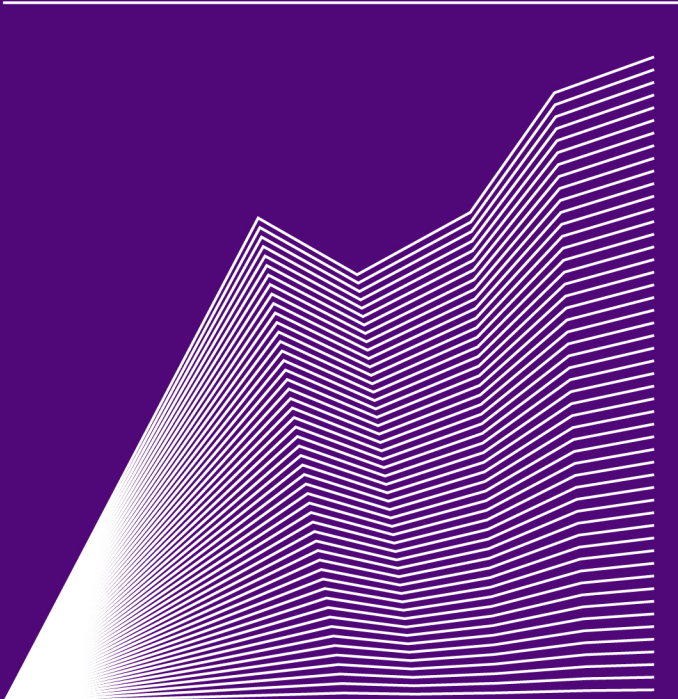


# Q3 FY22/23



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# 1.0 Summary

This *Fire Services Outcomes Framework – Progress Report* provides the Country Fire Authority (CFA) and Fire Rescue Victoria (FRV) Quarter 3 (Q3) FY 2022-23 fire services performance indicator results, in line with FSIM's legislative requirements under section 141 of the *Fire Rescue Victoria Act 1958* (FRV Act).

This report presents quarterly results provided by CFA and FRV against their respective performance measures and agency commentary on quarterly performance. Where possible, FSIM has included historical data against measures provided by agencies from 1 July 2020 as a reference for the reader, noting that historical data is significantly limited due to changes in agencies' outcomes frameworks in Q2<sup>1</sup> and other incidents outlined below.

FRV continues to experience problems accessing data following the cyber-attack incident in December 2022. This issue continues to significantly limit FRV's reporting in Q3. Although FSIM understands that FRV continues to work to resolve data access and reporting issues, the lack of data and ability to report results reduces transparency in reporting progress toward outcomes.

## Reporting on outcomes

Section 140(1) of the FRV Act requires CFA and FRV to each prepare an outcomes framework that sets out their respective outcomes-based fire service performance measures. In developing and refining their outcomes frameworks, CFA and FRV each determined their strategic organisational priorities and the associated indicators and measures of performance to be included in those frameworks.

Tracking the progress of agencies towards their outcomes is a long-term proposition and trends or patterns may only be observable over an extended period. FSIM continues to update its outcomes reporting approach and may highlight particular indicators in the summary by exception where a result:

- shows a continuing off-track trend over repeated quarters
- demonstrates a notable achievement
- varies more than 5% from the agencies baseline or average over time
- is a significant change from the previous quarter (positive or negative).

FSIM notes that some performance measures are influenced by factors outside the control of CFA or FRV and in some instances, agencies may not be able to provide substantiated reasons, supported by evidence for changes to results.

In the context of the current data limitations, once per year, FSIM will work with agencies to provide an annual overview of agency outcome progress. With the foundational elements of each agencies' outcomes frameworks now in place, agencies can begin to develop a deeper understanding of trend data and meaningful insights towards outcomes performance.

## Maturing outcomes frameworks

The CFA and FRV Outcomes Frameworks signal the strategic priorities of each organisation, and each provides a set of indicators and measures to demonstrate progress towards their respective strategic goals. The ongoing review and refinement of both Outcomes Frameworks is important to assist agencies to assess progress towards delivering against their objectives and support informed, evidence-based decision making. Updates to the agencies' outcome frameworks for Q3 are outlined below.

### CFA's Year Three Outcomes Framework

As reported in Q2, CFA has transitioned to the CFA Year Three Outcomes Framework. CFA has reported on a total of 29 quarterly indicators, and baselines for five indicators (1.2.1, 2.3.2, 2.3.3, 3.3.3, 4.1.1) will be introduced in future quarterly outcomes framework reports when historical data becomes available.

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<sup>1</sup> 2022-23 Quarter 2 Fire Services Outcomes Framework Progress Report

## FRV's Outcomes Framework

FRV finalised its Outcomes Framework in FY 2021-22. Ongoing impacts of the December 2022 cyber-attack on FRV's systems (outlined below) continue to limit FRV's ability to report this quarter, with data provided against seven of its 27 indicators. Of these seven indicators, FRV reported on twelve out of 67 measures. Measures are aimed to inform progress against a given indicator.

## FRV cyber-attack

The cyber-attack on FRV in December 2022 continues to severely impact FRV's information and computer technology systems and FRV's Q3 FY 2022-23 reporting. As a result, FRV can only report on twelve measures in Q3, which is an increase of seven measures from Q2<sup>2</sup>. FRV reports that it is undertaking work to investigate the cyber-attack and restore the IT environment. FRV also reports it is developing and implementing interim solutions to maintain system functionality and data collection functions, where possible. However, the timeframe for retrieval of data stored in those systems, and access to systems and applications is still unknown.

FRV has been able to retrieve some Q2 data and in Q3 has reported retrospectively on the following measures:

- % Workcover claims who ceased work with no return to work
- Average number of days for first return to work within quarter
- Lost Time Injury: severity rate per 1000 FTE
- Number of injuries and near misses per 1000 FTE
- Percentage of stations/work sites visited against scheduled visits
- Percentage of registered risks reviewed this quarter as per mandatory requirement in the government risk management framework to review all risks within 12 months.

FRV reports that it is implementing business continuity measures, workarounds and contingencies to ensure that service delivery continues. FRV reports that it is also exploring developing and implementing interim reporting solutions using data provided by ESTA to restore essential incident reporting functionality within FRV. This will include data for the period of the outage being made available to be reported on retrospectively. FRV advises that crews continue to turn out through the use of mobile phones, pagers and radios and FRV has maintained a range of corporate support functions during the cyber-incident. FRV is publishing regular updates for the community and stakeholders on its website at [www.frv.vic.gov.au](http://www.frv.vic.gov.au).

FRV's continued data and reporting challenges impacts FSIM's ability to provide more comprehensive outcomes performance commentary. In addition, the lack of data and reporting results in less transparency to the community on FRV's progress against its identified outcome indicators.

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<sup>2</sup> 3.2.1a All operational firefighters turnover

- operational women firefighters
- operational men firefighters

3.2.1b Number of women firefighters in leadership roles

3.2.1c Proportion of women and men in leadership roles

- women in leadership roles (proportion of all women Operational Staff)
- men in leadership roles (proportion of all men Operational Staff)

3.4.5 Percentage of registered risks reviewed this quarter as per mandatory requirement in the government risk management framework to review all risks within 12 months

## Outcomes framework Q3 results commentary overview

FSIM has highlighted indicators that show an off-track trend and indicators that show a significant change from the previous quarter. As reported above, FRV's data limitations constrain FSIM's ability to assess FRV quarterly progress.

### Indicators showing a continued off-track trend

#### Service Level Agreements (SLAs)

FRV's 'Service Level Agreement' indicator monitors the number of SLAs (known by both agencies as Service Level Deeds of Agreements) that are agreed to in-principle by CFA and FRV. Consistently noted in previous reports, FSIM considers that completion of clear, agreed, and implemented SLAs between agencies underpins the broader success of the Fire Services Reform, particularly supporting "an effective and productive working relationship across the fire services and other emergency service agencies, building on the principle of interoperability".<sup>3</sup> These SLAs provide a foundation for role clarity and functions for volunteers and staff in both agencies and are required to harmonise procedures.

FRV's Q3 result (88%) did not meet its FY 2020-21 defined target of 100%. The result has not changed since Q2 FY 2021-22 and represents a continued off-track trend. FRV does not report on the number of executed documents (i.e., signed by the Fire Rescue Commissioner and Chief Officer, CFA). Rather, this indicator refers to MOUs, SLAs and supporting appendices having been agreed in principle and approved through formal consultation. FSIM notes that the SLA and three SLA schedules are executed, and nine schedules remain outstanding.

