



Fire Services Outcomes Framework

Progress Report: Quarter 4 FY 2020-2021

Office of the Fire Services Implementation Monitor

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1. Foreword



This first year of reform has proven to be challenging and transformative for the Country Fire Authority (CFA) and Fire Rescue Victoria (FRV). The restoration of CFA to a fully volunteer firefighting service and the establishment of FRV as a career firefighting service is underpinned by a range of strategic and operational outcomes at the agency level, aimed at ensuring Victorian communities are served by world class, complementary fire services. The work to support implementation of the reform is extensive and I commend the agencies on the significant progress they have made to embed the new model.

Both CFA and FRV continue to develop their respective Outcomes Frameworks to support the ongoing monitoring of progress and to assess the impacts of reform on operational performance. Leading into the Years Two – Five Fire Services Implementation Plan, I look forward to the agencies finalising their frameworks and developing their ability to clearly demonstrate linkages between agency activity and outcome results. Improved frameworks will promote a greater level of transparency and accountability and are a testament to the commitment of the agencies in delivering on the intent of the fire services reform.

For this quarter, CFA has included data against a number of annual indicators that provide further insights into community awareness and engagement, volunteer engagement, and financial management. A key finding in these annual indicators is that volunteers reported a significant level of dissatisfaction as part of the annual Volunteer Fire Brigades Victoria (VFBV)'s Welfare and Efficiency Survey conducted in 2020. However, notably, community trust in the CFA's brand and service delivery remained relatively high. I commend CFA's commitment to transparency and continuous improvement, demonstrated through the inclusion of these results, and note the active steps taken to date to respond to the issues raised. I will closely monitor CFA's activity and progress to address these volunteer engagement challenges.

I am also pleased to note that FRV has rectified its FIRECOM1 reporting issues experienced throughout the year and has provided a full data set for Q4. While FRV has met or is close to meeting most key operational performance indicators, it has experienced prolonged IT issues which have hampered FRV Safe investigation response times. FRV has been unable to meet staff engagement targets throughout the year, limited by the business rules governing community and staff engagement indicators. FRV's revised outcomes framework provides an opportunity to revisit these business rules and indicators and consider alternative engagement options, particularly in light of prolonged COVID-19 restrictions.

CFA and FRV continue to progress work to support and build more diverse workplaces and drive cultural change. A safe workplace is imperative. I will continue to monitor the progress of the agencies in fostering cultural change and appropriately addressing issues and complaints, as included in the agencies' frameworks.

Throughout 2020-21, COVID-19 continued as a source of uncertainty and disruption for the fire services. COVID-19 restrictions constrained the delivery of various community engagement, staff engagement, and training activities. I anticipate further enhancement of engagement channels in FY2021-22 and encourage CFA and FRV to return to pre-COVID-19 levels of engagement, both internally and with the communities they serve.

On a final note, the latest weather predictions forecast a wet and warm spring for parts of Victoria, leading to grass growth and the potential for increased grassfires. Given that Victoria experienced relatively mild fire conditions throughout FY 2020-21, the new fire service delivery model is yet to be tested in prolonged, extreme conditions. I acknowledge the work already underway by the fire services agencies to prepare for the 2021-2022 spring and summer season and incorporate planning for the risk of fire and extreme weather.

Hon. Niall Blair
Fire Services Implementation Monitor

2. Reader Guide

Definitions

Acronym	Title
BP3	Budget Paper 3
CapEx / OpEx	Capital expenditure / operational expenditure
CFA	Country Fire Authority
CFASafe	System to capture hazards/incidents, health program management, audit tracking.
CEO / CO	Chief Executive Officer / Chief Officer
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
FDR	Fire Danger Rating
Fire ED	Fire Education
FIRECOM1	Fire Rescue Victoria's operational data storage system
FLAMES	Home fire safety education program specifically tailored for secondary aged students newly arrived in Australia, studying English as an Additional Language
FRV	Fire Rescue Victoria
FRV38	Former CFA stations transferred to FRV as part of the reform
FRVSafe	System for capturing and monitoring hazard & incident reports for FRV personnel
FSIM	Fire Services Implementation Monitor
LGA	Local Government Authority
MAV	Municipal Association of Victoria
MFB	Metropolitan Fire Brigade
MoU	Memorandum of Understanding
OH&S	Occupational Health and Safety
PayGlobal	CFA payroll and rostering system
PTA	Professional, Technical & Administrative (PTA) Employees
Q	Quarter for a financial year
RCR	Road Crash Rescue
SLA	Service Level Agreements
VFBV	Volunteer Firefighters Brigade Victoria
YTD	Year to Date

Reference to fire services agencies

References to the fire services in this document relate specifically to CFA and FRV. Where more than one fire services agency is referenced in this document, they are listed in alphabetical order.

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.

3. 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* (the Implementation Plan). The Implementation 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 Act).

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. FSIM is required to prepare and publish quarterly reports on CFA and FRV Outcomes Frameworks measures under s141 of the Act.

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. They 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 both quarter four (Q4) and annual (2020-21) fire services performance measure data provided by CFA and FRV as set out in their respective, Year One Outcomes Frameworks reports. This report will provide commentary on progress made towards the reform outcomes and on operational performance against the emergency sector's vision for safer, more resilient communities.

FSIM has reviewed CFA's and FRV's quarterly results and provides a summary and analysis of the data from Q4 and, where possible, trend data across the first year of reformed operations, taking into consideration Implementation Plan priorities and the operational performance of both agencies.

Limitations on data

FSIM notes that data on performance remains at an early 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

FSIM publishes quarterly reports on [Fire Services Implementation Monitor | Victorian Government \(www.vic.gov.au\)](http://www.vic.gov.au). 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 over time.

4. Q4 Observations

The reform program

The transition of the fire agencies into a complementary, modern, and efficient fire services with the necessary supporting systems and arrangements is a 10-year commitment by government. The restoration of CFA as a fully volunteer firefighter organisation, the establishment of FRV, and the appointment of new independent entities were all completed within this first year of reform.

CFA and FRV demonstrated a strong commitment to delivering against reform outcomes whilst minimising the risk of disruption to key fire and other emergency responses following the introduction of the new fire services model. FSIM acknowledges the extensive program of work required to establish and embed the new model and the efforts of the agencies in delivering against this program.

As the data matures, agencies frameworks are refined and they can more closely link actions to outcomes, the insights obtained from the data will help to inform the development of future Reform Implementation Plans by identifying potential areas for focus and improvement.

Development of outcomes frameworks

CFA and FRV are both finalising the next iteration of their respective Outcomes Frameworks as an action arising from the Implementation Plan. CFA has incorporated data against annual indicators into this Q4 report relating to community and volunteer engagement and governance arrangements and is working to finalise its framework for Year Two. FRV is undertaking a fulsome review of its framework which will establish new indicators for FY 2021-22.

At the time of publication, FSIM has not been provided with drafts of the agencies outcomes frameworks however is supportive of an approach to outcomes framework development that connects indicators to reform and operational performance outcomes. Development of indicators that can demonstrate and articulate the link between inputs to outcomes and how fire agencies' actions directly impact outcome results will continue to be a key focus of the FSIM.

Where particular outcomes or trends from the Year One frameworks have raised concerns for FSIM and are not included in the Year Two frameworks, FSIM may request agencies to provide additional information or data from the Year One framework.

Operational performance

FSIM notes that CFA and FRV continued to deliver a high standard of service to the community throughout FY 2020-21 despite facing multiple challenges including COVID-19 and significant additional administrative requirements arising from embedding the reform.

