53%	56.0%	+ The Q3 results did not meet CFA's baseline target. CFA is slightly below target.
An increase in containment to 5 hectares for grass and scrub fires	98.5%	94.3%	94.5%	93.8%	The Q3 results met CFA's baseline target.
A decrease in average time spent suppressing structure fires	50m 40s	48m 50s	59m 31s	53m 47s	+ The Q3 results did not meet CFA's baseline target and response times were significantly higher than the previous quarter.
A decrease in average time to contain and control bushfires	38m 10s	86m 52s	54m 49s	91m 17s	+ The Q3 results met CFA's baseline target and the time taken to control and contain bushfires was significantly lower than the previous quarter.

Fires are less harmful to the community

Performance Indicator	Q1 (YTD)	Q2 (YTD)	Q3 (YTD)	YTD (Q3) Baseline	Notes
A decrease in complete structure loss due to a structure fire	16.4%	17.9%	18.1%	18.5%	The Q3 results met CFA's baseline target.
A decrease in stock loss due to fires	0	0	0	1,253	The Q3 results met CFA's baseline target. The continued result of no stock losses is a good outcome for the community and significantly lower than the baseline.
A decrease in fire-related fatalities ³	3	4	7	10	The Q3 results did not meet CFA's persistent target of zero fire fatalities. There were three fire-related fatalities in Q3. CFA's vision is for zero fire fatalities in country Victoria. CFA will continue to progress work on prevention and preparedness activities to drive improvements against this indicator.
A decrease in fire-related injuries ⁴	9	21	35	58	The Q3 results did not meet CFA's persistent target of zero fire-related injuries. There were 14 fire-related injuries in Q3, bringing the YTD total to 35. This is again an improvement on past years but remains above the persistent target of zero fire-related injuries.

³ The YTD Baseline for this measure constitutes a three-year average.

⁴ The YTD Baseline for this measure constitutes a three-year average.

3. We provide a great place to volunteer and work so that our volunteer and paid workforce is sustainable and effective

Our workplace is safe

Performance Indicator	Q1 (YTD)	Q2 (YTD)	Q3 (YTD)	YTD (Q3) Baseline	Notes
An increase to hazard reporting within CFA locations	128	261	423	746	The Q3 results did not meet CFA's baseline target. There has been a significant reduction in brigade and response activity as a consequence of COVID-19 restrictions and a quiet summer season leading to reduced opportunities to identify hazards.
A decrease in workplace injuries	54	114	209	578	The Q3 results met CFA's baseline target.
A decrease in volunteer compensation claims	16	31	59	101	The Q3 results met CFA's baseline target.
A decrease in WorkCover claims	6	4	9	92	The Q3 results met CFA's baseline target. This indicator relates only to claims made by CFA employees (operational and non-operational). FRV is responsible for reporting on WorkCover claims made by FRV staff seconded to CFA.
A decrease in the average unplanned leave per FTE equivalent ⁵	1.6	3.4	4.7	7.2	The Q3 results met CFA's baseline target.

⁵ The YTD Baseline for this measure constitutes a one-year average.

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

Performance Indicator	Q1 (YTD)	Q2 (YTD)	Q3 (YTD)	YTD (Q3) Baseline	Notes
An increase in female volunteers in operation roles	13.4%	13.3%	13.4%	13.0%	<p>The Q3 results met CFA's baseline target.</p> <p>This indicator only includes active operational volunteers, meaning those who have turned out at least once a year.</p>
An increase in female volunteers in leadership roles	6%	5.9%	6.2%	4.9%	<p>The Q3 results met CFA's baseline target, noting the target in the Year One Implementation Plan of 15% of women in leadership roles by mid-2022.</p> <p>CFA is delivering a diversity and inclusion program via the Regional Inclusion and Fairness Councils to improve diversity in the volunteer leadership cohort.</p>
An increase in female staff in senior roles (PTA 5 or above)	53.2%	51.5%	52.5%	48.7%	<p>The Q3 results met CFA's baseline target.</p> <p>CFA is performing well against this indicator with over 50% of senior roles, including the CEO, being held by women.</p>
An increase in volunteers under 40 years old	29.2%	29.1%	29.2%	29.5%	<p>The Q3 results did not meet CFA's baseline target.</p> <p>CFA is slightly below the baseline target for this indicator. The representation of young volunteers is relatively consistent.</p>