### Indicators with a variance of more than 5% from the agencies baseline or average over time

#### Fire suppression

In Q3, CFA did not meet its baseline for three operational indicators relating to Outcome 2.2 (fires are suppressed quickly and effectively). Specifically, CFA reported results outside of its 5% variance for indicator 2.2.3 (average time spent suppressing structure fires) and indicator 2.2.4 (average time to control bushfires). Indicators 2.2.3 and 2.2.4 report the average time from the time the first appliance arrives on scene of a fire until the stop message is received, which confirms that the scene is now safe and under control. In addition, FSIM notes that CFA's Q3 result for indicator 2.2.2 (percentage of grass and scrub fires contained to 5 hectares) did not meet the baseline; however, the result was within CFA's 5% variance tolerance.

These results indicate a drop in performance for these operational indicators when compared to the previous quarter. CFA advises it has not identified any specific factors that have contributed to Q3 performance for these indicators and notes that a range of factors can influence results. FSIM notes that there is no identified trend and that CFA met or was close to meeting the baseline for these indicators in Q2. FSIM will continue to monitor all three indicators in future reports to identify whether a trend is emerging.

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<sup>3</sup> Year Two to Five Fire Services Reform Implementation Plan pg. 25

## 2.0 Reader Guide

### Definitions

Acronym	Title
AARs	After Action Reviews
BP3	Budget Paper 3
CFA	Country Fire Authority
CFAI	Commission on Fire Accreditation International
CFASafe	System providing critical business functions including Hazard/ Incident Reporting, Health Program Management and Audit tracking.
COVID-19	Coronavirus
DAIF	Diversity and Inclusion Framework
EMV	Emergency Management Victoria
FRV	Fire Rescue Victoria
FRV Act	<i>Fire Rescue Victoria Act 1958</i>
FRVSafe	System for capturing and monitoring hazard and incident reports for FRV personnel
FSIM	Fire Services Implementation Monitor
FSOC	Fire Services Operation Committee
FTE	Full Time Equivalent
MOU	Memorandum of Understanding
MUARC	Monash University Accident Research Centre
PTA	Professional, Technical and Administrative
SLA	Service Level Agreement
UFU	United Firefighters Union
VGRMF	Victorian Government Risk Management Framework

#### 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 Outcomes reporting guidance

### Legislative requirements to report on outcomes

The performance measures that CFA and FRV report on are set by the agencies in their outcomes frameworks. Section 140(1) of the FRV Act requires CFA and FRV to each prepare an outcomes framework that sets out their respective outcomes-based fire service performance measures. Section 140(4) of the FRV Act further requires CFA and FRV to prepare and submit to FSIM a quarterly update that sets out their performance against their performance indicators.

### Reporting and data limitations

CFA has reported on its Year Three Outcomes Framework in Q3. FSIM will continue to use historical data published in previous quarterly progress reports to track indicator trends over time where indicator business rules and baseline calculations in the Year Three Outcomes Framework remain consistent with earlier CFA outcomes framework iterations.

As noted above, FRV reports that the cyber-security breach of its systems has significantly reduced its capability to report on outcomes data. FRV has provided data and commentary against twelve measures which is an increase of seven measures from Q2.

### Report structure

This report comprises FSIM summary (section one) and the CFA and FRV performance measure results received for this quarter (sections four to six). Where possible, FSIM presents performance results and historical trends. FSIM also includes CFA and FRV explanations of measures (business rules) and where appropriate, provides confirmation of whether the agency met or did not meet targets or baselines. FSIM also includes CFA and FRV commentary on indicator progress.

### Fire Services Implementation Monitor (FSIM)

FSIM's functions under the FRV 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 FRV Act.

### Publication of reports

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

## 4.0 Appendix A: CFA Q3 Progress Update

CFA's Year Three Outcomes Framework uses a quarterly baseline which calculates the average result for Q3 over a specified time period (1, 2, 3 or 5 years). CFA reports the use of baseline data in lieu of specified targets for many measures. CFA's target therefore is to 'increase' or 'decrease' (as appropriate) and improve performance with consideration to baseline data.

CFA's Year Three Outcomes Framework was first reported in Q2 FY 2022-23. The CFA Year Three Outcomes Framework has revised some indicator baselines and business rules, and this quarter FSIM have reported historical data trends and baselines only where business rules from the CFA Year Three Outcomes Framework remain consistent with the CFA Year Two Outcomes Framework.

CFA categorises Year Three Outcomes Framework indicators into four domains:

- 1) strong relationships to keep communities safe
- 2) a responsive and innovative volunteer service
- 3) high performing volunteer and paid workforce
- 4) a continuous improvement culture.

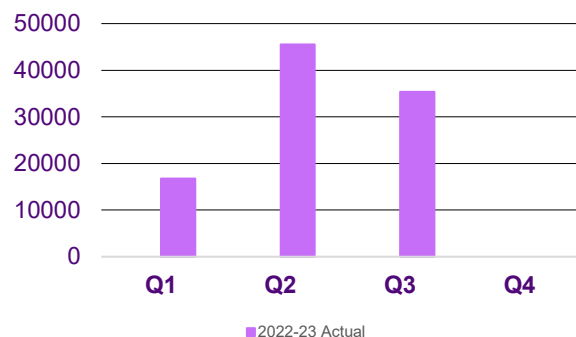
"Results" in the following tables use the following colour key, determined by CFA:

● Performance met CFA baseline	● Performance did not meet CFA baseline	● Performance within 5% of CFA's variance tolerance	● No baseline established by CFA
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### DOMAIN 1 — Strong relationships to keep communities safe

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

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



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

YTD Baseline

-

Result

35,336

#### CFA explanation of indicator

This indicator measures the number of community members CFA has directly engaged via online or in-person activities.

#### Performance against baseline

CFA notes that a baseline for this indicator is under development and is likely to be reported in Q4.

#### CFA commentary on result

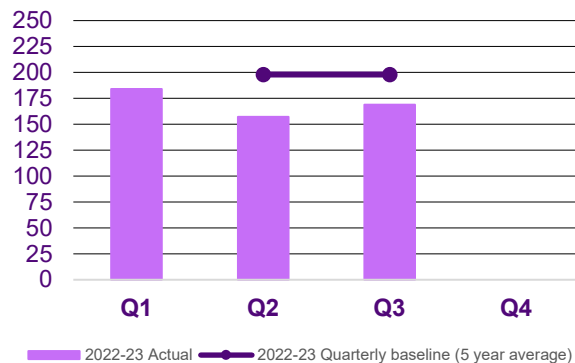
CFA engagement of community members at local events remained high this quarter, with over 13,500 people engaged at festivals and shows, many attracted by CFA's new mobile engagement units. Over 10,000 people were engaged through CFA members visiting properties, camping sites and caravan parks, where they spoke directly with residents and visitors about local fire risks and on topics such as BBQ and campfire safety.



## DOMAIN 2 — A responsive and innovative volunteer service

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

### Outcome 2.1 Fires are prevented



#### 2.1.1 DECREASE in the number of house fires

Quarterly baseline  
(5-year average)

198

Result

169

#### CFA explanation of indicator

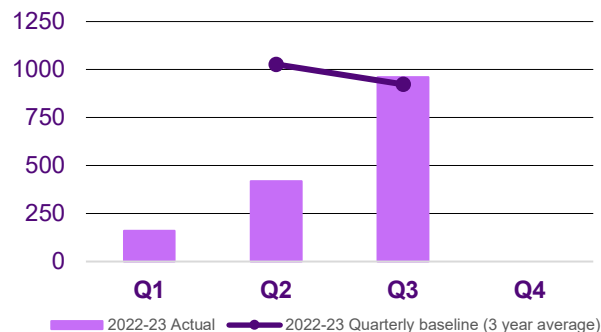
This indicator is the total number of preventable residential fires classified as Emergency Incidents (excluding non-residential structure fires).

#### Performance against baseline

The Q3 result met CFA’s quarterly baseline. CFA is no longer reporting a rolling cumulative YTD result. Results for this indicator are reported as a quarterly total.

#### CFA commentary on result

The number of house fires remains below baseline this quarter. A decrease in the number of house fires represents a positive outcome for the community.



