Fire Services Outcomes Framework

Progress Report: Quarter 1 FY 2021-22

Office of the Fire Services Implementation Monitor

December 2021

**Fire Services
Implementation Monitor**

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1.   Foreword

As we enter this second year of outcomes reporting, I am pleased to note that both CFA and FRV have published their respective Year Two Outcomes Frameworks as an action arising from the Year One Fire Services Reform Implementation Plan (Year One Plan).

Although the frameworks are complete there is still more work to do by both CFA and FRV to finalise their indicators. Both CFA and FRV have reported against their Year One Outcomes Framework for this report, as they transition to year two indicators. I look forward to CFA and FRV finalising their indicators and expect to be able to report against them, and the related outcomes, in Q2. I also expect that CFA and FRV will finalise new indicators that provide greater insight into progress to reform outcomes.

In Q1, FRV experienced a significant decline against its specialist capability staff skills indicator, predominantly due to COVID-19 related restrictions that reduced training opportunities. To address this, FRV is trialling online training for some Emergency Medical Response (EMR) training activities. Although virtual training is one approach to help alleviate the training backlog, there is a risk that FRV may not meet established training targets. I will continue to monitor this situation in future quarters.

COVID-19 related restrictions also continue to impact CFA and FRV community engagement activities. The traditional methods of face-to-face delivery were not always possible for either agency but virtual adaptions were undertaken by the CFA such as for Property Advice Visits and Community Fireguard programs. FRV delivered the Firelighting Consequence Awareness Program (Fire-Cap) and commenced planning on a virtual Fire Education Program. FRV is also establishing plans to recommence community engagement and education activities upon Victoria meeting its 90% double vaccination target. CFA and FRV's continued adaptation to COVID-19 restrictions should help equip the community with sufficient knowledge to prepare for emergency situations.

CFA and FRV are working to improve their workplace hazard reporting processes, not yet realised in the results. CFA did not meet its hazard reporting baseline but is developing a new hazard reporting checklist to improve reporting processes. FRV has resolved most of the IT issues experienced in previous quarters and has seen improved results.

CFA did not meet its persistent target of zero injuries or death to members of the public this quarter. However, CFA has initiated a pilot study with Monash University Accident Research Centre to link CFA incident reporting system data with Ambulance Victoria injury data. This improved data should assist CFA into the future to design appropriate interventions to decrease fire-related injuries.

Finally, I note that the Year Two to Five Fire Services Reform Implementation Plan (Year Two to Five Plan) was published in November. I look forward to considering how this plan helps guide the fire services progress in delivering reform outcomes and establishing modern fire services over the coming years.

Hon. Niall Blair

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2.   Reader guide

Definitions

Acronym	Title
BP3	Budget Paper 3: Service Delivery
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
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
FRVSafe	System for capturing and monitoring hazard & incident reports for FRV personnel
FSIM	Fire Services Implementation Monitor
FSIM Annual Report	Fire Services Implementation Monitor Annual Report 2020-21
GARS	Greater Alarm Response System
MFB	Metropolitan Fire Brigade
MoU	Memorandum of Understanding
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
The Act	Fire Rescue Victoria Act 1958
VFBV	Volunteer Firefighters Brigade Victoria
Year One Plan	Year One Fire Services Reform Implementation Plan
Year Two to Five Plan	Year Two to Five Fire Services Reform Implementation Plan
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.

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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, the Victorian Government released its *Year One Fire Services Reform Implementation Plan* (Year One Plan). The Year One 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 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 agencies in delivering against Implementation Plan actions 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

This report provides commentary where possible, 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 Q1 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

CFA and FRV have finalised their Year Two to Five Outcomes Frameworks, however both agencies are yet to fully finalise and transition to their new indicators. This report therefore continues to provide commentary against indicators from CFA and FRV's Year One Outcomes Frameworks. FSIM intends to report against Year Two to Five Framework indicators in Q2 2021-22.

Publication of reports

FSIM publishes quarterly reports on Fire Services Implementation Monitor publications | Victorian Government (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.

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4.   Q1 Observations

Fire services reform program

The Victorian Government released its Year One Fire Services Reform Implementation Plan in October 2020 that set out 54 actions to support the implementation of the new fire services model. The Fire Services Implementation Monitor Annual Report 2020-21 (FSIM Annual Report) provides an assessment of the first eight months of implementation progress of Victoria's fire services reforms against activities included in this plan.

The Year One Plan concluded in October 2021 and the Year Two to Five Fire Services Reform Implementation Plan (Year Two to Five Plan) came into effect in November 2021. The Year Two to Five Plan transitions the focus of the reform from initiation towards strategic and future focused actions while continuing to operationalise and embed reform priorities. FSIM has a legislated role to monitor progress and effectiveness of agencies in delivering against actions outlined in this Year Two to Five Plan and to measure progress towards reform outcomes.

Year Two to Five Outcomes Frameworks

CFA and FRV published their respective Year Two Outcomes Frameworks[1] in October 2021 as an action arising from the Year One Plan. As noted in the Year Two to Five Plan, strong mechanisms to monitor and measure performance against the outcomes of the reform are critical. Effective monitoring holds agencies to account to ensure their service delivery priorities align with agreed outcomes. The agencies' outcomes frameworks will continue to mature and are a critical tool to measure agency progress towards reform outcomes and operational performance.

Data sets to support indicators under the Year Two Outcomes Frameworks have not yet been finalised by the agencies. As an interim approach, CFA and FRV have reported data against Year One Outcomes Framework indicators for this FY 2021-22 Q1 quarterly report while they finalise the data that supports the year two indicators.

FSIM anticipates that both CFA and FRV will report against their respective Year Two Outcomes Framework indicators in Q2. Moving to reporting against the Year Two Outcomes Frameworks is a critical step to enable effective monitoring of fire service performance over the longer term.