The agencies have met or have been close to meeting a large proportion of operational performance indicators, with notable exceptions outlined below.

CFA

CFA reported results just below the baseline for much of this year for its containment to the room of origin indicator. There are multiple contributing factors to the result including the time taken for the fire to be noticed and subsequently 000 called and new open plan living arrangements. CFA is addressing some of these factors through education campaigns focused on smoke alarms and closing doors when evacuating.

CFA experienced varied results regarding average time spent suppressing structure fires. CFA notes that improved safety processes focussed on ensuring volunteer and public safety may have contributed to an increase in the time spent suppressing structure fires.

FRV

FRV did not meet its target for containment of structure fires throughout the year. FRV noted that a significant proportion (26 per cent) of the result for this indicator related to suspicious fires. Containment is often difficult

with suspicious fires as they are set to intentionally spread quickly from the area of origin. An additional 36 per cent of the result involved properties that were already fully alight upon arrival.

FRV continues to undertake mitigation activities through its community engagement and awareness programs. FRV is also considering how preventative measures such as residential sprinkler systems, hardwired interconnected smoke alarm systems and automatic cut-off switches for stove tops could be integrated into large-scale residential building programs such as the Victorian Government's Big Build Project.

Road Crash Rescue

FRV did not meet its internal road crash rescue (RCR) target of 13.5 minutes throughout the year however did meet the crew response standard of 20 minutes in accordance with the Victorian Road Crash Rescue Arrangements¹. FRV noted that volatility due to a small sample size may be a potential contributing factor to this result. FRV also noted that former CFA areas that are now within the FRV Fire District were set at the 20-minute standard but are now reported on via FRV's internal 13.5 minute standard. FSIM is supportive of a review of the indicator and response time capability in former CFA areas to ensure the target is appropriate and meets community needs. FSIM will follow up on progress against this indicator in Q1 2021-22.

Diversity

CFA

CFA established targets for female representation across volunteer, leadership, and executive roles. CFA has consistently met the baseline target for these indicators throughout the year, and over 50 per cent of its senior leadership roles are now filled by women.

The Victorian Government set an additional, ambitious target for CFA to raise the number of women in leadership roles to 15 per cent, or 909, by mid-2022. Although CFA is unlikely to meet the target, CFA has 353 (6.4 per cent) females in leadership roles (Captain, 1st - 4th Lieutenant) as of 30 June 2021.

There are several brigade leadership roles that are not included in the target leadership definition, including governance and administration roles, (e.g. brigade 5th - 10th Lieutenant, Secretary and Treasurer). If these roles were included in the definition, CFA has 1,106 (15.6 per cent) women in leadership roles.

CFA continues to deliver its diversity and inclusion work program, which includes targeted support for women to improve access to leadership development and mentoring opportunities. CFA has several regional and district training and leadership programs targeted to women, including an annual event for women to learn burn off skills, and a Women's Challenge camp, which includes leadership development and physical activity. CFA also funded five female volunteers to attend a Women in Emergency Services Leadership Conference and is continuing its work to establish district level Women's Reference Groups across the state.

Working actively to reach the target is a critical component of the success of CFA's diversity program and FSIM looks forward to seeing the outcomes of current programs and further, dedicated work in this area. There is an opportunity for CFA to consider their current definition of leadership and how leadership could be more effectively and equitably recognised across all parts of the organisation, reflecting the intent of the policy directive to raise the number of women in leadership roles.

FRV

The Victorian Government set an ambitious target of 400 women firefighters by June 2021. FRV has not met this target, reporting a total of 169 women firefighters as of 30 June 2021.

FRV is actively working to attract women firefighters by developing a targeted recruitment strategy, using imagery of women firefighters and language that targets women to consider firefighting as a career option.

¹ [StateRoadCrashRescueArrangementsVictoria2017.pdf \(emv.vic.gov.au\)](#), p 20.

It is notable however, that significantly more men than women apply for these roles. In 2020-21, there were 970 women and 4,830 men applicants. Out of those applicants, 247 recruits were hired with 28 (11.3 per cent) women and 219 (88.6 per cent per cent) men. This means that 2.8 per cent of women who applied were appointed and 4.5 per cent of men who applied were appointed. At the current rate of women recruitment, limitations to the number of recruitment rounds offered each year, and the high level of retention of firefighting staff (noting FRV's 2020-21 female firefighter retention rate of 99.4 per cent), it could take the FRV several years to reach the target of 400 women career firefighters. Striving to reach the target is a critical component of FRV's diversity program and FSIM looks forward to seeing the outcomes of the current programs and further, dedicated work in this area.

FRV has recently established a Diversity and Inclusion team and created two full time Women's Support Coordinator roles to support gender diversity recruitment approaches.

5. Fire Services Outcomes Results

5.1 Country Fire Authority Q4 Results Overview

Community engagement

Although it did not meet the baseline, CFA made considerable progress in expanding its online community engagement capability and capacity throughout FY2020-21. In May 2021, CFA also launched a disaster resilience website as a resource for school teachers to support disaster resilience information at secondary schools.

Fatalities and injuries

CFA recorded no fire-related fatalities and 18 fire-related injuries in Q4. CFA's year to date results for both fatalities and injuries are an improvement on previous years, noting that CFA has not met its ambitious, persistent targets of zero fire fatalities and injuries.

While the target is admirable, there are potentially multiple factors contributing to results that are beyond CFA's control. Identification of additional measures to better understand the impact of CFA programs on fatality and injury would be a useful consideration for future reporting.

Hazard identification

The significant reduction in brigade and response activity in 2020-21 due to the COVID-19 pandemic, combined with the quiet summer season, resulted in a reduction in hazard identification for CFA throughout the year.

Under 40s representation

The Q4 result did not meet CFA's annual baseline. Based on the Q4 results received, at least 70 per cent of total volunteers are aged 40 and above.

CFA acknowledges challenges with rural decline and an ageing membership. CFA recognises that an ageing volunteer workforce profile in the long term is a risk to the organisation if the appropriate recruitment and retention mechanisms are not in place to maintain a viable volunteer workforce.

CFA is currently in the process of developing a Flexible Volunteering Project to provide brigades with a flexible and contemporary volunteering model and resources to increase volunteer capacity and capability. The recently established Young Adults Advisory Committee (18 to 30 year-old) will focus on how younger people like to volunteer and how to connect younger people with CFA and the work they do.

Volunteer satisfaction

CFA has included data against an annual indicator in its Q4 report relating to volunteer satisfaction. The indicator uses results from the VFBV Welfare and Efficiency Survey to assess CFA volunteer attitudes² of various factors and their corresponding view of CFA performance. The score refers to the gap between volunteer expectations and organisational performance.

The VFBV Survey enables CFA to capture the sentiments of volunteers and implement targeted programs to improve volunteer satisfaction. As CFA progress to deliver the intents of the fire services reform, it is important that all CFA volunteers have an opportunity to provide their views on improvements to service delivery. The survey results will assist CFA in measuring and reporting on trends in CFA volunteer welfare and efficiency and the effectiveness of initiatives aimed at improving CFA volunteer engagement and wellbeing.

² It should be noted that not all members of the CFA actively associate with the VFBV, therefore this survey may not be representative of the broader membership views.

CFA did not meet the baseline for this measure and the result was deemed to be at a critical status. CFA acknowledges the issues presented by the survey, noting that some issues are outside of CFA's direct control, and is undertaking a range of activities to improve the volunteer experience. Some examples of the activities undertaken include an engagement tour by the Chief Executive Officer (CEO) and Chief Officer (CO), a monthly online volunteers forum, organisational realignment, an independent review of training at CFA, the decentralisation of the complaints process, and the establishment of CFAs Behavioral Standards. FSIM looks forward to additional data and information about how these activities impact volunteer satisfaction in future reports.