#### 2.1.2 DECREASE in the number of grass and scrub fires

Quarterly baseline  
(3-year average)

923

Result

960

#### CFA explanation of indicator

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

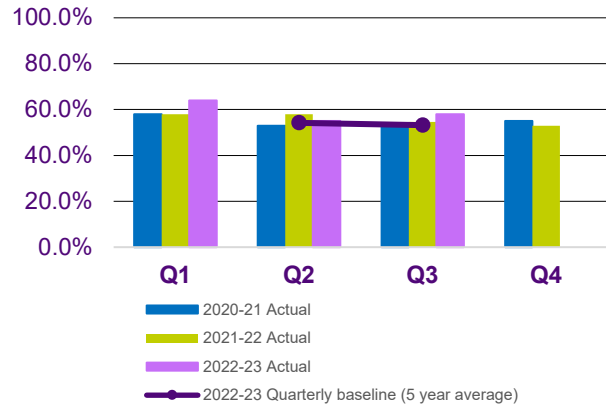
#### Performance against baseline

The Q3 result is within CFA’s 5% tolerance of baseline for this indicator. CFA reports that the baseline is calculated using FY 2017/2021/2022 data. CFA is no longer reporting a rolling cumulative YTD result. Results for this indicator are reported as a quarterly total.

#### CFA commentary on result

The number of grass and scrub fires for Q3 is in line with the quarterly baseline.

**Outcome 2.2 Fires are suppressed quickly and effectively**



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

Quarterly baseline (5-year average)

**53.2%**

Result

**58.0%**

**CFA explanation of indicator**

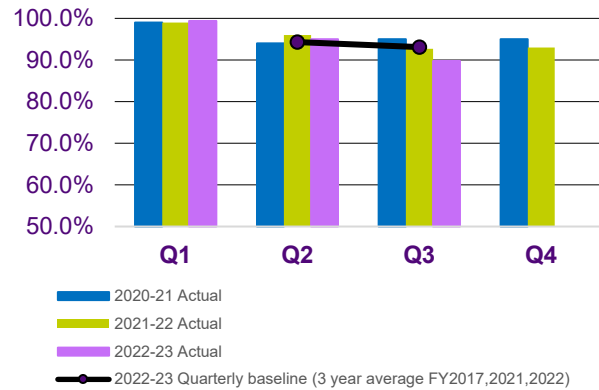
This indicator is a percentage of structure fires that were contained within room of origin.

**Performance against baseline**

The Q3 result met CFA's quarterly baseline for this indicator. A similar metric is used by CFA in BP3 reporting, BP3 reporting has a target of 70%.

**CFA commentary on result**

Results demonstrate continued improved performance from baseline (an increase in the percentage of structure fires contained to room of origin), providing good outcomes for the community.



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

Quarterly baseline (3-year average)

**93.1%**

Result

**89.8%**

**CFA explanation of indicator**

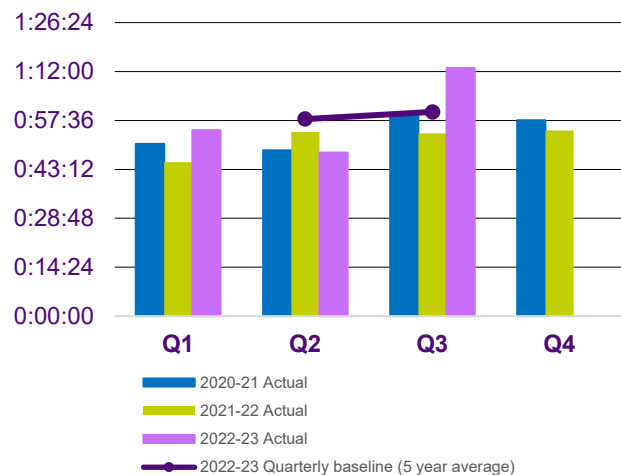
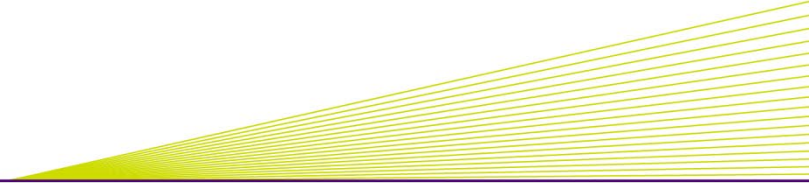
This indicator is a percentage of grass and scrub fires that were contained to 5 hectares.

**Performance against baseline**

The Q3 result met CFA's quarterly baseline for this indicator. CFA reports that the baseline is calculated using FY 2017/2021/2022 data.

**CFA commentary on result**

Performance for Q3 is in line with the quarterly baseline.



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

Quarterly baseline (5-year average)

**60 min 7 sec**

Result

**73 min 1 sec**

**CFA explanation of indicator**

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).

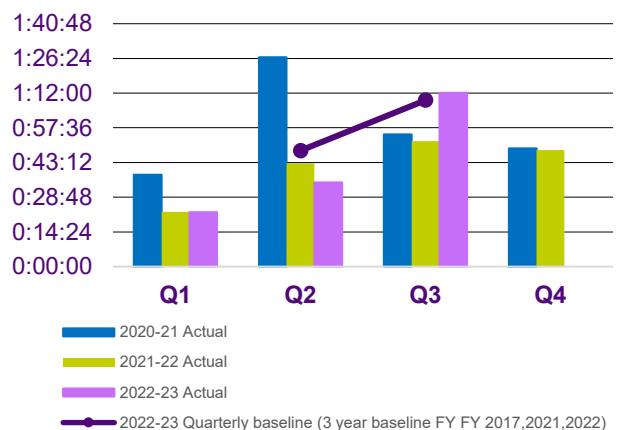
**Performance against baseline**

The Q3 result did not meet CFA’s quarterly baseline for this indicator. CFA reports that there are no direct factors that have been identified which have driven the result this quarter and a trend in relation to Q3 data has not been identified.

**CFA commentary on result**

Results show an increase in the average time spent at the scene of incidents in Q3 compared to baseline. There are a range of factors that can influence this outcome including but not limited to:

- Fire progression at time of arrival
- Variations in building type/construction (e.g., single vs. multi-story, residential vs. industrial)
- Timeliness of supporting services (e.g., power and gas)
- Presence of hazardous materials such as chemicals/asbestos
- Variation in volunteer availability



**2.2.4 DECREASE in average time to control bushfires**

Quarterly baseline (3-year average)

**69 min 2 sec**

Result

**72 min 9 sec**

**CFA explanation of indicator**

The average time measured from the first arriving appliance to the incident scene indicated by an ‘On-scene’ radio message, until a (wordback) ‘Under Control’ or ‘Stop’ radio message is received by Firecom dispatchers.

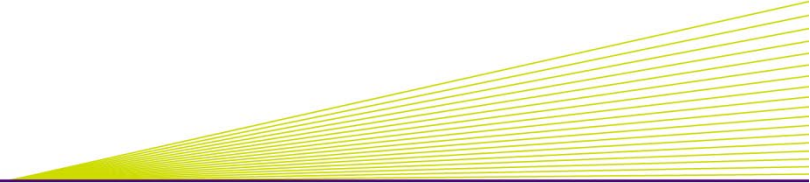
**Performance against baseline**

The Q3 result met CFA’s quarterly baseline for this indicator. CFA reports that the baseline is calculated using FY 2017/2021/2022 data. CFA reports that there are no direct factors that have been identified which have influenced this result and a trend in relation to Q3 data has not been identified.

**CFA commentary on result**

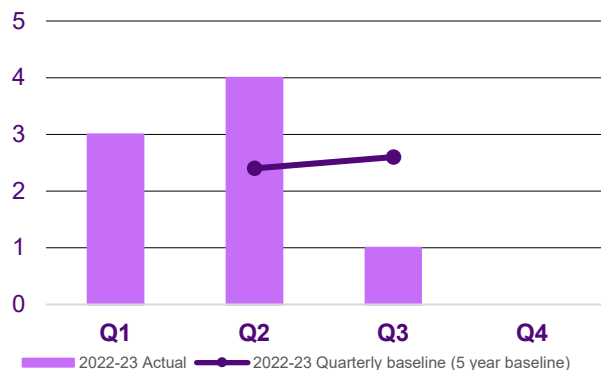
The quarterly results show an increase in the average time taken to control bushfires in Q3 when compared to baseline. There are a range of factors that can influence this outcome including but not limited to:

- volunteer availability



- seasonal factors incl. weather, fuel load, vegetation type and fuel separation
- cause of fire/ignition and number of fires
- fire prevention/fuel management activities.

**Outcome 2.3 Fires are less harmful to the community**



**2.3.1 DECREASE in fire-related fatalities**

Quarterly baseline (5-year baseline)

2.6

Result

1

**CFA explanation of indicator**

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.

**Performance against baseline**

The Q3 result met CFA’s quarterly baseline. CFA is no longer reporting a rolling cumulative YTD result. Results for this indicator are reported as a quarterly total.

**CFA commentary on result**

In line with the CFA Vision that Victorian communities are prepared for and safe from fire, we continue to aspire to the ultimate outcome of zero injuries and fatalities.