Where particular outcomes or trends from the Year One Outcomes Frameworks have raised concerns for FSIM and are not included in the Year Two Outcomes Frameworks, FSIM may request agencies to provide additional information or data relating to year one indicators in future reports.

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[1] CFA's Year Two Outcomes Framework can be accessed at: https://www.cfa.vic.gov.au/about-us/our-mission

FRV's Year Two Outcomes Framework can be accessed at: https://www.frv.vic.gov.au/outcomes-framework

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5.   Fire Services Q1 performance results

5.1   Country Fire Authority Q1 results overview

Community engagement

Although CFA did not meet the YTD community engagement baseline, it delivered formal programs via online platforms, leveraging and utilising the resources and capabilities CFA has invested in over the past year. For much of the quarter, CFA was not able to deliver any community engagement activities in person (its primary mechanism to deliver these programs) due to COVID-19 related restrictions. As restrictions are eased, FSIM expects to see an increase in CFA community engagement activities.

Hazard identification

CFA did not meet its YTD hazard identification baseline and experienced a further decrease in CFA volunteer and staff hazard reports from Q4 FY 2020-21. CFA reports that the significant reduction in on site non-response activity due to COVID-19 related restrictions has resulted in a reduction in hazard identification. CFA has committed to developing a new hazard reporting checklist that aims to assist with targeting key hazards for identification and control. Further promotion of reporting and identification of hazards among CFA staff and volunteers is critical to meeting the key reform priority of keeping staff and volunteers safe.

Fatalities and injuries

CFA did not meet its persistent target of zero fire fatalities and fire related injuries. There were four fire fatalities in Q1, which is an improvement on the three-year average (five fatalities). CFA also reported 15 fire-related injuries in Q1 which is an improvement of the three-year average (21 fire-related injuries).

CFA has identified that current data sets provide limited insight into linkages between action and outcomes relating to injuries. To address this issue, CFA partnered with the Monash University Accident Research Centre to improve data around community fire-related injuries. CFA has conducted a pilot program to link CFA incident reporting system data with Ambulance Victoria injury data. CFA reports that this pilot has attracted interest nationally. CFA intends to extend beyond the scope of the pilot program to be able to link data between the two systems to produce monthly reports of injury count and severity. CFA anticipates that this improved data will assist it into the future to design appropriate interventions with the aim to decrease fire-related injuries. FSIM welcomes this approach to better understand the linkages between action and outcome for this indicator.

Female leadership targets

CFA is making progress towards the government mandated target of 15% (909) females in brigade leadership roles[2] by mid-2022[3]. Under the definition of brigade leadership roles used for this target in the Year One Plan, this target is unlikely to be met by mid-2022. However the number of females in brigade leadership positions is on an upward trend from Q2 FY 2020-21.

CFA continues to provide opportunities for females to undergo active operational roles continually meeting the YTD baseline each quarter. Also, CFA has more than 50% females in senior paid staff positions including the CEO and several heads of directorate.

Female brigade leadership as defined in this target does not accurately incorporate the multitude of leadership positions at brigade level. CFA reports that the female brigade leadership target in Q2 will include Brigade Management and Group Management roles, reflecting a broader definition of brigade

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[2] Leadership defined as Captain and 1st through to 4th Lieutenant roles.

[3] This target completion date is described in the *Year One Fire Services Implementation Plan.* Any amended targets and completion dates included in the *Year Two to Five Fire Services Implementation Plan* released in November 2021 will be used in future FSIM Quarterly Outcomes Framework Reports.

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leadership than is reported in Q1. In line with findings in the FSIM Annual Report[4] and previous outcomes reporting[5], FSIM supports amendments to the definition of brigade leadership that incorporates operational and non-operational brigade leadership roles.

5.2   Fire Rescue Victoria Q1 Results Overview

FSIM notes that FRV is finalising data sets to report against the Year Two Outcomes Framework indicators. As an interim reporting approach, FRV provided data in Q1 FY 2021-22 against the year one indicators. Given the outcomes and indicators will change under the year two framework, FRV has not identified updated targets for Q1 indicators. FSIM has therefore provided a comparison between FY 2020-21 and Q1 FY 2021-22 results.

Skills maintenance

Q1 results are significantly below FY 2020-21 results for specialist capability staff (Technical Operations skills maintenance completed). FRV reported that COVID-19 related restrictions 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.

FRV traditionally conducts 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 including using online platforms and working to harmonise skill sets across the fire agencies.

With limited opportunities to conduct skills maintenance, there is a risk that FRV may not meet established training targets. FSIM anticipates that with eased COVID-19 restrictions and implementation of flexible delivery approaches, FRV will be able to demonstrate an increase in specialist skills maintenance activities in future quarters.

FSIM also notes that the percentage of 'core skills maintenance drills completed' indicator does not include Division B staff. The objective of this indicator is to ensure regular firefighting skills maintenance is undertaken at station level.

Although the Q1 FY 2021-22 result is 6.5% below Q4 FY 2020-21, without the inclusion of Division B staff in the Q1 results, it does not provide a complete picture of core skill maintenance across the organisation. The inclusion of Division B staff in results for this indicator in future quarters would be required for FSIM to appropriately monitor the FRV staff core skills maintenance indicator.

Fire education and risk reduction programs

FRV reported 21 fire education and risk reduction programs delivered in Q1, which is an increase from zero in FY 2020-21. As of Q1, FRV will report on the Firelighting Consequence Awareness Program (Fire-CAP) in FY 2021-22 quarterly outcomes reports, which is delivered as a critical risk mitigation program. FRV advised that COVID-19 related restrictions prevented all non-urgent programs from being delivered.