Capital Expenditure (CapEx) variation

CFA has included data against an annual indicator in its Q4 report to measure the absolute percentage variance between actual and budgeted capital expenditure³ (CapEx).

The variance is spread across multiple infrastructure programs within CFA. In the 2020-21 financial year CFA project delivery was adversely impacted by the COVID-19 pandemic which affected programs differently. This is largely due to the global nature of its supply chains as well as local impacts due to shutdowns and resource availability.

Financial reporting including forecasting will continue to be provided to support oversight on capital and strategic works delivery and ensure sufficient financial resources are available to fund planned capital investment. CFA is reviewing and implementing improvements to its program management and project delivery arrangements including capital projects.

5.2 Fire Rescue Victoria Q4 Results Overview

Hoarding risk referrals

FRV has not met the target for this indicator throughout the year. FRV is continuing to undertake engagement with former CFA FRV fire stations (FRV38) to encourage take-up of the program. FRV has also commenced a station visit program to highlight the hoarding notification program to firefighters, noting that COVID-19 restrictions have constrained the delivery of the program and that FRV is unable to deliver some online sessions in areas where there is poor internet connection. FRV is engaging with the Municipal Association of Victoria (MAV) to re-establish a squalor and hoarding taskforce and is also planning an internal communications strategy to increase awareness of the hoarding program.

Fleet availability

Appliance availability has been a persistent issue for FRV throughout the year. Results were impacted by several factors including:

- water tankers being removed from FRV's fleet that could not be crewed by the required minimum of four firefighters
- those tankers not yet being replaced with new appliances although FRV has advised it has ordered five replacement appliances which will be operational in Q2 2021/2022, and
- Division A appliance deployment to Division B stations.

FRV monitors availability daily and adjusts programmed servicing and maintenance activities as needed to avoid reaching critical levels.

Engagement

FRV reports against formal, structured education programs for its indicator on the number of sessions of fire education and risk reduction programs delivered to the community. This indicator has remained at zero throughout the year and FRV advised that COVID-19 restrictions prevented Fire Education (Fire ED)

³ Excluding disposals

programs from being delivered. FRV advised that it continued to engage with the community outside of the formal, structured program although engagements are not included in the results. FRV may wish to consider the impact the current business rules are having on their ability to provide a clear picture of activity against the outcomes in their frameworks.

FRV is developing a new Fire ED program scheduled for rollout in FY 2021-22 and is developing and trialling flexible approaches to the delivery of skills maintenance programs given the impacts of COVID-19 on face-to-face engagement. These same considerations should be given to investigating options for online (or alternative) education programs where appropriate in a COVID-19 constrained environment and should be reported in the Year Two outcomes framework.

Service Level Agreements

This indicator monitors the implementation progress of Operations SLAs and the Corporate MoU providing operational and management support to the CFA. The results refer to MoUs, SLAs, and supporting appendices having been agreed in principle and approved through formal consultation. They do not specify the number of executed documents (i.e. signed by the Fire Rescue Commissioner and Chief Officer, CFA). The agencies have developed interim arrangements in lieu of executed agreements where relevant.

Although FRV did not meet the target throughout the year, it made considerable progress in the Q4 reporting period, with 15 of the 16 appendices now agreed to in-principle.

Continued reporting on this indicator into FY 2021-22, including further detail on the number of SLAs, MoUs, and their respective appendices should be included as part of future reporting, given the impact these arrangements have on the agencies' operational capacity and capability and the complexities in agreeing on and finalising the detail. It is also an opportunity for FRV to demonstrate commitment to finalising these transitional arrangements.

Specialist capability

FRV has not met the target for specialist capability staff (Technical Operations skills maintenance completed) throughout the year. FRV notes that COVID-19 remains a key factor impacting the delivery of planned skills maintenance activities, due to cancellation of courses and lack of access to non- FRV facilities.

FRV traditionally conducted skills maintenance activities in a face-to-face forum. However, the organisation is now developing and trialling flexible approaches to the delivery of skills maintenance programs and working to harmonise skill sets across the fire agencies. Continued efforts to develop these flexible approaches should continue, given the ongoing impacts of COVID-19.

FRV Safe

FRV continues to experience IT issues, resulting in Division B employees not receiving system generated email notifications – and delaying investigation initiation response times. This indicator has consistently not met the target throughout the year. FRV implemented changes in July 2021 to enable system generated emails to most Division B users⁴. FRV anticipates that the email generation issue will be fully resolved by September 2021.

Conversations in the Mess

Conversations in the Mess refers to a formal program of visits to stations and work sites by FRV leadership aimed at promoting awareness and improving relationships. The program was postponed due to COVID-19 restrictions. However, the Commissioner continued to conduct station and worksite visits alongside selected Executive level staff. For Q4, the Commissioner attended 19 of the scheduled 25 visits to stations.

⁴ As of 9 August, there were 77 employees who did not have a valid email address accessible from the software application.

FRV intends to re-launch the program in Q2, 2021-22 with a preference for face-to-face formats however, FRV is developing contingencies for when face to face is not possible. FSIM supports FRV's work to re-launch the program and identify contingencies.

6. Conclusion

CFA and FRV demonstrated a strong commitment to delivering the reformed fire services model for Victoria whilst minimising the risk of disruption to key fire and other emergency responses.

CFA and FRV are both finalising the next iteration of their respective Outcomes Frameworks. FSIM supports the fire agencies in developing indicators with clear linkages between actions and outcomes. Where particular outcomes or trends from the Year One frameworks have raised concerns for FSIM and are not included in the Year Two frameworks, FSIM may continue to request data and monitor progress against those indicators.

CFA and FRV continued to deliver a high standard of service to the community throughout FY 2020-21 despite facing multiple challenges including COVID-19 restrictions and significant additional administrative requirements arising from embedding the reform. FSIM notes that COVID-19 restrictions have constrained delivery of some community engagement, staff engagement, and training activities. FSIM is supportive of the agencies' work in developing new and innovative ways to engage with the community and career and volunteer firefighters online and will continue to monitor community engagement indicators closely.

While CFA and FRV are unlikely to meet the government mandated gender diversity targets, FSIM acknowledges the programs the agencies have implemented to increase diversity and encourage cultural change. FSIM will continue to monitor the progress of the fire agencies in ensuring both a diverse and a safe workplace and appropriately addressing issues and complaints.

FSIM notes that CFA is working to better understand the linkages between activity and outcome for some of its indicators such as average time spent suppressing fires. In addition, although CFA has set an ambitious target for zero fatalities and injuries, FSIM encourages CFA to develop an approach that connects CFA capability to the prevention of fatalities and injuries.

CFA met or was close to meeting a large proportion of its performance measures in FY 2020-21, with a few exceptions. FSIM notes that the volunteer satisfaction indicator returned a critical result and will continue to monitor CFA's progress in addressing the current issues around engagement and satisfaction. FSIM will also continue to monitor hazard identification throughout FY 2021-22, noting that significant reduction in brigade and response activity in 2020-21 due to the COVID-19 pandemic, combined with the quiet summer season, meant that CFA did not meet its baseline throughout the year. Although CFA met the baseline for its CapEx indicator, FSIM will continue to monitor this measure given the significant variance between actual and budgeted expenditure.