Data not yet available

**2.3.2 DECREASE in rate of fire-related injuries**

Baseline

-

Result

-

**CFA explanation of indicator**

The Year Three Outcome Framework draws on Ambulance Victoria data for this metric, through a new arrangement between CFA and the Monash University Accident Research Centre (MUARC).

**Performance against baseline**

Results and baselines are not yet available. CFA will establish a baseline when historical data becomes available.

**CFA commentary on result**

The Y3 Outcome Framework draws on Ambulance Victoria data for this metric, through a new arrangement between CFA and the Monash University Accident Research Centre (MUARC). Reporting processes and data to inform quarterly reporting are currently being worked through with MUARC.

Data not yet available

**2.3.3 DECREASE in severity of fire related injuries**

**Baseline**

-

**Result**

-

**CFA explanation of indicator**

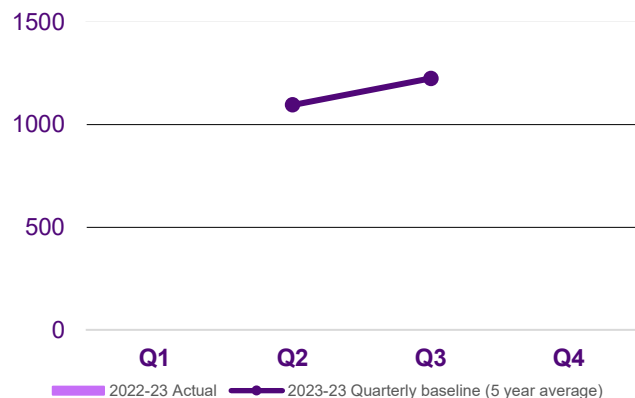
This indicator measures the proportion of patients (injuries to members of the public) categorised as having a moderate/severe Glasgow Coma Scale score (by number of related Ambulance Victoria patients).

**Performance against baseline**

Results and baselines are not yet available. CFA will establish a baseline when historical data becomes available.

**CFA commentary on result**

The Y3 Outcome Framework draws on Ambulance Victoria data for this metric, through a new arrangement between CFA and the Monash University Accident Research Centre (MUARC). Reporting processes and data to inform quarterly reporting are currently being worked through with MUARC.



**2.3.4 A DECREASE in stock loss due to fires**

**Quarterly baseline (5-year average)**

**1,226**

**Result**

**0**

**CFA explanation of indicator**

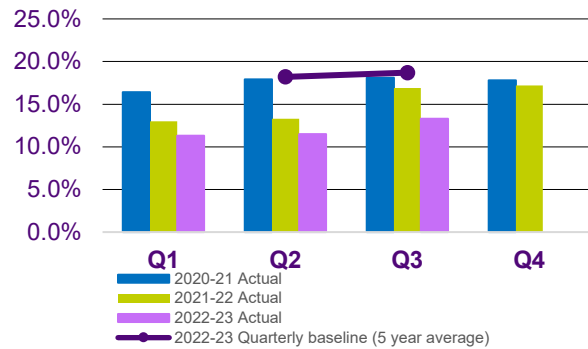
This indicator is the total number of heads of stock lost due to fire. CFA uses “cattle”, “horses”, “sheep” and “other livestock” as categories of stock for this indicator.

**Performance against baseline**

The Q3 result met CFA’s quarterly baseline for this indicator. CFA is no longer reporting a rolling cumulative YTD result. Results for this indicator are reported as a quarterly total.

**CFA commentary on result**

No stock were reported as lost due to fires in Q3.



**2.3.5 DECREASE in complete structures loss due to a structure fire**

Quarterly baseline (5-year average)

**18.7%**

Result

**13.3%**

**CFA explanation of indicator**

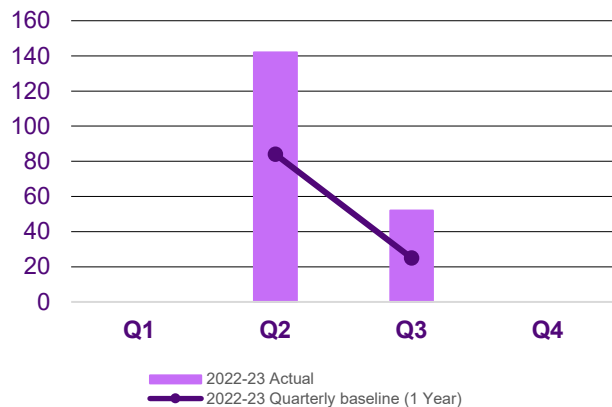
This indicator is a percentage of structure fires in which the entire structure was lost.

**Performance against baseline**

The Q3 result met CFA's quarterly baseline for this indicator.

**CFA commentary on result**

A decrease in complete structures loss due to a structure fire has been observed this quarter. This is a positive outcome for the community.



**2.3.6 INCREASE in the number of homes with operational smoke alarms**

Quarterly baseline (1 Year)

**25**

Result

**52**

**CFA explanation of indicator**

This indicator measures the number of operational smoke alarms in residences of people at higher risk (due to CFA intervention) where the resident is unable to maintain the devices independently.

**Performance against baseline**

CFA reports that the baseline is calculated using FY 2022 data. The Q3 result met CFA's quarterly baseline for this indicator. CFA has an annual target of 500 homes with operational smoke alarms.

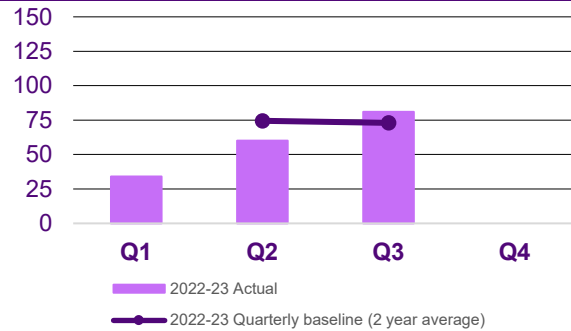
**CFA commentary on result**

During Q3, smoke alarm installation was lower as CFA members focused on summer programs, community events and engagement with tourists and visitors. Activity is expected to rise in Q4 as staff and Brigades shift to a focus on winter programs which highlight home fire safety and use of smoke alarms.

## DOMAIN 3 — High performing volunteer and paid workforce

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

### Outcome 3.1 Our workplace is safe



#### 3.1.1 An INCREASE in hazard reporting

Quarterly baseline  
(2 Year average)

**73**

Result

**81**

#### CFA explanation of indicator

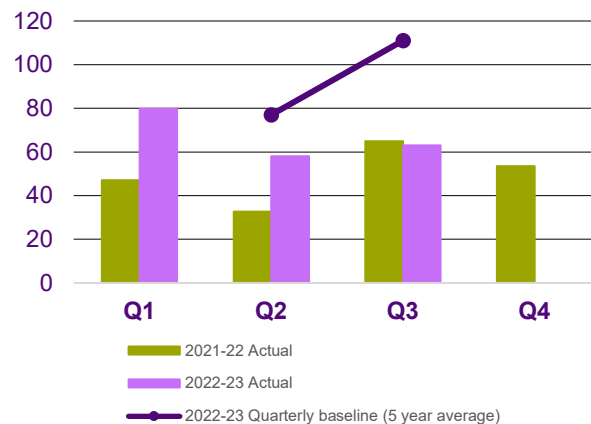
This indicator is a count of the number of hazards being reported into the CFA SAFE system.

#### Performance against baseline

CFA reports that the baseline is calculated using FY 2021 and 2022 data. The Q3 result met CFA's quarterly baseline. CFA is no longer reporting a rolling cumulative YTD result. Results for this indicator are reported as a quarterly total.

#### CFA commentary on result

CFA is meeting its target to increase hazard reporting.



#### 3.1.2 A DECREASE in workplace injuries (staff and volunteers)

Quarterly baseline  
(5-year average)

**111**

Result

**63**

#### CFA explanation of indicator

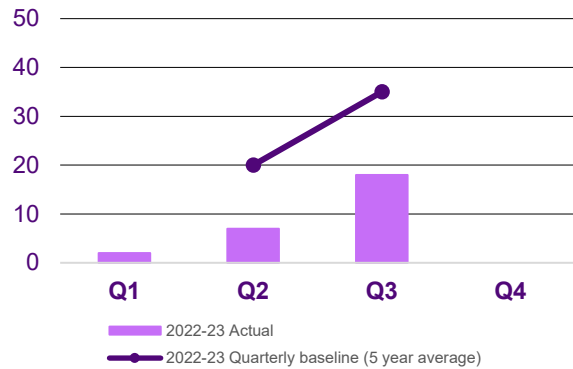
This indicator reports on Emergency Response Lost Time Injury frequency rate. The measure is calculated as a ratio of the number of lost time injuries occurring during emergency response conditions divided by the number of incident responses.