Appendix B: Fire Rescue Victoria Quarter 3 Progress Update

The FRV Outcomes Framework uses an annual target to assess performance against indicators. Some targets, however, are based on a year to date (YTD), cumulative result and have been identified as such in this report.

^ Note: FRV has resolved most of the issues relating to FIRECOM 1 and was able to access incident data covering quarters two and three as of 3 May 2021. FRV intends to undertake a data validation process with the expectation of making the relevant reporting data available to the government by 28 June 2021.

Data against performance indicators

Community

Performance Indicator	Q1	Q2	Q3	Annual Target	Notes
Number of sessions of fire education and risk reduction programs delivered to the community	0	0	0	10 (Q3 target)	<p>The Q3 results did not meet FRV's Q3 target of 10.</p> <p>FSIM notes that it remains FRV's intention to meet the annual target of 80 sessions by Q4. FRV has undertaken a program of work to outline delivery options in the context of COVID-19 restrictions. Development of an online service delivery model for is at approval stage.</p> <p>While COVID-19 impeded the delivery of structured engagement programs, FRV has continued non-structured engagement through virtual platforms. However, the number of engagements through virtual platforms was not at normal activity levels and is not well documented or centrally reported. FRV intends to enhance its data collection on engagement more effectively going forward.</p>

Performance Indicator	Q1	Q2	Q3	Annual Target	Notes
Number of hoarding risk referrals (YTD)	51 (YTD)	107 (YTD)	162 (YTD)	200 (YTD)	<p>The Q3 results did not meet FRV's target.</p> <p>The uptake to date has been slower than expected. The targets reflect FRV's expectation that numbers would increase throughout the financial year as more FRV stations become aware of the hoarding risk referral program. FRV intends to expand the program to include former CFA FRV (co-located) fire stations and to promote awareness and use of the program.</p>
Number of residential risk referrals (YTD)	80 (YTD)	157 (YTD)	207 (YTD)	100 (YTD)	<p>The Q3 results met FRV's target.</p> <p>The number of referrals exceeded expectations and is significantly higher than previous years.</p>
Improve containment of structure fires	85.6%	-	-	90%	^ FRV is unable to provide Q2 and Q3 data for this indicator due to technical issues.

Service

Performance Indicator	Q1	Q2	Q3	Annual Target	Notes
Total operational fleet availability	81.0%	83.0%	82.2%	85%	<p>The Q3 results did not meet FRV's target.</p> <p>FRV is slightly below the target. The Q3 result has been impacted by some water tankers being removed from the fleet and not yet replaced and the deployment of Division A station appliances to Division B stations.</p>

Performance Indicator	Q1	Q2	Q3	Annual Target	Notes
Percentage of structure fires response times within benchmark	91.0%	-	-	90%	^ FRV is unable to provide Q2 and Q3 data for this indicator due to technical issues.
Percentage of road rescue response times within benchmark	90.2%	-	-	90%	^ FRV is unable to provide Q2 and Q3 data for this indicator due to technical issues.
Percentage of EMR response times within benchmark	92.3%	-	-	90%	^ FRV is unable to provide Q2 and Q3 data for this indicator due to technical issues.
Breakdown of calls attended by type of incident	Refer to figure 1	-	-	N/A	^ FRV is unable to provide Q2 and Q3 data for this indicator due to technical issues.
Service Level Agreements	-	24.0% (YTD)	24.0% (YTD)	75% (YTD)	The Q3 results did not meet FRV's target. While FRV has undertaken work on SLAs, further documentation has not been finalised and results remain unchanged from Q2. Three draft SLAs have been circulated to CFA for comment during Q3. FRV is unable to provide an estimated completion date for the SLAs as they are now in consultation stage.

