

Q4 FY21/22

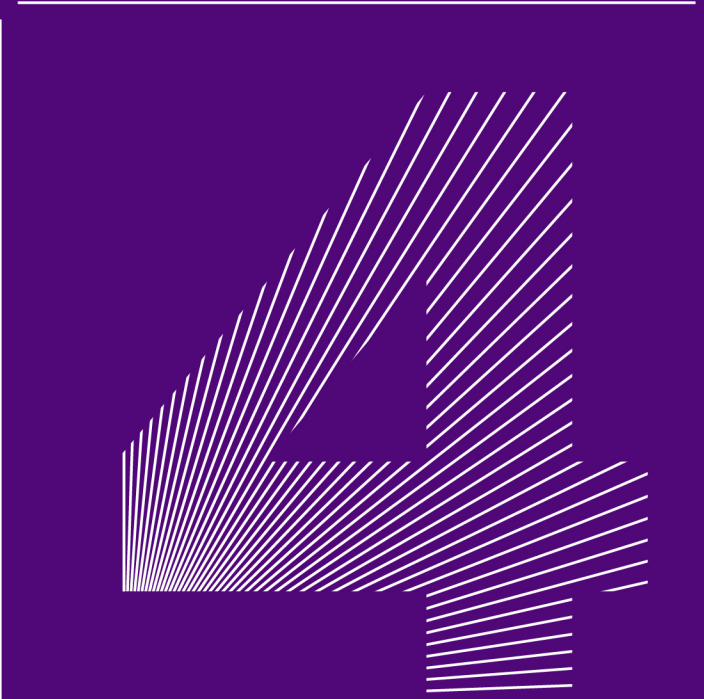
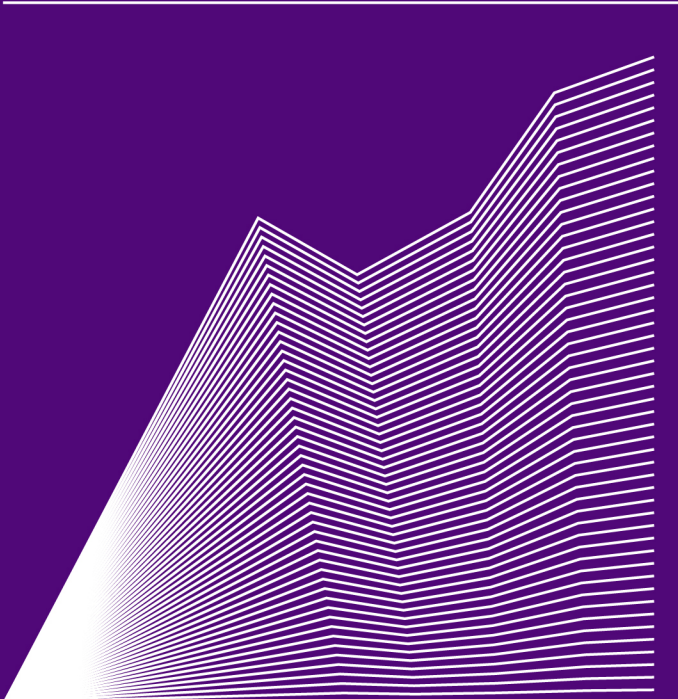


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1.0 Executive Summary

This Quarter 4 (Q4) FY 2021-22 Fire Services Outcomes Framework Progress Report provides an update on the Country Fire Authority (CFA) and Fire Rescue Victoria (FRV) fire services performance indicators, in line with legislated requirements.

Reporting on Outcomes

The Year Two to Five Fire Services Reform Implementation Plan (Year 2-5 Plan) outlines a shared course of action for fire services agencies over four years to implement the vision set out in the 2017 Fire Services Statement (Fire Services Statement). The Year One Fire Services Reform Implementation Plan included CFA actions 1.17¹ and 1.18² and FRV actions 2.16³ and 2.17⁴, which provided a level of agency accountability to prepare and report on Outcomes Frameworks, indicators, and measures. The Year 2-5 Plan does not include actions relating to Outcomes Framework reporting, however legislative provisions in the *Fire Rescue Victoria Act 1958* require CFA and FRV to provide FSIM with quarterly performance-based updates measured against their individual Outcomes Frameworks.

Both agencies recognise that adopting an outcomes approach is a long-term proposition. There are no legislative requirements for CFA and FRV to produce Outcomes Framework indicators that specifically provide insight into Fire Service Reform outcomes and the indicators that inform CFA and FRV performance are determined by each agency. While agency outcomes broadly align to fire services reform outcomes, the supporting measures, baselines, and data are insufficient to tell a comprehensive story of fire services reform impact and complementarity.

Two years into reporting on outcomes, agencies have improved indicator selection and data identification, collection, and analysis. However, explanations of baselines, targets and supporting data for many of the agencies' indicators is immature and some indicators and measures are still being refined. Further work needs to be done to clearly communicate how indicators and the supporting measures demonstrate progress towards defined, agency-specific outcomes. Settling this work will allow agencies to focus on the right data and information to make better decisions to improve service and program delivery for Victorians.

In Q4, FSIM has presented the data provided by the agencies and made commentary where possible on specific trends, risks, and successes, however a clear story of how each agencies' activities and programs are influencing outcomes for the community is not yet achieved.

Service Level Agreements

Finalising Service Level Agreements (SLAs) is a key outstanding program of work arising from reform implementation and is fundamental to reform success. FSIM acknowledges that service level agreements have been challenging and complex and agencies have developed interim work arounds where a solution is yet to be agreed. However, two years into reform, these foundational agreements – which set out operational and service delivery expectations and requirements – are not finalised. This is impacting service delivery effectiveness and efficiency. The ongoing delays, and in some cases, inability to finalise agreements highlights an absence of agreed principles that underpin new service arrangements and will be a focus for FSIM monitoring in year three.

Engagement

COVID-19 related restrictions continued to impact CFA and FRV engagement with personnel and the community into FY 2021-22. However, CFA and FRV have seen improvements in engagement in the latter part of the year through increased adaptability to, and the lifting of, restrictions.

¹ [Year One Fire Services Reform Implementation Plan](#) - Action 1.17

² [Year One Fire Services Reform Implementation Plan](#) - Action 1.18

³ [Year One Fire Services Reform Implementation Plan](#) - Action 2.16

⁴ [Year One Fire Services Reform Implementation Plan](#) - Action 2.17

CFA's annual *Attitudes and preparedness of households in high bushfire risk areas survey* shows that CFA continues to trend above 93% for community trust in the CFA brand, noting that this trust continues to increase. CFA continues to actively engage with the community at events, community education programs, home and property visits and e-learning modules. FSIM notes that CFA is engaging with nearly 50% of residents in extreme fire risk areas however there is still more work to be done to improve engagement with communities in extreme fire risk areas. FRV continues to make progress providing community education and risk reduction programs this quarter however did not meet its target set in FY 2020-21. FRV anticipates that results will improve in FY 2022-23 following increases in staff training to deliver programs and work to improve reporting.

CFA introduced a new indicator this quarter to count the number of volunteers sitting on steering committees and project governance committees. FSIM is supportive of CFA providing more opportunities for volunteers to have input into CFA's policy and strategic direction. FRV met the target of 100% for 'stations and work sites visited against schedule' in Q4. This result builds on an improved Q3 result arising from eased COVID-19 restrictions.

Workforce

CFA has reported a significant increase in staff unplanned absences this quarter. CFA report that this is due to a substantial increase in staff reporting absent due to COVID-19 isolation protocols. CFA volunteer compensation claims reported are below baseline but have recorded a substantial increase in claims since Q3 FY 2021-22. CFA report that there is often a delay (unless there is some immediate serious impact to an individual) in compensation claim submissions where incidents may have occurred in previous quarters, which could account for this increase in Q4.

FRV monitors separations of all FRV staff to assist in identifying issues relating to workplace culture and capability and exceeded its turnover target by 1.3% in Q4. This target was set to establish a more diverse and inclusive workforce, recognising its aging workforce profile. However, exceeding this target can have consequences for FRV service delivery due to reduced workforce capacity. There is a possible correlation emerging between exceeding the workforce turnover target and not meeting its permanent non-operational staff FTE target, resulting in FRV needing to fill higher than anticipated corporate services support roles.

Capability

While CFA and FRV are both making progress against their respective capability indicators, there are some outstanding issues arising primarily from a backlog of training due to COVID-19 restrictions. Capability will remain a key area of focus for FSIM in FY 2022-23 noting the reform objective that firefighters have the right skills and access training and support.

CFA introduced a new indicator in this quarter to report on the number of digitised training courses made available online, demonstrating adaptability in response to COVID-19 related restrictions. CFA met its baseline regarding satisfaction with overall baseline and reported just below the baseline in satisfaction with digitised training. However, CFA did not meet its baseline for an increase in the average number of courses completed by CFA members. While CFA have been able to respond and adapt to impacts to training, it is not resulting in more CFA members undertaking training courses.

FRV made considerable progress against its specialist skills indicator by addressing COVID-19 induced backlogs in emergency medical response (EMR), trench rescue and heavy rescue. In Q1, FRV reported a result of 24.3% against a target of 100% by Q4 FRV had progressed this result to 83%.

FRV has consistently not met its core skills maintenance target across the year with a result of 86.7% of Division A staff having completed core skills training against a target of 95%. FSIM notes that Division B staff are currently not captured in results for this indicator and as a result FSIM cannot effectively evaluate skills maintenance results of all FRV firefighters. FRV advises it intends to incorporate Division B results in FY 2022-23 reporting.

Fire Fatalities & Prevention Activities

CFA and FRV have both reported fire fatalities in Q4. This is the first time FRV have reported preventable fire fatalities as part of their Year Two Outcomes Framework reporting.

CFA did not meet its aspirational target of zero fire-related fatalities and injuries this quarter. There were four fire related fatalities in Q4, which exceeds the four-year rolling average baseline by three fatalities. CFA also reported nine fire related injuries in Q4, which is an improvement on their four-year rolling average baseline of 74.

FRV reported on the number of preventable fire-related fatalities recorded by the FRV Fire Investigation Unit in FY 2021-22. This is the first time FRV have reported on preventable fire related fatalities in their Year Two Outcomes Framework reporting as a part of their best practice emergency response outcomes and recorded 12 preventable fire-related fatalities during the FY 2021-22. FRV reports that smoking, mobility issues and hoarding contributed to these deaths.

FRV reported fire-related fatality prevention measures such as increases in hoarding and residential risk referrals in Q4. In addition, FRV collaborated with CFA in a joint smoke alarm campaign focusing on the importance of having multiple smoke alarms in the home. FRV reports that the campaign evaluation found that awareness and perceived importance of installing interconnected smoke alarms was significantly higher for those exposed to the campaign.

CFA continues to report increases in homes where CFA has installed smoke alarms, replaced inoperable smoke alarms, and have provided fire prevention devices to vulnerable community members this quarter. FSIM commends CFA and FRV on their fire prevention activities, in particular their collaborative smoke alarm community engagement activities, and looks forward to better understanding of the impact of CFA and FRV prevention approaches on fire-related fatalities and injuries in future reporting.

2.0 Reader Guide

Definitions

Acronym	Title
BP3	Budget Paper 3
CFA	Country Fire Authority
CFASafe	System providing critical business functions including Hazard/ Incident Reporting, Health Program Management and Audit tracking.
Division A	Former Metropolitan Fire Brigade firefighters employed by FRV
Division B	Former CFA firefighters employed by FRV
EMR	Emergency Medical Response
EMV	Emergency Management Victoria
FES	Fire Equipment Services
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
LGA	Local Government Association
MOU	Memorandum of Understanding
NPS	Net Promoter Score
SLA	Service Level Agreement

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' performance against published Outcomes Frameworks

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

3.0 Introduction

Purpose and background

This independent quarterly report provides observations on CFA and FRV quarterly performance against the measures set out in their respective outcomes frameworks. The report also assesses the progress of CFA and FRV towards their outcomes-based fire services performance indicators, where possible.

Fire Services Implementation Monitor (FSIM)

FSIM was appointed in 2020 in accordance with the *Fire Rescue Victoria Act 1958* (the Act). FSIM's functions under the Act are 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 agencies and can be used to identify change. They can also determine whether agencies are moving towards agreed outcomes while identifying areas for improvement and help focus monitoring and evaluation on potential high-risk issues.

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 reviews CFA's and FRV's quarterly results and provides a summary and analysis of the quarter's data and, where possible, trend data across the first years of reformed operations, taking into consideration Implementation Plan priorities and the operational performance reported by both agencies.

Limitations on data

CFA and FRV published their respective Year Two Outcomes Frameworks in Q1 FY 2021-22. CFA continues to review and refine its outcome framework and is undertaking planning to realise improvement opportunities in a Year Three Outcomes Framework. FRV's Year Two Outcomes Framework is currently being reviewed against FRV's inaugural Strategic Plan 2022-2032, which is due to be launched in September 2022. FRV's report continues to include outputs from its year one framework and includes measures from its year two framework.

It is FSIM's expectation that agencies will be able to better explain their progress towards their respective outcomes as their data matures and they can substantiate linkages between actions and outcomes. Outcomes reporting is a long-term program of data identification, development and analysis and more time is required to enable fire service agencies to understand and report on the impact their work has on volunteers, staff, and the broader Victorian community, beyond outputs.

Publication of reports

FSIM publishes quarterly reports on [Fire Services Implementation Monitor publications | Victorian Government \(www.vic.gov.au\)](https://www.vic.gov.au/fire-services-implementation-monitor-publications). Publishing these quarterly reports promotes transparency of the fire services activities and outputs and as their outcome indicators, measures and data improve, may provide meaningful benchmarking to measure the impact of the government's reform agenda on the fire services agencies, other emergency services stakeholders, and the broader community over time.

3.1 Fire Services Q4 performance results

3.2 Country Fire Authority Q4 results overview

CFA has transitioned to its Year Two Outcomes Framework and provided data for all measures in the year two framework. CFA recognises that there are improvements to be made to link the measured data to outcomes. The planned continuous improvement approach to mature CFA's outcomes framework includes improving data quality and integrity, refining baselines, and setting appropriate targets where relevant to demonstrate progress towards intended outcomes. Currently, CFA uses a range of approaches to set baselines, some of which include pre-reform data, and some which have had pre-reform data excluded. CFA's broader outcomes review and planning will consider how baselines can more accurately reflect post-reform operations and other improvement opportunities.

CFA has included 15 annual indicators in this Q4 report. CFA will release a number of new indicators in the FY 2022-23 on workforce complaints handling, training, and seasonal preparedness audit⁵.

Appendix A provides a complete report of CFA Outcomes Framework data reported in Q4.

Introduction

CFA's Year Two Outcomes Framework comprises four goals that form the basis of CFA's outcome reporting and related measures and indicators:

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

This section provides insights into CFA's progress towards these goals.

Overview of progress towards outcomes

Putting the community at the centre of everything CFA does

CFA's goal to *put the community at the centre of everything CFA does* includes quarterly and annual measures on community engagement and community knowledge of fire risk.

Generally, CFA is tracking close to baselines in Q4 for indicators under this goal. CFA measures community trust in the CFA brand and trust in CFA advice and services on an annual basis. The 2022 results from the *Attitudes and preparedness of households in high bushfire risk areas survey* show that CFA continues to trend above 93% for community trust in the CFA brand.

CFA reported 19,355 engagements with the community in Q4. This shows that CFA continues to actively engage with the community at events, CFA community education programs, home and property visits and e-learning modules. CFA also reports that almost half of those in extreme fire risk areas are engaging with CFA but there is still more work to be done to improve engagement with communities in extreme fire risk areas.

CFA has introduced an annual indicator to measure fuel management activities across community members' land in high fire risk areas. CFA reports that this result is tracking above baseline due to easing of COVID-19

⁵ Increase in staff satisfaction with the handling and outcomes of complaints; Increase in percentage of training courses led by volunteer trainer/ assessors; Increase in the number of joint FRV/CFA training and exercises; Increase in participation in the Seasonal Preparedness Audit

related restrictions which has increased the availability of members to deliver planned burns. Furthermore, CFA reports improved reporting processes and weather conditions conducive to fuel management activities as supporting above baseline results.

Delivering programs and services that make a positive difference

CFA's *programs and services* goal captures operational performance data including the number and containment of fires, fatalities and injuries, stock loss, and preventative intervention including smoke alarm installation.

CFA continues to report on 13 indicators for this outcome. Most indicator quarterly results met or are tracking close to baseline, however CFA reports the number of grass and scrub fires, containment of bushfires and structure fires are slightly off track and not meeting baseline.

In Q4, CFA reports a continued increase in the number of smoke alarms installed and replaced in homes and the number of fire prevention devices disseminated to vulnerable communities. CFA has also met baseline on the number of house fires, average time spent suppressing structure fires and complete structure loss due to structure fires this quarter. These are positive results, however CFA is trending slightly below baseline for the percentage of structure fires contained to room of origin this quarter. Research has shown that working smoke alarms significantly reduce the risk of death from residential fires⁶. CFA reports that its evaluation of CFA's smoke alarm installation program requires at least 36 months of service delivery data to compare with fatalities reported in households to determine impact of its smoke alarms installation program.

CFA reported a year-to-date total of 2,868 grass and scrub fires which is above YTD baseline of 2,289. CFA notes that this increase is in line with previously recorded and comparable seasonal variations. While a decrease against the baseline for grass and scrub fires was not met, CFA's containment of grass and scrub fires to 5 hectares measure is in line with its baseline with a result of 93% of fires contained. Containment of fires to five hectares reduces the risk of damage to large areas providing good outcomes for community.

CFA has an aspirational target for zero fatalities and injuries in the Country Area of Victoria. This aspirational target was not met with CFA recording 4 fatalities this quarter and a total of 16 fire related fatalities and 49 fire related injuries this year. FSIM notes that the result is increasing year on year since FY 2020-21.

Providing a great place to volunteer and work

CFA's *great place to volunteer and work* goal captures OH&S data, diversity measures, training progress and delivery against corporate requirements.

CFA is generally tracking well against baselines for this goal. However, hazard reporting continues to track significantly below the baseline. CFA has reported a delay to the release of a new hazard reporting checklist that will assist in targeting key hazards for identification and control, with an anticipated release in FY 2022-23. CFA notes that the hazard reporting checklist will primarily be used by brigades at brigade sites and will not replace, supersede, or circumvent CFA's online hazard reporting system.

CFA's indicators met or are tracking close to baseline on their diversity and inclusion indicators such as female participation rates, increase in volunteer members under the age of 40, and CFA participation in diversity and inclusion networks and groups.

CFA reported a significant increase in unplanned absences in Q4 due to CFA staff reporting COVID-19 related absences. CFA have also reported four WorkCover claims this quarter, which continues to trend below the five-year YTD baseline. The increase in Volunteer Compensation claims this quarter, albeit recording below YTD five-

⁶Aufiero M., Carlone T., Hawkins W. & Murdy S. (2011). Analysis of Preventable Fire Fatalities of Older People and People with Disabilities: Risk Reduction Advice for the Community Care Sector. An interactive qualifying project report submitted to the faculty of Worcester Polytechnic Institute in partial fulfilment of the requirements for the Degree of Bachelor of Science. Metropolitan Fire and Emergency Services Board. May 2011.; Bushell J., Childers E., Coffey E. and Porter D. (2016). A Review of Metropolitan Fire and Emergency Services Board (MFB) Residential Risk Referral Process. An interactive qualifying project report submitted to the faculty of Worcester Polytechnic Institute in partial fulfilment of the requirements for the Degree of Bachelor of Science. Metropolitan Fire and Emergency Services Board.; Runyan, C. W., Bangdiwala, S. I., Linzer, M. A., Sacks, J. J., & Butts, J. (1992). Risk factors for fatal residential fires. *New England Journal of Medicine*, 327(12), 859-863

year average baseline, is reported by CFA to be due to delays in volunteer compensation claim submissions and CFA note that some of the compensation claim incidents would have occurred in Q3.

A progressive emergency service

CFA's *progressive emergency service* goal captures data on timeliness of reporting and implementing audit recommendations, workplan delivery and number of after-action reviews.

CFA has improved its results in decreasing overdue audits and recommendations. CFA has undertaken work to address internal audit approaches which has resulted in the number of open internal audit items reducing from 147 to 76 (35 items or 46% of these remaining open audit items are overdue).