#### Performance against baseline

The Q3 result met CFA's quarterly baseline for this indicator.

#### CFA commentary on result

There is a reduction in injuries compared to baseline data. Q3 saw a steady rate of injuries with no discernible pattern.



**3.1.3 DECREASE in volunteer compensation claims**

Quarterly baseline (5-year average)

**35**

Result

**18**

**CFA explanation of indicator**

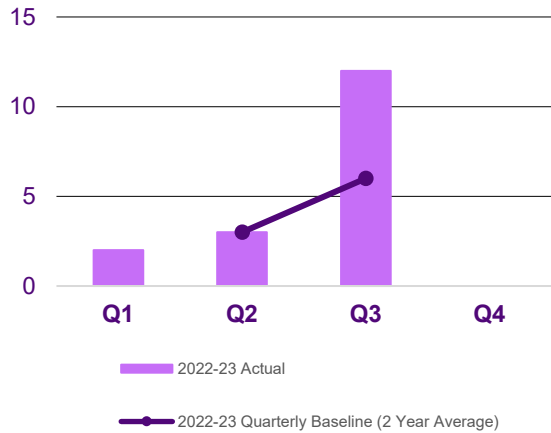
This indicator shows the number of new claims reports for volunteer members logged into the Claims and Compensation Management system.

**Performance against baseline**

The Q3 result met CFA's quarterly baseline for this indicator. CFA is no longer reporting a rolling cumulative YTD result. Results for this indicator are reported as a quarterly total.

**CFA commentary on result**

Cancer claims continue to account for the largest injury type of new volunteer claims. As cancer is considered to be a gradual onset condition, strategies to impact on cancer claims are unlikely to impact numbers in the short to medium term.



**3.1.4 DECREASE in WorkCover claims**

Quarterly baseline (2 year)

**6**

Result

**12**

**CFA explanation of indicator**

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

**Performance against baseline**

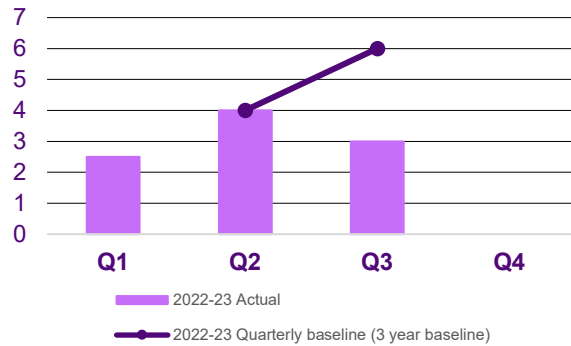
CFA reports that the baseline is calculated using FY 2021 and 2022 data. The Q3 result did not meet CFA's quarterly baseline for this indicator. CFA is no longer reporting a rolling cumulative YTD result. Results for this indicator are reported as a quarterly total.

**CFA commentary on result**

No trends have been identified in the new employee claims for Q3, with injuries in 8 out of the 12 new claims occurring prior to the quarter the claim was received.

The reasons behind delayed claim submission require further analysis.





**3.1.5 DECREASE in unplanned absences**

Quarterly baseline (3-year average)

**6**

Result

**3**

**CFA explanation of indicator**

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

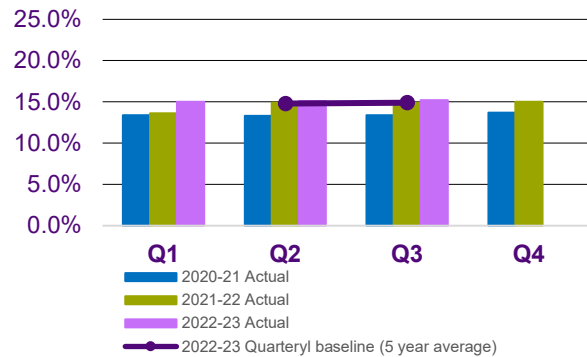
**Performance against baseline**

CFA reports that the baseline is calculated using FY 2017/2021/2022 data. The Q3 result met CFA’s quarterly baseline for this indicator. CFA is no longer reporting a rolling cumulative YTD result. Results for this indicator are reported as a quarterly total.

**CFA commentary on result**

A decrease in unplanned absences has been observed in Q3 when compared to baseline.

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



**3.2.1 INCREASE in women/female volunteers in active operational roles**

Quarterly baseline (5-year average)

**14.9%**

Result

**15.2%**

**CFA explanation of indicator**

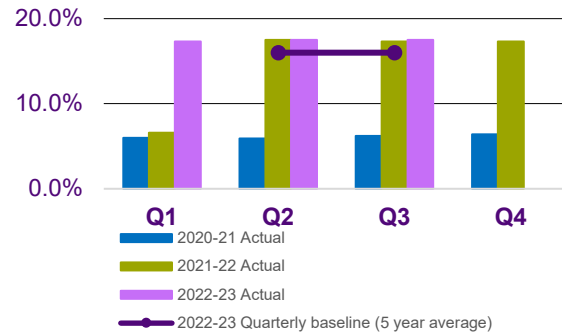
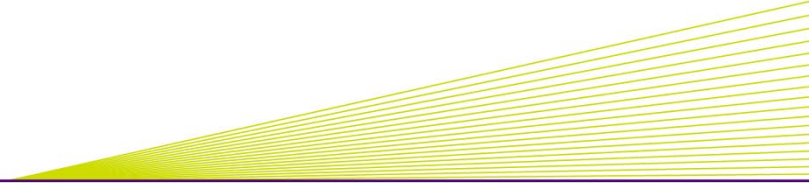
This indicator is the number of operational volunteers who identify as female as a percentage of all operational volunteers (as marked in RMS).

**Performance against baseline**

The Q3 result met CFA’s quarterly baseline for this indicator.

**CFA commentary on result**

An increase in women/female volunteers in active operational roles is observed in Q3; a positive result.



### 3.2.2 INCREASE in women/female volunteers in leadership roles

Quarterly baseline (5-year average)

**16%**

Result

**17.5%**

#### CFA explanation of indicator

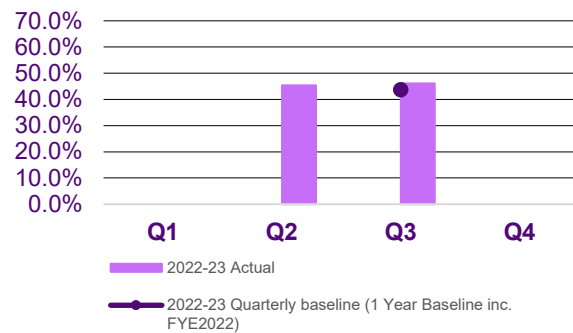
This indicator is the percentage of volunteer leadership roles (Brigade Management Team and Group Management Team) currently occupied by volunteers who identify as female.

#### Performance against baseline

The Q3 result met CFA's quarterly baseline for this indicator.

#### CFA commentary on result

An increase in women/female volunteers in leadership roles is observed; a positive result.



### 3.2.3 INCREASE in women/female staff in senior roles

Quarterly baseline (1-year average)

**43.6%**

Result

**46.1%**

#### CFA explanation of indicator

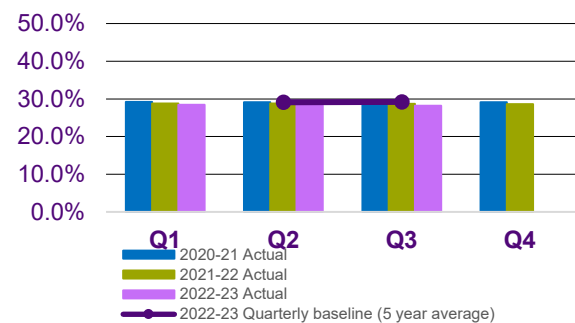
Percentage of PTA6, PTA7 and Executive staff roles that are occupied by people who identify as female.

#### Performance against baseline

CFA reports that the baseline is calculated using FY 2022 data. The Q3 result met CFA's quarterly baseline for this indicator.

#### CFA commentary on result

The business rule for this metric was adjusted for Year 3 to align with other diversity and inclusion reporting. Overall CFA is seeing an increase in female staff in senior roles.



