



Introduction

1. The Year 1 CFA Outcomes Framework sets 16 Outcomes grouped into four Goals and Domains that together, set a clear pathway for what CFA needs to achieve to deliver its Vision that *Victorian community are prepared for and safe from fire*.
2. The Year 1 CFA Outcomes Framework contains a set of indicators which demonstrate the changes that will occur within the community and within CFA if we are meeting our outcomes. In developing the Year 1 indicators, CFA has limited itself to only those indicators that can be measured with existing data sources.
3. Each quarter, CFA will measure its performance against the Outcome Indicators and produce a Quarterly Outcomes Framework Report. The Quarter 1 Outcomes Framework Report is at **Attachment A**.

Insights into Quarter 1 Outcomes Framework

4. To assist in interpreting the results of the Quarter 1 Outcomes Framework Report, CFA provides the below insights into its performance.

Goal 1: We put the community at the centre of everything we do

5. Outcome indicators for Goal 1 relate to the community's experience with CFA and CFA's reputation amongst the community it serves.
6. All but one of the indicators for Goal 1 Outcomes are annual and will be reported on in the Quarter 4 Outcomes Framework Report.
7. There is a single indicator that relates to a quarterly metric – 'Increase in community engagement opportunities available to the community.'
8. CFA performed well below target in Quarter 1, recording a significant decrease in the engagement and education opportunities made available to the community in comparison to the past two years. This is due to the impacts of COVID-19 public health restrictions, which meant CFA brigades and staff did not undertake non-emergency community-facing engagement during the reporting period. Due to the ongoing impacts of COVID-19, CFA will not meet this indicator during 2020-21.
9. This indicator captures CFA's delivery of several key engagement and education programs: Fire Ready Victoria, Public Awareness sessions, Home Fire Safety sessions, Community Fireguard sessions, and school and youth activities. This is not an exhaustive list of all community engagement undertaken by CFA brigades or staff. As such, the reported decline in the delivery of community engagement activities in Quarter 1 does not necessarily correlate to a decrease in the community's awareness of risk or a decline in the role of CFA brigades in engaging with the community.
10. As Victoria moves into the 2020-21 summer season, CFA brigades are undertaking prevention and preparedness activities, including community engagement, within the parameters of the new COVID-19 normal. This will ensure Victorian communities are prepared for the upcoming summer season, while the health of CFA volunteers and the public is protected.

Goal 2: We deliver programs and services that make a positive difference

11. Outcome indicators for Goal 2 relate to the effectiveness of CFA's service delivery as judged by the impacts of fires on the community and the environment.
12. Existing data sources are available for all but two indicators in Goal 2, and all are quarterly metrics.
13. The most serious impact of fires on the community is fire-related fatalities and injuries. CFA has set a target for zero fire-related fatalities and injuries in the country area of Victoria. Achieving this target will require CFA to prevent as many fires as possible, prepare the community and its brigades



to manage fire risk, and respond effectively and efficiently to fires that do occur. This multi-layered approach to performance measurement is complex and will be expanded as part of the Year 2 Outcomes Framework development.

14. There were three fire-related fatalities and nine fire-related injuries during Quarter 1. This is an improvement on the historic average for the past three-years, but CFA has failed to meet its target.
15. Four indicators relate to CFA's performance to prevent and suppress structure fires.
 - a. There was a 20% decrease in the number of house fires in Quarter 1 in comparison to past years. This Indicator is designed as a measure of the effectiveness of CFA's prevention activities, as a downward trend indicates that less fires are occurring and therefore there is less risk of a fire threatening life and property. Many things can decrease the likelihood of structure fires occurring, including improved building standards, in home fire suppression systems and CFA delivered community education programs. Not all these factors relate to CFA's performance. In the development of the Year 2 Outcomes Framework, CFA will be exploring more targeted Indicators of the effectiveness of CFA prevention activities.
 - b. While there were slightly fewer house fires, CFA's performance in responding to structure fires was largely unchanged from past years, with a very small (2%) decrease in containment to room of origin, a small increase (<1%) in the number of fires that resulted in a complete loss of structure and no change in the average time taken to suppress a structure fire.
 - c. These Indicators are designed to measure the effectiveness and efficiency of CFA's response service delivery. The more effectively and efficiently CFA responds to structure fires, the higher the chance that a structure fire will be extinguished before it spreads beyond the room of ignition ('containment to room of origin' metric) and engulfs the entire property resulting in 100% structure loss ('percentage of 100% structure loss from fire' metric). The 'average time spent suppressing structure fires' metric allows CFA to monitor our performance as an input – the lower the time spent suppressing fires, the more effective our suppression techniques.
 - d. There are other factors which can influence how damaging a structure fire is that do not relate to CFA's performance, including how quickly CFA was notified of the fire (i.e. how quickly a fire was detected and 000 was called) and the layout and materials in the structure.
16. Four indicators relate to CFA's performance to prevent and suppress grass, scrub and forest fires.
 - a. There was a 45% decrease in the number of grass and scrub fires in Quarter 1 in comparison to past years. Many things can decrease the likelihood of grass and scrub fires occurring, including community education programs, effective land use planning, vegetation management activities and natural weather events. Not all these factors relate to CFA's performance. In the development of the Year 2 Outcomes Framework, CFA will be exploring more targeted Indicators of the effectiveness of CFA specific prevention activities.
 - b. While there were significantly fewer grass and scrub fires, CFA's performance in responding to these fires was largely unchanged from past years, with a very small (<1%) decrease in containment to 5 hectares and no change in the number of stock lost. There was a small increase in the time taken to contain and control bushfires, but this did not correlate to higher rates of damage to property.
 - c. These indicators are designed to measure the effectiveness and efficiency of CFA's response service delivery. The more effectively and efficiently CFA responds to bushfires (which includes grass, scrub and forest fires), the higher the chance that a fire will be extinguished before it causes widespread damage ('containment to 5 hectares' metric) and results in economic loss for regional and rural communities ('stock loss' metric). The 'average time spent to contain and control bushfires' metric allows CFA to monitor our performance as an input – the lower the time spent suppressing fires, the more effective our suppression techniques.