FRV's Community Education Unit is preparing to recommence all fire education and risk reduction programs once Victoria reaches the 90% vaccination status for people over the age of twelve and school-based education programs are planned to recommence in 2022. FSIM supports FRV's preparation to resume community education programs following the easing of COVID-19 related restrictions.

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[4] Fire Services Implementation Monitor Annual Report 2020-21, page 13

[5] Fire Services Outcomes Framework Progress Report: Quarter 4 FY 2020-21, page 7

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Conversations in the Mess[6]

The Conversations in the Mess program was postponed due to COVID-19 related restrictions with no sessions delivered in Q1, a continuing trend from FY 2020-21. FRV plans to re-launch the program in February 2022 once relevant restrictions are eased. FRV reports that alternative leadership engagement activities were undertaken via online platforms but not reported for this indicator.

FSIM is supportive of FRV leadership continuing to undertake engagement activities with staff and notes that a reduction in staff engagement activities risks impacting the reform priority of maintaining an engaged workforce that feels safe and respected.

FRV Safe

FRV resolved system generated email issues reported last quarter that delayed investigation initiation response times for Division B employees. However, there are still IT issues that continue to reduce efficiency and FRV reported that further improvements to FRVSafe indicator results are possible.

Road crash rescue (RCR)[7]

Q1 results for road crash rescue (RCR) response are a decrease from FY 2020-21 results. During the quarter, nine RCR responses exceeded the benchmark time. However, FRV reported that three (33%) of these responses were not more than 30 seconds over the benchmark and a further two (22%) incidents appear to have been impacted by severe weather events and/or traffic congestion.

In Q4 (FY 2020-21) FRV noted that a potential contributing factor to not meeting the target was that former CFA areas, 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. Although no RCR responses that exceeded the benchmark time were within the CAoV for this quarter, FSIM will continue to monitor the appropriateness of this target. FRV also reports that there are other contributing factors that increase response times including distance of appropriately equipped vehicles to incidents, traffic congestion, limited access to incident scene and competing on-scene response priorities.

FRV continues to expand RCR support capability, focusing on attainment of equipment and skills to access patients in road crashes across more FRV locations. The review of the *State Road Crash Rescue Arrangements Victoria 2017,* anticipated to be implemented in Q3 2021-22, may identify some of the causes for unmet response times for road crash rescue incidents.

While FSIM understands that the RCR indicator may not be included in FRV's Year Two Framework, FSIM may continue to monitor this indicator to ensure the target is appropriate and reflects community risk.

Percentage of Emergency Medical Response (EMR) times within benchmark[8]

Q1 results for emergency medical response (EMR) includes an increase (2 per cent) from Q4 FY 2020-21, which is a positive result for the community. 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 means that FRV has a greater chance to arrive on scene within the timeframe and improves the chance of a successful outcome for this particular type of emergency.

FSIM will continue to work with FRV to understand how FRV's actions contribute to improvements in quarterly results.

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[6] Conversations in the Mess refers to a formal program of visits to stations and work sites by FRV leadership aimed at improving engagement within FRV at a leadership level. The results are presented as the number of stations/work site visits as a percentage of the number of scheduled visits for the quarter.

[7] 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.

[8] 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.

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6.   Conclusion

COVID-19 related restrictions significantly impacted FRV's ability to conduct special skills maintenance training. FRV is trialling online training of some tasks however, with limited skills maintenance opportunities, there is a risk that FRV staff may not meet established training targets. CFA does not currently report on training capability although intends to do so as part of its Year Two Outcomes Framework. FSIM will monitor training in future quarters to identify potential risk, particularly as access to resources, training and support to keep firefighters safe are objectives of the fire services reform.

COVID-19 related restrictions have continued to constrain CFA and FRV's ability to undertake community engagement activities and education programs. Both organisations are working to create more flexible modes of delivery through online activities, reducing the reliance on traditional face-to-face methods. FSIM will continue to monitor the impact of COVID-19 related restrictions on community engagement and education programs in future reporting.

FSIM welcomes CFA's and FRV's Year Two Outcomes Frameworks with the expectation that the outcomes and indicators included in the frameworks will better reflect the *Fire Services Statement* outcomes. FSIM expects that interim indicators reported in Q1 will be replaced in future reports by revised indicators, aligned to the Year Two Outcomes Frameworks, that are currently being finalised by CFA and FRV. FSIM acknowledges the work undertaken by CFA and FRV to revise their outcomes frameworks and notes that a shift to reporting on indicators aligned to the Year Two Outcomes Frameworks will enable more effective reporting by agencies and monitoring by FSIM from Q2 onwards.

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7.   Appendix A: Country Fire Authority Q1 Progress Update

The CFA Year One 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-year[9] average of the cumulative, quarter one (Q1) performance against Year One Outcomes Framework indicators.

Data against Year One performance indicators

Domain 1. We put community at the centre of everything we do

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

Performance Indicator	Q1 (2021-22)	Chart	Comments
▮ Actual	79	**An Increase in Community Engagement Opportunities Available to the Community** 2020-21 ... 2021-22 (chart showing bars and line, Quarter 1–Quarter 4 for 2020-21 and Quarter 1 for 2021-22)	The Q1 result did not meet CFA's YTD baseline. 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.
● 3 Year YTD baseline average	196		COVID-19 related restrictions have again disrupted the in-person engagement activities. Despite this CFA reports delivery of some formal engagement opportunities in Q1 including Home Fire Safety activities in 16 locations, reaching 193 people. Almost 50% of formal programs were delivered online. Informal engagement was also impacted by COVID-19 related restrictions. Many local events were cancelled, reducing opportunities for Brigade presence. Although this indicator has not met its baseline for Q1, FSIM notes that CFA has proactively established new formats for engaging the community and is expanding its online service delivery capability.

[9] 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.