CFA has included a new indicator that counts the number of volunteers sitting on steering committees and project governance committees. FSIM supports CFA providing more opportunities for volunteers to have input into CFA's policy and strategic direction as this will inform CFA's Year 2-5 Implementation Plan objective of a volunteer workforce that feels engaged, safe and respected.

3.3 Fire Rescue Victoria Q4 Results Overview

FRV's transition to the Year Two Outcomes Framework continues to progress. FRV continues to report on Year One Outcomes Framework performance measures and has provided 17-year two framework indicators in Q4. As noted in previous reports, FRV has not developed FY 2021-22 targets for year one framework measures as it did not plan to report on these measures beyond June 2021. FRV continues to use the FY 2020-21 targets for performance measures as noted in the data tables at Appendix B.

FRV's existing and future performance reporting will need to be reviewed to align with the new FRV Strategic Plan 2022-2032, following its release in September 2022.

Appendix B provides a complete report of FRV outcomes framework data reported in Q4 (performance measures and outcomes measures).

Introduction

FRV continues to build its data set for reporting against its Year Two Outcomes Framework. As an interim measure, FRV continues to provide data against its Year One Outcomes Framework that reports against the three domains of community, service, and people.

FRV's year two framework⁷ comprises three domains that form the basis of FRV's outcome reporting and related measures and indicators. These domains are:

- **Prevention and Preparedness:** Victorians understand risk in their local environment and know how to prevent and prepare for emergency incidents
- **Response and Recovery:** Victorians can rely on a world-class fire and rescue emergency response
- **Organisational Excellence:** Victorians value FRV as a leading, progressive, and accountable fire and rescue service.

This section provides insights into FRV's progress against its year one framework domains and towards its year two framework goals.

Overview of progress against year one framework domains

This section provides insights into FRV's progress against its year one framework domains.

Community

FRV's *community* domain captures performance data on community education programs, risk referrals, and containment of fires.

FRV continues to make progress providing fire education and risk reduction programs this quarter, exceeding the quarterly target of 80 set in FY 2020-21. With the relaxing of COVID-19 restrictions, increases in staff training to deliver programs and work to improve reporting being undertaken in Q4, FRV anticipates that results will continue to improve in FY 2022-23.

FRV continues to report below the target for containment of structure fires. As in Q3, FSIM notes that containment information is incomplete for over 700 fires within this dataset. Significant incomplete data means that this result is not a true reflection of FRV's containment of structure fire result. FRV has reported that work has been undertaken in Q4 to deliver training on incident data reporting to reduce instances of incomplete containment information being reported.

⁷ [Outcomes framework \(frv.vic.gov.au\)](https://www.frv.vic.gov.au/outcomes-framework)

As in Q3, FRV reported an above target result for residential and hoarding risk referrals this quarter. Hoarding and residential risk referrals enable targeted assistance and education aimed to influence and reduce the impact of fire within the community.

Service

FRV's *service* domain captures data on fleet availability, response times, service level agreement status and specialist capability skills maintenance.

As noted in Q3, the finalisation of Service Level Agreements remains one of the key outstanding issues arising from the reform's implementation. The reported figure of 88% relates to agreements in principle and not executed agreements. This is the third quarter in a row that FRV has reported a result of 88% and significant progress has not been reported since Q4 FY 2020-21. As noted in the Q3 2021-22 report, the inability to progress and finalise these agreements is having an impact on the efficiency and effectiveness of service delivery within the agencies⁸. As SLAs have not yet comprehensively defined each agencies' roles and responsibilities in the delivery of some services, agencies continue to grapple with duplication, extended timeframes for approvals and lack of clarity of how services are delivered. FSIM notes the significant challenges in finalising this program of work and considers finalising SLAs to be a priority issue for both agencies as they underpin agencies' agreement on complementary fire service delivery.

FRV's positive fleet availability result means that firefighters can respond to emergencies with fleet that is maintained and available. Response times in general are tracking close to the FY 2020-21 target with 88% of structure fires responded within 7.7 minutes in FRV's response area, noting that this target relates to FRV's overall footprint, and not individual maintenance areas. FSIM notes that most (323 of 409 incidents) that missed the 7.7 benchmark responded within an additional two minutes however 25 incidents missed the benchmark by more than 5 minutes. FRV EMR response times recorded a positive result, exceeding target by 3.7% in Q4.

FRV reported a road crash rescue result of 84% which is below the FY 2020-21 target of 90%. FRV notes that key contributing factors to not meeting benchmark times for this quarter include traffic congestion, particularly for incidents that occurred on freeways and distances of over 18 km to incident.

The FRV specialist capability skills maintenance result has increased since Q3 but is below the FY 2020-21 target of 100%. As reported in Q2, FRV have experienced significant training backlogs due to COVID-19 restrictions and addressing training backlogs in EMR, trench rescue and heavy rescue specialist skills contributed to the improved results in Q4.

People

FRV's *people* domain captures data on core skills maintenance, FRVSafe, staff engagement, workforce turnover, staff numbers, engagement with local government authorities (LGAs) and representation at state emergency management meetings.

FRV remains below target for core skills maintenance with 86.7% of Division A core maintenance drills scheduled and completed. Since reporting on this measure, Division B core maintenance skills data has not been reported under this measure, this could lead to a perception that Division B employees are not represented by the FRV in the same way Division A staff are. It is critical that FRV demonstrates core skill maintenance of all employees captured in this measure. FRV reports that Division B data will be reported in Q1 FY 2022-23.

FRV met the target of 100% for 'stations and work sites visited against schedule' in Q4. This result builds on an improved Q3 result arising from eased COVID-19 related restrictions.

FRV continues to report FRVSafe escalation issues in Q4, however FRV is tracking close to target in reviewing and closing out OH&S incident reports. FRV reports that work is being undertaken to remedy incident report escalation issues to improve results for 'FRVSafe initial investigations within 14 days' measure.

FRV exceeded its workforce turnover FY 2020-21 target by 1.3% for all employees, reporting that 46 corporate staff separated from the FRV in Q4 with 31 from voluntary separations and the remaining 15 were due to planned end of fixed term contracts. FRV has set a turnover target that it deems appropriate to establish a more diverse

⁸ [Fire Services Outcomes Framework Progress Report Q3 FY21/22](#), pg. 3, 11, 46

and inclusive workforce, recognising the aging workforce profile. However, over exceeding the turnover target has the potential to impact FRV business operations.

Overview of FRV progress towards year two outcomes

As noted above, FRV provided data against 17 of 30 Year Two Outcomes Framework indicators in Q4, with a number of measures informing each indicator. This section provides insights into FRV's progress against its year two framework domains.

Domain 1: Prevention and Preparedness: Victorians understand risk in their local environment and know how to prevent and prepare for emergency incidents

Outcome: Safer homes

FRV's *safer homes* outcome captures data on preventable structure fires attended by FRV and the number of homes with working smoke alarms.

FRV reports that the number and rate of residential structure fires attended by FRV remains consistent with historical trends throughout FY 2021-22. FRV also reports no noticeable deviation in preventable residential structure fire common causes and locations over the past four quarters. Residential structure fires with smoke alarms by type of residence: Hostels (Class 1b), recorded a 17% decrease in Q4 however in Q1-Q3 FY 2021-22 FRV reported 100% which is indicative of a small sample size and high regulatory compliance in the Hostel sector.

FRV report that its community education and awareness campaigns have improved community awareness of the importance of having a smoke alarm installed in the home. FRV reports that over a quarter of Victorians claim they recall media about installing a smoke alarm, and smoke alarm awareness as measured in 2021 increased over the course of a joint CFA and FRV smoke alarm awareness campaign, rising from levels recorded in 2020. FRV also report that community awareness of the importance of having multiple smoke alarms located in different rooms in the home is measuring positively. FRV notes that this outcome will be a long-term outcome and is not immediately translatable to quarter-to-quarter change in data. Programs of this nature promote behaviour change over years.

Outcome: A well-regulated built environment

FRV's *well-regulated built environment* outcome captures data on preventable fires in high-risk buildings, impacts from fire due to early detection and decrease in unwanted false alarms.

Preventable fires in higher risk buildings such as offices, shops, factories, and public buildings continues to trend up in Q4. Additionally, locations with 6 or more false alarms have increased, FRV reports that the result is in line with previous years showing increases consistent with seasonal variation. FRV reports that 110,650 fire safety equipment services were undertaken within buildings in FY 2021-22 consistently undertaking between 26,000 and 30,000 services each quarter.

Outcome: Enabled, empowered and resilient communities

FRV's *enabled, empowered and resilient communities* outcome currently uses the number of non-structure fire incidents attended by FRV in FRV Fire Districts according to incident type.

FRV included a new measure this quarter that counts the number of people educated by Fire Equipment Services to understand, prepare, mitigate, and respond to fire and other emergencies. In FY 2021-22, FRV reports 7,107 people have attended Emergency Management training by FES which includes participating in evacuation drills, attending presentations, seminars, and webinars.

FRV also reports an increase in EMR and rescues and other medical assistance, which may be attributed to increased demands on Victoria's emergency medical services as a new wave of COVID-19 and seasonal influenza impacts the community.

Domain 2: Response and Recovery – Victorians can rely on a world class fire and emergency response

Outcome: A best-practice emergency response:

FRV's *a best-practice emergency response* outcomes captures data on preventable fire fatalities, FRV contribution to EM arrangements, and structure fire and emergency medical response times.

FRV reports 12 preventable fire fatalities in FY 2021-22. One third of properties associated with a fatality had a working smoke alarm, while half of the fatalities occurred in the bedroom. FRV also reported key factors that contributed to fatalities this quarter which include mobility issues, smoking and hoarding. FRV reports that they were not notified of hoarding risk at sites prior to the four fire fatality incidents. FRV rely on firefighter, family member and community services agencies to report properties that exhibit signs of hoarding risk. FRV acknowledges that there may be a large proportion of properties in FRV's response area affected by hoarding that remain unknown to FRV.

Domain 3: Organisational Excellence. Victorian's value FRV as a leading, progressive, and accountable fire and rescue service

Outcome: A diverse and inclusive organisation

FRV's *diverse and inclusive organisation* outcome compares workforce turnover by men and women and measures the number and proportion of women in leadership roles.

FRV's *a diverse and inclusive organisation* outcome captures FRV employment data on women in operational and leadership roles, Aboriginal and Torres Strait islander and LGBTIQ+ people, people with a disability and people from culturally diverse backgrounds.

FRV reports a consistent result compared to Q3 for measures against the indicator number of women firefighters in all ranks and leadership roles and has reported the recruitment of nine women firefighters out of 768 women applicants in FY 2021-22.

Outcomes: A data driven and innovative organisation

FRV's *data driven and innovative organisation* outcome captures data on FRV's participation in research, data analytics and evaluation to support evidence informed decision making and community and firefighter safety.

FRV notes that commentary against this outcome is limited with only one measure being reported this quarter.

Outcomes: A socially and environmentally responsible organisation and respected partner

FRV's *socially and environmentally responsible organisation* and respected partner outcome currently captures data on workforce turnover by gender and age.

FRV reports workforce turnover by age and gender. This data highlights that in FY 2021-22, 86 operational employees over the age of 55 and 102 men in total departed the organisation. With an ageing and male dominated operational workforce, FRV has an opportunity to fill operational roles with a younger demographic and increase its intake of women noting FRV have a target to reach 400 women firefighters by 2025⁹.

3.4 Conclusion

This is the final quarter in year two of the outcomes-based fire services performance reporting. FSIM acknowledges the significant work undertaken by CFA and FRV in developing, refining, and reporting on their Outcomes Frameworks and looks forward to further progress being made by the agencies in their Outcomes Framework reporting in year three.

Recently, the Victorian Government shifted its strategic direction to focus on outcomes to demonstrate its value to the community. In the past, government and command control environments such as the CFA and FRV have measured what it does (outputs), but not necessarily what they have achieved (outcomes). Focusing on

⁹ Year 2-5 Fire Services Reform Implementation Plan – Action 4.9, pp. 28

outcomes instead of outputs allows agencies to better identify the long-term aims of what they want to achieve and evaluate their progress towards those aims. However, identifying and reporting meaningful change takes time, resources, and specialist expertise to transition from an output to an outcomes-orientated approach.

CFA and FRV are continuing to refine their Outcomes Framework indicators and improve their data collection and analysis approaches. Their performance-based measures are not setup to describe reform change but are focused on the strategic aims of the individual agencies.

Although it is important that the public are provided with regular updates on agency performance, quarterly progress updates, as currently reported, provide limited progress insight between quarters, and require longer time frames for data and analysis to mature to support agencies in their transition from delivering a story of outputs to a story of outcomes.

4.0 Appendix A: Country Fire Authority Quarter 4 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-year average of the cumulative, quarter three performance against indicators.

In Q4, CFA provide data for annual and quarterly performance indicators.

Note: For the status column below, FSIM provides a status which only considers whether the baseline has been met or not met, but there are limitations to this approach particularly where a variance may not be statistically significant. CFA uses a +/- 5% tolerance in their assessment against baselines to determine statistical significance, and this is recognised, where appropriate, in the detailed data analysis.

Data against annual performance indicators

		● Performance met baseline	● Performance did not meet baseline	● No baseline established					
Outcome measure description		2020-2021	2021-2022	YTD Baseline	Status				
	CFA Goal 1: We put the community at the centre of everything we do								
1.1	The community has confidence in our advice and services								
1.1.1	An increase in trust of the CFA	94.3%	93.1%	95.7%	●				
1.1.2	Increase in the community's trust in CFA advice and service delivery	8.69	8.77	8.71	●				
1.2	The community is educated, engaged and empowered to manage its fire risk								
1.2.2	Number of community members engaging with CFA from high fire risk communities	40.3%	39.7%	40.3%	●				
1.2.3	Increase in the community knowledge of fire risk	47.6%	44.6%	47.6%	●				
1.3	The community changes its behaviour to manage fire risk								
1.3.1	Increase in fuel management activities across community members land in high fire risk areas	-	249	155	●				
3.2	We have volunteer and paid workforce that reflects the community it serves								
3.2.5	Increase in the diversity of our volunteer and paid workforce	-	23.2%	22.8%	●				
3.2.7	Increase in the diversity of our volunteer and paid leadership cohorts	-	5.8%	5.1%	●				
3.2.9	Increase in participation in CFA run inclusion and diversity networks and groups	-	72	-	●				
3.3	We uphold the CFA values and are held accountable for our behaviour								

Outcome measure description		2020-2021	2021-2022	YTD Baseline	Status
3.3.1	Increase in volunteer satisfaction	2.3	2.2	2.2 ¹⁰	●
3.3.2	Increase in staff engagement	62	65	61	●
3.3.3	Increase in volunteer satisfaction with the handling and outcomes of complaints		7.2	7.2 ¹¹	●
3.4	Our volunteers and staff are empowered and supported to successfully fulfill their role				
3.4.1	Increase in training program digitised and available through online flexible learning		83	33.25 ¹²	●
4.2	Our corporate governance arrangements are based on evidence and evaluation to maximise the benefits for our people and the community				
4.2.2	Increase in the number of volunteers involved in Corporate Governance arrangements at regions and districts		836	-	●
4.3	We collaborate with FRV & other service delivery partners to promote interoperability & build stronger relationships that lead to better community outcomes				
4.3.4	Increase/ Baseline in the number of CFA personnel participating in sector/ AFAC events/ working groups/ activities	-	-	-	●
4.4	We work with EMV and other government departments and agencies to support government objectives and emergency management reform				
4.4.1	Participation in EMV and sector related policy and reviews – commentary with evidence	-	-	-	●
4.5	Our service delivery and corporate performance is continuously improving				

¹⁰ 3-year baseline

¹¹ 3-year baseline

¹² 4-year baseline

Data against quarterly performance indicators

		2020-21				2021-22				YTD	Status
Outcome measure description		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Baseline	
	CFA Goal 1: We put the community at the centre of everything we do										
1.2	The community is educated, engaged, and empowered to manage its fire risk										
1.2.1	An increase in the number of community members engaging with CFA ¹³	-	-	-	-		17,579	40,179	59,534	-	●
	CFA Goal 2: We deliver programs and services that make a positive difference										
2.1	Fires are prevented										
2.1.1	A decrease in the number of house fires (YTD)	225	407	590	808	176	411	564	757	926	●
2.1.2	A decrease in the number of grass and scrub fires (YTD)	194	1,199	1,874	2,468	306	1,248	2,353	2,868	2,289 ¹⁴	●
2.2	Fires are suppressed quickly and effectively										
2.2.1	An increase in containment to room of origin of structure fires	58%	53%	53%	55%	58%	58%	52%	53%	55.6%	●
2.2.2	An increase in containment to 5 hectares for grass and scrub fires	99%	94%	95%	95%	99%	95.9%	92.7%	93%	93.6% ¹⁵	●
2.2.3	A decrease in average time spent suppressing structure fires	0:50:40	0:48:50	0:59:31	0:57:40	0:45:17	0:54:10	0:53:51	0:54:38	0:57:11	●
2.2.4	A decrease in average time to contain and control bushfires	0:38:10	1:26:52	0:54:49	0:49:04	0:22:42	0:42:53	0:52:05	0:48:24	0:49:21 ¹⁶	●
2.3	Fires are less harmful to the community										
2.3.1	A decrease in fire-related fatalities (YTD)	3	4	7	7	4	9	11	16	12 ¹⁷	●
2.3.2	A decrease in fire-related injuries (YTD)	9	21	35	53	15	28	40	49	74 ¹⁸	●
2.3.3	A decrease in stock loss due to fires (YTD)	0	0	0	0	0	4,115	4,122	4,122	1,508	●
2.3.4	A decrease in complete structure loss due to a structure fire	16.4%	17.9%	18.1%	17.8%	13.0%	13.3%	16.9%	17.2%	17.8%	●

¹³ Year Two Outcomes Framework Indicators

¹⁴ 3-year baseline includes FY 2011, 2017, 2021

¹⁵ 3-year baseline includes FY 2011, 2017, 2021

¹⁶ 3-year baseline includes FY 2011, 2017, 2021

¹⁷ 4 Year Baseline, Aspirational target of zero

¹⁸ 4 Year Baseline, aspirational target of zero

Outcome measure description	2020-21				2021-22				YTD Baseline	Status										
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4												
2.3.6	An increase of homes with installed smoke alarms ¹⁹										-	●								
2.3.7	An increase in the number of inoperable smoke alarms replaced ¹⁰										-	●								
2.3.8	An increase in the number of vulnerable community members provided with a fire prevention device ¹⁰										-	●								
CFA Goal 3: We provide a great place to volunteer and work																				
3.1	Our workplace is safe																			
3.1.1	An increase in hazard reporting within CFA locations (YTD)										128	261	423	788	141	133	205	273	471	●
3.1.2	A decrease in emergency response injuries										54	114	209	294	47	32.6	65	53.5	89.2	●
3.1.3	A decrease in volunteer compensation claims										16	31	59	78	15	23	39	75	114	●
3.1.4	A decrease in WorkCover claims										6	4	9	16	11	14	21	25	98	●
3.1.5	A decrease in unplanned absences										1.6	3.4	4.7	6.8	1.6	3.4	6	13	7 ²⁰	●
3.2	We have volunteer and paid workforce that reflects the community it serves																			
3.2.1	An increase in female volunteers in operation roles										13.4%	13.3%	13.4%	13.7%	13.6%	14.9%	14.9%	15%	14.8%	●
3.2.2	An increase in female volunteers in leadership roles										6.0%	5.9%	6.2%	6.4%	6.6%	17.5%	17.3%	17.3%	15.5%	●
3.2.3	An increase in female staff in senior roles (PTA 5 or above)										53.2%	51.5%	52.5%	52.6%	51.4%	49.6%	49.6%	49.8%	49.3%	●
3.2.4	An increase in volunteers under 40 years old										29.2%	29.1%	29.2%	29.12%	28.8%	28.8%	28.7%	28.6%	29.3%	●
3.4	Our volunteers and staff are empowered and supported to successfully fulfill their role																			
3.4.3	Maintain overall training satisfaction at 4 or above ¹⁰										-	-	-	-	-	4.2	4.6	4.67	4.6 ²¹	●
3.4.4	Maintain overall digital learning satisfaction at 4 or above ¹⁰										-	-	-	-	-	4.6	4.2	4.19	4.2	●
3.4.5	An increase in the average number of training courses completed by CFA Members ¹⁰										-	-	-	-	-	2.27	3	3.11	3.49 ²²	●
CFA Goal 4: We are a progressive emergency service																				
4.1	Our investment decisions are transparent and achieve the greatest possible impacts																			

²⁰ 2 Year Baseline

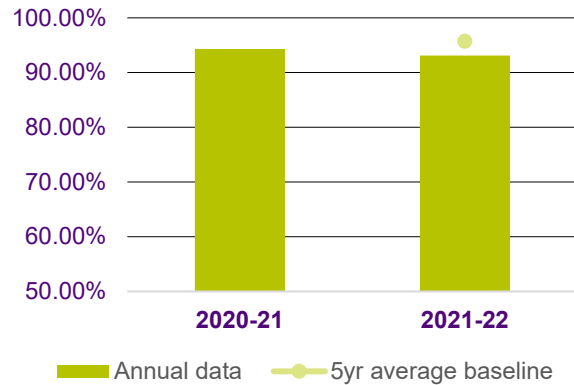
²¹ 3 Year baseline

²² 4 Year Baseline

Outcome measure description	2020-21				2021-22				YTD Baseline	Status
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
4.1.1 Timely progress reports on the delivery of government commitments ²³	-	-	-	-	-	100%	100%	100%	100%	●
4.2 Our corporate governance arrangements are based on evidence and evaluation to maximise the benefits for our people and the community										
4.2.3 A decrease in overdue audit recommendations ¹⁴	-	-	-	-	-	83%	85%	46%	85%	●
4.3 We collaborate with FRV & other service delivery partners to promote interoperability and build stronger relationships that lead to better community outcomes										
4.3.2 Fire Services Operation Committee (FSOC) workplan delivered ¹⁴	-	-	-	-	-	-	-	-	-	●
4.5 Our service delivery and corporate performance in continuously improving										
4.5.1 An increase in the number of After Action Reviews ¹⁴	-	-	-	-	-	11	25	49	-	●

²³ Year Two Outcomes Framework Indicators

1.1: The community has confidence in our advice and services



1.1.1. An INCREASE in community trust of the CFA

YTD Baseline	95.7%
Result	93.1%

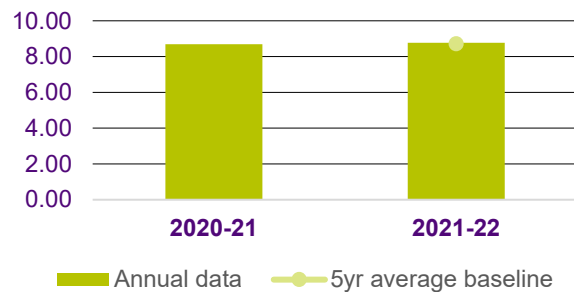
Commentary

The Q4 result did not meet CFA's YTD baseline but is within CFA's +/- 5% tolerance for this measure.