FRV also met or was close to meeting many of their performance measures for FY 2020-21, noting that FRV has largely addressed the FRVSafe IT issues and anticipates this indicator returning improved results for FY 2021-22. Fleet availability continued to be an issue for FRV throughout the year, and FSIM will monitor progress. FRV has been unable to meet its hoarding risk referrals and road crash rescue response times throughout the year. FSIM supports a review of these indicators to ensure they are appropriate and in line with community needs and expectations. FRV has also experienced issues in delivering both specialist capability training and Conversations in the Mess staff engagement program due to COVID-19 restrictions. FSIM will monitor FRV's progress in developing alternative communication approaches, given the continuing impact of COVID-19.

FSIM acknowledges the significant work by CFA and FRV to continue to deliver services while implementing significant and foundational reform measures in this first year of the reform. FSIM looks forward to revised outcomes frameworks to underpin FY2021-22 reporting, noting that key issues and trends arising from the first year of outcomes reporting will continue to be monitored in the year ahead.

7. Appendix A: Country Fire Authority Q4 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-year⁵ average of the cumulative, quarter three (Q4) performance against indicators.

Data against performance indicators

Domain 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	Q2	Q3	Q4	Annual Baseline	Comments
An increase in community trust of the CFA brand	-	-	-	94.3%	95.7%	<p>The Q4 result did not meet CFA's baseline.</p> <p>This is an annual indicator. Results are derived from CFA's <i>2021 Attitudes and preparedness of households in high bushfire risk areas</i> survey. Respondents were asked: On a scale of 1 (strongly disagree) to 10 (strongly agree), to what extent do you agree or disagree that CFA is a highly trusted emergency service.</p> <p>Responses of 7 or more out of 10 are considered as agreeing or strongly agreeing. The percentage relates to the percentage of respondents who agreed or strongly agreed that CFA is a highly trusted service.</p> <p>Finding: FSIM notes a relatively high level of trust from the community in CFA's service delivery. FSIM will continue to monitor this indicator.</p>
An increase in community trust in CFA advice and service delivery	-	-	-	8.69	n/a	<p>There is no baseline available for this indicator.</p> <p>This is an annual indicator. Results are derived from CFA's <i>2021 Attitudes and preparedness of households in high bushfire risk areas</i> survey. Respondents were asked: On a scale of 1 (not at all) to 10 (a great extent), to what extent did they think CFA gives good advice about bushfires. A mean score is provided for Local CFA brigades and CFA overall.</p>

⁵ 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.

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Performance Indicator	Q1	Q2	Q3	Q4	Annual Baseline	Comments
						Finding: FSIM notes a relatively high level of trust from the community in CFA's advice. FSIM will continue to monitor this indicator.
An increase in community engagement opportunities available to the community ⁶	35	504	913	1,258	1,647	<p>The Q4 result did not meet CFA's annual baseline.</p> <p>This indicator is a total of the number of community engagement opportunities offered to the community across the Fire Ready Victoria; Public Awareness session; Home Fire Safety and School and Youth Activities, and Community Fireguard programs.</p> <p>In-person delivery of community engagement programs was again disrupted by COVID-19 restrictions. However, CFA delivered almost 200 formal engagement opportunities in Q4, in addition to informal engagement.</p> <p>In response to COVID-19 restrictions, CFA has developed its online delivery capability and capacity for community engagement. In May 2021 CFA launched its disaster resilience website as a resource for school teachers to support disaster resilience information at secondary schools. Schools on the Bushfire at Risk Register are being engaged with directly to promote the site.</p> <p>Finding: This indicator has consistently not met the baseline throughout the year. However, FSIM notes that CFA has proactively established new formats for engaging the community and is expanding its online service delivery capability.</p>
An increase in community knowledge of fire risk	-	-	-	53.0%	45.0%	<p>The Q4 result met CFA's annual baseline.</p> <p>This is an annual indicator. Results are derived from CFA's 2021 <i>Attitudes and preparedness of households in high bushfire risk areas survey</i>. Respondents were asked: How would you describe the risk of bushfire to your home or property? Extreme, Major, Moderate, Minor, or No risk at all.</p> <p>The measure calculates the percentage of respondents in extreme and very high-risk locations that appropriately recognise that the risk of bushfire for their property is Extreme or Major.</p> <p>Finding: FSIM will continue to monitor this indicator as more information is collected over time.</p>

⁶ The YTD Baseline for this measure constitutes a two-year average.

Domain 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	Q2	Q3	Q4	Annual Baseline	Comments
A decrease in the number of house fires	225	407	590	808	980	<p>The Q4 result was below CFA’s annual baseline, which is a positive result.</p> <p>This indicator is a total of the number of preventable residential fires classified as Emergency Incidents (excluding non-residential structure fires).</p> <p>CFA notes that, anecdotally, with more people working from home during COVID-19 lockdowns, it is assumed there is a greater likelihood of earlier identification and mitigation of potential fire hazards. There are no clear linkages as yet between preventative measures or education programs and the results.</p> <p>Finding: This indicator has consistently met the baseline throughout the year. FSIM will continue to monitor progress against this indicator and looks forward to more direct linkages between outcome results and program delivery.</p>
A decrease in the number of grass and scrub fires	194	1,199	1,874	2,468	3,420	<p>The Q4 result met CFA’s annual baseline.</p> <p>This indicator is a total number of grass and scrub fires (excluding campaign fires).</p> <p>During the 2020-21 bushfire season, an active La Niña was present that induced wetter conditions than normal. The resulting lower fire danger ratings (FDR) across Victoria meant that the fires had a lower potential to start, build up, and spread.</p> <p>Finding: This indicator has consistently met the baseline throughout the year. FSIM will continue to monitor progress against this indicator.</p>

Fires are suppressed quickly and effectively

Performance Indicator	Q1	Q2	Q3	Q4	Annual Baseline	Comments
An increase in containment to room of	58%	53%	53%	55.0%	56.4%	<p>The Q4 result did not meet CFA’s annual baseline.</p> <p>This indicator is a percentage of structure fires that were contained within the room of origin. CFA uses a wider data set to report containment to room of origin in this</p>

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Performance Indicator	Q1	Q2	Q3	Q4	Annual Baseline	Comments
origin of structure fires						<p>report than that used by government in Budget Paper 3 (BP3) reporting, which accounts for the difference in reported figures.</p> <p>CFA cannot definitively state the reasons for not meeting the baseline however notes the following contributing factors to results against this indicator:</p> <ul style="list-style-type: none"> the time it takes for 000 to be notified. The longer the time, the higher the chance a fire will breach its room of origin before fire services are dispatched open plan living makes defining and reporting the room of origin difficult in modern, open plan houses, fires are more likely to spread quickly between rooms without the barrier of doors. Synthetic home furnishings burn faster and hotter than natural fibres, decreasing the time between fire ignition and fire breach beyond room of origin the time it takes CFA to respond to a fire the effectiveness of CFA's suppression activities. <p>CFA continues to address many of the factors listed above through education campaigns on smoke alarms and closing doors when evacuating.</p> <p>Finding: This indicator has been slightly below the baseline for much of the year. FSIM will continue to monitor progress against this indicator.</p>
An increase in containment to 5 hectares for grass and scrub fires	98.5%	94.3%	94.5%	95.1%	94.0%	<p>The Q4 result met CFA's annual baseline.</p> <p>This indicator is a percentage of grass and scrub fires that were contained to 5 hectares.</p> <p>The lower fire danger ratings (FDR) across Victoria during 2020-21 due to La Niña meant that the fires had a lower potential to start, build up, and spread thereby allowing CFA volunteers greater ability to respond and suppress fires before they become out of control.</p> <p>Finding: This indicator has consistently met the baseline throughout the year. FSIM will continue to monitor progress against this indicator.</p>
A decrease in average time spent suppressing structure fires	50m 40s	48m 50s	59m 31s	57m 40s	52m 47s	<p>The Q4 result did not meet CFA's annual baseline.</p> <p>This indicator is the average time from the time the first appliance arrives on scene of a structure fire to the time a stop message is received (ie safe/under control).</p>