- d. There are other factors which can influence how damaging a bushfire is that do not relate to CFA's performance, including how quickly CFA was notified of the fire, the landscape the fire is burning in and weather conditions.

Goal 3: We provide a great place to volunteer and work

- 17. Outcome indicators for Goal 3 relate to the safety and diversity of the CFA workplace, and the volunteer and staff workforce's satisfaction with CFA.
- 18. Existing data sources are available for most indicators in Goal 3, with the majority also quarterly metrics. There are several metrics that draw data from the People Matter Survey and the VFBV Welfare and Efficiency Survey – these are annual metrics, which will be reported on in the Quarter 4 Outcomes Framework Report.
- 19. The Quarter 1 Outcomes Framework Report contains five safety-related metrics. CFA has performed well against each metric in Quarter 1.
 - a. CFA supports the proactive identification of hazards, which minimises the risk of unreported hazards leading to workplace injuries. Hazard reporting during Quarter 1 was well below the historic year-to-date baseline. During Quarter 1, COVID-19 restrictions meant most CFA staff were working remotely and not accessing CFA facilities, and volunteers were not attending training or undertaking non-emergency activities, which limited their time at their brigades. This decreased the opportunity for proactive hazard identification. While hazard identification was almost 50% lower than past years, this trend has not resulted in an increase in workplace injuries.
 - b. Workplace injuries, WorkCover claims and volunteer compensations claims were all well below historic Quarter 1 baselines. As stated above, COVID-19 restrictions have decreased the opportunity for injuries to occur within CFA locations.
 - c. Despite access to special emergency leave provisions and increased caring responsibilities for many staff during the COVID-19 public health restrictions, CFA has seen a decline in unplanned leave during Quarter 1 in comparison to last year. Due to data limitations, historic data is not available before 2019-20, so a single year comparison has been used.
- 20. CFA performed well against inclusion and diversity metrics in Quarter 1. Data limitations mean gender and generational diversity are the only diversity metrics that can be accurately reported on at this time.
 - a. CFA is progressing well against its commitment to increase female representation in operational volunteer, volunteer leadership and PTA staff leadership cohorts.
 - b. CFA has an external target for female volunteer leaders, set by the Minister for Police and Emergency Services in the Fire Services Statement. The target is to increase female volunteer leaders (Brigade Captains and 1st through 4th Lieutenants) to 15%, or 909 positions, by the 2022. At the end of Quarter 1, CFA is on track to meet this target with 308 women (just over 6%) currently in volunteer leadership roles.
 - c. CFA has slightly decreased the percentage of volunteers under the age of 40. This decrease is minor (below 1%) and could be attributable to normal variances due to attrition and recruitment fluctuations.

Goal 4: We are a progressive emergency service

- 21. Outcome indicators for Goal 4 relate to our progressiveness as an organisation as judged by our adherence to public sector values and interoperability with sector partners.



22. Existing data sources are not available for any of the outcomes in Goal 4, except for a single annual indicator – ‘Decrease in annual OPEX and CAPEX budget variance.’ CFA will report on performance against this metric in the Quarter 4 Outcomes Framework Report.

Business rules

23. Business rule summaries for all metrics included in the Quarter 1 Outcomes Framework Report are provided in **Attachment B**.

24. CFA’s performance against each indicator is measured against a baseline set by historic data. Two comparisons are provided:

- a. an annual baseline, which is the actual result achieved against each indicator over a 12-month period from 1 July to 30 June averaged over five years (unless otherwise stated); and
- b. a year-to-date (YTD) baseline, which is the actual result achieved against each indicator for the period from 1 July to the end of the YTD reporting period averaged over five years (unless otherwise stated). Comparisons with YTD results allow CFA’s performance each quarter to be contextualised within seasonal variations.

25. Averaging baseline data over five years provides a more reasoned baseline target and minimises the influence of extreme events (i.e. an above average summer season) on baseline targets.

26. In developing annual and quarterly baselines, CFA has excluded from most data sets:

- a. service delivery activities that occurred within the geographic footprint of what is now Fire Rescue Victoria (FRV); and
- b. any personal data related to former-CFA career firefighters.

27. The establishment of FRV on 1 July 2020 changed the geographic area of responsibility for CFA and removed over 1,400 employees from the organisation. To ensure the annual and quarterly baselines set realistic targets and provide a good comparison for CFA’s current performance, activities within the current FRV Fire District and data relating to former-CFA career firefighters, have been removed from historic data.

28. In support of the Quarter 1 Outcomes Framework Report, CFA has also provided data sets utilised in its development. These datasets are available at **Attachment C**. These datasets provide the summary data used in calculating CFA’s performance against each Indicator.

29. CFA will meet with the Fire Services Reform Implementation Monitor during Quarter 2 to discuss requirements around the provision of more in-depth datasets, if required, to support additional oversight and transparency.

Approved by:

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A/Chief Officer
 2 November 2020