CFA reports on this indicator annually. The results are derived from CFA's *2022 Attitudes and preparedness of households in high bushfire risk areas 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.

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.

FSIM notes that Q4's result is not significantly below baseline and there is a high level of community trust in the CFA brand.



1.1.2. INCREASE in the community's trust in CFA advice and service delivery

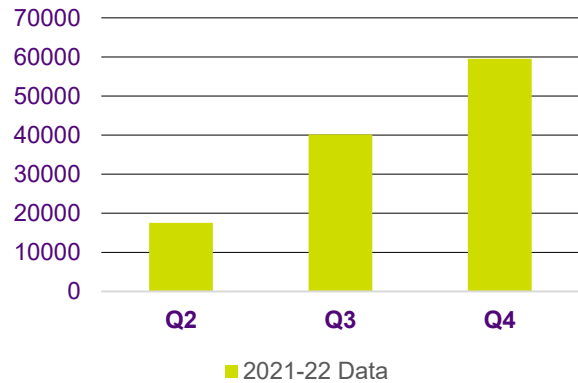
YTD Baseline	8.71
Result	8.77

Commentary

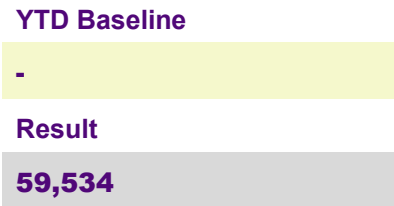
The Q4 result met CFA's YTD baseline.

This is an annual indicator. Results are derived from CFA's *2022 Attitudes and preparedness of households in high bushfire risk areas 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.

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



1.2.1. An INCREASE in the number of community members engaging with CFA

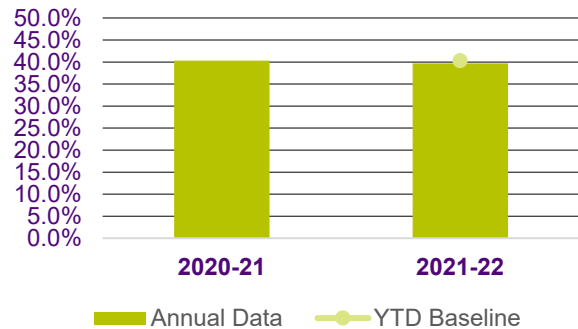


Commentary

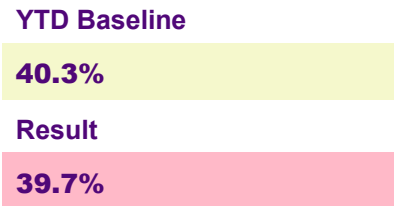
CFA commenced reporting on this indicator in Q2 FY 2021-22. CFA notes that a baseline for this indicator will be considered in the development of CFA's Year Three Outcomes Framework (FY 2022-23).

This indicator measures the number of community members CFA has directly engaged via online or in-person activities such as meetings and workshops, online sessions and e-learning modules, visits to homes and properties, and at community events or places.

CFA reports that the result for this indicator is consistent with CFA's expectations. CFA confirms that easing of COVID-19 related restrictions and the resulting increase in CFA brigade activity in communities have contributed to this result.



1.2.2. Number of community members engaging with CFA from high fire risk communities



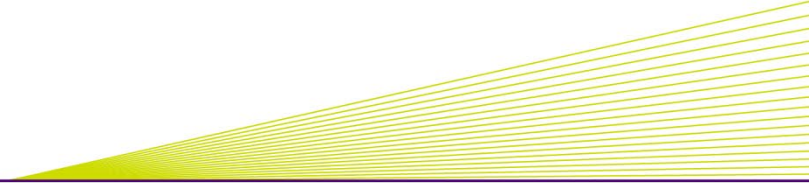
Commentary

The annual result did not meet CFA's FY 2021-22 baseline but is within CFA's +/- 5% tolerance for this measure.

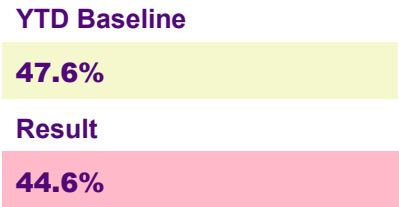
The result is a percentage of community members engaging with CFA from high-risk communities.

CFA captures the number of engagements across communities, this result is significantly influenced by community engagements made through the Community Based Bushfire Management Program which manages bushfire risk across communities and agencies by supporting development of fire risk mitigation and response arrangements.

FSIM notes that CFA's Q4 result tracked close to the baseline.



1.2.3. INCREASE in the community knowledge of fire risk



Commentary

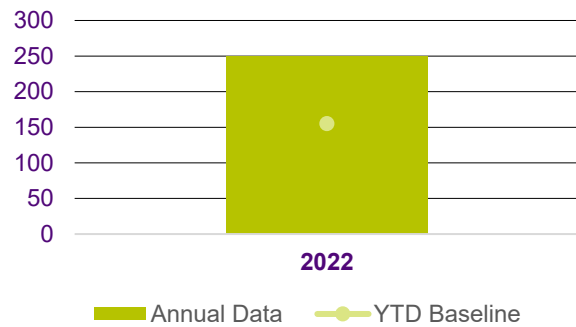
The annual result did not meet CFA's FY 2021-22 baseline but is within CFA's +/- 5% tolerance for this measure.

This is an annual indicator. Results are derived from CFA's 2022 *Attitudes and preparedness of households in high bushfire risk areas survey*. 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.

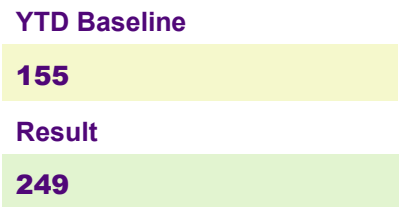
The measure calculates the percentage of respondents in extreme and very high-risk locations that appropriately recognise that the risk of bushfire for their property is Extreme or Major.

CFA reports that a lower result following less severe fire seasons indicates some complacency at times when fire risk is not as great as in a severe fire season.

1.3: The community changes its behaviour to manage fire risk



1.3.1 INCREASE in fuel management activities across community members' land in high fire risk areas



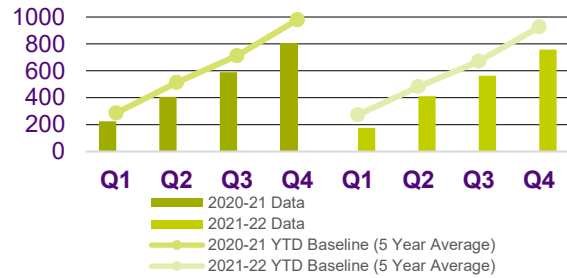
Commentary

The annual result met CFA's FY 2021-22 baseline.

This is a new annual indicator. This indicator is a count of the fuel management activities completed on community members land in high fire risk areas.

CFA reports that the increase in activity has been supported by suitable weather for planned burning as well as CFA undertaking more non-burn fuel treatments than in previous years. COVID-19 related restrictions have eased, resulting in greater availability of members to deliver planned burns.

2.1 Fires are prevented



2.1.1 A DECREASE in the number of house fires

YTD Baseline (5-Yr Average)

926

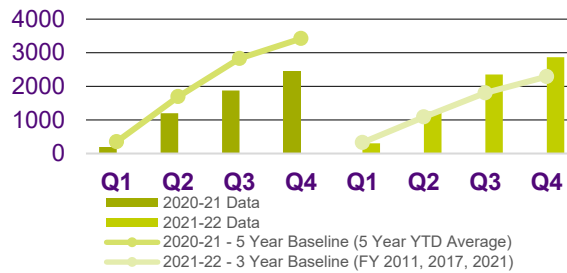
Result

757

Commentary

The Q4 result met CFA's YTD baseline. The quarterly result is calculated cumulatively over FY 2021-22.

This indicator is a total of the number of preventable residential fires classified as Emergency Incidents (excluding non-residential structure fires).



2.1.2 A DECREASE in the number of grass and scrub fires

YTD Baseline (3Yr Baseline)

2,289

Result

2,868

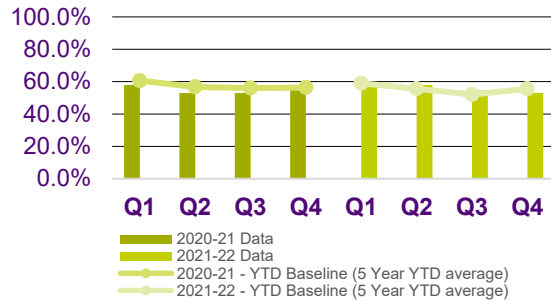
Commentary

The Q4 result did not meet CFA's YTD baseline. The quarterly result is calculated cumulatively over FY 2021-22.

This indicator is a total number of grass and scrub fires (excluding campaign fires).

CFA reports that this increase is consistent with expectations and is in line with previously recorded and comparable seasonal variations.

2.2 Fires are suppressed quickly and effectively



2.2.1 An INCREASE in percentage of structure fires contained to room of origin

YTD Baseline (5-Yr Average)

55.6%

Result

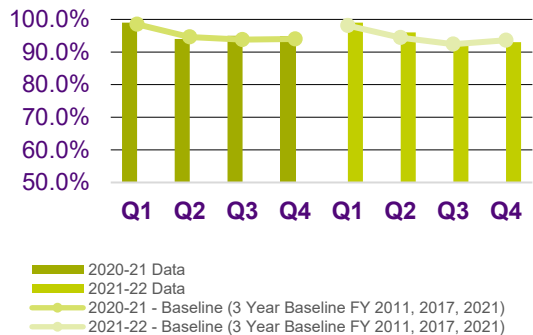
53.0%

Commentary

The Q4 result did not meet CFA's YTD baseline but is within CFA's +/- 5% tolerance for this measure.

This indicator is a percentage of structure fires that were contained within room of origin.

FSIM expects that as CFA's data collection and analysis continues to mature, clearer connections between CFA's actions and the impact on the community will be able to be provided.



2.2.2 An INCREASE in percentage of grass and scrub fires contained to 5 hectares

YTD (3Yr Baseline)²⁴

93.6%

Result

93%

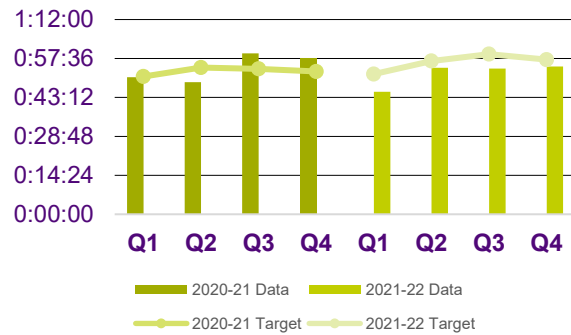
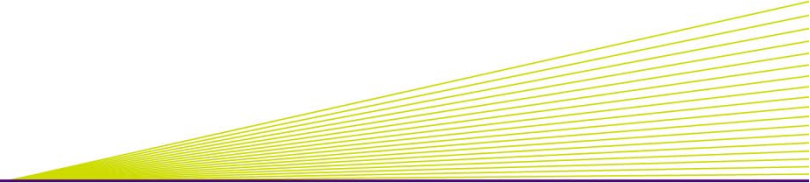
Commentary

The Q4 result did not meet CFA's YTD baseline, but is within CFA's +/- 5% tolerance for this measure.

This indicator is a percentage of grass and scrub fires that were contained to 5 hectares.

CFA aims to refine its Outcome Framework to enable a more direct attribution of its activities to the overall outcome. Until CFA can make these connections, FSIM is unable to communicate what impact CFA's programs are having on this indicator.

²⁴ Including FY 2011, 2017, 2021



2.2.3 A DECREASE in average time spent suppressing structure fires (time spent on scene of incident)

YTD Baseline (5 Yr Average)

57 min 11 sec

Result

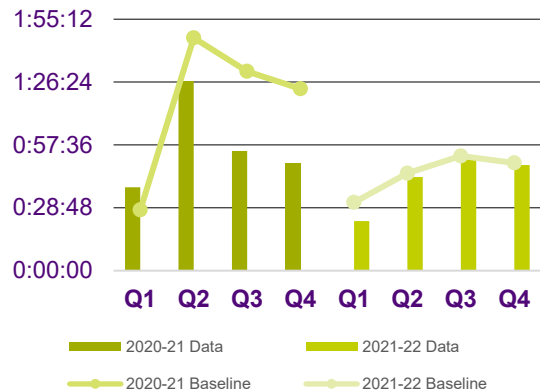
54 min 38 sec

Commentary

The Q4 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).

While this result is in line with the baseline, CFA's current reporting does not provide a clear connection between the programs relating to fire suppression and this indicator.



2.2.4 A DECREASE in average time to contain and to control bushfires

YTD (3Yr Baseline)²⁵

49 min 21 sec

Result

48 min 24 sec

Commentary

The Q4 result met CFA's YTD 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.

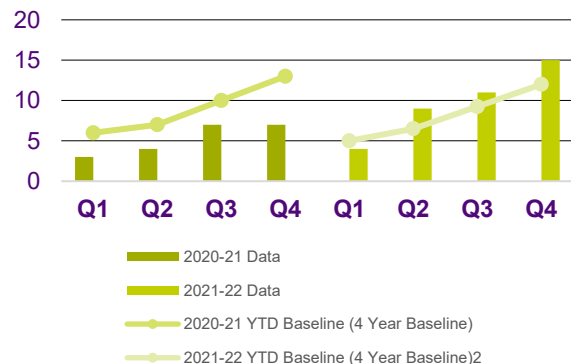
As with indicator 2.2.2, CFA recognises that there are multiple factors that contribute to this outcome, which include, but are not limited to,

- pre-determined dispatch capability (i.e., ability to move aircraft around the state effectively to dryer areas as needed and therefore bolster an initial response)
- weather patterns and reduced fire season
- volunteer availability due to COVID-19 and working remotely
- training, operating procedures, communications, and programs.

CFA report that upon review it has identified data integrity issues and limitations of using baseline data for this metric. CFA aims to refine its outcome framework to enable a more direct attribution of its activities to the overall outcome.

²⁵ Including FY 2011, 2017, 2021

2.3 Fires are less harmful to the community



2.3.1 A DECREASE in fire-related fatalities

Aspirational Target

0

YTD Baseline (4 Yr Baseline)

12

Result

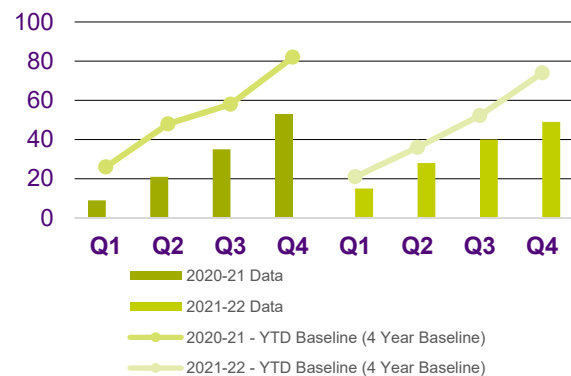
15

Commentary

The Q4 result did not meet CFA's YTD baseline. The quarterly result is calculated cumulatively over FY 2021-22. CFA has an aspirational target of zero fire fatalities in the Country Area of Victoria.

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.

There were four fire incidents in Q4 that resulted in single fatalities at each fire incident.



2.3.2 A DECREASE in fire-related injuries

Aspirational Target

0

YTD Baseline (4 Yr Baseline)

74

Result

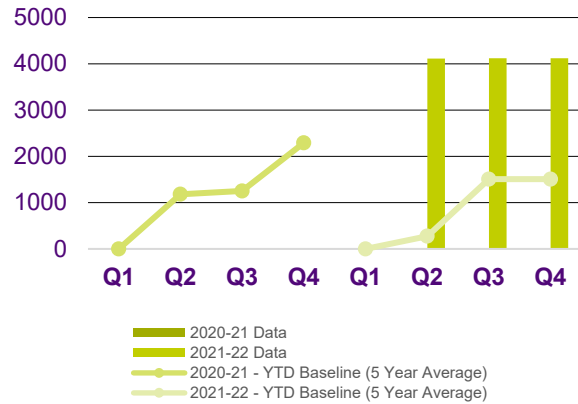
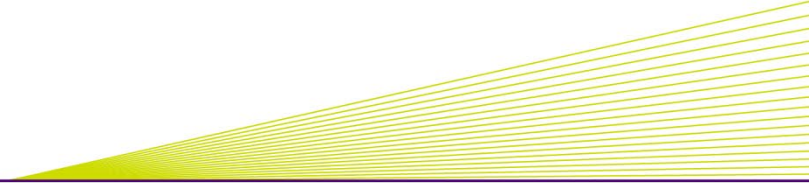
49

Commentary

The Q4 result met CFA's YTD baseline. The quarterly result is calculated cumulatively over FY 2021-22.

This indicator captures 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.

FSIM notes that CFA has an aspirational target of zero fire-related injuries.



2.3.3 A DECREASE in stock loss due to fires

YTD Baseline (5 Yr Average)

1,508

Result

4,122

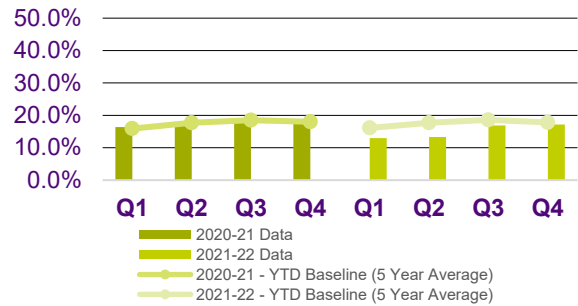
Commentary

The Q4 result did not meet CFA's YTD baseline. The quarterly result is calculated cumulatively over FY 2021-22.