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Performance Indicator	Q1	Q2	Q3	Q4	Annual Baseline	Comments
						CFA notes that improved safety processes focussed on ensuring volunteer and public safety may have contributed to an increase in the time spent suppressing structure fires. Improved safety processes include the use of thermal imaging cameras and protocol informing the appropriate management of asbestos hazards. Finding: This indicator has varied significantly above and below the baseline throughout the year. The average time across the 2020-21 year of 54 m 30s, slightly above the annual baseline.
A decrease in average time to contain and control bushfires	38m 10s	86m 52s	54m 49s	49m 4s	83m 18s	The Q4 result met CFA's annual baseline. This indicator is the average time from the time the first appliance arrives on the scene of a bushfire to the time a stop message is received (ie safe/under control) The lower fire danger ratings (FDR) across Victoria during 2020-21 due to La Niña meant that the fires had a lower potential to start, build up, and spread thereby allowing CFA volunteers greater ability to respond and suppress fires before they become out of control. Finding: This indicator has met the baseline, with a downward trend from Q2 to Q4. FSIM will continue to monitor progress against this indicator.

Fires are less harmful to the community

Performance Indicator	Q1	Q2	Q3	Q4	Annual Baseline	Comments
A decrease in complete structure loss due to a structure fire	16.4%	17.9%	18.1%	17.8%	18.0%	The Q4 result met CFA's annual baseline. This indicator is a percentage of structure fires in which the entire structure was lost. Finding: This indicator has consistently met or been close to the baseline throughout the year however has not demonstrated a consistent downward trend. FSIM will continue to monitor progress against this indicator.
A decrease in stock loss due to fires	0	0	0	0	2,293	The Q4 result met CFA's annual baseline. This indicator is the total number of heads of stock lost due to fire. Finding: This indicator has remained at zero throughout the year. FSIM will continue to monitor progress against this indicator.

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Performance Indicator	Q1	Q2	Q3	Q4	Annual Baseline	Comments
A decrease in fire-related fatalities ⁷ (YTD)	3 (YTD)	4 (YTD)	7 (YTD)	7 (YTD)	0 (Target)	<p>The year-to-date result did not meet CFA's annual baseline.</p> <p>This indicator is the total number of fire fatalities that occurred amongst members of the public during a structure or vegetation fire as recorded by a Fire Investigator in a Fire Investigation Report.</p> <p>CFA recorded no fire-related fatalities in Q4. While CFA's year to date result of seven fatalities is an improvement on the three year average of 13, CFA has not met its persistent target of zero fire fatalities.</p> <p>CFA's vision for the future is for zero fire fatalities in the country area of Victoria – achieving this requires investment across prevention, preparedness and response.</p> <p>Finding: While the target of zero fatalities is an admirable goal, there are multiple factors contributing to this result beyond CFA's control. FSIM will continue to monitor progress against this indicator and supports CFA in identifying additional measures to better understand the impact of CFA programs on this result.</p>
A decrease in fire-related injuries ⁸ (YTD)	9 (YTD)	21 (YTD)	35 (YTD)	53 (YTD)	0 (Target)	<p>The year-to-date result did not meet CFA's annual baseline.</p> <p>This indicator is the number of fire injuries that occurred amongst members of the public during a structure or vegetation fire as recorded by a Fire Investigator in a Fire Investigation Report.</p> <p>There were 18 fire-related injuries in Q4, which is within the long-term trend, bringing the total number of fire-related injuries in 2020-21 to 53. This is again an improvement on past years (total injuries in FY 2019-20 were 92) but remains above the persistent target of zero fire-related injuries.</p> <p>Finding: As per the fire-related fatalities findings, the target of zero injuries is an admirable goal, there are multiple factors contributing to this result beyond CFA's control. FSIM is supportive of CFA identifying additional measures to better understand the impact of CFA programs on this result.</p>

⁷ The YTD Baseline for this measure constitutes a three-year average.

⁸ The YTD Baseline for this measure constitutes a three-year average.

Domain 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	Q2	Q3	Q4	Annual Baseline	Comments
An increase to hazard reporting within CFA locations	128	261	423	788	1009	<p>The Q4 result did not meet CFA's annual baseline.</p> <p>This indicator is the cumulative number of 'hazard', 'near miss', and COVID-19 isolating reports made by CFA volunteers or staff into the CFASafe database.</p> <p>The significant reduction in brigade and response activity in 2020-21 due to the COVID-19 pandemic, combined with the quiet summer season, has resulted in a reduction in hazard identification.</p> <p>Finding: This indicator has consistently not met the baseline throughout the year. FSIM will continue to monitor progress against this indicator, noting the key contributing factors to the result.</p>
A decrease in workplace injuries	54	114	209	294	747	<p>The Q4 result met CFA's annual baseline which is a positive result.</p> <p>This indicator is the number of 'injury' reports made by CFA volunteers or staff into the CFASafe database.</p> <p>The significant reduction in brigade and response activity in 2020-21 due to the COVID-19 pandemic, combined with the quiet summer season, has resulted in fewer workplace injuries in comparison to past years, however there was a significant increase in workplace injuries in Q3 (95) and Q4 (85) respectively from quarters 1 (54) and 2 (60).</p> <p>Finding: This indicator has consistently met the baseline throughout the year. FSIM will continue to monitor progress against this indicator, noting the key contributing factors to the result.</p>
A decrease in volunteer compensation claims	16	31	59	78	134	<p>The Q4 result met CFA's annual baseline.</p> <p>This indicator shows the cumulative number of new Claims Reports for volunteer members logged into the Claims and Compensation Management system, with the number of claims remaining relatively stable across the year.</p> <p>Finding: This indicator has consistently met the baseline throughout the year. FSIM will continue to monitor progress against this indicator.</p>

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Performance Indicator	Q1	Q2	Q3	Q4	Annual Baseline	Comments
A decrease in WorkCover claims	6	4	9	16	118	The Q4 result met CFA's annual baseline. This indicator is the number of new Claims Reports for staff logged into the Claims and Compensation Management system. Finding: This indicator has consistently met the baseline throughout the year. FSIM will continue to monitor progress against this indicator.
A decrease in the average unplanned leave per FTE equivalent ⁹	1.6	3.4	4.7	6.8	8.8	The Q4 result met CFA's annual baseline. This indicator is the average number of days of unplanned leave per FTE as recorded in the PayGlobal system. Finding: This indicator has consistently met the baseline throughout the year. FSIM will continue to monitor progress against this indicator.

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

Performance Indicator	Q1	Q2	Q3	Q4	Annual Baseline	Comments
An increase in female volunteers in operational roles	13.4%	13.3%	13.4%	13.7%	13.1%	The Q4 result met CFA's annual baseline. This indicator is the percentage of operational volunteers who have responded to at least one emergency incident year-to-date who identify as female. The results only include active operational volunteers, meaning those who have turned out at least once this year. Finding: This indicator has consistently met the baseline throughout the year. FSIM will continue to monitor progress against this indicator.
An increase in female volunteers in leadership roles	6%	5.9%	6.2%	6.4%	4.9%	The Q4 result met CFA's annual baseline. This indicator is the percentage of volunteer leadership roles (Captain and 1 st through 4 th Lieutenant roles) currently occupied by volunteers who identify as female.