Domain 2. We deliver programs and services that make a positive difference

2.1 Fires are prevented

Performance Indicator	Q1 (2021-22)	Chart	Comments
Actual	176	**A Decrease in the Number of House Fires**	The Q1 result met CFA's YTD baseline. This indicator is a total of the number of preventable residential fires classified as Emergency Incidents (excluding non-residential structure fires). FSIM looks forward to clearer, more direct linkages between outcome results and program delivery.
YTD Baseline (5 year YTD average)	273		
Actual	306	**A Decrease in the Number of Grass and Scrub Fires**	The Q1 result met CFA's YTD baseline. This indicator is a total number of grass and scrub fires (excluding campaign fires). CFA advised that lower fire danger ratings (FDR) across Victoria in Q1 has meant that the fires had a lower potential to start, build up, and spread.
YTD Baseline (5 year YTD average)	326		

2.2 Fires are suppressed quickly and effectively

Performance Indicator	Q1 (2021-22)	Chart	Comments
Actual	58%	**An Increase in Containment to Room of Origin of Structure Fires** _Chart showing quarterly data for 2020-21 (Quarter 1-4) and 2021-22 (Quarter 1), with y-axis from 48.0% to 62.0%_	The Q1 result did not meet CFA's YTD baseline. This indicator is a percentage of structure fires that were contained within the room of origin[10]. CFA note that there are a number of contributing factors may impact this result • 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. CFA continues to address many of the factors listed above through education campaigns on smoke alarms and closing doors when evacuating. FSIM expects that as CFA's data collection and analysis continues to mature, clearer connections between the causes and result will be able to be provided.
YTD Baseline (5 year YTD average)	59%		

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[10] CFA uses a wider data set to report containment to room of origin in this report than that used by government in Budget Paper 3 (BP3) reporting, which accounts for the difference in reported figures.

Performance Indicator	Q1 (2021-22)	Chart	Comments
Actual	99.3%	**An Increase in Containment to 5 Hectares for Grass and Scrub Fires**	The Q1 result met CFA's YTD baseline. This indicator is a percentage of grass and scrub fires that were contained to 5 hectares.
YTD Baseline (5 year YTD average)	98.1%		
Actual	45m 17s	**A Decrease in Average Time Spent Supressing Structure Fires**	The Q1 result met CFA's YTD baseline. 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 (i.e. safe/under control).
YTD Baseline (5 year YTD average)	51m 50s		

Performance Indicator	Q1 (2021-22)	Chart	Comments
Actual	22m 42s	**A Decrease in the Average Time to Contain and Control Bushfires**	The Q1 result met CFA's YTD baseline.
YTD Baseline (5 year YTD average)	31m 14s		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 (i.e. safe/under control)
			FSIM looks forward to more effective data collection and analysis that links CFA activity (e.g. impacts of training, appliance availability and volunteer capacity) to the result.

2.3 Fires are less harmful to the community

Performance Indicator	Q1 (2021-22)	Chart	Comments
Actual	13%	**A Decrease in Complete Structure Loss Due to a Structure Fire**	The Q1 result met CFA's YTD baseline. This indicator is a percentage of structure fires in which the entire structure was lost. Q1 results see a significant improvement of almost 5% from the previous quarter. FSIM looks forward to more effective data collection and analysis that links CFA activity (e.g. impacts of training, appliance availability) to the result.
YTD Baseline (5 year YTD average)	16.1%		
Actual	0	**A Decrease in Stock Loss Due to Fires**	The Q1 result met CFA's YTD baseline. This indicator is the total number of heads of stock lost due to fire. FSIM looks forward to more effective data collection and analysis that links CFA activity (e.g. impacts of training and preventative programs) to the result.
YTD Baseline (5 year YTD average)	0		

Performance Indicator	Q1 (2021-22)	Chart	Comments
Actual	4	**A Decrease in Fire Related Fatalities**	There were four fire fatalities in Q1, while this is an improvement on the 3-year average of 5, CFA has not met its persistent target of zero fire fatalities. 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. CFA's vision for the future is for zero fire fatalities in the country area of Victoria which will require a focus across prevention, preparedness and response.
YTD Baseline (3 year YTD average)	5		
Actual	15	**A Decrease in Fire Related Injuries**	There were 15 fire-related injuries in Q1, which is an improvement of the 3 year average of 21. Although this is an improvement on past years it remains above the persistent target of zero fire-related injuries. 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. CFA continues to run programs that aim to reduce the risk of fire-related injuries, however no new or additional activities have been run in the last quarter that explains the slight reduction in fire-related injuries.
YTD Baseline (3 year YTD average)	21		

Domain 3.   We provide a great place to volunteer and work

3.1 Our workplace is safe

Performance Indicator	Q1 (2021-22)	Chart	Comments
▬ Actual	141	**An Increase to Hazard Reporting within CFA Locations** 2020-21 .... 2021-22 (bar chart: Quarter 1, Quarter 2, Quarter 3, Quarter 4, Quarter 1)	The Q1 result did not meet CFA's YTD baseline. 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. The significant reduction in on-site non-response activity due to the COVID-19 pandemic has resulted in a reduction in hazard identification.
●— YTD Baseline (5 year YTD average)	226		
▬ Actual	47	**A Decrease in Workplace Injuries** 2020-21 .... 2021-22 (bar chart: Quarter 1, Quarter 2, Quarter 3, Quarter 4, Quarter 1)	The Q1 result met CFA's YTD baseline. This indicator is the number of 'injury' reports made by CFA volunteers or staff into the CFASafe database. There has been a 4% increase in injury reports despite a reduction in brigade and response activity compared to Q1 last year. Of the injuries reported, 38% occurred in emergency response conditions. The remaining 62% occurred during training (25%) administration (15%) and fire station non-response activities (12%). FSIM looks forward to more effective data collection and analysis that links CFA activity (e.g. impacts of training or volunteer capacity) to the result.
●— YTD Baseline (5 year YTD average)	131		