This indicator is the total number of heads of stock lost due to fire. CFA uses "cattle", "horses", "sheep" and "other livestock" as categories of stock for this indicator. CFA reports that it is reviewing this indicator and subsequent business rules to inform the Year Three Outcomes Framework.

CFA reported a number of actions to reduce stock loss such as:

- Developing a booklet targeted at farmers *Your guide to Farm Fire Safety*, which provides advice on stock management during fire events and stock management fire safety plans (June 2022)
- CFA's publication *On the Land* provides advice to the community
- CFA provide advice to farmers regarding livestock.



2.3.4 A DECREASE in complete structures loss due to a structure fire

YTD Baseline (5 Yr Average)

17.8%

Result

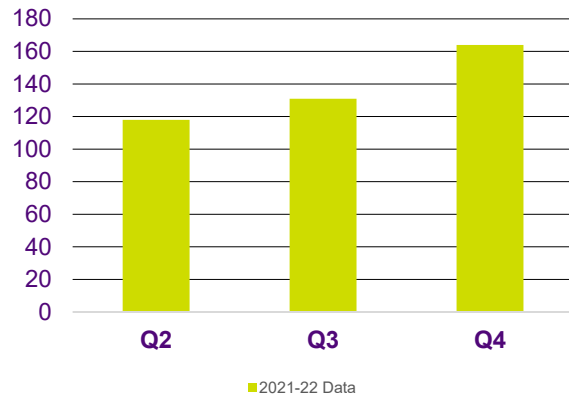
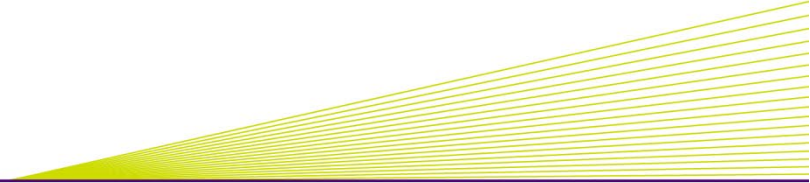
17.2%

Commentary

The Q4 result met CFA's YTD baseline.

This indicator is a percentage of structure fires in which the entire structure was lost.

As with 2.2.3, FSIM looks forward to more effective data analysis that links CFA activity (e.g., impacts of training, appliance availability) to the result.



2.3.6 An INCREASE of homes with installed smoke alarms

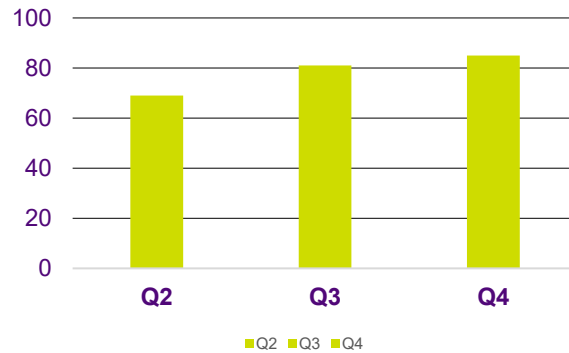
YTD Baseline	-
Result	164

Commentary

CFA commenced reporting on this indicator in Q2 FY 2021-22. CFA notes that a baseline for this indicator will be considered for the CFA’s Year Three Outcomes Framework (FY 2022-23).

This indicator counts the number of homes where CFA members have installed a smoke alarm. CFA have introduced 2.3.6 and 2.3.7 to monitor progress of installation and function of smoke alarms and prevention devices such as fire blankets. A functioning smoke alarm and proper use of fire prevention devices reduce risk of harm from residential fires.

Note: CFA report that it is too early to determine the impact of its smoke alarm installation program but as the data matures clearer connections between causes and results may be made including between other CFA Outcomes Framework indicators such as fire fatalities and injuries. This is consistent for indicators 2.3.7 and 2.3.8.



2.3.7 An INCREASE in the number of inoperable smoke alarms replaced

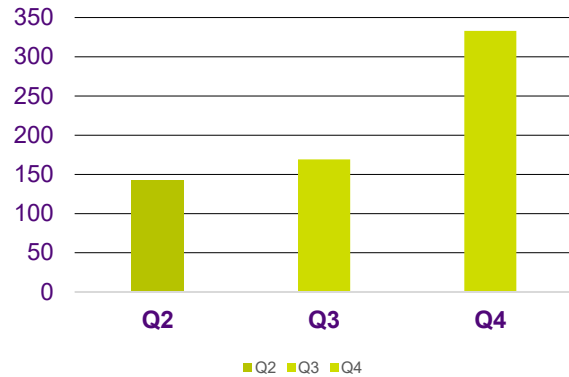
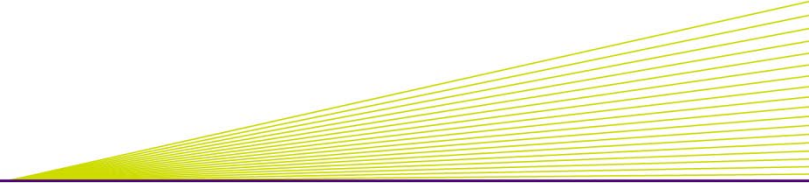
YTD Baseline	-
Result	85

Commentary

CFA commenced reporting on this indicator in Q2 FY 2021-22. CFA reports that YTD baselines are likely to be set in 2024, once the CFA smoke alarm installation program has been fully rolled out across the state.

This indicator counts the number of inoperable smoke alarms replaced by CFA members.

Please refer to note in commentary for indicator 2.3.6.



2.3.8 An INCREASE in the number of vulnerable community members provided with a fire prevention device

YTD Baseline	-
Result	333

Commentary

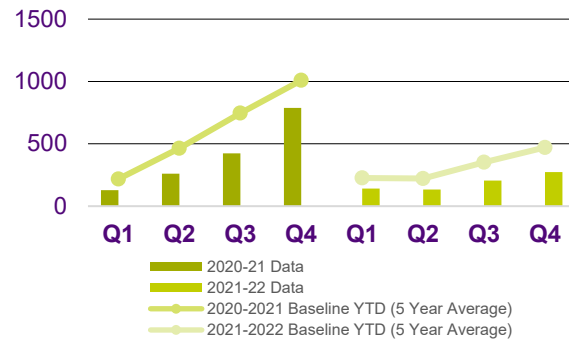
CFA commenced reporting on this indicator in Q2 FY 2021-22. CFA reports that YTD baselines are likely to be set in 2023, once the Preparing Vulnerable People program is fully rolled out across the state and pilot evaluations have been completed.

This indicator counts the number of vulnerable community members provided with a fire prevention device.

CFA reports it has developed several tools to support understanding of community risk including but not limited to the Brigade Community Engagement Planning Tool, Victorian Fire Risk Register.

Please refer to note in commentary for indicator 2.3.6.

3.1 Our workplace is safe



3.1.1 An INCREASE in hazard reporting

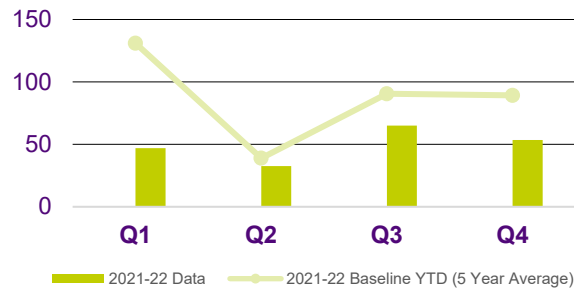
YTD Baseline (5 Yr Average)	471
Result	273

Commentary

The Q4 result did not meet CFA’s YTD baseline.

This indicator is the cumulative number of ‘hazards’, ‘near miss’, and COVID-19 isolating reports made by CFA volunteers or staff into the CFASafe database.

CFA notes that the key factors influencing this result include reduced onsite activity arising from COVID-19 related restrictions and a reduced data set because of the transfer of career firefighters to FRV as part of the reform. Release and implementation of a new hazard reporting checklist has been delayed until Q2 FY 2022-23.



3.1.2 A DECREASE in Emergency Response Injuries

YTD Baseline

89.2

Result

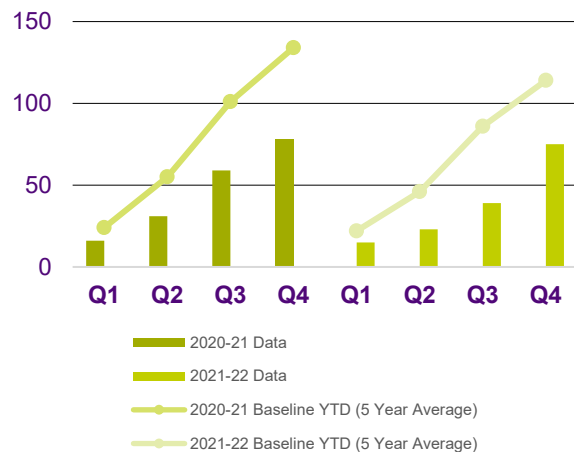
53.5

Commentary

The Q4 result met CFA's YTD baseline.

CFA replaced its previous "decrease in workplace injuries" measure with this new measure, "decrease in emergency response injuries", in FY 2021-22.

This indicator reports on Emergency Response Lost Time Injury frequency rate. The measure is calculated as a ratio of the number of lost time injuries occurring during emergency response conditions divided by the number of incident responses.



3.1.3 A DECREASE in volunteer compensation claims

YTD Baseline (5 Yr Average)

114

Result

75

Commentary

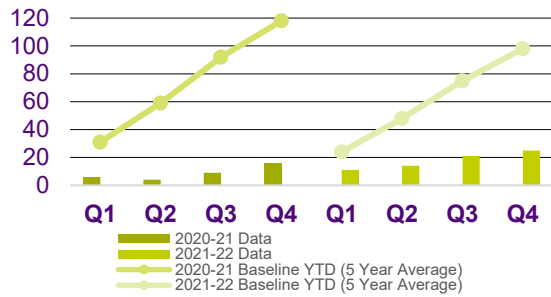
The Q4 result met CFA's YTD baseline. The quarterly result is calculated cumulatively over FY 2021-22.

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.

This result is significantly below baseline, a positive outcome, which CFA attributes to

- a relatively quiet fire season
- reduced face-to-face activity due to COVID-19 related restrictions
- CFA's increased focus on health and safety including a Health Safety and Wellbeing Strategy.

CFA reports that the submission of claims is often delayed (unless there is some immediate serious impact to an individual) until after the summer fire season. CFA notes that Q4 typically has a higher number of claims lodgement, some of which would have occurred in Q3.



3.1.4 A DECREASE in WorkCover claims

YTD Baseline (5 Yr Average)

98

Result

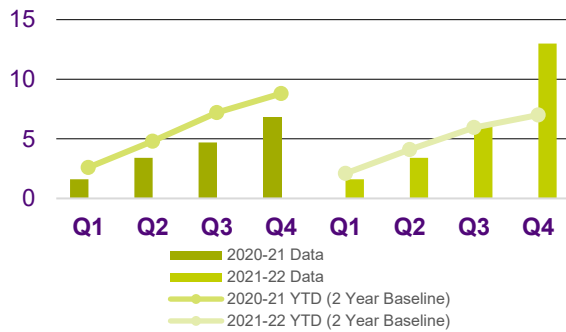
25

Commentary

The Q4 result met CFA's YTD baseline. The quarterly result is calculated cumulatively over FY 2021-22.

This indicator is the number of new claims reports for staff logged into the Claims and Compensation Management system.

This is a 5 Year average YTD baseline which includes data pertaining to career firefighters prior to July 2020. As career firefighters are now managed by FRV, this has resulted in a reduction in claims for CFA.



3.1.5 A DECREASE in unplanned absences

YTD Baseline (2-Yr Baseline)

7

Result

13

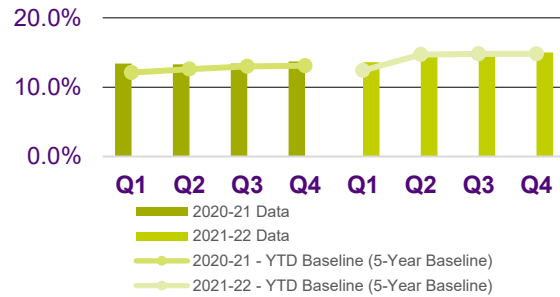
Commentary

The Q4 result did not meet CFA's YTD baseline. The quarterly result is calculated cumulatively over FY 2021-22.

This indicator is the average number of days of unplanned leave per FTE as recorded in CFA's PayGlobal system. The cohort represented in this result are paid CFA staff.

There has been a considerable increase in unplanned absences since Q3 and from the general trend CFA attributes this sharp increase to COVID-19 isolation and restrictions.

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



3.2.1 An INCREASE in female volunteers in active operational roles

YTD Baseline (5 Yr Average)

14.8%

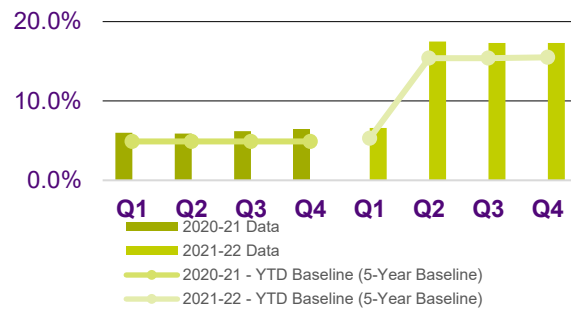
Result

15%

Commentary

The Q4 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.



3.2.2 An INCREASE in female volunteers in leadership roles

YTD Baseline (5 Yr Average)

15.5%

Result

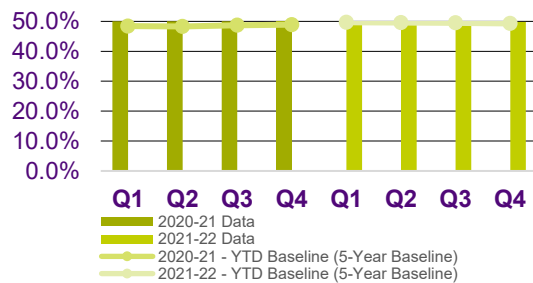
17.3%

Commentary

The Q4 result met CFA's YTD baseline.

This indicator is the percentage of volunteer leadership roles (Brigade Management Team [BMT] and Group Management Team [GMT]) currently occupied by volunteers who identify as female.

CFA reported a significant increase in the number of female leaders from Q1 due to the broadening of the female leadership criteria to include some non-operational volunteer leadership roles such as Brigade Secretary and Treasurer.



3.2.3 An INCREASE in female staff in senior roles

YTD Baseline (5 Yr Average)

49.3%

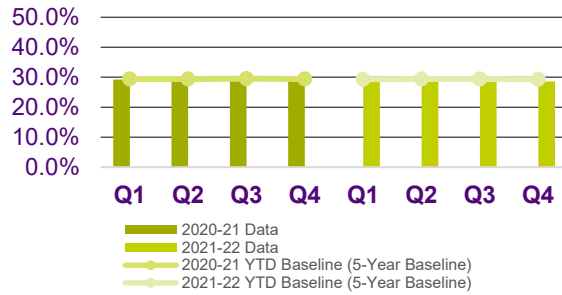
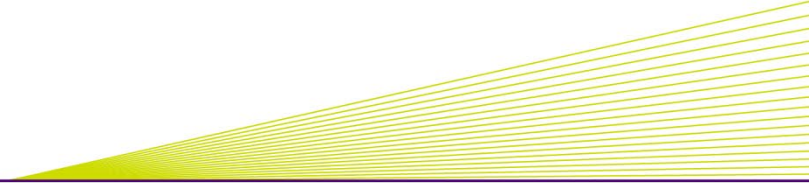
Result

49.8%

Commentary

The Q4 result met CFA's YTD baseline.

This indicator is the percentage of Professional, Technical and Administrative (PTA) 5, PTA6, PTA7 and Executive staff roles that are occupied by people who identify as female.



3.2.4 An INCREASE in volunteers under 40

YTD Baseline (5-Yr Average)

29.3%

Result

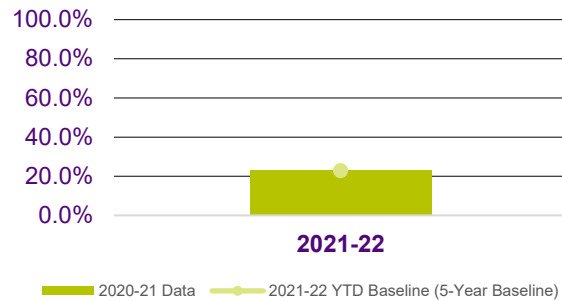
28.6%

Commentary

The Q4 result did not meet CFA's YTD baseline but is within CFA's +/- 5% tolerance for this measure.

This indicator is the percentage of volunteer members who are between the ages of 16 and 39 (excludes junior members).

There is a slight downward trend emerging. CFA has a long term challenge to maintain an active cohort of young volunteers particularly in low density rural areas.



3.2.5 INCREASE in the diversity of our volunteer and paid workforce

YTD Baseline (4-Yr Average)

22.8%

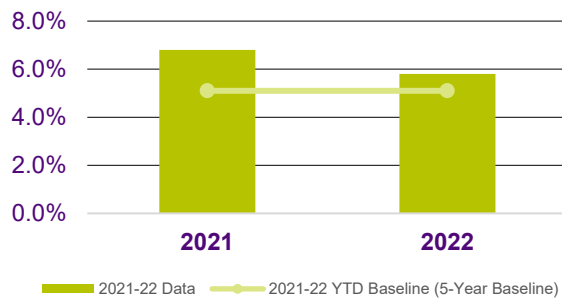
Result

23.2%

Commentary

The annual result met CFA's FY 2021-22 baseline.

This is an annual indicator. This result is the percentage of women in the volunteer and paid workforce.



3.2.7 INCREASE in the diversity of our volunteer and paid leadership cohorts

YTD Baseline (5-Yr Average)

5.1%

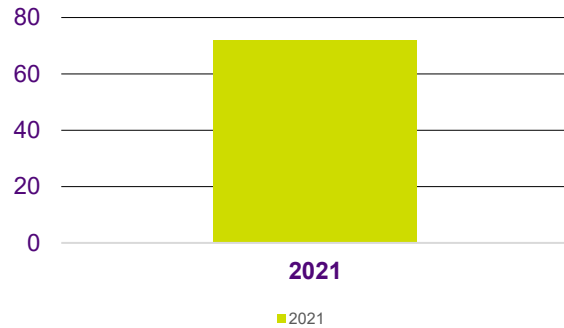
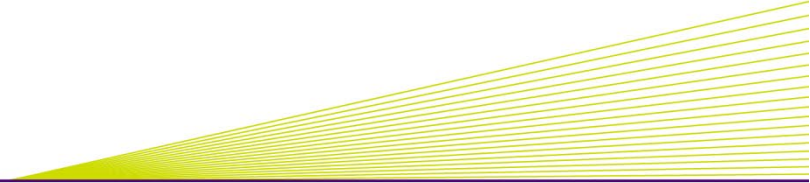
Result

5.8%

Commentary

The annual result met CFA's FY 2021-22 baseline.

This is an annual indicator. This result is the percentage of women occupying leadership roles in the volunteer and paid workforce.



3.2.9 INCREASE in participation in CFA run inclusion and diversity networks and groups

YTD Baseline (5-Yr Average)

-

Result

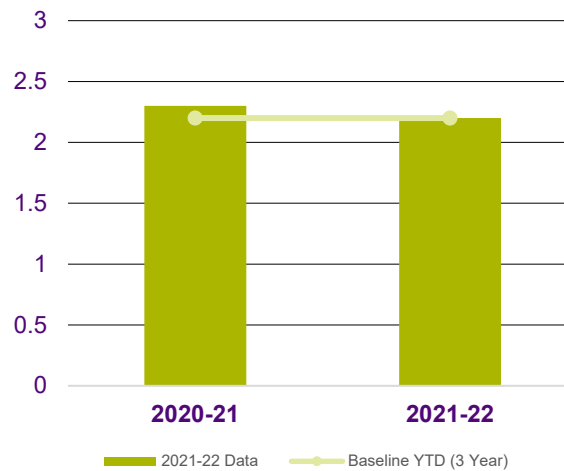
72

Commentary

There is insufficient historical data to establish a baseline.