⁹ The YTD Baseline for this measure constitutes a one-year average.

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Performance Indicator	Q1	Q2	Q3	Q4	Annual Baseline	Comments
						<p>CFA is delivering a diversity and inclusion work program, which includes targeted support for women to improve access to leadership development and mentoring opportunities.</p> <p>The government has set a target for CFA to raise the number of women in leadership roles to 15%, or 909, by mid-2022.</p> <p>Finding: This indicator has consistently met the baseline throughout the year. FSIM will continue to monitor progress against this indicator, noting CFA's intention to incorporate progress against the government target of 15% into 2021-22 reporting.</p>
An increase in female staff in senior roles (PTA 5 or above)	53.2%	51.5%	52.5%	52.6%	48.9%	<p>The Q4 result met CFA's annual baseline.</p> <p>This indicator is the percentage of PTA5, PTA6, PTA7 and Executive staff roles that are occupied by people who identify as female.</p> <p>Finding: This indicator has consistently met the baseline throughout the year. FSIM will continue to monitor progress against this indicator.</p>
An increase in volunteers under 40 years old	29.2%	29.1%	29.2%	29.1%	29.4%	<p>The Q4 result did not meet CFA's annual baseline.</p> <p>This indicator is the percentage of volunteer members who are between the ages of 16 and 39 (excludes Junior members).</p> <p>CFA is investigating different strategies to increase the number of younger volunteers including:</p> <ul style="list-style-type: none"> targeted work in locations experiencing rural decline and ageing understanding the changes in volunteerism with a key focus on how younger people like to volunteer making it easier for younger people to connect with CFA through such initiatives as flexible volunteering establishing the Young Adults Advisory Committee (18-30 year old) to highlight and explore solutions to systemic issues needing to be addressed from a volunteer perspective to support inclusion and diversity. <p>Finding: This indicator has consistently been close to, although has not met, the baseline throughout the year with no discernible increase. FSIM will continue to monitor progress against this indicator, including the success of programs targeted at encouraging younger volunteers.</p>

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

Performance Indicator	Q1	Q2	Q3	Q4	Annual Baseline	Comments
An increase in volunteers' satisfaction with the handling of and outcomes from complaints	-	-	-	1.8	1.8	<p>The Q4 result met CFA's annual baseline.</p> <p>This is an annual indicator. Results are derived from the annual Volunteer Fire Brigades Victoria (VFBV)'s Welfare and Efficiency Survey conducted in 2020. Volunteers were asked whether people management issues, conflict resolution, and volunteer morale were generally well managed within their brigade.</p> <p>The survey measures CFA volunteer attitudes¹⁰ on the importance of each of the various factors and their corresponding view of performance. The score refers to the gap between volunteer expectations and organisational performance.</p> <p>A high score is a sign that things are not working well, while a low score is a sign that things are working well. Any score over 2.0 indicates a large to critical gap is emerging and requires priority attention. Movements over 0.05 are considered an indicator of true movement.</p> <p>Finding: FSIM notes that the result is consistent with previous survey findings. FSIM will continue to monitor progress against this measure and seek updates from CFA on employee engagement and consultation activities.</p>

Our volunteer and paid workforce is appropriately skilled, resourced, empowered and is continually learning

Performance Indicator	Q1	Q2	Q3	Q4	Annual Baseline	Comments
An increase in volunteer satisfaction	-	-	-	2.3	2.16	<p>The Q4 result did not meet CFA's annual baseline.</p> <p>This is an annual indicator. Results are derived from the annual VFVB's Welfare and Efficiency Survey conducted in 2020.</p> <p>The results relate to the overall score for the survey.</p>

¹⁰ It should be noted that not all members of the CFA actively associate with the VFBV, therefore this survey may not be representative of the broader membership views.

						<p>The survey measures CFA volunteer attitudes¹¹ on the importance of each of the various factors and their corresponding view of performance. The score refers to the gap between volunteer expectations and organisational performance.</p> <p>A high score is a sign that things are not working well, while a low score is a sign that things are working well. Any score over 2.0 indicates a large to critical gap is emerging and requires priority attention. Movements over 0.05 are considered an indicator of true movement.</p> <p>CFA acknowledges the issues presented by the survey, noting that some issues are outside of CFA's direct control, and is undertaking a range of activities to improve the volunteer experience. Some examples of the activities undertaken include an engagement tour by the Chief Executive Officer (CEO) and Chief Officer (CO), a monthly online volunteers forum, organisational realignment, an independent review of training at CFA, the decentralisation of the complaints process, and the establishment of CFAs Behavioral Standards.</p> <p>Finding: FSIM notes the critical nature of the result and will continue to seek updates from CFA on employee engagement and consultation activities.</p>
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Domain 4. We are a progressive emergency service

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

Performance Indicator	Q1	Q2	Q3	Q4	Annual Baseline	Comments
A decrease in annual OpEx Budget variance	-	-	-	5.34%	6.67%	<p>The Q4 result met CFA's annual baseline.</p> <p>This is an annual indicator and is expressed as the absolute percentage variance between actual and budgeted operating expenditure (OpEx).</p> <p>Finding: FSIM will continue to monitor this indicator as more information is collected over time.</p>
A decrease in annual	-	-	-	23.51%	42.04%	<p>The Q4 result met CFA's annual baseline.</p>

¹¹ It should be noted that not all members of the CFA actively associate with the VFBV, therefore this survey may not be representative of the broader membership views.

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Performance Indicator	Q1	Q2	Q3	Q4	Annual Baseline	Comments
CapEx Budget variance						<p>This is an annual indicator and is expressed as the percentage variance between actual and budgeted capital expenditure¹² (CapEx).</p> <p>The variance is spread across multiple programs within CFA. In FY 2020-21 CFA's project delivery was adversely impacted by the COVID-19 pandemic which affected programs differently, largely due to the global nature of its supply chains as well as local impacts due to shutdowns and resource availability.</p> <p>CFA is reviewing and implementing improvements to its program management and project delivery arrangements including capital projects.</p> <p>Finding: FSIM will continue to monitor this indicator as more information is collected over time, noting the high (but within the baseline) variance rates.</p>

¹² Excluding disposals

8. Appendix B: Fire Rescue Victoria Q4 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.

Data against performance indicators

Domain 1: Community

Performance Indicator	Q1	Q2	Q3	Q4	Q4 Target	Comments
Number of sessions of fire education and risk reduction programs delivered to the community	0	0	0	0	80	<p>The Q4 result did not meet FRV's Q4 target.</p> <p>This indicator reports on the number of sessions delivered to the community via a suite of programs incorporating Fit to drive; FLAMES; Fire Education for Upper Primary; Fire Education for Foundation (Prep); Fire Education for Special Schools; and Seniors Fire Safety.</p> <p>COVID-19 restrictions continued to prevent Fire Education (Fire ED) programs being delivered until May 2021. FRV is developing a new Fire ED program scheduled for rollout in FY 2021-22.</p> <p>Multicultural Liaison Officers continued to work with communities to build relationships and deliver fire safety presentations. The Community Resilience Department continued to deliver fire safety training to home and community care service providers and delivered individual in-home risk reduction services where referrals are made to the department for those at extreme risk.</p> <p>Finding: This indicator has remained at zero throughout the year. FSIM supports FRV investigating options for online service delivery where appropriate in a COVID-19 constrained environment.</p>
Number of hoarding risk referrals (YTD)	51 (YTD)	107 (YTD)	162 (YTD)	201 (YTD)	300 (YTD)	<p>The FY2020-21 result did not meet FRV's annual target.</p> <p>Although firefighter and external agency referrals are consistent with the previous year's results, FRV had anticipated a greater uptake throughout the year as more FRV fire stations become aware of the hoarding risk referral program.</p> <p>The Community Resilience Department will continue to undertake consultation to extend the program out to former CFA FRV fire stations (FRV38) to drive awareness and use of the program, noting that COVID-19 restrictions have</p>