### 3.2.4 INCREASE in volunteers under 40

Quarterly baseline (5-year average)

**29.2%**

Result

**28.2%**

#### CFA explanation of indicator

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

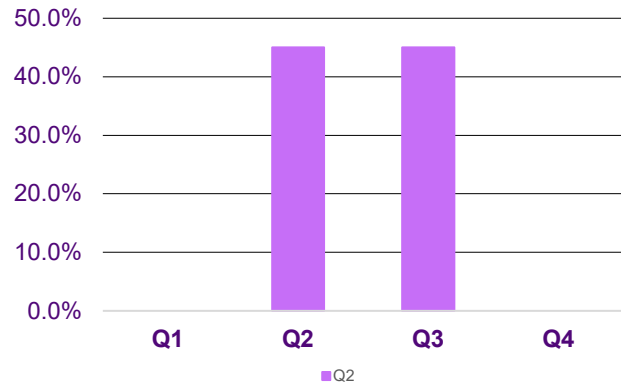
#### Performance against baseline

The Q3 result did not meet CFA's quarterly baseline for this indicator but is within CFA's +/- 5% tolerance.

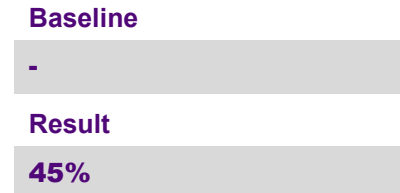
#### CFA commentary on result

CFA has maintained its performance, with Q3 data showing a consistent level of volunteers under 40 giving consideration to baseline data.

**Outcome 3.3 We uphold the CFA values and are held accountable for our behaviour**



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



**CFA explanation of indicator**

This indicator represents the average of four questions asked of complainants regarding their experience after they have gone through the CFA complaints management process.

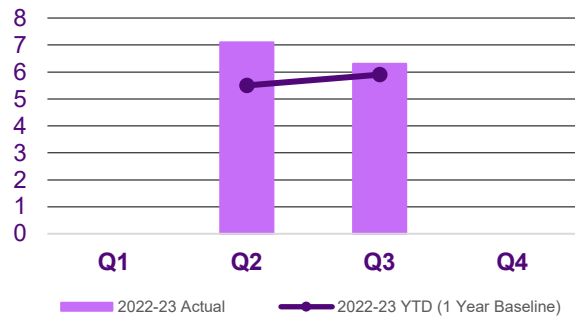
**Performance against baseline**

A baseline for this indicator will be introduced in a future iteration of the Outcomes Framework when historical data becomes available.

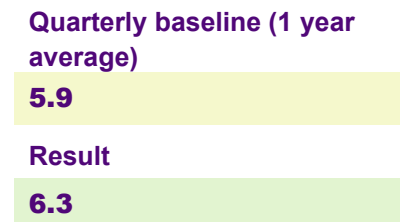
**CFA commentary on result**

The reported value represents the average of four questions asked of complainants regarding their experience after they have gone through the CFA complaints management process. CFA is maintaining its performance to increase satisfaction with the handling of outcomes of complaints. This is a new metric in the Year 3 Outcomes Framework and the result is consistent with Q2 2022-23.

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



**3.4.3 INCREASE in staff engagement (all staff briefings)**



**CFA explanation of indicator**

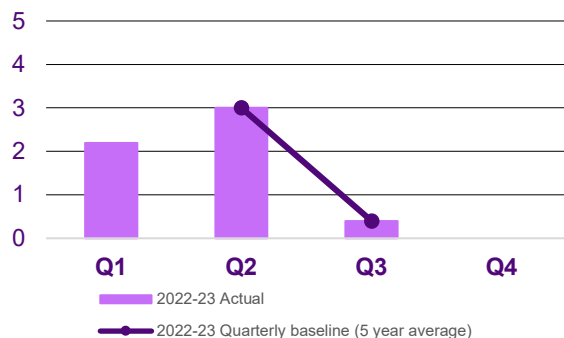
This indicator provides the average engagement rating (out of 10) as taken from CFA's All Staff briefing survey.

**Performance against baseline**

CFA reports that the baseline is calculated using FY 2022 data. The Q3 result met CFA's baseline.

**CFA commentary on result**

CFA is meeting its target to increase staff engagement through All Staff Briefings. It is positive to observe improvement when compared to data from Q3 last year.



### 3.4.6 INCREASE in the average number of training courses completed by CFA members

Quarterly baseline (5-year average)

0.4

Result

0.4

#### CFA explanation of indicator

This indicator provides the average number of courses being completed per unique CFA Member that has engaged with training.

#### Performance against baseline

The Q3 result met CFA's baseline.

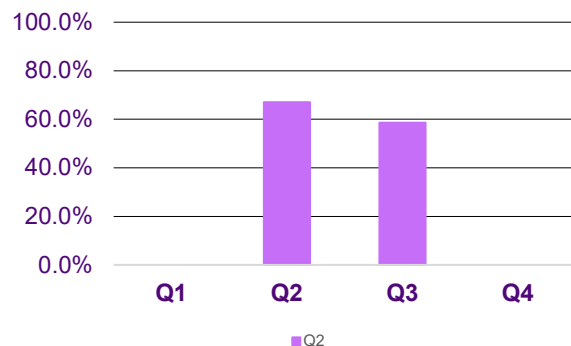
#### CFA commentary on result

CFA is maintaining its performance in relation to the number of training courses completed by CFA members.

## DOMAIN 4 — A continuous improvement culture

We are a progressive emergency service so that we are recognised as a leading volunteer-based emergency service

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



### 4.1.1 Timely delivery of major programs and projects

Quarterly baseline (5-year average)

-

Result

58.6%

#### CFA explanation of indicator

This indicator is the proportion of programs and projects in the portfolio that have an overall status of 'on track' (as reported to the Strategic Investment Management Committee).

#### Performance against baseline

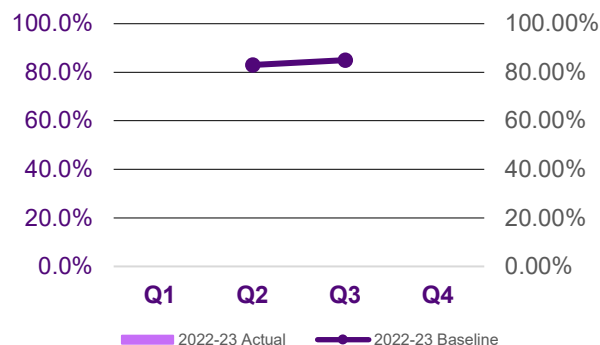
A baseline for this indicator will be introduced in a future iteration of the Outcomes Framework when historical data can be drawn on.

#### CFA commentary on result

Reporting on major projects and programs is now presented to CFA Executive on a quarterly basis.

CFA has a focus on enhancing project governance, increasing oversight and quality reporting and assigning trained project managers to priority projects to drive improved results and ensure compliance with the CFA Project Management Framework.

**Outcome 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 timely resolution of internal audit recommendations**

Quarterly baseline (1 year average)

**85%**

Result

**0%**

**CFA explanation of indicator**

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

**Performance against baseline**

CFA reports that the baseline is calculated using FY 2022 data. CFA report that an increase in overdue items is a negative result, a decrease/maintaining a result of 0% is a positive result. The Q3 result for this indicator is below baseline.

**CFA commentary on result**

As at 17 November 2022, CFA had 57 open audit findings with 167 associated management actions. There were no overdue audit findings (as reported to the Audit and Finance Committee).

**Outcome 4.3 We collaborate with FRV and other service delivery partners to promote interoperability and build stronger relationships that lead to better community outcomes**

**4.3.1 Fire Services Operation Committee (FSOC) workplan delivered**

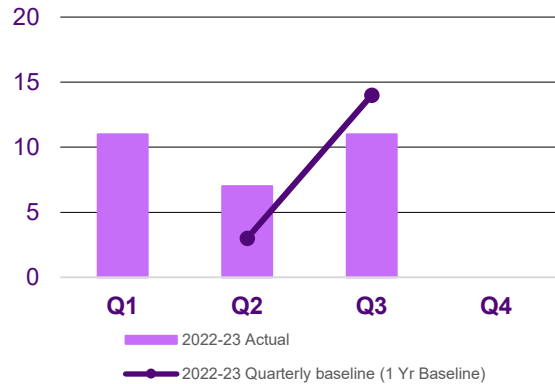
**CFA commentary on result**

FSOC met twice in Q3 (2022/23) and delivered its Q2 report to the CFA and FRV Heads of Agency. During Q3:

- Work Plan outcome 1.1 (clearly defined roles and responsibilities for Fire Investigation - Structural) was completed.
- Two schedules (bushfire and structural) that underpin the SLDA and an interoperability procedure were signed and approved.
- The Terms of Reference for the remaining sub-committee of FSOC to be established (Specialist Response) were approved with the inaugural meeting scheduled for early in Q4.