This is a new annual indicator and is a count of individual members participating in Diversity and Inclusion networks and programs run by the Diversity and Inclusion team.

CFA reports that it is developing a Diversity and Inclusion strategy to be launched in 2023 to clarify CFA priorities and performance indicators. This is in response to the Culture and Issues Management Review Implementation Plan.



3.3.1 INCREASE in volunteer satisfaction

YTD Baseline (5-Yr Average)

2.2

Result

2.2

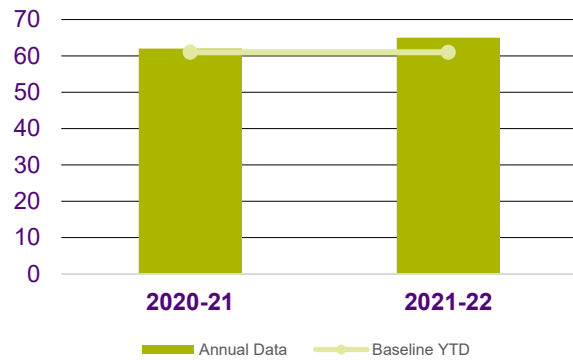
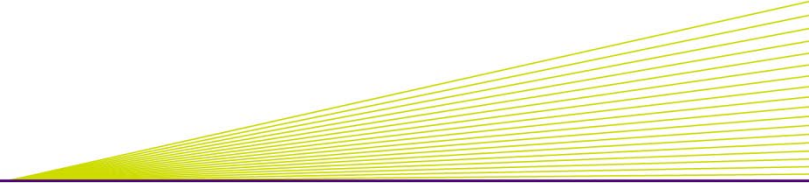
Commentary

The annual result met CFA's FY 2021-22 baseline.

This is an annual indicator. Results are derived from the annual VFVB Welfare and Efficiency Survey conducted in 2021. The results relate to the overall survey score.

The survey measures CFA volunteer attitudes and scores considering the gap between volunteer expectations and organisational performance. 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.

The 2021 survey results show improvement in four of the seven scales that comprise the survey (relating to respect and professionalism; my role as a volunteer, cooperation across CFA and support from CFA).



3.3.2 INCREASE in staff engagement

YTD Baseline (2-Yr Average)

61

Result

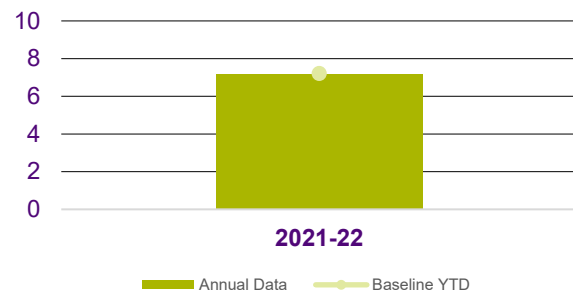
65

Commentary

The annual result met CFA's FY 2021-22 baseline.

This is an annual indicator. CFA reports that a revision of this metric is being considered for CFA's Year Three Outcomes Framework. Data for this indicator is taken from the CFA People Matters survey which rates survey results from workforce engagement specific questions on CFA's ability to provide a valued and meaningful workplace for its staff.

CFA reports that feedback has been received from CFA staff and volunteers regarding the CEO and CO open forum sessions, mentor programs which have been well received by staff and volunteers providing positive opportunities to engage with CFA leadership.



3.3.3 INCREASE in volunteer satisfaction with the handling and outcomes of complaints

YTD Baseline (3-Yr Average)

7.2

Result

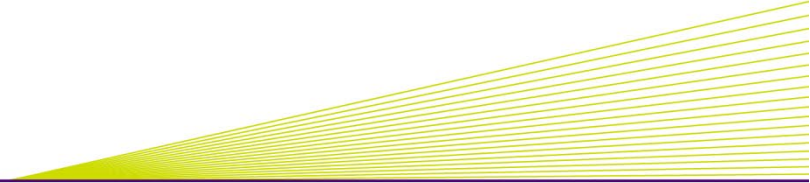
7.2

Commentary

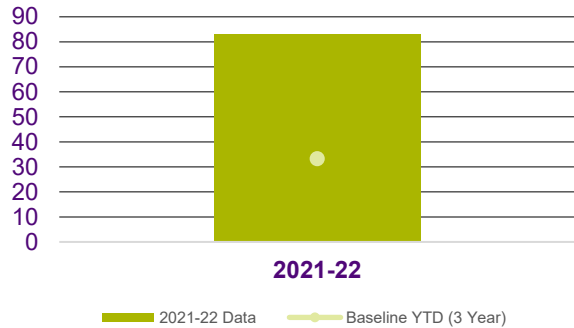
The annual result met CFA's FY 2021-22 baseline.

This is an annual indicator. Results are derived from the annual VFBV Welfare and Efficiency Survey conducted in 2021

Volunteers were asked to provide a score out of 10 whether people management issues, conflict resolution, and volunteer morale were generally well managed within their brigade.



3.4 Our volunteers and staff are empowered and supported to successfully fulfill their role



3.4.1 INCREASE in training program digitised and available through online flexible learning

Commentary

The annual result met CFA's FY 2021-22 baseline.

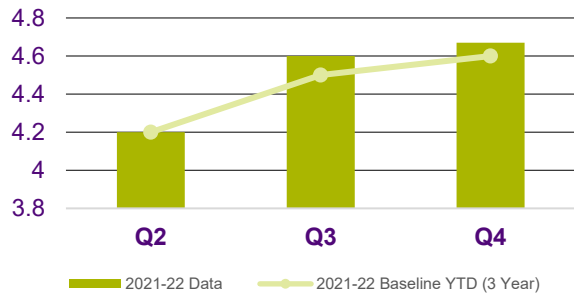
This is an annual indicator. This indicator measures the proportion of training programs digitised and available through online flexible learning.

YTD Baseline (4 Yr Baseline)

33.25

Result

83



3.4.3 MAINTAIN overall training satisfaction at 4 or above

Commentary

The Q4 result met CFA's YTD baseline.

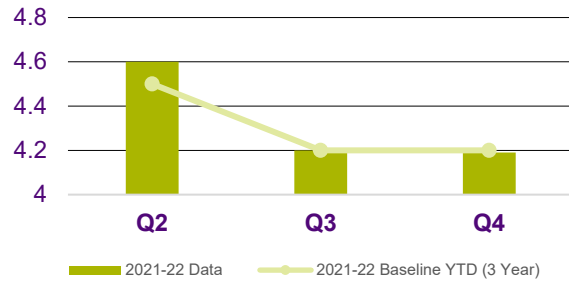
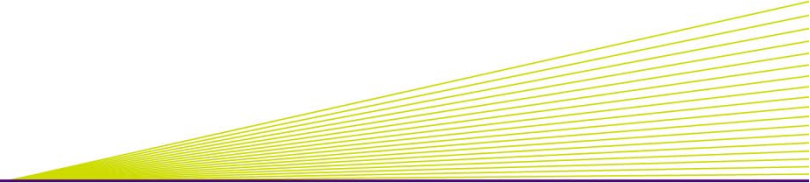
This indicator averages CFA member training satisfaction scores.

YTD Baseline (3 Yr Baseline)

4.6

Result

4.67



3.4.4 MAINTAIN overall digital learning satisfaction at 4 or above

YTD Baseline (3 Yr Baseline)

4.2

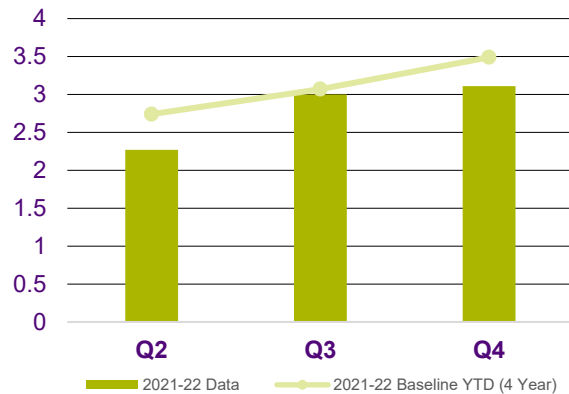
Result

4.19

Commentary

The Q4 result did not meet CFA's YTD baseline, but the result met the CFA overall learning satisfaction at 4 or above and is within CFA's +/- 5% tolerance for this measure.

This indicator averages CFA member digital learning satisfaction scores.



3.4.5 An INCREASE in the average number of training courses completed by CFA Members

YTD Baseline (4-Yr Baseline)

3.49

Result

3.11

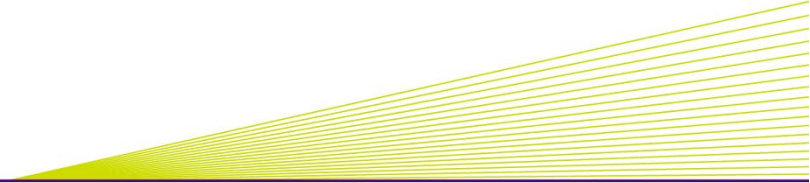
Commentary

The Q4 result did not meet CFA's YTD baseline but is within CFA's +/- 5% tolerance for this measure.

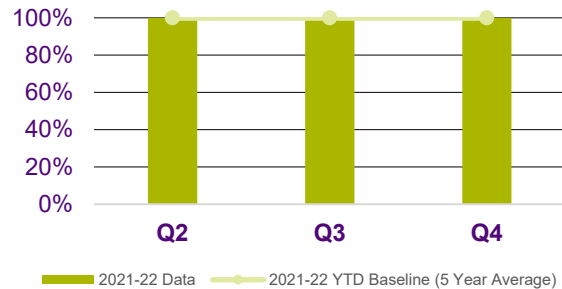
CFA reports that this result provides the average number of courses being completed per unique CFA Member that has engaged with training. Given that all active members are required to complete an annual entrapment drill, CFA anticipates that its active membership would complete at least one training course per year. This metric is calculated using CFA members including volunteers and staff, and it excludes FRV seconded staff.

CFA reports that COVID-19 related restrictions impacted CFA's capacity to train volunteers. CFA members were recently given an exemption to continue critical training considering COVID-19 related restrictions. CFA advised that this will support CFA capability and preparedness for the coming fire season.

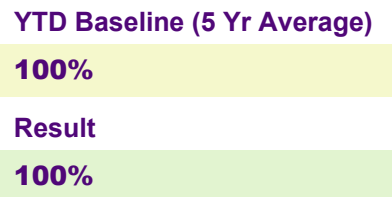
In the longer term, CFA's Capability Framework will provide clarity on the development pathways for members. CFA is also examining opportunities to refine this measure for its Year Three Outcomes Framework reporting to provide greater insights on how members are meeting the capability needs of CFA.



4.1 Our investment decisions are transparent and achieve the greatest possible impacts



4.1.1 Timely progress reports on the delivery of government commitments

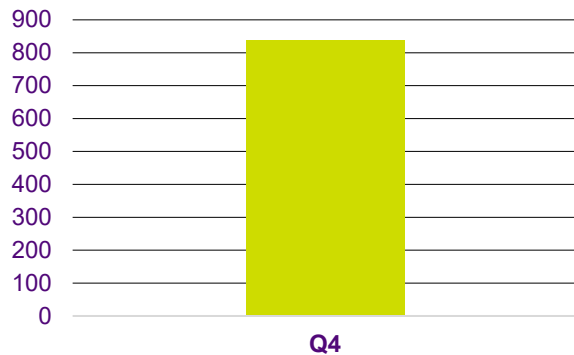


Commentary

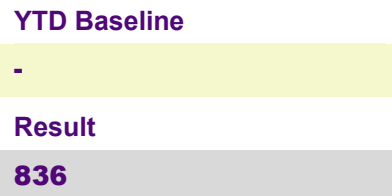
The Q4 result met CFA's YTD baseline.

This indicator reports on Quarterly Budget Paper 4 (BP4 – Agency Resourcing) Reports submitted on time.

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



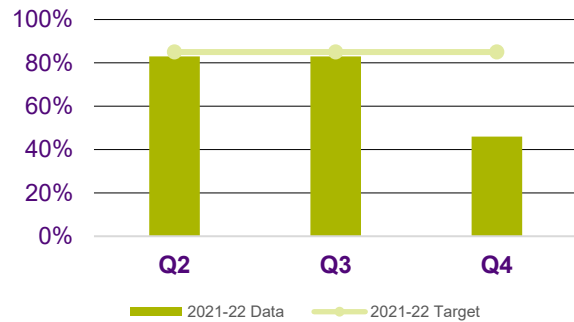
4.2.2 INCREASE in the number of volunteers involved in Corporate Governance arrangements at regions and districts



Commentary

This is a new indicator. CFA reports it is satisfied with this result in its first year of reporting and further work is underway to develop a dataset for historical comparison.

This indicator is a count of volunteers sitting on steering committees and project governance committees etc.



4.2.3 A DECREASE in overdue audit recommendations

YTD Baseline (Q1 2021-22 year start)

85%

Result

46%

Commentary

The Q4 result met CFA's YTD baseline.

This indicator is the percentage of open internal audit recommendations that are overdue.

CFA reports that work has been undertaken to review and develop a new approach to address internal audit items. CFA reports that this new approach has reduced the number of audit items from 147 to 76 (35 of these items are overdue).

4.3 We collaborate with Fire Rescue Victoria and other service delivery partners to promote interoperability and build stronger relationships that lead to better community outcomes

4.3.2 Fire Services Operation Committee (FSOC) workplan delivered

Commentary

There is no quantitative data for this indicator. FSIM encourages CFA and FRV to work together to determine an effective approach to measuring this indicator.

FSOC is a mechanism to encourage complementary fire services. The Committee meets monthly to address operational issues and review progress against FSOC's workplan.

The Terms of Reference for the FSOC are currently under review. Six sub-committees of FSOC have been established, with the sub-committee Terms of References' to be finalised next quarter. With the establishment of the sub-committees and a focus on the workplan outcomes, the workplan phasing will be reviewed with FSOC expecting progression of a number of outcomes that have been delayed.

4.3.4 INCREASE/Baseline in the number of CFA personnel participating in sector/AFAC events/ working groups/ activities

Commentary

There is no quantitative data for this indicator.

The Australian Fire and Emergency Service Authorities Council (AFAC) supports emergency services sector collaboration and knowledge exchange through facilitation of committees and working groups on specialist emergency management areas. AFAC committees and working groups comprise AFAC member organisation representatives from agencies including but not limited to CFA and FRV.

This indicator reports on the number of CFA personnel participating in sector, AFAC events and working group activities.

CFA reports that a range of staff participate in AFAC at all levels, including the CEO as an AFAC Board member and staff in roles on committees and working groups as chairs, deputy chairs and members of AFAC. As at 21 February, CFA representatives accounted for 53 roles on AFC committees.

4.4: We work with Emergency Management Victoria and other government departments and agencies to support government objectives and emergency management reform

4.4.1 Participation in EMV and sector related policy and reviews – commentary and evidence

Commentary

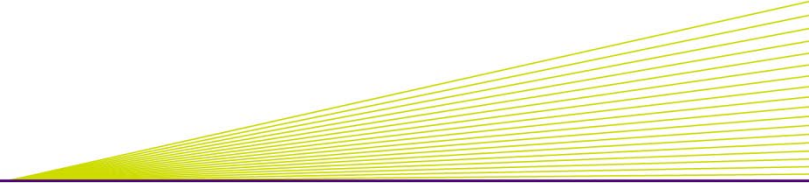
This is an annual indicator that reports on CFA participation in EMV and sector related policy and reviews.

CFA reports it has contributed to EMV initiatives including:

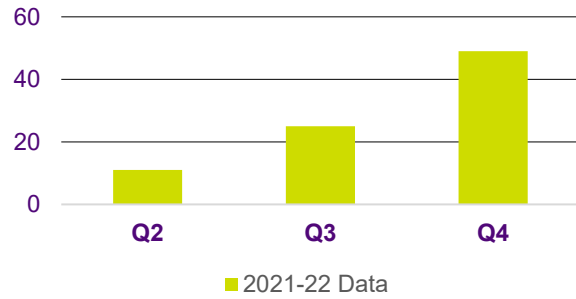
- Governance review
- Operating model review
- Strategic road map
- Sector outcomes framework
- Strategic Action Plan.

CFA reports it has also contributed to other sector processes and review including:

- Fire District Review Panel
- State Emergency Management Viral (Respiratory) Pandemic Sub-Plan.



4.5 Our service delivery and corporate performance is continuously improving



4.5.1 An INCREASE in the number of After Action Reviews

YTD Baseline

-

Result

49

Commentary

This indicator counts the number of 'After Action Reviews' completed. Results reflect the expected number of state led/supported after action reviews and do not include after action reviews conducted at brigade, group, district, or regional levels.

As CFA matures in the collection of this data, CFA expects that the results will more accurately reflect the work occurring in the field.

CFA reports that it aims to set a baseline for this indicator in the Year Three Outcomes Framework.

5.0 Appendix B: Fire Rescue Victoria Quarter 4 Progress Update

The FRV Year One performance measures use an annual target to assess performance against indicators. Some targets, however, are based on a YTD cumulative result and have been identified as such in this report. FSIM has aimed to make a comparison with FY 2020-21 Q4 targets where possible. FSIM notes that as FRV consolidates outcomes reporting to replace performance reporting, a baseline will be established across suitable outcome measures.

Note: For the status column below, FSIM provides a status which only considers whether the baseline has been met or not met, but there are limitations to this approach particularly where a variance may not be statistically significant.