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Performance Indicator	Q1	Q2	Q3	Q4	Q4 Target	Comments
						<p>constrained the delivery of the program and that FRV is unable to deliver some online sessions in areas where there is poor internet connection</p> <p>The Community Resilience leadership team has commenced a station visit program to highlight what the department does and how firefighters can support risk reduction efforts through programs such as the hoarding notification program. FRV has engaged with the MAV to re-establish the squalor and hoarding taskforce.</p> <p>FRV is also planning an internal communications strategy to increase awareness of the hoarding program.</p> <p>Finding: This indicator has consistently not met the target throughout the year. FRV may want to consider implementing additional, or more targeted, program awareness activities in 2021-22.</p>
Number of residential risk referrals (YTD)	80 (YTD)	157 (YTD)	233 (YTD) ¹³	304 (YTD)	130 (YTD)	<p>The FY 2020-21 result met FRV's annual target.</p> <p>FRV had anticipated a below average result when setting the target based on the assumption that reduced activity resulting from COVID-19 restrictions would lead to reduced reporting.</p> <p>Finding: This indicator has consistently exceeded the target throughout the year. FRV may want to consider revising the target for 2021-22, given that reduced activity has not impacted on risk referrals.</p>
Improve containment of structure fires	85.6%	85.0%	85.0%	85.2%	90%	<p>The Q4 result did not meet FRV's Q4 target.</p> <p>FRV notes the following factors that contributed to a lower than anticipated result:</p> <ul style="list-style-type: none"> • A significant proportion (26%) of this result related to suspicious fires. Containment is often difficult with suspicious fires as this type of fire is set to intentionally spread quickly from the area of origin. • Of the remaining non-suspicious 323 fires, 36% (115) calls involved properties that were already fully alight upon arrival and 45% (52) of these calls were 2nd alarm or above. This is often due to a delay in calling 000 for several reasons, for example, if the fire was not noticed early enough due to time of day, vacant premises, etc.

¹³ FRV has amended the result for Q3 to include external agency referrals which has increased the Q3 result for this indicator from 207 to 233.

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Performance Indicator	Q1	Q2	Q3	Q4	Q4 Target	Comments
						<ul style="list-style-type: none"> Containment information was not completed for a total of 608 (17%) structure fires. <p>FRV continues to undertake mitigation activities through its community engagement and awareness programs and bushfire education programs with CFA.</p> <p>FRV has submitted to State Government an initiative to install residential sprinkler systems, hardwired interconnected smoke alarm systems and automatic cut-off switches for stove tops to be installed in the Victorian Government's Big Build Project.</p> <p>Finding: This indicator has consistently not met the target throughout the year. FSIM supports FRV in continuing to monitor results and identifying and addressing potential contributing factors to the results, specifically suspicious fires.</p>

Domain 2: Service

Performance Indicator	Q1	Q2	Q3	Q4	Q4 Target	Comments
Total operational fleet availability	81.0%	83.0%	82.2%	82.1%	85%	<p>The Q4 result did not meet FRV's Q4 target.</p> <p>Appliance availability was impacted by several factors including water tankers being removed from the fleet and not yet replaced with new appliances and Division A appliance deployment to Division B stations.</p> <p>FRV monitors availability daily and adjusts programmed servicing and maintenance activities as needed to avoid reaching critical levels. FRV has ordered five replacement appliances which are due for service Q2 2021/2022.</p> <p>FRV will review this target considering the new fleet and appliance locations changes between Division A and Division B.</p> <p>Finding: This indicator has consistently been slightly below target throughout the year. FSIM will continue to monitor FRV's risk mitigation activities.</p>
Percentage of structure fires response	91.0%	89.7%	89.5%	88.6%	90%	<p>The Q4 result did not meet FRV's Q4 target.</p> <p>This indicator calculates the number of emergency response times to structure fire callouts meeting the benchmark of 7.7 minutes as a percentage of the total calls for each quarter.</p>

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Performance Indicator	Q1	Q2	Q3	Q4	Q4 Target	Comments
times within benchmark						Finding: This indicator has consistently met, or been close to meeting, the target throughout the year. FSIM will continue to monitor progress against this indicator.
Percentage of road rescue response times within benchmark	90.2%	86.9%	86.7%	85.1%	90%	<p>The Q4 result did not meet FRV's Q4 target.</p> <p>This indicator calculates the number of emergency response times to road rescue callouts meeting the benchmark of 13.5 minutes as a percentage of the total calls for each quarter.</p> <p>FRV did not meet its internal road crash rescue (RCR) target of 13.5 minutes throughout the year however did meet the crew response standard of 20 minutes in accordance with the Victorian Road Crash Rescue Arrangements¹⁴. FRV noted a potential contributing factor to this result being volatility due to a small sample size. FRV also noted that former CFA areas that are now within the FRV District were set at the 20 minute standard but are now reported on via the internal 13.5 minute standard.</p> <p>Finding: This indicator has consistently not met the target throughout the year. FSIM is supportive of a review of the indicator and response time capability in former CFA areas to ensure the target is appropriate and meets community needs. FSIM will follow up on progress against this indicator in Q1 2021-22.</p>
Percentage of EMR response times within benchmark	92.3%	91.5%	91.6%	92.2%	90%	<p>The Q4 result met FRV's Q4 target.</p> <p>This indicator calculates the number of emergency response times to emergency medical response (EMR) callouts meeting the benchmark of 9.2 minutes as a percentage of the total calls for each quarter.</p> <p>The window for survival for patients who stop breathing is recognised as 10 minutes which sets a different service delivery standard timeframe compared to structure fires (7.7 minutes). This in turn means that FRV has a greater chance to arrive on scene within the timeframe and provides a good chance of a successful outcome for this particular type of emergency.</p> <p>Finding: This indicator has consistently met the target throughout the year. FSIM will continue to monitor progress against this indicator.</p>

¹⁴ [StateRoadCrashRescueArrangementsVictoria2017.pdf \(emv.vic.gov.au\)](https://www.emv.vic.gov.au/StateRoadCrashRescueArrangementsVictoria2017.pdf), p 20.

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Performance Indicator	Q1	Q2	Q3	Q4	Q4 Target	Comments
Breakdown of calls attended by type of incident	Refer to figure 1	Refer to figure 1	Refer to figure 1	Refer to figure 1	N/A	<p>The breakdown of calls attended by type of incident is for information purposes only and is not reported against a target.</p> <p>The indicator reports on the wide range of services FRV provides. FSIM notes that responses to false alarms including good intent calls comprise 43% of FRV's total call volume for the year. All fire incidents, including non-structure fires and structure fires represent 19% of total call volume for the year.</p> <p>Finding: FSIM will continue to monitor progress against this indicator.</p>
Service Level Agreements	-	24.0% (YTD)	24.0% (YTD)	84.0%	100%	<p>The Q4 result did not meet FRV's Q4 target.</p> <p>This indicator monitors the implementation progress of Operations Service Level Agreements (SLAs) and the Corporate Memorandum of Understanding (MOU) providing operational and management support to the CFA. The nine Operational SLAs and 16 Corporate MOU appendices are presented as a consolidated number. The results are expressed as the percentage of Operational SLAs and MOU appendices assessed as complete and implemented at the end of each quarter.</p> <p>Although FRV did not meet the target throughout the year, it made considerable progress in the Q4 reporting period, with 15 of the 16 appendices now agreed to in-principle.</p> <p>FSIM notes that the results refer to MoUs, SLAs, and supporting appendices having been agreed in principle and approved through formal consultation. FRV does not report on the number of executed documents (ie signed by the Fire Rescue Commissioner and Chief Officer, CFA).</p> <p>Finding: This indicator has consistently not met the target throughout the year. FSIM supports FRV continuing to report on this indicator into FY 2021-22 and including further detail on the number of SLAs, MoUs, and their respective appendices, that were executed for each quarter.</p>
Percentage of specialist capability staff (Technical Operations skills)	58.0%	61.0%	61.0%	62.4%	100%	<p>The Q4 result did not meet FRV's Q4 target.</p> <p>The objective of this measure is to ensure adequate numbers of trained specialists are available to maintain operational capability. The results are presented as a percentage of specialist capability against an agreed optimal number.</p> <p>FRV notes that COVID-19 lockdowns remain a key factor impacting the delivery of planned skills maintenance activities, due to cancellation of courses and lack of access to non FRV facilities. Additionally, employees familiarising themselves with</p>