In addition, FSOC revised and updated their Terms of Reference, and these are expected to be approved early in Q4. Slow progress continues with the work plan, with FSOC to review and update phasing of the work plan outcomes to be current and achievable.

**Outcome 4.4 CFA works with EMV and other government departments and agencies to support government objectives and emergency management reform**



**4.4.1 INCREASE in the number of 'After Action Reviews'**

Quarterly baseline (1 year average)

**14**

Result

**11**

**CFA explanation of indicator**

This indicator counts the number of 'After Action Reviews' completed and reported to CFA headquarters.

**Performance against baseline**

CFA reports that the baseline is calculated using FY 2022 data. The Q3 result met CFA's baseline. CFA is no longer reporting a rolling cumulative YTD result. Results for this indicator are reported as a quarterly total.

Although there are no mandatory requirements to complete AARs, AARs are often conducted after major events and are considered common practice. CFA has reported that it has an ongoing focus on increasing the number of AARs completed as well as enhancing the capability of members to facilitate and complete them. **CFA**

**commentary on result**

While there has not been a significant increase in After Action Reviews (AARs) reported this quarter, a significantly higher quality has been observed. Further, several operational and doctrine improvements have been negotiated during the AARs showing that the AAR process is fostering improvement-oriented conversations at Brigade, District and Regional levels.

## 5.0 Appendix B: FRV Q3 Progress Update

FRV report that the majority of indicator data is unavailable this quarter. However, FRV has reported on seven Year Two Outcomes Framework indicators in Q3.

FRV categorises Year Two Outcomes Framework measures into three domains: Prevention and Preparedness; Response and Recovery; and Organisational Excellence. In Q3, FRV provided commentary against indicators under domain three: Organisational Excellence.

FRV does not report a baseline or target for its indicators and measures and does not qualify results as “on track” or “meeting baseline”.

Due to the cyber-attack on FRV IT systems, FRV’s ability to report this quarter is limited to seven of its 27 indicators.

### DOMAIN 3 — Organisational Excellence

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

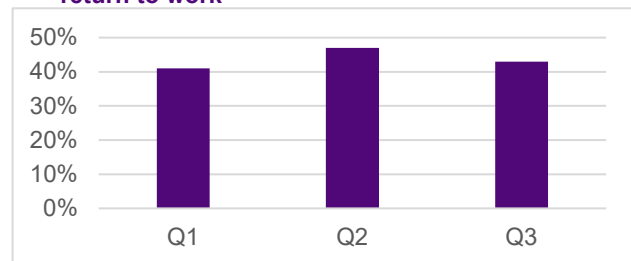
#### Outcomes Statement

#### 3.1 Prioritised firefighter safety and wellbeing

#### Indicator 3.1.2 – Increase in support and maintenance of firefighters’ physical and psychological health

##### Measure

a) % WorkCover claims who ceased work with no return to work



**% WorkCover claims who ceased work with no return to work**

**Q3 Result**

**43%**

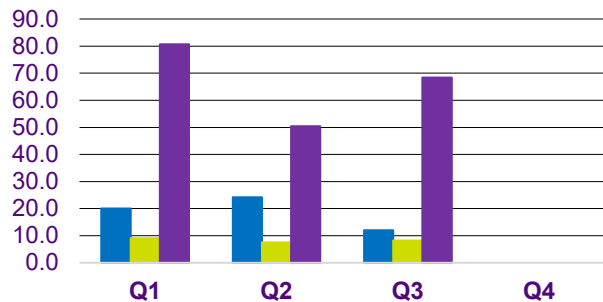
##### FRV explanation of indicator

The analysis of work cover claims, return to work data, lost time injury records, and incidents such as injuries and near misses enables FRV to proactively address physical and psychological health concerns. By utilising this data to implement targeted interventions, enhance safety measures, and provide appropriate support, FRV can promote the wellbeing of firefighters, ensuring a healthier and safer work environment.

This indicator uses four measures:

- % WorkCover claims who ceased work with no return to work**
  - This measure tracks the percentage of employees who have made a WorkCover claim and have not returned to work.
- Average number of days for first return to work within quarter**
  - This measure calculates the average number of days for an employee to return to work, where the employee has lodged a new claim in the reporting quarter and returns to work within that quarter.
- Lost Time Injury Severity Rate per 1000 FTE**
  - is calculated based on the number of injuries reported in FRVSafe within the reporting period categorised as Lost Time Injuries (One

- b) Average number of days for first return to work within quarter
- c) Lost Time Injury Severity Rate per 1000 FTE
- d) FRVSafe: number of injuries and near misses per 1000 FTE



- b) Av. no. of days for first return to work within quarter
- c) Lost Time Injury Severity Rate per 1000 FTE
- d) FRVSafe: no. injuries and near misses per 1000 FTE

**Average number of days for first return to work within quarter**

Q3 Result

12

**Lost Time Injury Severity Rate per 1000 FTE**

Q3 Result

8.22

**FRVSafe: number of injuries and near misses per 1000 FTE**

Q3 Result

68.4

or more working days/shifts lost). It is expressed in terms of 1000 FTE.

- d) **FRVSafe: number of injuries and near misses per 1000 FTE**
  - is calculated as all injuries and near misses reported in FRVSafe within the reporting period – expressed in terms of 1000 FTE:
    - “Injuries” includes any reported incident requiring First Aid Treatment or Medical Treatment or resulting in Lost Time from work or no Lost Time from work
    - “Near misses” includes any reported incident that did not result in harm, injury or damage – but had the potential to. In practice – this category is dominated by reports of ‘potential exposure’ to contaminants on the fireground (e.g., “there was asbestos at the incident that I responded to – and asbestos procedures were implemented”)

**FRV performance against indicator**

FRV reported on four measures against this indicator for this quarter.

**FRV commentary on indicator result**

FRV provided commentary for the measure %Workcover Claims who ceased work with no return to work:

- During Q3 2022/23, a total of 113 claims were lodged of which 64 employees required time off work. By the end of the quarter, 43% had made no return to work. Of those returned to work, on average 12 days elapsed. Slight increase in claims lodged is due to email outage in December causing delay in receiving claim forms.
- The Royal Australasian College of Physicians research tells us that the longer an employee is away from work following a workplace injury the lower the likelihood of a return to work. There is an 80% chance of returning to work after 20 days off. There is no specific WorkCover industry benchmark for average days to first return to work however FRV’s goal is to support employees back to work within 20 days to improve the likelihood of a return to work for all employees.



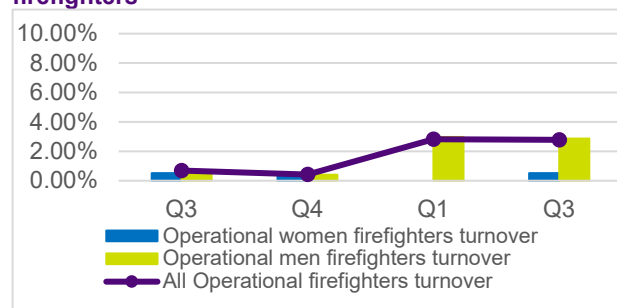
## Outcomes Statement

### 3.2: A diverse and inclusive organisation

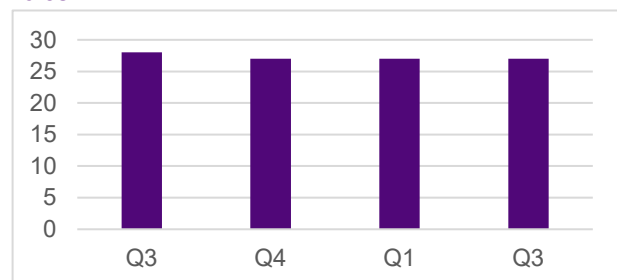
#### Indicator 3.2.1 – Increase in number of women firefighters in all ranks, including leadership cohorts, with bold but achievable targets

##### Measures 3.2.1a, 3.2.1b, 3.2.1c

##### 3.2.1a Operational turnover for men and women firefighters



##### 3.2.1b Number of women firefighters in leadership roles



##### 3.2.1c Proportion of women and men in operational leadership roles

##### 3.2.1a Operational turnover for men and women firefighters

###### Q3 Result (women)

0.52%

###### Q3 Result (men)

2.86%

###### Q3 Result (All operational firefighters)

2.77%

##### 3.2.1b Number of women firefighters in leadership roles

###### Q3 Result

27

##### FRV explanation of indicator

This indicator quantifies men and women turnover rates and the number of men and women in leadership roles.