Performance Indicator	Q1 (2021-22)	Chart	Comments
Actual	15	**A Decrease in Volunteer Compensation Claims**	The Q1 result met CFA's YTD baseline. 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. CFA recorded 15 volunteer claims which remains below the 5-year average. Psychological harm from exposure to a traumatic event followed by a slip, trip or fall were the two most common mechanisms of injury.
YTD Baseline (5 year YTD average)	22		
Actual	11	**A Decrease in WorkCover Claims**	The Q1 result met CFA's baseline. CFA remains below the 5-year average, with 11 WorkCover claims made YTD. This indicator is the number of new Claims Reports for staff logged into the Claims and Compensation Management system. Psychological harm mainly from workload pressures followed by trauma to muscles and tendons from physical activity were the two most common natures of injury.
YTD Baseline (5 year YTD average)	24		

Performance Indicator	Q1 (2021-22)	Chart	Comments
Actual	1.6	**A Decrease in the Average Unplanned Leave Per FTE Equivalent**	The Q1 result met CFA's YTD baseline. This indicator is the average number of days of unplanned leave per FTE as recorded in CFA's PayGlobal system.
YTD Baseline (2-year YTD average)	2.1		

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

Performance Indicator	Q1 (2021-22)	Chart	Comments
Actual	13.6%	**An Increase in Female Volunteers in Active Operational Roles**	The Q1 result met CFA's YTD 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.
YTD Baseline (5 year YTD average)	12.4%		
Actual	6.6%	**An Increase in Female Volunteers in Leadership Roles**	The Q1 result met CFA's YTD baseline. CFA has increased the number of women in volunteer leadership roles, with 346 women currently holding brigade leadership roles. This indicator is the percentage of volunteer leadership roles (Captain and 1st through 4th Lieutenant roles) currently occupied by volunteers who identify as female. CFA is delivering a diversity and inclusion work program, which includes targeted support for women to improve access to leadership development and mentoring opportunities. The government has set a target for CFA to raise the number of women in leadership roles to 15%, or 909, by mid-2022. FSIM will continue to monitor progress against this indicator, noting CFA's intention to incorporate progress against the government target of 15% into their Year Two 2021-22 Outcomes Framework.
YTD Baseline (5 year YTD average)	5.3%		

Performance Indicator	Q1 (2021-22)	Chart	Comments
Actual	51.4%	**An Increase in Female Staff in Senior Roles (PTA 5 or above)** 2020-21	2021-22	The Q1 result met CFA's YTD baseline. CFA is meeting its target to increase the number of women in senior roles, which includes PTA5 – 7 roles and those employed under executive contracts. More than 50% of senior roles are held by women, including the CEO and several heads of directorates.
YTD Baseline (5 year YTD average)	49.7%		
Actual	28.8%	**An Increase in Volunteers Under 40 Years Old** 2020-21	2021-22	The Q1 result did not meet CFA's YTD baseline. This indicator is the percentage of volunteer members who are between the ages of 16 and 39 (excludes Junior members). CFA is investigating different strategies to increase the number of younger volunteers including: • 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 years old) to highlight and explore solutions to systemic issues needing to be addressed from a volunteer perspective to support inclusion and diversity.
YTD Baseline (5 year YTD average)	29.3%		
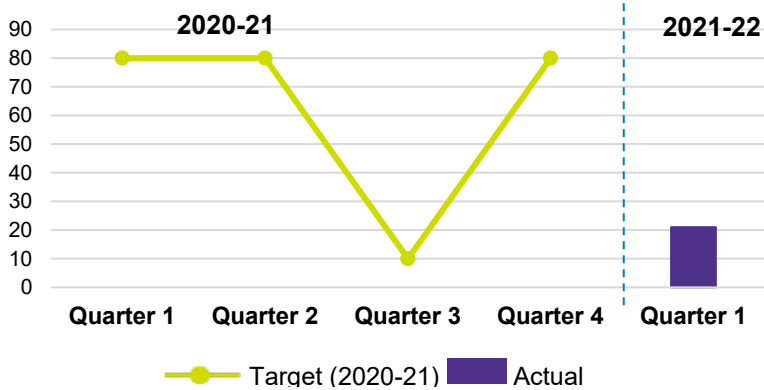
8. Appendix B: Fire Rescue Victoria Q1 Progress Update
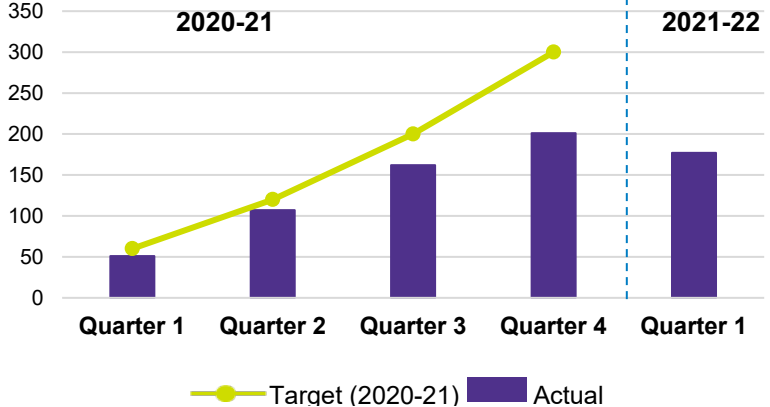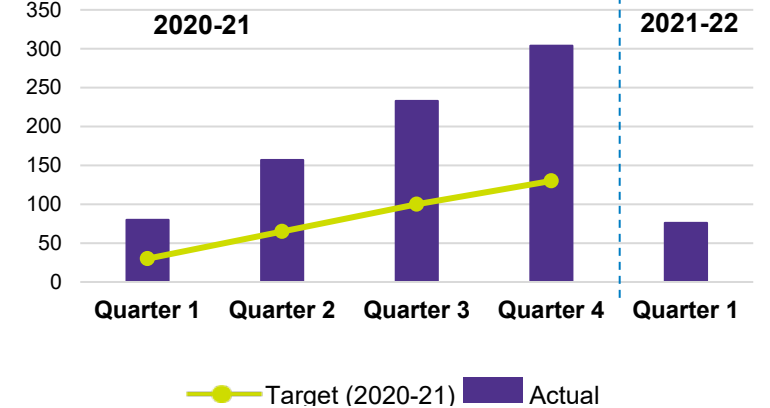
The FRV Outcomes Framework uses an annual target to assess performance against indicators. Some targets, however, are based on a year to date (YTD), cumulative result and have been identified as such in this report.