Performance Indicator	Q1	Q2	Q3	Annual Target	Notes
Percentage of specialist capability staff (Technical Operations skills maintenance completed)	58.0%	61.0%	61.0%	100%	<p>FRV is currently unable to update progress made in Q3 against this indicator due to organisational changes that have resulted in a delay to Q3 reporting.</p> <p>FRV is in the process of developing the capability and capacity to deliver this outcome measure result. FRV has convened specialist capability skills maintenance sessions throughout Q3 for the following disciplines: Road Accident Rescue, Urban Search and Rescue, Hazmat, Marine and High Angle Rescue.</p>

People

Performance Indicator	Q1	Q2	Q3	Annual Target	Notes
Percentage of staff with core skills maintenance drills completed	97.0%	96.6%	96%	95%	The Q3 results met FRV's target.

Performance Indicator	Q1	Q2	Q3	Annual Target	Notes
FRVSafe: initial investigation within 14 days	87.2%	80.6%	80.1%	100%	<p>The Q3 results did not meet FRV's target.</p> <p>FRV is currently experiencing technical difficulties with the FRVSafe application. FRVSafe is reliant on up-to-date employee data from organisational HR Information Systems. At present Division B employees (former CFA), are not receiving automatically generated emails notifying them that they have a report requiring their attention.</p> <p>FRV's current workaround is to manually notify report recipients and provide guidance on the completion of the action plan (investigation).</p> <p>FRV's longer term solutions include:</p> <ul style="list-style-type: none"> investigating options to ensure that relevant employee data is available in FRVSafe to support functions such as system generated email notifications. Development and communication of a "Manager's OH&S Guide" has been developed to assist managers in understanding their OH&S responsibilities.
FRVSafe: corrective actions implemented within 30 days	99.2%	99.4%	98.2%	100%	<p>The Q3 results did not meet FRV's target.</p> <p>FRV is slightly below the target with results across the three quarters remaining relatively consistent.</p>

Performance Indicator	Q1	Q2	Q3	Annual Target	Notes
Number of stations/work sites visited against schedule	0%	0%	0%	85%	<p>The Q3 results did not meet FRV's target.</p> <p>Due to COVID-19 restrictions, the "Conversations in the Mess" program was suspended, with no formal conversations scheduled. Instead, the Commissioner and Deputy Commissioners initiated ad hoc discussions with staff on site to improve internal organisational engagement, and undertook 40 site visits and discussions over quarter three.</p>
Workforce turnover – All employees (rolling 12 months)	3.9%	3.4%	3.8%	4.5%	<p>The Q3 results are below FRV's target.</p> <p>The results are slightly below the annual target.</p>
Workforce turnover – Firefighters (rolling 12 months)	2.4%	1.9%	1.2%	3.2%	<p>The Q3 results are below FRV's target.</p> <p>The firefighter turnover rate is low with retirements comprising a significant component of this indicator.</p>
Permanent operational staff FTE	3,496	3,489	3,582	3,628	<p>The Q3 results are below FRV's target.</p> <p>FRV has commenced interviews for the July 2021 recruit firefighter intake.</p>
Permanent non-operational staff FTE	619	607.1	609.5	598	<p>The Q3 results are above FRV's target.</p>

Collaboration

Performance Indicator	Q1	Q2	Q3	Annual Target	Notes
Number of engagements with Local Government Areas by the Community Safety Team	68	39	33	86 (Q3 target)	<p>The Q3 results did not meet FRV's target. The result is lower than expected.</p> <p>Existing processes for collecting data against this indicator will need to be updated to reflect the fact that many councils are combining their Committees and data specific to this indicator is not able to be clearly reported on. FRV has sought to be included in the circulation of LGA meeting minutes which provides accurate attendance data.</p>
FRV represented at all state and emergency management meetings and exercises	-	95.0%	95.0%	95.0%	The Q3 results met FRV's target.