Data against performance indicators

		2020-21				2021-22					
Performance output measures		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q4 Target	Status
Community											
1	Number of sessions of fire education and risk reduction programs delivered to community	0	0	0	0	21	29	43	130	80	●
2	Number of hoarding risk referrals (YTD)	51	107	162	201	177	236	290	344	300	●
3	Number of residential risk referrals (YTD)	80	157	233	304	76	163	256	348	130	●
6	Improve containment of structure fires (YTD)	85.6%	85.0%	85.0%	85.2%	87.0%	85.4%	85.2%	85.5%	90.0%	●
Service											
5	Total operational fleet availability	81.0%	83.0%	82.2%	82.1%	84.0%	85.0%	86.5%	88.0%	85.0%	●
8	Percentage of structure fires response times within benchmark	91.0%	89.7%	89.5%	88.6%	89.1%	88.4%	88.3%	88.0%	90.0%	●
9	Road Rescue (RR) response times within benchmark (YTD)	90.2%	86.9%	86.7%	85.1%	83.6%	84.1%	85.2%	84.0%	90.0%	●
10	Percentage of EMR response times within benchmark	92.3%	91.5%	91.6%	92.2%	94.2%	93.6%	93.6%	93.7%	90.0%	●
19	Service Level Agreements	-	24.0%	24.0%	84.0%	84.0%	88.0%	88.0%	88.0%	100%	●
20	Percentage specialist capability staff (Technical Operations skills maintenance complete)	58.0%	61.0%	61.0%	62.4%	24.3%	29.5%	76.0%	83.0%	100%	●
People											
7	Percentage of staff with core skills maintenance drills completed (YTD)	97.0%	96.6%	96.0%	95.7%	89.2%	88.9%	87.8%	86.7%	95%	●

		2020-21				2021-22					
Performance output measures		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q4 Target	Status
12	FRVSafe: initial investigation within 14 days	87.2%	80.6%	80.1%	69.7%	88.7%	86.2%	86.9%	86.7%	100%	●
13	FRVSafe: corrective actions implemented within 30 days	99.2%	99.4%	98.2%	97.2%	98.6%	98.2%	98.9%	98.6%	100%	●
14	Number of stations/work sites visited against schedule (YTD)	–	0.0%	0.0%	0.0%	0.0%	0.0%	86.4%	100%	100%	●
15	Workforce turnover – All employees (rolling 12 months)	3.90%	3.40%	3.80%	3.80%	1.6%	1.2%	3.3%	5.8%	4.5%	●
16	Workforce turnover – Firefighters (rolling 12 months)	2.40%	1.90%	1.20%	1.80%	0.86%	0.64%	2.6%	2.8%	3.2%	●
17	Permanent operational staff FTE	3,496	3,489	3,582	3,570	3,678	3,658	3,751	3,742	3,701 ²⁶	●
18	Permanent non-operational staff FTE	619	607.1	609.5	590	628	642	633	625	656 ²¹	●
4	Number of engagements with Local Government Areas by the Community Safety team	68	39	33	88	70	86	52	81	86	●
21	FRV represented at all State emergency management meetings and exercises	-	95%	95%	95%	100%	100%	100%	100%	95.0%	●
Year 2 Outcomes Framework											
1.1	Safer homes										
1.1.1	Decrease in preventable fires in homes										●
1.1.1a	Number preventable residential structure fires attended by FRV in FRV Fire District										
	Total number of preventable residential structure fires	491	462	454	503	489	387	386	383	-	
	Rate of preventable residential structure fires attended by FRV in FRV Fire District ²⁷	11.5	10.8	10.6	11.7	11.4	9.0	9.0	8.9	-	
1.1.1b	The number of preventable residential structure fires attended by FRV in the FRV Fire District by time of day and proportion contained to room of origin										
	Number of residential fires (1am – 7am)					60	23	43	33	-	
	Number of residential fires (7am – 1pm)					104	98	89	97	-	
	Number of residential fires (1pm – 7pm)					207	152	150	153	-	
	Number of residential fires (7pm – 1am)					118	114	104	100	-	
	Number of residential fires (Total)					489	387	386	383	-	
	Proportion of Fires Contained (1am – 7am)	75%	85%	67%	91%	84%	61%	74%	82%	-	

²⁶ Uses FY 2021-22 Target

²⁷ Rates are calculated by FRV Business Intelligence on estimated resident population in 2021 for FRV Fire District only (n= 4,287,316). The reported rate is the number of preventable residential structure fires per 100,00 population within the FRV District

Performance output measures		2020-21				2021-22				Q4 Target	Status
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
	Proportion of Fires Contained (7am – 1pm)	88%	88%	88%	89%	89%	86%	89%	96%	-	
	Proportion of Fires Contained (1pm – 7pm)					89%	90%	88%	87%	-	
	Proportion of Fires Contained (7pm – 1am)					89%	88%	88%	92%	-	
	Proportion of Fires Contained (Total)					89%	87%	87%	90%	-	
1.1.1c	The number of preventable residential structure fires attended by FRV in the FRV Fire District by common causes and locations										
	Accidental cooking or kitchen related fires					221	161	149	159	-	
	Accidental fires in other household rooms					55	47	48	41	-	
	Accidental fires from smoker's materials					46	42	54	40	-	
	Electrical distribution equipment malfunction					44	37	35	43	-	
	Household appliance malfunction					43	38	55	47	-	
	Other					80	62	45	53	-	
	Total					489	387	386	383	-	
1.1.3	Percentage of residential structure fires with smoke alarms as a proportion of all residential structure fires (excluding undetermined presence of smoke alarms) attended by FRV in FRV Fire District										●
	Percentage of residential structure fires with smoke alarms ²⁸ - Buildings (Class 1-4)	87%	82%	88%	88%	86%	87%	88%	87%	-	
	Percentage of residential structure fires with smoke alarms - Houses (Class 1a)	82%	77%	84%	85%	80%	81%	85%	83%	-	
	Percentage of residential structure fires with smoke alarms - Hostels (Class 1b)	-	-	-	-	100%	100%	100%	83%	-	
	Percentage of residential structure fires with smoke alarms - Apartments (Class 2)	92%	85%	88%	92%	93%	92%	89%	88%	-	
1.2	A well-regulated built environment										
1.2.1	Decrease in preventable fires in higher-risk buildings										●
1.2.1	Preventable fires in higher-risk buildings (Class 5-9)	125	176	173	148	120	123	123	131	-	
1.2.2	Decrease in impact from fire due to early detection and suppression systems										●
1.2.2	Smoke alarms/sprinklers in building Class 5-9 fires	69%	62%	59%	61%	56%	60%	70%	56%	-	
1.2.2	Smoke alarms/sprinklers in building Class 5, 6, 9 fires	77%	68%	66%	65%	60%	73%	73%	59%	-	

²⁸ As a proportion of all residential structure fires, excluding undetermined presence of smoke alarms, attended by FRV in FRV District

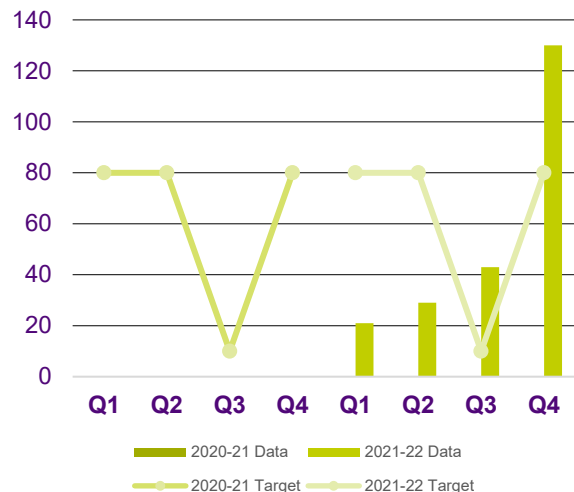
Performance output measures		2020-21				2021-22				Q4 Target	Status
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
1.2.2	Smoke alarms/sprinklers in building Class 7, 8 fires	51%	47%	41%	45%	48%	38%	62%	50%	-	
1.2.3	Decrease in unwanted false alarms to reduce unnecessary emergency responses										●
1.2.3	Number of premises with six or more false alarms on different days over a 12-month rolling period - Total number of repeat false alarms	-	-	-	525	529	551	609	658	-	
1.2.4	Increase in understanding of and compliance with essential safety measures										
1.2.4	Number of buildings serviced by FES to maintain fire protection equipment and suppression systems and essential safety measures in the built environment - Number of buildings serviced by FES					26,389	26,938	27,442	29,881	-	
1.3.2	Increase in local preparedness & mitigation activity related to fire & natural hazard										
1.3.2	Number of people educated by FES to understand, prepare, mitigate and respond to fire and other emergencies - Number of people engaged by FES					1,502	2,094	1,550	1,961	-	
1.3.3	Decrease in preventable non-structural fires and other hazard-related incidents²⁹										●
2.1	A best-practice emergency response										
2.1.1	Decrease in negative impact on life & property from emergency incidents										●
2.1.1	Number of preventable fire related fatalities								12	-	
2.1.3	Increase in interoperability capabilities and seamless multi-agency response										●
2.1.3a	Number of Level 3 Incident Controllers								38	-	
2.1.3b	Number of employees trained to contribute to State EM arrangements										
	Total operational								737	-	
	Total Corporate								70	-	
	All Staff								807	-	
2.1.4	Improved readiness for all emergencies										●
2.1.4	Percentage of structure fires & emergency response times within benchmark YTD										
	Percentage of response to structure fire incidents within 7.7 Minutes					89.1%	88.4%	88.3%	88.0%	-	
	Percentage response time to EMR within 9.2 minutes					94.2%	93.6%	93.6%	93.7%	-	
3.2	A diverse and inclusive organisation										

²⁹ Refer to page 64 for a breakdown of non-structure fire incidents attended by FRV in FRV Fire District according to Incident Type.

Performance output measures		2020-21				2021-22				Q4 Target	Status
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
3.2.1	Increase in number of women firefighters in all ranks, including leadership cohorts										●
3.2.1a	All operational firefighter turnover (%)	-	-	-	-	-	-	0.68%	0.42%	-	
3.2.1a	Operational women firefighters turnover	-	-	-	-	-	-	0.52%	0.52%	-	
3.2.1a	Operational men firefighters turnover	-	-	-	-	-	-	0.69%	0.41%	-	
3.2.1b	Number of women firefighters in leadership roles	-	-	-	-	-	-	28	27	-	
3.2.1c	Women in leadership roles as proportion of all women operational staff	-	-	-	-	-	-	14.58%	14.1%	-	
3.2.1c	Men in leadership roles as proportion of all men operational staff	-	-	-	-	-	-	26.72%	27.12	-	
3.2.1d	Number of women firefighter applicants								768	-	
3.2.1d	Percentage of women firefighter applicants (as proportion of all firefighter applicants)								14.2%	-	
3.2.1e	Number of women firefighter recruits								9	-	
3.2.1e	Percentage of women firefighter recruits (as a proportion of all firefighter recruits)								5.1%	-	
3.2.1f	Number of women firefighters								9	-	
3.2.1f	Number of women firefighter recruits departing								0	-	
3.2.1f	Retention rate of women firefighters recruited during same period (recruits as a proportion of recruits less departures)								100%	-	
3.3.1	Increase in research, data analytics and evaluation to support evidence-based decision making and improvements to community and firefighter safety										●
3.3.1	Client satisfaction with FES educational engagement activities – Net Promotor Score								66	-	
3.4	A socially and environmentally responsible organisation and respected partner										
3.4.3	Increase in workforce & asset planning to ensure sufficient resources										●
3.4.3	Workforce turnover rate and departures by age, gender, and operational/ corporate staff ³⁰										

³⁰ Refer to page 70 for a breakdown of 'workforce turnover rate and departures by age, gender, and operational/ corporate staff

FRV Domain: Community



1: Number of sessions of fire education and risk reduction programs delivered to the community

Q4 2020-21 Target

80

Result

130

Commentary

The Q4 result met FRV's FY 202-21 Q4 target with FRV reporting an increase of 87 education and risk reduction sessions delivered between Q3 and Q4.

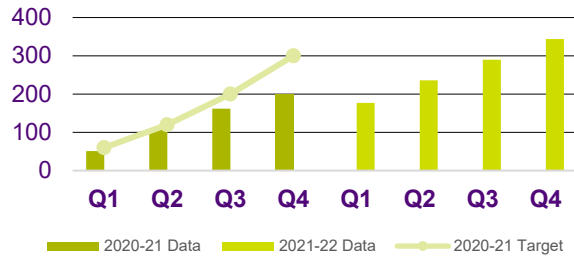
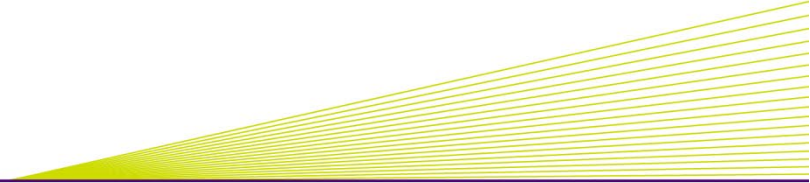
This indicator reports on the number of sessions delivered to the community via a suite of programs incorporating Fit to drive; FLAMES; Fire Education for Upper Primary; Fire Education for Foundation (Prep); Fire Education for Special Schools; Seniors Fire Safety, Firelighting Consequence Awareness Program (Fire-CAP) and online school fire education program (FireEd).

FRV reports that community education and fire risk reduction program session appointments are increasing and being delivered. For example, FRV reports that over 400 bookings were made this year to deliver FireEd. FRV expects to see an increase in the number of sessions delivered in future quarters as more staff are trained to deliver education and risk sessions and staff become more familiar with the reporting process.

FRV reports that the FRV Community Resilience Department has commenced work on an automated reporting system to replace the manual community education and risk program reporting which has the potential to improve reporting efficiency in future quarters.

FRV has not identified any emerging risks to communities or to FRV from a protracted reduction in community engagement activities during the COVID-19 pandemic.

FSIM notes that FRV is using this indicator to report against 1.1 Safer Homes Outcome.



2: Number of hoarding risk referrals YTD

Q4 2020-21 Target

300

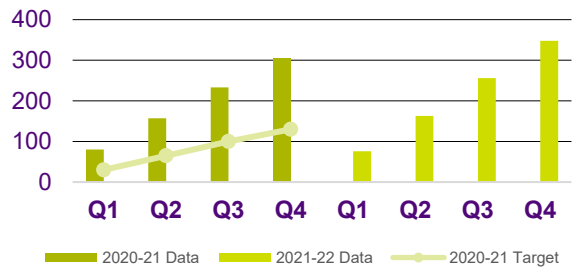
Result

344

Commentary

The Q4 result met FRV's FY 2020-21 Q4 target.

This indicator measures the number of hoarding risk referrals per quarter.



3: Number of residential risk referrals (YTD)

Q4 2020-21 Target

130

Result

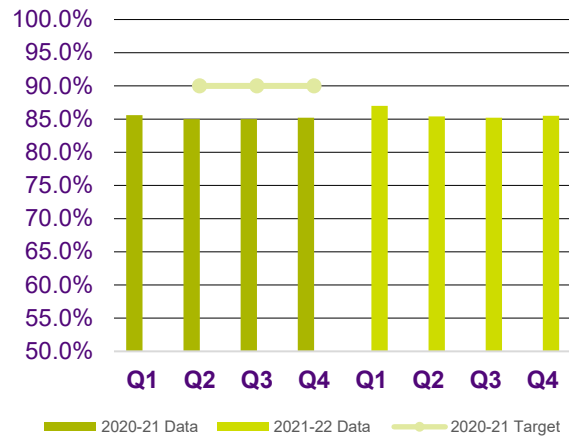
348

Commentary

The Q4 result met FRV's FY 2020-21 Q4 target.

This indicator monitors the number of residential risk referrals per quarter.

Residential risk referrals enable targeted assistance and education within the community, influencing and reducing impact of fire in the community. External agencies refer cases to FRV for advice and support where they identify clients who are at increased risk from fire.



6: Improve containment of structure fires (YTD)

Q4 2020-21 Target

90%

Result

85.5%

Commentary

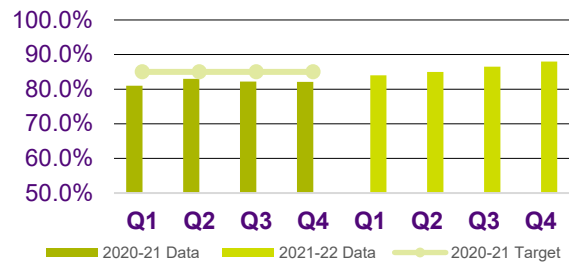
The Q4 result did not meet FRV’s FY 2020-21 Q4 target, but is within FRV’s 5% tolerance for this measure.

This indicator is a percentage that represents the number of calls where a structure fire is contained, divided by the total calls in the period.

FRV reports that for the 12 months to 30 June 2022, there were 400 structure fires not contained. FRV notes containment information is incomplete for 747 structure fires and is excluded from the analysis. If included, they would account for 21% of all structure fires recorded and the containment result would differ. FRV report that it is working to reduce instances of incomplete reporting through staff training.

FSIM is unable to comment on FRV’s progress towards meeting their target as there are data gaps and a lack of information explaining issues impacting containment.

FRV Domain: Service



5: Total operational fleet availability

Q4 2020-21 Target

85%

Result

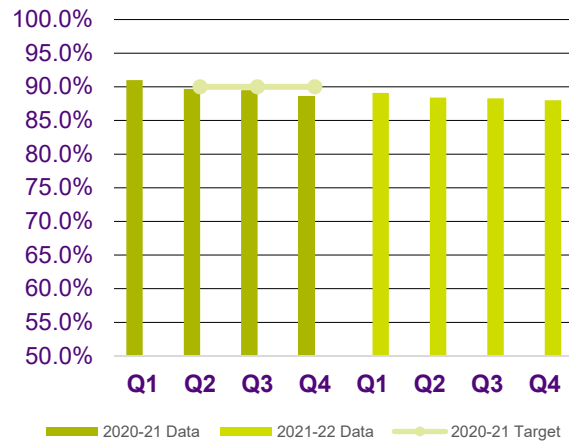
88%

Commentary

The Q4 result met FRV’s FY 2020-21 Q4 target.

This indicator monitors the availability of primary appliances.

FRV notes that the overall FRV Operational Fleet availability result for Q4 is 88% and has exceeded the target of 85%.



8: Percentage of structure fires response times within benchmark

Q4 2020-21 Target

90%

Result

88%

Commentary

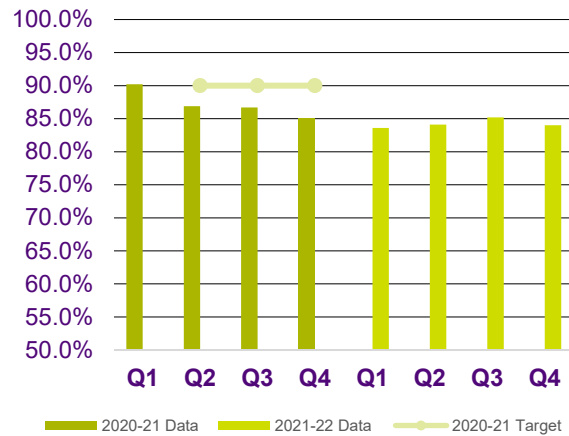
The Q4 result did not meet FRV’s FY 2020-21 Q4 target, but is within FRV’s 5% tolerance for this measure.

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. FRV benchmarks and targets relate to overall FRV footprint and not individual maintenance areas.

FRV reports that a total of 409 incidents missed the benchmark. Out of those 409 incidents, 218 were within 60 seconds of the benchmark, 105 were between 1-2 minutes of the benchmark, and 86 exceeded the benchmark by more than two minutes.

As per previous quarters, FRV notes that it is reviewing response data in areas that were transferred to FRV as part of the reform to understand if there is a difference in response capability when measured against previous response parameters.

This analysis is not yet available however when completed, will provide much needed insight into the impacts of the reformed response approach. FRV is working with CFA to improve reporting arrangements to better understand response times across Victoria.



9: Road Rescue (RR) response times within benchmark (YTD)

Q4 2020-21 Target

90%

Result

84%

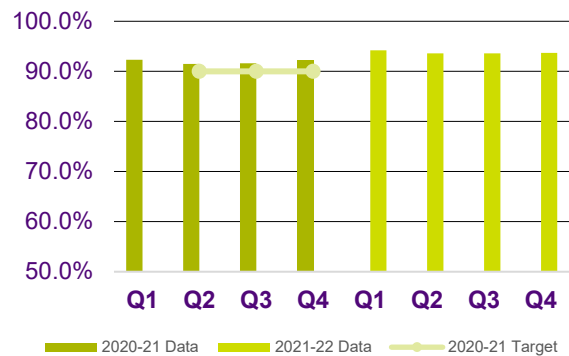
Commentary

The Q4 result did not meet FRV’s FY 2020-21 Q4 target.

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.

For the 12 months to June 2022, FRV reports that a total of 42 road rescues missed the benchmark time of 13.5 minutes. Out of those 42 rescues, 12 were within 60 seconds of the benchmark, 19 were between 2-5 minutes of the benchmark, and 11 exceeded the benchmark by more than five minutes.

FRV notes that key contributing factors to not meeting benchmark times for this quarter include traffic congestion and distances of over 18 km to incident.



10: Percentage of EMR response times within benchmark

Q4 2020-21 Target

90%

Result

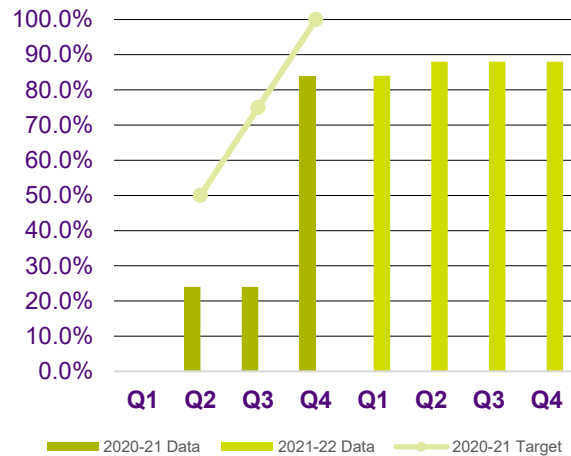
93.7%

Commentary

The Q4 result met FRV’s FY 2020-21 Q4 target.

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.



19: Service Level Agreements

Q4 2021-22 Target

100%

Result

88%

Commentary

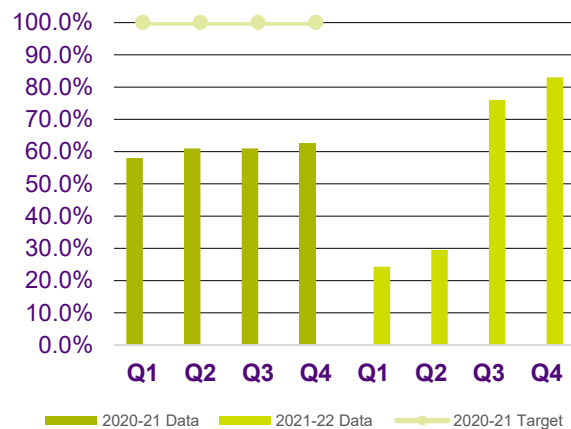
The Q4 result did not meet FRV’s FY 2021-22 target.