FSIM notes that for this quarter, FRV has not confirmed targets as it is reporting on interim indicators in anticipation of reporting against its Year Two Outcomes Framework indicators. FSIM has therefore aimed to make a comparison with FY 2020-21 results where possible.

Data against Year One performance indicators

Domain 1: Community

Q1 (2021-22) result	Chart	Comments
21	**Number of Session of Fire Education and Risk Reduction Programs Delivered to the Community** 2020-21 2021-22 (Line chart: Target (2020-21) at 80 for Quarter 1, 80 for Quarter 2, 10 for Quarter 3, 80 for Quarter 4; Actual bar approximately 21 for Quarter 1 of 2021-22) — Target (2020-21) ■ Actual	This indicator has improved from the FY 2020-21 result of zero. 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; Seniors Fire Safety, and Firelighting Consequence Awareness Program (Fire-CAP). COVID-19 related restrictions have prevented all non-urgent programs from being delivered. Once Victoria reaches the 90% vaccination status for 12 years and over, the Community Education Unit will recommend that all programs should resume. Fire Education foundation, upper primary sessions and FLAMES programs will start in 2022. The Fit 2 Drive program has restarted delivering sessions at schools in conjunction with Victoria Police. Fire-CAP has been delivered as a critical risk mitigation program. Fire-CAP was not included in the previous year's results but is reported on for 2021/2022. Digital resources are being developed to improve school and family accessibility to the Fire Education program. This is likely to be completed towards the end of Year Two. FSIM supports preparations to resume community education programs upon easing of COVID-19 related restrictions.

Q1 (2021-22) result	Chart	Comments
177	**Number of Hoarding Risk Referrals (YTD)** 	The Q1 result includes 126 more hoarding risk referrals than the same quarter in 2020-21. This indicator measures the number of hoarding risk referrals per quarter. The increase reflects work undertaken by FRV to review a backlog of hoarding risk referrals. The backlog has now been met and a process has been developed to address past notifications earlier to reduce the risk of a backlog re-emerging.
76	**Number of residential risk referrals (YTD)** 	The Q1 result is close to the Q1 FY 2020-21 result. Residential risk referrals enable targeted assistance and education within the community which will influence and reduce the impact of fire in the community. This measure will monitor the number of referrals. Residential risk referrals from both firefighters, and from external agencies and individuals tracked at slightly above average for Q1, driven mainly by an above average number of firefighter referrals.
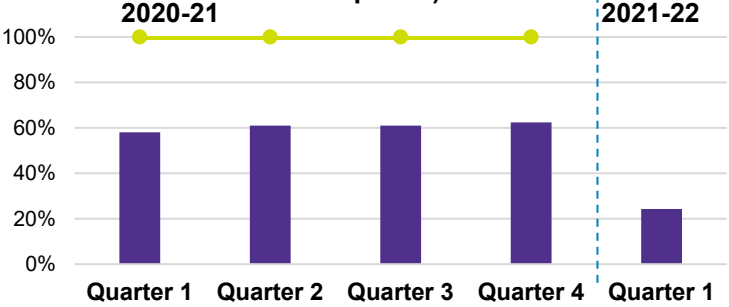
Q1 (2021-22) result	Chart	Comments
87%	**Improve Containment of Structure Fires** **2020-21** **2021-22** *Chart showing quarterly percentages with Target (2020-21) line at approximately 90% and Actual bars: Quarter 1 ~85.6%, Quarter 2 ~85%, Quarter 3 ~85%, Quarter 4 ~85.2% (2020-21), Quarter 1 ~87% (2021-22). Y-axis ranges from 82.0% to 91.0%.* Legend: Target (2020-21) — Actual	The Q1 result of 87% is an improvement on FY 2020-21 performance. This monitors the number of calls contained divided by the total calls in the period expressed in a percentage. Of the 86 structure fires not contained, 26 (30%) were suspicious. On arrival, 37 (43%) of properties were fully ablaze, with 27% of those found to be suspicious. Many of these incidents 44 (51%) were second alarm or above events.

Domain 2: Service

Q1 (2021-22) result	Chart	Comments
84%	**Total Operational Fleet Availability** 2020-21 ... 2021-22 (Bar chart: Quarter 1 81.0%, Quarter 2 83.0%, Quarter 3 82.2%, Quarter 4 82.1% for 2020-21; Quarter 1 84.0% for 2021-22. Target line at ~85.0%) Target (2020-21) — Actual	Q1 results are an increase on last year's results. The objective of this measure is to maintain optimum availability of primary appliances. The total Division A (former MFB) Operational Fleet availability for Q1 is 84%. This in an improvement on last quarter (up from 82.1%) and is reported to primarily be due to improvements in reporting and continued focus on meeting the target. Four pumper tankers are undergoing final rectification works and technical training. FRV reports that these are due to be placed in commission by mid-December 2021. A further two pumper tankers are still in build and are estimated to be ready for commission in February 2022. Data and reporting on Division B (former CFA) fleet is not included in the result. FRV reports working collaboratively with CFA to develop the reporting of Division B appliance availability. A review is underway to develop reporting that is consistent with the Division A fleet. FRV states that this information is expected to be available in the coming months.
89.1%	**Percentage of structure fires response times within benchmark** 2020-21 ... 2021-22 (Bar chart: Quarter 1 91.0%, Quarter 2 89.7%, Quarter 3 89.5%, Quarter 4 88.6% for 2020-21; Quarter 1 89.1% for 2021-22. Target line at 90.0%) Target (2020-21) — Actual	Q1 results are an increase from the previous quarter. 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. During Q1, FRV responded to 89.1 per cent of structure fires within the 7.7 minute benchmark.