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Performance Indicator	Q1	Q2	Q3	Q4	Q4 Target	Comments
maintenance completed)						<p>the new and different administrative and operating environments as part of the transition to FRV, has also been a key factor in reaching the target.</p> <p>FRV notes that skills maintenance activities have traditionally been conducted face to face. However, FRV is developing and trialling flexible approaches to the delivery of skills maintenance programs.</p> <p>FRV is working to understand and address the key challenges associated with achieving the 100% Skills Maintenance target. FRV is also working to harmonise skill sets across Divisions A and B to drive a more streamlined and efficient approach to training.</p> <p>Finding: This indicator has consistently not met the target throughout the year. FSIM will continue to monitor progress made by FRV in addressing the challenges to meeting this target.</p>

Domain 3: People

Performance Indicator	Q1	Q2	Q3	Q4	Q4 Target	Comments
Percentage of staff with core skills maintenance drills completed	97.0%	96.6%	96.0%	95.7%	95%	<p>The Q4 result met FRV's Q4 target.</p> <p>The objective of this indicator is to ensure regular firefighting skills maintenance is undertaken at station level. The results are presented as the number of drills scheduled and completed as a percentage of the number of drills scheduled.</p> <p>Finding: This indicator has consistently met the target throughout the year. FSIM will continue to monitor progress against this indicator.</p>
FRVSafe: initial investigation within 14 days	87.2%	80.6%	80.1%	69.7%	100%	<p>The Q4 result did not meet FRV's Q4 target.</p> <p>This measure is an indicator of how quickly incidents are opened in FRVSafe, once reported.</p> <p>The Q4 result is a significant decrease from Q3. FRV continues to experience ongoing issues with the integration of human resources information system data for Division B employees. Division B employees are not receiving system generated email notifications. In addition, there have been some instances where Managers /Commanders have been unable to view reports assigned to them.</p>

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Performance Indicator	Q1	Q2	Q3	Q4	Q4 Target	Comments
						<p>FRV continues to address this issue. Work arounds include manual notification to Division B supervisors and the development and distribution of a “Manager’s OHS Guide”.</p> <p>FRV also required management teams to conduct weekly reviews of each FRVSafe report to ensure appropriate investigation and action, including recording details in the FRVSafe Action Plan.</p> <p>FRV implemented changes in July 2021 to enable system generated emails to most Division B users¹⁵. FRV anticipates that the email generation issue will be fully resolved by September 2021.</p> <p>Finding: This indicator has consistently not met the target throughout the year. FSIM anticipates improved results for Q1 2021-22 given the imminent resolution of the ongoing IT issues.</p>
FRVSafe: corrective actions implemented within 30 days	99.2%	99.4%	98.2%	97.2%	100%	<p>The Q4 result did not meet FRV’s Q4 target.</p> <p>This measure is an indicator of how quickly incidents are closed out of FRVSafe.</p> <p>Finding: This indicator has consistently remained slightly below the target throughout the year. FSIM will continue to monitor progress against this indicator.</p>
Number of stations/work sites visited against schedule	0%	0%	0%	0%	85%	<p>The Q4 result did not meet FRV’s Q4 target.</p> <p>Conversations in the Mess refers to a formal program of visits to stations and work sites by FRV leadership aimed at promoting awareness and improving relationships.</p> <p>The results are presented as the number of stations/work site visits as a percentage of the number of scheduled visits for the quarter.</p> <p>The program was postponed due to COVID-19 restrictions. However, the Commissioner continued to conduct station and worksite visits alongside selected Executive level staff. For Q4, the Commissioner attended 19 of the scheduled 25 visits to stations.</p> <p>FRV intends to re-launch the program in Q2, 2021-22 with a preference for face to face formats, on the basis that they are more impactful and enable opportunities to</p>

¹⁵ As of 9 August, there were 77 employees who did not have a valid email address accessible from the software application.

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Performance Indicator	Q1	Q2	Q3	Q4	Q4 Target	Comments
						build relationships and gauge the culture of the team. FRV is developing contingencies for when face to face is not possible. Finding: This indicator has remained at zero throughout the year. FSIM supports FRV’s work to re-launch the program and identify contingencies for when face to face visits are not possible.
Workforce turnover – All employees (rolling 12 months)	3.9%	3.4%	3.8%	3.8%	4.5%	The Q4 result was close to the Q4 target. Finding: This indicator has consistently remained close to the target throughout the year. FSIM will continue to monitor progress against this indicator.
Workforce turnover – Firefighters (rolling 12 months)	2.4%	1.9%	1.2%	1.8%	3.2%	The Q4 result was close to the Q4 target. Finding: This indicator has consistently remained close to the target throughout the year. FSIM will continue to monitor the results, noting the low turnover rate for FRV firefighters.
Permanent operational staff FTE	3,496	3,489	3,582	3,570	3,628	The Q4 result was close to the Q4 target. Finding: This indicator has consistently remained close to the target throughout the year. FSIM will continue to monitor progress against this indicator.
Permanent non-operational staff FTE	619	607.1	609.5	590	598	The Q4 result was close to the Q4 target. Finding: This indicator has consistently remained close to the target throughout the year. FSIM will continue to monitor progress against this indicator.

Domain 4: Collaboration

Performance Indicator	Q1	Q2	Q3	Q4	Q4 Target	Comments
Number of engagements with Local Government Areas by the	68	39	33	88	86	The Q4 result met FRV’s Q4 target. This indicator counts the number of formal Local Government Area (LGA) meetings attended by the Community Safety team attended in the quarter.

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Community Safety Team				95.0%		<p>The number of LGA engagements reported in Q4 is a significant improvement on previous quarters. The improvement is the result of improved oversight and reporting. FRV will review targets for FY2021-22.</p> <p>Finding: Results for Q4 against this indicator are a significant improvement on previous quarters. FSIM notes that a contributing factor to previous quarters was incomplete reporting. FSIM anticipates ongoing meeting of targets given the reporting issue appears to have been addressed.</p>
FRV represented at all state & emergency management meetings and exercises	-	95.0%	95.0%	95.0%	95.0%	<p>The Q4 result met FRV's Q4 target.</p> <p>This indicator counts the number of formal State emergency management meetings and exercises attended by the Strategy Directorate in the quarter.</p> <p>Finding: This indicator has consistently met the target throughout the year. FSIM will continue to monitor progress against this indicator.</p>

Figure 1: Breakdown of calls attended by type of incident (FRV)