This indicator monitors the implementation progress of Operations Service Level Agreements (SLAs) and the Corporate Memorandum of Understanding (MOU) between CFA and FRV.

FRV had initially set a target of 100% of the SLAs to be completed by the end of Q4 FY 2020-21. However, FRV has not met the revised completion date of 30 June 2022

FSIM notes the continuing impact of delays to finalising SLAs on service delivery efficiency and role clarity amongst staff.

FSIM expects that FRV and CFA will continue to work together to finalise the remaining SLAs as a priority to reduce the impacts on staff and stakeholders.



20: Percentage of specialist capability staff (Technical Operations skills maintenance completed)

Q4 2020-21 Target

100%

Result

83%

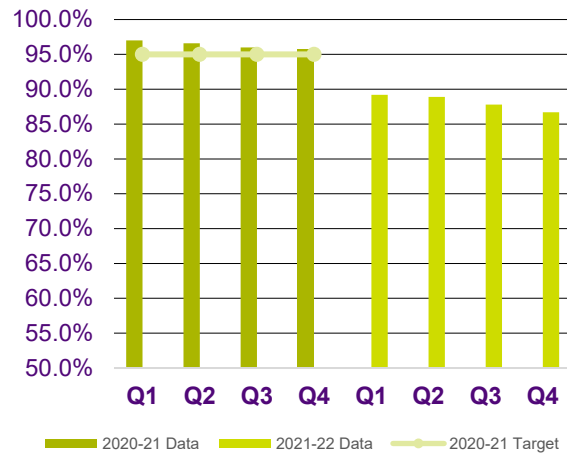
Commentary

The Q4 result did not meet FRV’s FY 2020-21 Q4 target.

This indicator monitors whether adequate numbers of trained specialists are available to maintain operational capability (% of specialist capability against agreed optimal number).

Key specialist capabilities where FRV has reported increased results include EMR, urban search and rescue, trench rescue and heavy rescue skills maintenance training.

Noting that FRV remain below target for this indicator, FRV also reports that a review in EMR re-certification is underway which will consider ways to streamline training and increase training delivery across the state, Technical Operations department is scheduling programs for delivery; FRV has developed a Technical Rescue Strategic Plan that is progressing to formal consultation through the FRV Consultative Committee process.



7: Percentage of staff with core skills maintenance drills completed (YTD)

Q4 2020-21 Target

95%

Result

86.7%

Commentary

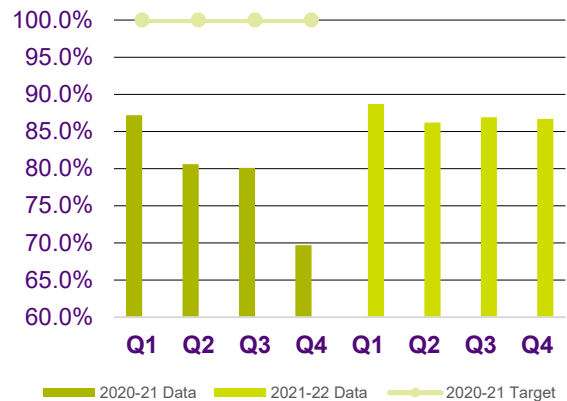
The Q4 result did not meet FRV’s FY 2020-21 Q4 target.

This indicator monitors the delivery of regular firefighting skills maintenance at station level. The results are presented as the number of drills scheduled and completed as a percentage of the number of drills scheduled. This indicator includes data for Division A staff only.

FRV intends to report on Division B core skills maintenance data in Q1 FY 2022-23. FRV reports that training for Division B staff in the skills maintenance reporting process is ongoing.

FSIM notes there is a downward trend from Q1 2020-21 to Q4 FY 2021-22 and this indicator consistently did not meet the target, noting only Division A staff are included in the data. Core skills maintenance is integral to effective service provision.

FRV Domain: People



12: FRVSafe: initial investigation within 14 days

Q4 2020-21 Target

100%

Result

86.7%

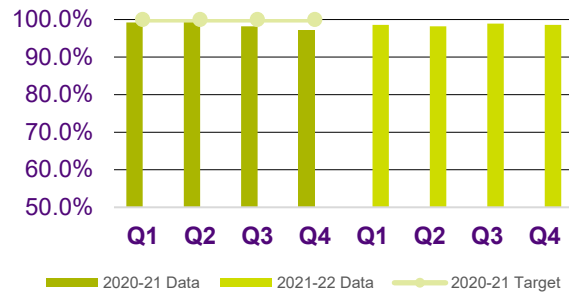
Commentary

The Q4 result did not meet FRV’s FY 2020-21 Q4 target but is within FRV’s 20% tolerance for this measure.

This indicator measures how quickly incidents are opened in FRVSafe once reported. The objective of this measure is to optimise the process of hazard risk remediation.

FRV faces challenges with its FRVSafe application regarding escalation of reports where an action plan is not commenced within a prescribed timeframe. FRV continues to explore alternative methods of facilitating report escalation.

FRV has had consistent difficulties in reaching this target and the likely resulting impact on indicator 13 below.



13: FRVSafe: corrective actions implemented within 30 days

Q4 2020-21 Target

100%

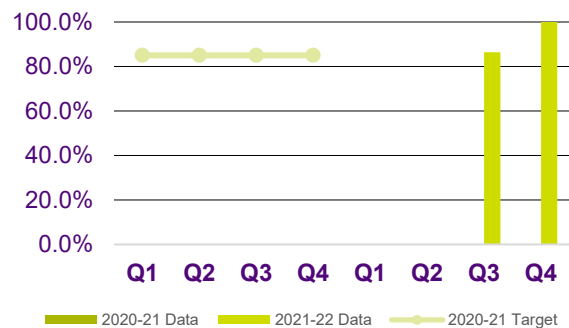
Result

98.6%

Commentary

The Q4 result did not meet FRV’s FY 2020-21 Q4 target, but is within FRV’s 20% tolerance for this measure.

This indicator measures how quickly incidents are closed out of FRVSafe. The objective of this measure is to optimise the process of hazard risk remediation.



14: Number of stations/work sites visited against schedule (YTD)

Q4 2020-21 Target

100%

Result

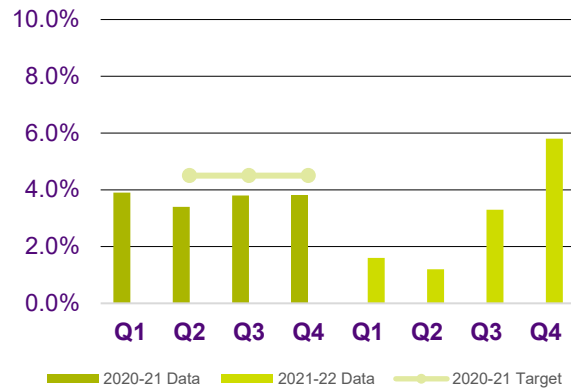
100%

Commentary

The Q4 result met FRV’s FY 2020-21 Q4 target.

This indicator monitors the number of formal program of visits to stations and work sites by FRV leadership, referred to as Conversations in the Mess. The results are presented as the number of stations/work site visits as a percentage of the number of scheduled visits for the quarter.

FSIM notes the significant improvement from the first half of the year, noting the importance of regular and meaningful engagement with staff. FSIM is supportive of FRV employing multiple channels to communicate reform changes with staff.



15: Workforce turnover - All employees (rolling 12 months)

Q4 2020-21 Target

4.5%

Result

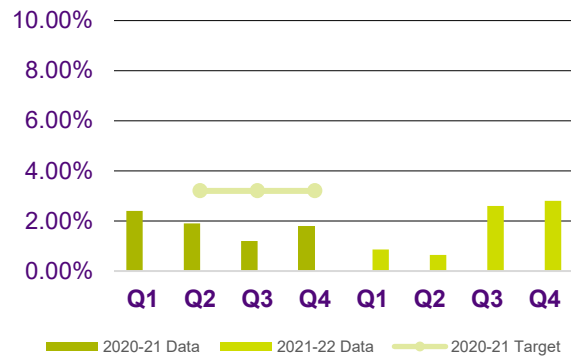
5.8%

Commentary

The Q4 result met FRV's FY 2020-21 Q4 target.

This indicator monitors separations of all FRV staff to assist in identifying issues relating to workplace culture and capability. FRV set a turnover target that it deems appropriate to establish a more diverse and inclusive workforce, recognising the aging workforce profile. Therefore, a result that does not meet this target is not a positive outcome.

FRV reports that 46 corporate employees separated from the organisation in Q4. Of this, 67% of turnover was a result of resignation or retirement and almost 33% separated due to planned end of fixed term contract. Over exceeding the turnover rate target can have ramifications for recruitment and business continuity, refer to indicator 18.



16: Workforce turnover - Firefighters (rolling 12 months)

Q4 2020-21 Target

3.2%

Result

2.8%

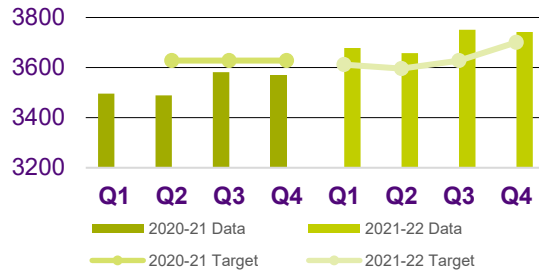
Commentary

The Q4 result did not meet FRV's FY 2020-21 Q4 target.

This indicator monitors separations of operational staff from 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.

As noted in indicator 15, FRV set a turnover target it deems appropriate to establish a more diverse and inclusive workforce, recognising its aging workforce profile. Therefore, a result that does not meet this target is not a positive outcome. In Q4, FRV reports that 16 operational employees separated from the organisation with the majority due to retirements.

For a complete breakdown of workforce turnover including age and gender profiles of FRV staff see FRV Year Two Outcomes Framework Indicators 3.4.3 Increase in workforce and asset planning to ensure sufficient resources now and into the future (Measure 3.4.3).



17: Permanent operational staff FTE

Q4 2021-22 Target

3,701

Result

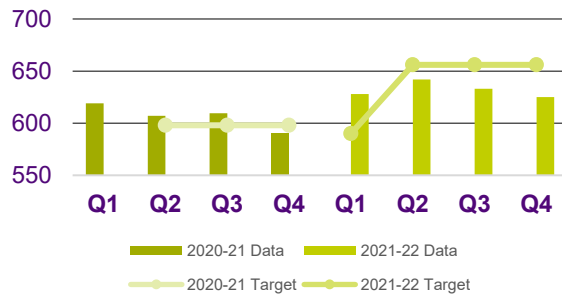
3,742

Commentary

The Q4 result met the BP3 Q4 FY 2021-22 target of 3,701, an increase from the FY 2020-21 target of 3,628.

This indicator monitors the number of permanent operational full time equivalent (FTE) staff.

FRV reports that there were no new recruitment intakes, and the gradual reduction from the previous quarter is due to expected attrition.



18: Permanent non-operational staff FTE

Q4 2021-22 Target

656

Result

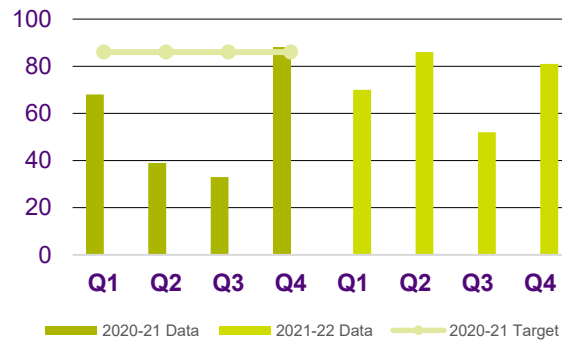
625

Commentary

The Q4 result did not meet BP3 Q4 FY 2021-22 target of 656 but is within FRV's 5% tolerance level for this measure.

This indicator monitors the number of permanent non-operational full time equivalent (FTE) staff.

FRV reports that non-operational FTE indicator is impacted by higher than anticipated turnover (voluntary separations). FRV advises that work is ongoing to recruit required support roles to progress towards targets.



4: Number of engagements with Local Government Areas by the Community Safety team

Q4 2020-21 Target

86

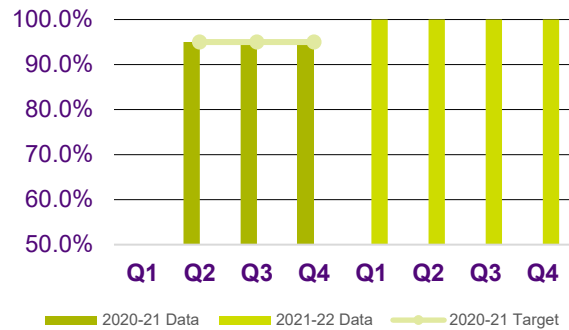
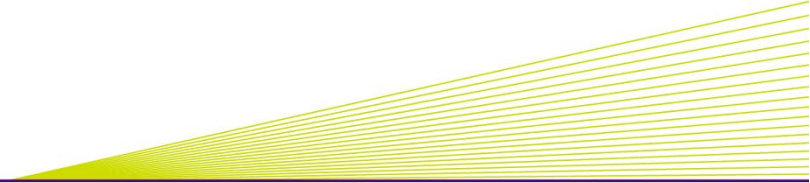
Result

81

Commentary

The Q4 result did not meet FRV's FY 2020-21 Q4 target.

This indicator measures engagement with Local Government Areas (LGAs). FRV aims to influence and reduce the impact of fire in the community by developing collaborative strategies within the community.



21: FRV represented at all State emergency management meetings and exercises

Q4 2020-21 Target

95%

Result

100%

Commentary

The Q4 result met FRV's FY 2020-21 Q4 target.

This indicator is a count of the number of formal state emergency management meetings and exercises that the Strategy Directorate attended in the quarter.

FRV: Year Two Outcomes Framework Indicators

DOMAIN 1— Prevention and Preparedness

Victorians understand risk in their local environment and know how to prevent and prepare for emergency incidents.

Outcomes Statement

1.1 Safer homes: Victorians know how to prevent accidental fires in their homes and are well-prepared in the event of emergencies. Prevention programs and activities are targeted to achieve maximum effectiveness and efficiency, particularly for vulnerable members of the community.

Commentary (1.1 – Safer homes)

FRV notes that there was no noticeable deviation across the FY 2021-22 and baseline data. Specifically,

- The higher number of preventable residential structure fires in Q1 is consistent with previously reported baseline data demonstrating residential fires are consistently more numerous in winter months. Increased use of heating and people cooking at home contribute to this trend.
- Most residential fires occur during the afternoon to early evening; however, containment levels for the fewer fires occurring during the night/early morning are significantly lower than during the day.
- Annual data demonstrates containment in residential buildings with records of smoke alarms is enhanced compared to those without smoke alarms (91% contained to room of origin in a building with a recorded smoke alarm compared with 78% with no record of smoke alarm).
- The more highly regulated Hostels have a higher proportion of compliance to smoke alarm regulations, noting this is only a small sample compared with other categories of residential buildings.

FRV reports the success of mounted smoke alarm education across the community. For example, in the FRV and CFA recent joint mounted smoke alarm campaign

- over a quarter of Victorians claim they recall media about installing a smoke alarm
- awareness as measured in 2021 increased over the course of the campaign, rising from levels recorded in 2020
- over one in four Victorians aware of ensuring they should have smoke alarms in multiple rooms.

FRV data shows that accidental fires in cooking and kitchen related fires occur at a higher rate than other preventable residential structure fires. FRV reports that FRV community engagement and education programs include focus on kitchen fire safety, such as school education, programs for young people displaying firefighting behaviours, programs for people who speak languages other than English and have multicultural backgrounds, programs for senior citizens and people with disabilities.

Indicator 1.1.1 – Decrease in preventable fires in homes

Measure 1.1.1a

The number and rate of preventable residential structure fires attended by FRV in FRV District.

Number and rate* of residential fires in FRV District

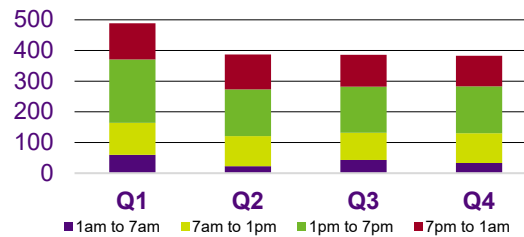
	Q1	Q2	Q3	Q4
Total	489	387	386	383
Rate	11.4	9.0	9.0	8.9

* Rates are calculated by FRV Business Intelligence on estimated resident population in 2021 for FRV District only (n= 4,287,316). Rate is the number of preventable residential structure fires per 100,00 population within FRV District

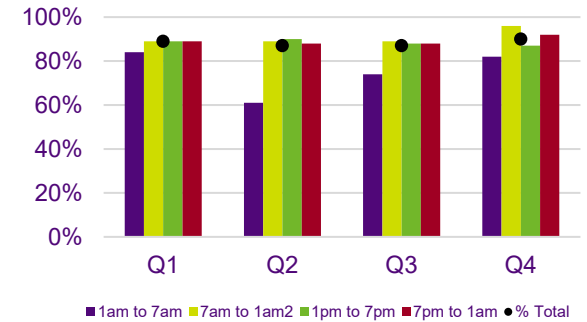
Measure 1.1.1b

Number of preventable residential structure fires attended by FRV in FRV District by time of day and proportion contained to room of origin.

Number residential fires in FRV Districts by time of day

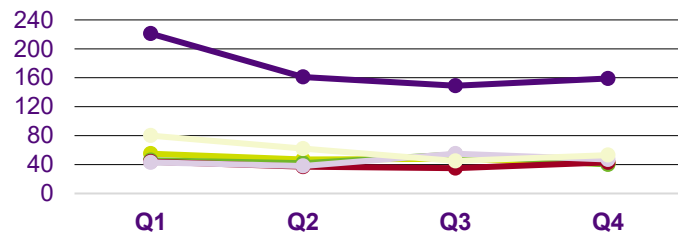


Percentage of portion of fires contained by time of day



Measure 1.1.1c

The number of preventable residential structure fires attended by FRV in FRV District by common causes and locations.



	Q1	Q2	Q3	Q4
Total	489	387	386	383

1.1.2 Increase in fire-safe behaviours and escape plans in homes

Measure(s) 1.1.2

Number of sessions of fire education and risk reduction programs delivered to the community

Update of progress as of 30 June 2021/2022

With COVID-19 restrictions lifted, programs to promote fire-safe behaviours across the Victorian community are increasingly being booked and delivered. The revised fire education (Fire Ed) programs have been adapted to a digital format to enhance online engagement and increase accessibility. Fire stations have been undertaking training to deliver the updated program. Over 400 bookings were made this year to deliver Fire Ed.

The Community Resilience Department has commenced work on an automated reporting system to replace the current manual process of collating the number of community education sessions. This will improve reporting processes and accuracy to better measure community education outcomes.

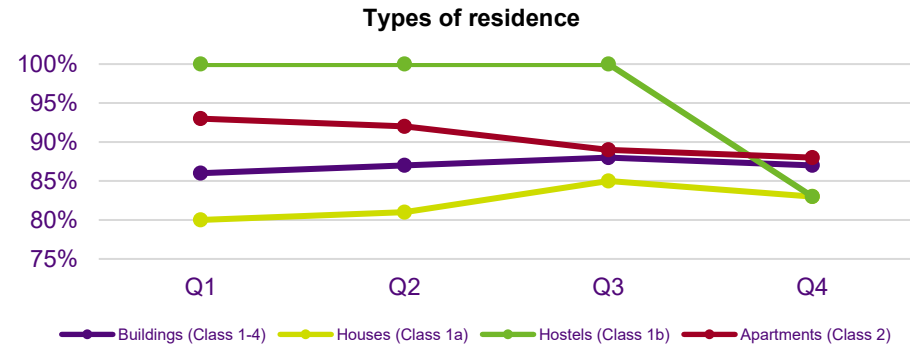
1.1.3 Increase in homes with working smoke alarms

Measure 1.1.3

The percentage of residential structure fires with smoke alarms as a proportion of all residential structure fires (excluding undetermined presence of smoke alarms) attended by FRV in FRV Fire District.