Q1 (2021-22) result	Chart	Comments
83.6%	**Percentage of Road Rescue Response Times within Benchmark** 2020-21 ... 2021-22 (Chart showing quarterly data with Target (2020-21) line and Actual bars for Quarter 1, Quarter 2, Quarter 3, Quarter 4, Quarter 1. Y-axis: 80.0% to 92.0%)	Q1 results are below the results for last quarter. 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. During the quarter, nine road rescue responses exceeded the benchmark time of 13.5 minutes, all of which occurred within former MFB jurisdictions. However, three (33%) of these responses were not more than 30 seconds over the benchmark. A further two (22%) of incidents appear to have been impacted by severe weather events and/or traffic congestion. One road rescue incident has exceeded the Victorian Road Crash Rescue Arrangements benchmark of 20 minutes (Urban zone). Based on a total of 55 road rescue incidents for the quarter, this equates to 1.8%. FRV continues to expand Road Crash Rescue (RCR) support capability which is focused on attainment of equipment and skills to access patients in road crashes across more FRV locations. FRV reports that it continues to review response tables and the Greater Alarm Response System (GARS) across the FRV footprint to ensure the best equipped and closest resource is always dispatched. The review of the State Road Crash Rescue Arrangements Victoria 2017 is an opportunity to identify key risks to meeting response times. The review is anticipated to be implemented in Q3 of 2021-22. FSIM will continue to assess this indicator in coming months and explore with FRV the reasons behind this benchmark not being met.

Q1 (2021-22) result	Chart	Comments
94.2%	**Percentage of EMR response times within benchmark** 2020-21 / 2021-22 Chart showing percentage values from 87.0% to 95.0% across Quarter 1, Quarter 2, Quarter 3, Quarter 4 (2020-21) and Quarter 1 (2021-22). Target (2020-21) line at 90.0%. Actual bars shown in purple. — Target (2020-21) ■ Actual	Q1 results are an increase on the previous quarter, which is a positive result 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. 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. FRV exceeded the FY 2020-21 equivalent target for emergency medical response by 4.2 per cent for Q1.
84%	**Service Level Agreements** 2020-21 / 2021-22 Chart showing percentage values from 0.0% to 100.0% across Quarter 1, Quarter 2, Quarter 3, Quarter 4 (2020-21) and Quarter 1 (2021-22). Target (2020-21) line increasing from ~25% to 100%. Actual bars shown in purple. — Target (2020-21) ■ Actual	The Q1 result remains at 84%. This outcome measure monitors the implementation progress of Operations Service Level Agreements (SLAs) and the Corporate Memorandum of Understanding (MOU). Three SLAs remain in progress: • SLA Protective Equipment Maintenance • SLA Operational Communications • SLA District Mechanical Services Interim work instructions for Dangerous Goods and Major Hazardous Facilities have been in place since Q1 of 2020/2021. The Corporate Services MoU has been extended for completion to 31 December 2021.

Q1 (2021-22) result	Chart	Comments
24.3%	**Percentage of Specialist Capability Staff (Technical Operations skills maintenance completed)** **2020-21** ... **2021-22** Chart showing Target (2020-21) line at 100% across Quarter 1–4, with Actual bars at approximately 58% (Quarter 1), 60% (Quarter 2), 60% (Quarter 3), 62% (Quarter 4) for 2020-21, and approximately 24% (Quarter 1) for 2021-22. Legend: Target (2020-21) — Actual	The Q1 result was below the previous quarter's results. 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. FRV notes that COVID-19 related restrictions throughout the majority of Q1 remain a key factor impacting the delivery of planned skills maintenance activities, which have traditionally been conducted face to face. Alternative blended learning approaches, such as Continuing Education sessions using video presentations across YouTube or MS Teams platforms, are being developed, tested and delivered to enhance training flexibility. Significant programs of work to harmonise skill sets across Divisions A and B are ongoing, and involve harmonisation of equipment, processes and skills training. As this work continues, FRV reports that it will drive a more streamlined approach to training delivery, including decentralisation where possible, as part of managing skills maintenance program delivery risk.

Domain 3: People

Q1 (2021-22) result	Chart	Comments
89.2%	**Percentage of staff with core skills maintenance drills completed (YTD)** **2020-21** ... **2021-22** *Chart: Quarter 1–Quarter 4 (2020-21) actual bars near 95-97% with Target line at 95.0%; Quarter 1 (2021-22) actual bar at ~89%.* — Target (2020-21) ▉ Actual	The Q1 result is below that of the previous quarter. 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. Data and reporting on Division B (former CFA) is not included. Production of this data is currently being explored. There is an ongoing project to provide functionality of the Skills Maintenance database (SMDB) within FRV for Division B operational staff to be able to record skill maintenance training completion status. The inclusion of Division B staff in results for this indicator are required for FSIM to accurately monitor FRV staff core skills maintenance. FSIM looks forward to seeing results inclusive of Division B staff in future reporting.
88.7%	**FRVSafe: Initial Investigation within 14 days** **2020-21** ... **2021-22** *Chart: Quarter 1–Quarter 4 (2020-21) actual bars ranging ~70-87% with Target line at 100%; Quarter 1 (2021-22) actual bar at ~88%.* — Target (2020-21) ▉ Actual	The Q1 result was 88.7%, up from 69.7% for the previous quarter. This measure is an indicator of how quickly incidents are opened in FRVSafe once reported. The objective of this measure is to optimise the process of hazard risk remediation. FRV reports that the main drivers of this improvement were: • Improvements to integration with the Human Resources Information System to ensure that all employees are able to receive FRVSafe generated email notifications; • Reinstatement of reminder emails sent to action plan owners at 7 days and 12 days post incident as a reminder to complete action plans.