##### FRV performance against indicator

FRV reported on three measures against this indicator for this quarter. FRV has not reported on Q2 FY 2022-23 for measures 3.2.1a, 3.2.1b, 3.2.1c due to the cyber-attack in December 2022.

##### FRV commentary on indicator result

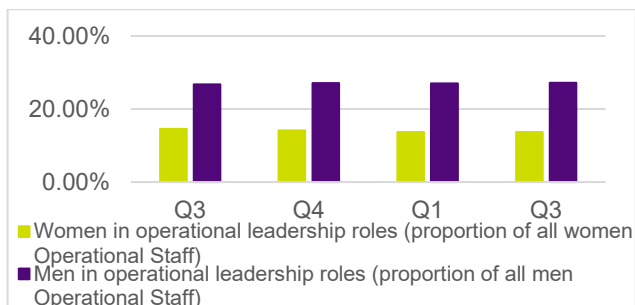
##### 3.2.1a Operational turnover for men and women firefighters

- The operational headcount as at 31 March 2023 was 198 Women / 3578 Men.
- The turnover for women reported as 0.52% (rolling 12-month average). The average headcount for women across the period 1 April 2022 to 31 March 2023 is 192. The formula for turnover is  $1 \text{ separation} / 192 \text{ average headcount} = 0.52\%$ .
- The turnover for men was reported as 2.86% (rolling 12-month average). The average headcount for men across the period 1 April 2022 to 31 March 2023 is 3562.5. The formula for turnover is  $102 \text{ separations} / 3562.5 \text{ average headcount} = 0.2.86\%$ .

##### 3.2.1b Number of women firefighters in leadership roles

- The number of women in leadership<sup>4</sup> roles in Q3 was 27.

<sup>4</sup> A leadership role is defined as positions from Station Officer to Deputy Commissioner.



### 3.2.1c Proportion of women and men in operational leadership roles

#### Q3 Result (women)

13.64%

#### Q3 Result (men)

27.17%

#### 3.2.1c Proportion of women and men in operational leadership roles

- Women in operational leadership roles (as a proportion of all women operational staff) was 13.64%.
  - 27 women in leadership roles / 198 total women
- Men in operational leadership roles (as a proportion of all men Operational Staff) was 27.17%.
  - 978 men in leadership roles / 3578 total men

## Indicator 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

Fire Rescue Victoria’s initiatives, plans and workplace programs implemented to increase cultural competency and understanding of Aboriginal and Torres Strait Islander peoples and cultures. Reconciliation Action Plan (RAP) update

### FRV explanation of measure

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

### FRV commentary on result

Implementation of FRV’s Reconciliation Action Plan (Reflect) continued in Quarter 3. In Q3, a cross functional Reconciliation Action Plan (RAP) working party was established with the UFU to support the governance and implementation of the RAP. FRV employees participated in a cultural burn conducted by the Narrap Rangers, alongside Forest Fire Management crews.

## Indicator 3.2.3 Increase in diversity and inclusion capacity 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 (DAIF) and Action Plan progress

### FRV explanation of measure

This measure relates to Diversity and Inclusion Framework (DAIF) and Action Plan progress.

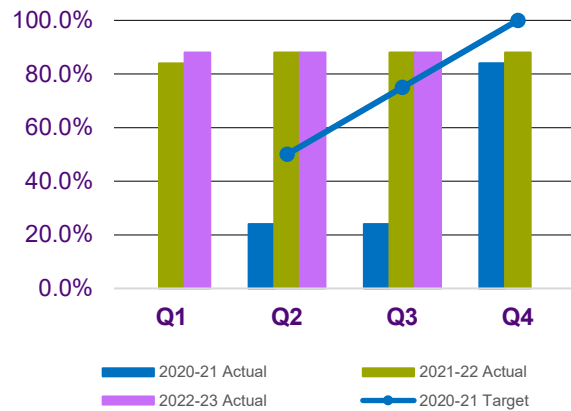
### FRV commentary on result

Review of FRV’s Draft Diversity and Inclusion Strategy was undertaken to align with FRV Strategic Plan and the requirements of the Victorian Child Safe Standards. FRV’s Draft Diversity and Inclusion Strategy has been updated to include reference to the Victorian Child Safe Standards and the Commission on Fire Accreditation International (CFAI) accreditation process. FRV Executive Leadership Team has endorsed the Diversity Inclusion Strategy in Quarter 3.

**Outcomes Statement**

**3.4: A socially and environmentally responsible organisation and respected partner**

**Indicator 3.4.1: Increase in collaboration, consultation and advocacy with CFA and other sector stakeholders to continually improve community safety and emergency management**



**Progress of service level agreements with CFA**

Target (2020/21)

100%

Q3 Result

88%

**FRV explanation of indicator**

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

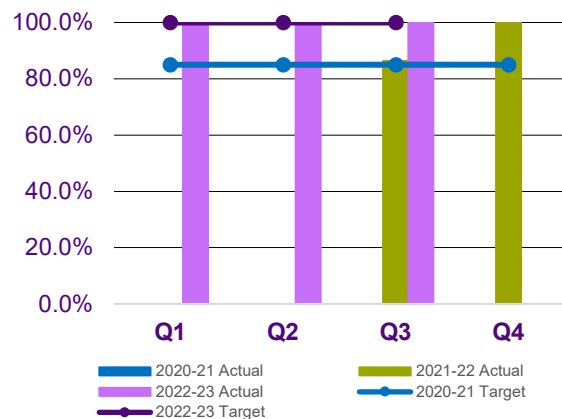
**Performance against target**

FRV has not met the 2020/21 target in Q3. FRV's result of 88% has not changed since Q2 FY 2021-22.

**FRV commentary on result**

Some SLAs have progressed, however further discussions are required before all SLAs can be finalised. The FRV cyber incident has either adversely affected or hindered the progress of SLAs associated with information access issues and reallocation of FRV resources to assist with outage related duties.

**Indicator 3.4.4: Increase in strategic thinking and planning to ensure FRV can respond to emerging challenges**



**Percentage of stations/work sites visited against schedule**

**Q3 Target (2020/21)**

**100%**

**Result**

**100%**

**FRV explanation of indicator**

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.

**Performance against target**

FRV has met the 2020/21 target in Q3 and have undertaken a total of 21 visits.

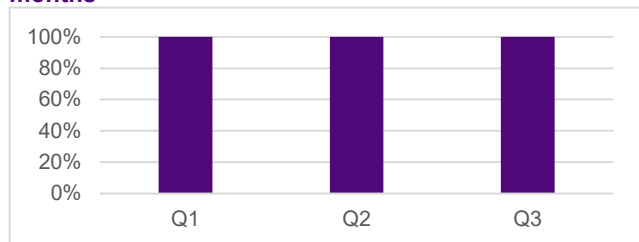
**FRV commentary on result**

During Quarter 3, the Conversations in the Mess program continued to run as a consolidated program with Fire Station and Site Visits which coordinates visits to FRV sites from Deputy Commissioners, Assistance Chief Fire Officers and Commanders. Visits provided touchpoints between staff and leaders and open channels to discuss topical themes for staff. From January 2023, the program met its scheduled session target of 21 visits, with a variety of themes discussed in sessions, i.e., cyber-attack, improved harmonisation, safety and welfare and training

### Indicator 3.4.5: Improvement in corporate performance, accountability and compliance with legislative and regulatory obligations

#### Measure

Percentage of registered risks reviewed this quarter as per mandatory requirement in the government risk management framework to review all risks within 12 months



#### Percentage of registered risks reviewed this quarter

##### Q3 Result

100%

#### FRV explanation of indicator

This indicator considers FRV improvement in corporate performance, accountability and compliance with legislative and regulatory obligations.

FRV use the measure that calculates the percentage of registered risks reviewed this quarter in FRV's Risk Register as per the Victorian Government Risk Management Framework (VGRMF) mandatory requirements to review all risks within 12 months.

#### FRV performance against indicator

FRV has consistently met 100% of registered risks reviewed this FY.

#### FRV commentary on result

Risks are recorded in FRV's Risk Register. As at 5 May 2023 the Risk Register contains 14 Strategic Risks, 65 Operational Risks and 12 Shared Risks. Strategic Risks are risks that threaten the achievement of FRV's strategic objectives. Operational Risks are risks that exist in the day-to-day operations and service delivery, process and functional risks that have the potential to impact the whole organisation. Where risks are shared with another agency FRV identifies, communicates, and coordinates with other agencies to focus on outcomes that require a whole of government approach to risk management.

The VGRMF details a mandatory requirement to review all risks within 12 months. FRV is reviewing risks every three months which exceeds the VGRMF mandatory requirement.