Note certain residence categories below have small bases i.e. hostels are often 10 or less per quarter.

Table 1.1.3 Residential structure fires[^] with smoke alarms by type of residence



[^]Incident data recorded in AIRS – Structure fires in residential buildings (Class 1-4)

Outcomes Statement

1.2 A well-regulated built-environment: Compliance with fire safety regulation in the built-environment is monitored and enforced, and fire safety advice and advocacy enable the highest possible standards of safety.

Commentary (1.2 – A well-regulated built environment)

FRV notes the following trends for Q4:

- an increase in preventable fires in higher risk buildings from 123 in Q3 to 131 in Q4
- the number of premises with six or more false alarms on different days increased this quarter as it has over a 12-month rolling period and is in line with previous years showing increases as well as the past quarter incorporating winter months
- the increase in false alarms from last quarter is potentially due to some volatility in data recording.
- FES undertook 110,650 fire protection services to buildings this year, providing comprehensive services to advise and assist with fire safety measures in the built environment.

Indicator 1.2.1 - Decrease in preventable fires in higher-risk buildings

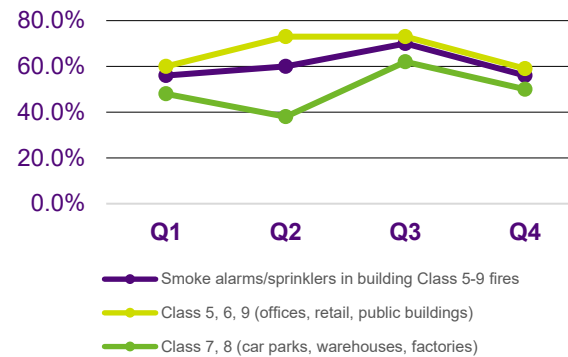
Number of preventable structure fires in higher-risk buildings for fires attended by FRV in FRV Fire District. Class 1b to 4 buildings are incorporated into the outcome measures on residential fires (Domain One), this measure focuses on Classes 5 to 9 buildings such as offices, shops, factories and public buildings including hospitals and schools.

Measure	Q1	Q2	Q3	Q4
Preventable fires in higher risk buildings (class 5-9)	120	123	123	131

*For the purposes of the Outcomes Framework, “higher-risk” buildings are defined as Class 1b to 9. Class 1b to 9 buildings are more regulated in terms of fire safety standards than Class 1a residential buildings (houses), often because they are larger, multi-story and/or have the potential to impact on more people and property. As Class 1b to 4 buildings are incorporated into the outcome measures on residential fires (Domain One), this measure focuses on Classes 5 to 9 buildings such as offices, shops, factories and public buildings including hospitals and schools. ^ Incident data recorded in AIRS

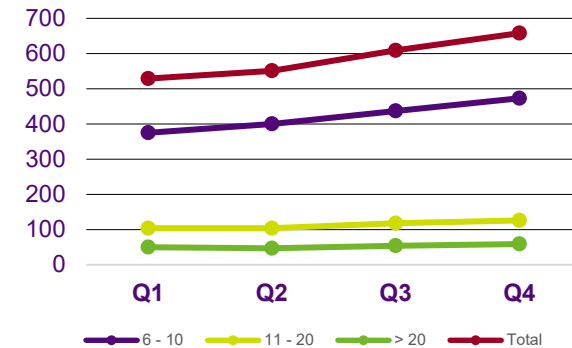
Indicator 1.2.2 - Decrease in impact from fire due to early detection and suppression systems

Percentage of structure fires in Class 5 to 9 buildings with smoke alarms or sprinklers as a proportion of all Class 5 to 9 structure fires (excluding undetermined smoke alarm/sprinkler presence) attended by FRV in FRV Fire District. The presence of early detection and fire suppression systems such as smoke alarms and sprinklers is known to significantly reduce the harmful impact of fire.



Indicator 1.2.3 Decrease in unwanted false alarms to reduce unnecessary emergency responses

Number of premises with six or more false alarms on different days over a 12-month rolling period. The purpose of this measure is for FRV to focus attention on those premises with the most frequent false alarms so that underlying systemic issues are better addressed and corrected at these premises.



1.2.4 Increase in understanding of and compliance with essential safety measures

Measure 1.2.4

Number of buildings serviced by Fire Equipment Services (FES) to maintain fire protection equipment and suppression systems and essential safety measures in the built environment.

Table 1.2.4 Number of Buildings serviced* by FES

	Q1	Q2	Q3	Q4	21/22
Number of Building Serviced* by FES	26,389	26,938	27,442	29,881	110,650

*Includes all completed site visits including both scheduled and unscheduled services; includes all services to fire protection equipment (first attack equipment, fixed systems, passive systems and essential safety measures; excludes emergency management training and consulting services).

Outcomes Statement

1.3 Enabled, empowered and resilient local communities: Communities, municipalities, businesses, and industries understand and manage risks in their local environment and have an enhanced capacity to build community resilience, and to prevent and respond to fire and other emergencies.

Commentary (1.3 – Enabled, empowered and resilient local communities)

FRV reports that FES provides community education sessions to help the community prepare, mitigate, and respond to fire and other emergencies. FRV notes that 70% of FES engagements with the community are at education sessions with the remainder provided online in webinar and digital interactions with educational content. FRV measure the number of non-structure fire incidents that FRV attends. The Q4 data shows

- a lower number of non-structure fires and good intent calls from Q3
- EMR calls have increased, potentially reflecting increased demands on Victoria’s emergency medical services as a new wave of COVID-19 and seasonal influenza impacts the community.

1.3.2 Increase in local preparedness and mitigation activities related to fire and natural hazards

Measure 1.3.2

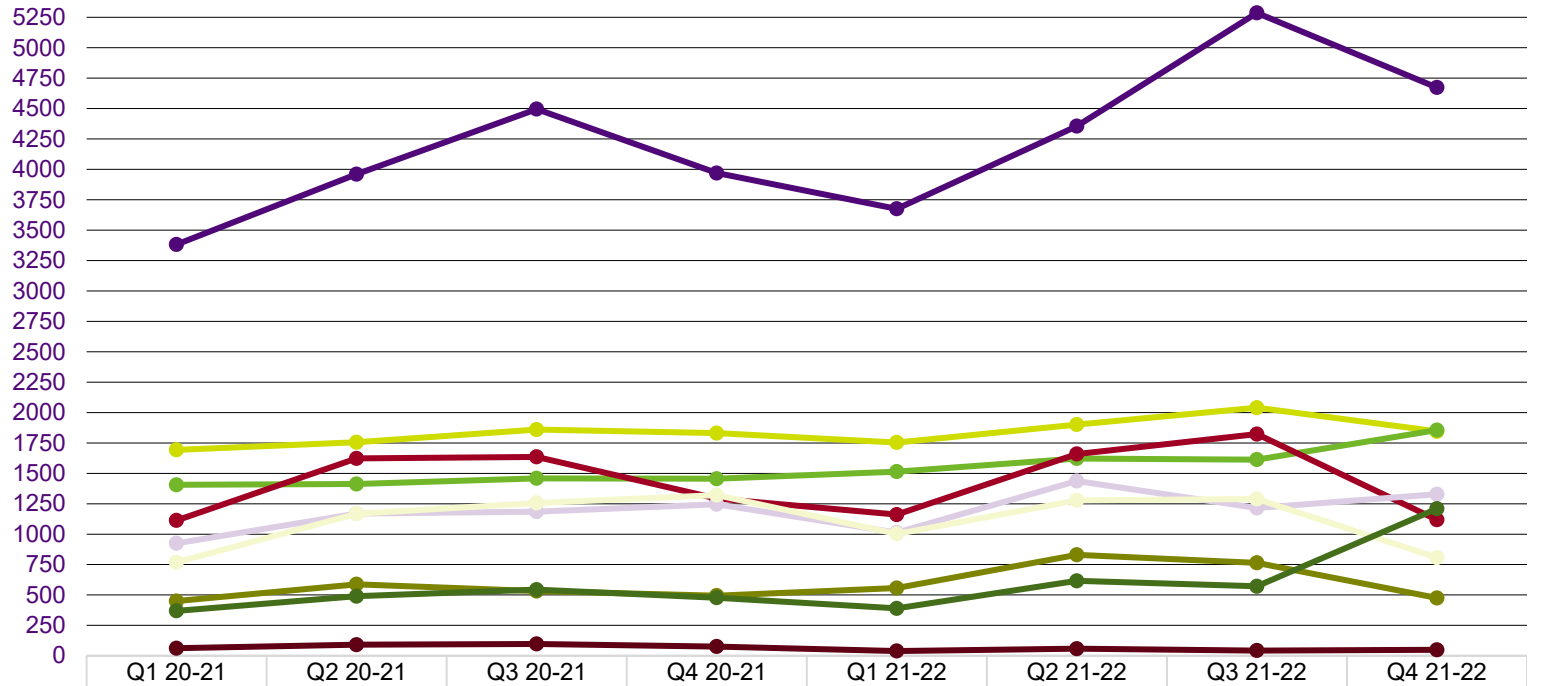
Number of people educated by FES to understand, prepare, mitigate and respond to fire and other emergencies.

Table 1.3.2 Number of people* attending FES educational engagement activities

	Q1	Q2	Q3	Q4	21/22
Number of people* engaged by FES	1,502	2,094	1,550	1,961	7,107

*Includes people attending Emergency Management training, participating in evacuation drills, attending presentations, seminars, webinars (but not currently online recordings)

1.3.3 Decrease in preventable non-structural fires and other hazard-related incidents



	Q1 20-21	Q2 20-21	Q3 20-21	Q4 20-21	Q1 21-22	Q2 21-22	Q3 21-22	Q4 21-22
False Alarms and False Calls	3382	3960	4495	3969	3675	4355	5286	4673
Good intent calls	1693	1756	1860	1831	1,754	1,901	2,040	1,845
EMR	1406	1412	1459	1456	1,514	1,622	1,613	1,856
Non-Structure Fires	1113	1623	1635	1293	1,161	1,659	1,823	1,118
Hazardous conditions (not a fire)	925	1169	1185	1246	1,013	1,437	1,215	1,328
Motor Vehicle Accidents	769	1168	1256	1321	1,002	1,278	1,289	807
Service Calls	450	588	532	494	557	830	764	475
Rescues & Other Medical Assistance	369	490	544	477	390	616	571	1,209
Other	62	91	97	76	39	58	43	49

DOMAIN 2 — Response and Recovery

Victorians can rely on a world-class fire and rescue emergency response.

Outcomes Statement

2.1 A best-practice emergency response: Emergency incidents are controlled as quickly and effectively as possible while minimising the potential impact on the community and the environment, relying on highly skilled firefighters using modern, well-maintained equipment and world's best incident management practice. Close collaboration with emergency agencies ensures an enhanced readiness for and response to incidents.

COMMENTARY: A best-practice emergency response

FRV notes the following trends for Q4:

- an increase in employee emergency and incident training capabilities across the organisation, including staff with emergency response qualifications, and staff with Incident Controller accreditation
- The result for the percentage of response time to structure fire incidents within 7.7 minutes (88%) YTD is slightly below the target of 90%. Year to date, FRV exceeded the target for emergency medical response by 3.7%.
- With only a third of properties with fatalities having had a working smoke alarm, and a half having occurred in bedrooms, the joint 2022 FRV and CFA smoke alarm campaign focused on the importance of having interconnected smoke alarms. The campaign evaluation found that awareness and perceived importance of installing interconnected smoke alarms was significantly higher for those exposed to the campaign.
- To further help reduce fatalities, FRV's hoarding and residential risk referrals have exceeded annual targets with a total of 692 referrals (target was 430).

2.1.1 Decrease in negative impact on life and property from fire and other emergency incidents

Measure 2.1.1

Number of fire-related fatalities (as per FRV Fire Investigations Unit records 21/22)

The following table outlines data for preventable fire-related fatalities (which excludes fatalities from deliberately lit fires) over the past year. In seven of the fatalities, 'smoking' and 'discarded smoking materials' at the scene were recorded in investigations by FRV, while 9 of the 12 fatalities were smokers and half had mobility issues or were bed bound. One third of properties associated with a fatality had a working smoke alarm at the property recorded, while half of fatalities occurred in the bedroom. Four fatalities were at least partly attributed to hoarding behaviours.

Table 2.1.1 Number of preventable fire-related fatalities

	21/22
Number of preventable fatalities	12

2.1.3 Increase in interoperability capabilities and seamless multi-agency responses

Measure 2.1.3a

Number of Level 3 Incident Controllers

Table 2.1.3a Number of Level 3 Incident Controllers

	21/22
Number of FRV Level 3 incident controllers	38

Measure 2.1.3b

Number of employees trained to contribute to State EM arrangements

	21/22
Total operational	737
Total corporate	70
All Staff	807

*The measure includes the number of people with Incident Management Team qualifications, including operational and non-operational staff. This does not include CFA seconded staff.

2.1.4 Improved readiness for all emergencies, including large or complex incidents, for specialist rescue, and for time of surge demand

Measure 2.1.4

Response times for structure and non-structure fires, HAZMAT, etc. The following table reports both the percentage of response times to structure fires that occur within the 7.7 minute benchmark and, correspondingly, the percentage of emergency medical responses that occur within the 9.2 minute benchmark.

Table 2.1.4 Percentage of structure fires & emergency response times within benchmark YTD

Types of response	Q1	Q2	Q3	Q4
% Of response to structure fire incidents within 7.7 min	89.1%	88.4%	88.3%	88.0%
% Response time to EMR within 9.2 min	94.2%	93.6%	93.6%	93.7%

DOMAIN 3 — Organisational Excellence

Victorians value FRV as a leading, progressive, and accountable fire and rescue service.

Outcomes Statement

3.2 A diverse and inclusive organisation: FRV provides a safe, respectful, and inclusive workplace and has a workforce that reflects the diversity of the community it serves and better meets the needs of all Victorians.

Commentary (3.2 – A diverse and inclusive organisation)

FRV notes with only two quarters reported, it is too early to examine the progress of this Outcomes Statement, except to say that the turnover rate of men and women operational staff are alike, recruitment initiatives targeting women are heading in a positive direction, and 100% of recent women recruits are being retained. The lower proportion of women currently in leadership roles is in line with the much lower number of operational women in the workforce, which is proportionally increasing.

FRV reports that it is working steadily towards inclusion and diversity initiatives with key action plans in place for reaching both Diversity and Inclusion and Reconciliation targets. Staff engagement with both plans is scheduled for early 2022/2023.

Indicator 3.2.1

Increase in number of women firefighters in all ranks, including leadership cohorts, with bold but achievable targets

Measure 3.2.1a

Comparison of operational workforce turnover for women and men firefighters.

	Q3	Q4
All Operational staff turnover(%)	0.68%	0.42%
Operational (women) staff turnover (%) (as percentage of total Operational (women) staff)	0.52%	0.52%
Operational (men) staff turnover (%) (as a percentage of total Operational (men) staff)	0.69%	0.41%

Measure 3.2.1b

Number of women firefighters in leadership roles

	Q3	Q4
Number	28	27

Measure 3.2.1c

Women and men in leadership roles as a proportion of operational women and men (use male proportion as benchmark)

	Q3	Q4
Women in leadership roles as a proportion of all women Operational Staff	14.58%	14.1%
Men in leadership roles as a proportion of all men Operational Staff	26.72%	27.12%

Measure 3.2.1d

Number and percentage of women firefighter applicants as a proportion of all applicants.

FRV did not run a recruitment campaign during Q4.

Table 3.2.1d Number and percentage of women firefighter applicants as a proportion of all applicants

	21/22
Number of women firefighter recruits	768
Percentage of women firefighter recruits (as a proportion of all firefighter recruits)	14.2%

Measure 3.2.1e

Number and percentage of women firefighter recruits as a proportion of all recruits.

Table 3.2.1e Number and percentage of women firefighter recruits as a proportion of all recruits

	21/22
Number of women firefighter recruits	9
Percentage of women firefighter recruits (as a proportion of all firefighter recruits)	5.1%

Measure 3.2.1f

Successful recruitment and retention of women firefighters.

Retention is calculated by the number of women firefighters recruited less the departures during same period 21/22.

Table 3.2.1f Number and percentage of women firefighter recruits, departures and retention rate

	21/22
Number of women firefighter recruits	9
Number of women firefighter recruits departing	0
Retention rate of women firefighters recruited during same period (recruits as a proportion of 'recruits less departures')	100%

3.2.2 Increase in acknowledgement and understanding of Aboriginal and Torres Strait Islander peoples and cultures in FRV's workforce and workplace

Measure 3.2.2

FRV initiatives, plans and workplace programs implemented to increase cultural competency and understanding of Aboriginal and Torres Strait Islander peoples and cultures.

Update of progress as of 30 June 21/22

FRV reports its draft Reconciliation Action Plan (Reflect) has been endorsed by FRV's Executive Leadership Team and Consultation Committees. Reconciliation Australia provided final approval and the program is in the process of finalising artwork. The design and layout of the plan is being finalised and expected to be formally launched by September 2022.

3.2.3 Increase in diversity and inclusion capability to better meet the needs of all Victorians, including culturally and linguistically diverse people, people with disability, and LGBTIQ+ people

Measure 3.2.3b

Diversity and Inclusion Framework Actions

Update of progress as of 30 June 21/22

FRV reports that a draft Diversity and Inclusion Framework and Action Plan has been approved by FRV's Executive Leadership Team and is undergoing consultation.

Outcomes Statement

3.3 A data-driven and innovative organisation: Prevention, emergency response and incident control are continually improved through evidence gathering and analysis, effective use of agency data, expert technical advice, and support for innovation and adaptability.

Commentary (3.3 - A data-driven and innovative organisation)

With only one measure for Q4, FRV reports that it is premature to make conclusions about FRV's application of new data and evidence to drive innovation. FRV has reported on FES client satisfaction data for FY 2021-22. FRV reports that the services provided (building equipment servicing, advisory and accreditation) are meeting client needs as evidenced by an NPS score of 66.

3.3.1 Increase in use of and participation in research, data analytics and evaluation to support evidence-based decision making and improvements to community and firefighter safety.

Measure 3.3.1

FES Net Promoter Score (NPS) client satisfaction score is collected to improve delivery of fire detection/suppression systems and essential safety measures in the built environment. Bain and Co. the source of the NPS system, suggests that above 50 is excellent and above 80 is world class. A score of 66 suggests FES is providing a service experience well ahead of client expectations.

Table 3.3.1 Client satisfaction with FES educational engagement activities

	21/22
Net Promotor Score*	66

*NPS is based on the following data collection approach:

- A Client Satisfaction Survey sent to all FES clients who have received a service in the month prior (exception being clients who receive monthly services only being surveyed every six months)
- Clients may request to be removed from future surveys (opt out)
- NPS question requires a response on a rating scale of 1-10 (1-6 considered "detractors", 7-8 considered "passives", 9-10 considered "promoters") with the "NPS" calculated as "(promoters – detractors) divided by total responses" resulting in a range from -100 to +100.

Outcomes Statement

3.4 A socially and environmentally responsible organisation and respected partner: FRV has strong governance and accountability mechanisms, operates efficiently, and plans for future needs and changing risks. FRV is a respected partner in the emergency sector and a leader in prevention and emergency management. FRV works collaboratively with employee representatives in pursuit of shared interests that benefit the organisation, staff, and service delivery commitments.

Commentary (3.4 - A socially and environmentally responsible organisation and respected partner)

FRV reports that it monitors workforce data to note cohort trends and other organisational shifts to adequately plan for its future needs as the organisation's realignment continues.

3.4.3 Increase in workforce and asset planning to ensure sufficient resources now and into the future

Measure 3.4.3

Workforce turnover rate and departures by age, gender and operational / corporate staff (2021/2022).

Table 3.4.3 Workforce turnover rate and departures by age, gender and operational / corporate staff

All employees	All employees 21/22	
Number FRV employees exiting, including end of fixed term arrangements over a rolling 12-month period	253	
All FRV employees turnover rate	5.76%	
	Operational employee departures 21/22	Corporate/ Technical employee departures 21/22
Total	104	149
Women	2	84
Men	102	64
Non-disclosed gender status	0	1
25-34 years	1	5
35 – 44 years	11	43
45 – 54 years	6	39
55 – 64 years	55	19
65 + years	31	6
Non-disclosed age	0	37