Q1 (2021-22) result	Chart	Comments
98.6%	**FRVSafe: corrective actions implemented within 30 days**	The Q1 result was 98.6%, up from 97.2% for the previous quarter. This measure is an indicator of how quickly incidents are closed out of FRVSafe. The objective of this measure is to optimise the process of hazard risk remediation. FRV reports that the main drivers of this improvement were: • A focus on action owners recording actions taken in a timely manner; • Improvements to integration with the Human Resources Information System to ensure that all employees are able to receive FRVSafe generated email notifications.

Q1 (2021-22) result	Chart	Comments
0%	**Number of Stations/Worksites Visited Against Schedule** 2020-21 2021-22 100.0% 80.0% 60.0% 40.0% 20.0% 0.0% Quarter 1 Quarter 2 Quarter 3 Quarter 4 Quarter 1 —●— Target (2020-21) ▉ Actual	The Q1 result remains at zero consistent with 2020-21 results. Conversations in the Mess refers to a formal program of visits to stations and work sites by FRV leadership aimed at promoting awareness of leadership commitment to improving engagement within FRV. The results are presented as the number of stations/work site visits as a percentage of the number of scheduled visits for the quarter. The program was postponed due to COVID-19 restrictions. FRV intends to re-launch the program when restrictions allow. It is FRV's preference for face-to-face formats, on the basis that they are more impactful and enable opportunities to build relationships and better gauge the culture of the team. FRV is however developing contingencies if face-to-face is not possible in Q2. Alternative communication channels were utilised to continue to engage with employees. This included, but was not limited to, forums over platforms such as MS Teams conducted by the Commissioner alongside selected Executive level staff. Assistant Chief Fire Officers also conduct regular communication forums with staff. FRV reports that planning is underway to recommence the Conversations in the Mess program in February 2022 in a face-to-face format. This indicator remains at zero. FSIM supports FRV's work to re-launch the program and identify contingencies when face to face visits are not possible undertaking leadership engagement initiatives contribute to meeting key reform priorities of establishing an engaged, safe and respected workforce.

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Q1 (2021-22) result	Chart	Comments
1.6%	**Workforce turnover - All employees (rolling 12 months)** 	The purpose of this measure is to monitor separations of all FRV staff to assist in identifying issues relating to workplace culture and capability. During Q1, 70 employees separated from the organisation; 38 were corporate employees and 32 were operational employees. Overall, 28 employees (74% of turnover) in corporate employees was a result of voluntary cessation (resignation or retirement); 7 employees (18% of turnover) separated due to planned end of fixed term contract; and 3 employees (8% of turnover) were due to other reasons.
0.86%	**Workforce turnover - Firefighters (rolling 12 months)** 	The Q1 results are below that of Q4 2020-21. The purpose of this measure is to monitor separations of operational staff from the FRV to assist in identifying issues relating to workplace culture and capability. Operational staff are defined as those staff members who have undertaken a recruit course. During Q1, 32 operational employees separated from FRV. The majority of separations 23 employees (72% of turnover) were as a result of retirement with turnover consistent with our retirement indicators (i.e. age, years of service). The separations are from ranks ranging from Leading Firefighter to Commander rank.

Q1 (2021-22) result	Chart	Comments
Actual = 3,678 BP3 Target = 3,612	**Permanent operational staff FTE** *(bar chart showing 2020-21 Quarter 1 through Quarter 4 and 2021-22 Quarter 1, with Target (2020-21) line and Actual bars)* Target (2020-21) — Actual	The Q1 results exceeded the FY 2020-21 result and met the BP3 target. The BP3 target for Q1, FY 2021-22 is 3,612. Recruitment placements in Q1 have increased operational FTE compared to the Q1 target. The FTEs remain below the FY 2021-22 target of 3,701. FRV have reported that they will continue to monitor this indicator.
Actual = 628 BP3 Target = 590	**Permanent non-operational staff FTE** *(bar chart showing 2020-21 Quarter 1 through Quarter 4 and 2021-22 Quarter 1, with Target (2020-21) line and Actual bars)* Target (2020-21) — Actual	The Q1 results exceeded the FY 2020-21 results and met the BP3 target. The BP3 target for Q1, FY 2021-22 is 590. The 6% variance reflects recruitment of staff earlier than previously anticipated (Q2). Appointments have been made in a range of functions, with some concentrated growth in areas such as Fire Safety and Human Resources. The FTEs remain below the FY 2021-22 annual target of 656.

Q1 (2021-22) result	Chart	Comments
70	**Number of engagements with Local Government Areas by the Community Safety team** 	The Q1 result is lower than that of Q4 2020-21. This indicator measures engagement with Local Government Areas, FRV aims to influence and reduce the impact of fire in the community by developing collaborative strategies within the community. FRV reports that this lower result is in part caused by challenges being able to have representatives attend municipal emergency management planning committee meetings, particularly in regional Victoria due to State lockdowns.
100%	**FRV represented at all State emergency management meetings and exercises** 	During Q1, 100% of State emergency management meetings and exercises were attended. This is a 5% improvement on Q4 2020-21. Improve organisational capacity to operate jointly with other agencies and government departments to plan and prepare for the response to, and in responding to major emergencies.