

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

	Yearly Baseline	Qtrly Baseline	Actual	Result
1.2.1 - Increase in the number of community members engaging with CFA <small>Desired result: Higher</small>	125,319	32,988	28,912	✗
Commentary In Q3, CFA balanced a high volume of operational activity with ongoing community engagement. There was a lower level of direct engagement than in the same period last year, though this was partly offset by higher engagement in Q2 through the Get Fire Ready initiative which directly engaged more than 40,000 community members. Other significant activities included over 500 visits to properties and recreational locations at high risk to engage with residents and visitors and over 100 community workshops and meetings focusing on bushfire risk and planning.				

2.1 Fires are prevented

	Yearly Baseline	Qtrly Baseline	Actual	Result
2.1.1 - Decrease in the number of preventable residential structure fires <small>Desired result: Lower</small>	821	175	197	✗
Commentary There was a slight increase in the number of preventable residential structure fires in Q3 when compared to the quarterly baseline. There is no predominant factor that drove this increase. Despite this increase, CFA maintained strong performance in containing structures fires to the room of origin, and reducing the number of structures completely lost in a structure fire, which should be considered when reviewing performance against this indicator.				
2.1.2 - Decrease in the number of vegetation fires <small>Desired result: Lower</small>	3,556	1,118	748	✓
Commentary This result is consistent with the quarterly baseline, and represents a positive outcome for the community, particularly given the fire weather conditions experienced this quarter. Some of the reduction in reported vegetation fires may be attributable to factors such as community education, improved declaration and compliance with Total Fire Ban days, and heightened general awareness, however there are also several other influences that sit largely outside CFA's control, such as the prevalence and location of natural ignition sources (e.g. lightning strikes).				

2.2 Fires are suppressed quickly and effectively

	Yearly Baseline	Qtrly Baseline	Actual	Result
2.2.1 - Increase in percentage of structure fires contained to room of origin <small>Desired result: Higher</small>	65.4%	60.1%	66.3%	✓
Commentary This result is above the quarterly baseline, representing a positive outcome for the community.				
2.2.2 - Increase in percentage of vegetation fires contained to 5 hectares <small>Desired result: Higher</small>	95.4%	92.8%	97.1%	✓
Commentary This result is above the quarterly baseline, representing a positive outcome for the community.				
2.2.3 - Decrease median time spent suppressing structure fires (time spent on scene of incident) <small>Desired result: Lower</small>	29m 3s	40m 59s	39m 15s	✓
Commentary This result is below the quarterly baseline, and represents a positive outcome for the community.				
2.2.4 - Decrease in median time to control vegetation fires <small>Desired result: Lower</small>	13m 52s	14m 40s	15m 17s	➔
Commentary This result is consistent with the quarterly baseline, and represents a positive outcome for the community.				

2.3 Fires are less harmful to the community

	Yearly Baseline	Qtrly Baseline	Actual	Result
2.3.1 - Decrease in fire-related fatalities <small>Desired result: Lower</small>	9	2	1	
Commentary Sadly in Q3, there was one fire related fatality. 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.				
2.3.2 - Decrease in rate of fire-related injuries <small>Desired result: Lower</small>	Insufficient data to calculate baseline			
Commentary This metric is based on data supplied by Ambulance Victoria in partnership with the Monash University Accident Research Centre. Data for Q3 is currently unavailable and will be reported once it becomes available.				
2.3.3 - Decrease in severity of fire-related injuries <small>Desired result: Lower</small>	Insufficient data to calculate baseline			
Commentary This metric is based on data supplied by Ambulance Victoria in partnership with the Monash University Accident Research Centre. Data for Q3 is currently unavailable and will be reported once it becomes available.				
2.3.5 - Decrease in complete structure loss due to a structure fire <small>Desired result: Lower</small>	13.7%	12.8%	6.1%	✓
Commentary This result is below the quarterly baseline, and represents a positive outcome for the community.				
2.3.6 - Increase in homes with operational smoke alarms <small>Desired result: Higher</small>	853	118	63	✗
Commentary In Q3, CFA members balanced a high volume of operational activity with home fire safety checks and installation of smoke alarms. This is a brigade-led and resource-intensive activity, and as such was impacted by fire season activity which included a significant level of member deployments statewide.				

2.4 Our response to non-fire related incidents effectively reduces the adverse impacts on the community

	Target	Actual	Result
2.4.1 - Road accident rescue response times meeting benchmark <small>Desired result: Higher</small>	90.0%	92.0%	✓
Commentary Q3 data shows that 49 incidents were attended by accredited road accident rescue (RAR) brigades, with 43 of these meeting CFA response time benchmarks, resulting in an overall YTD performance of 92%. This represents a positive result for the community and exceeds the sector target of 90%.			

3.1 Our workplace is safe

	Yearly Baseline	Qtrly Baseline	Actual	Result
3.1.1 - Increase in hazard reporting <small>Desired result: Higher</small>	317	83	122	✓
Commentary In Q3, hazard reports increased, indicating a sustained upward trend in reporting activity.				
3.1.2 - Decrease in Workplace Injuries (volunteer operational activity) <small>Desired result: Lower</small>	251.3	72.0	96.9	✗
Commentary In Q3, an increase in lost time injuries was observed. This result sits within a season of heightened fire/operational activity.				
3.1.5 - Decrease in unplanned absences <small>Desired result: Lower</small>	13.8	3.8	1.2	✓
Commentary In Q3, unplanned absences decreased, consistent with elevated levels of planned leave and aligning with established seasonal patterns for this period.				

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

	Yearly Baseline	Qtrly Baseline	Actual	Result
3.2.1 - Increase in women volunteers in operational roles <small>Desired result: Higher</small>	14.9%	15.2%	16.1%	✓
Commentary The Q3 result is favourable against both quarterly and annual baselines and represents a positive and sustained upward trend.				
3.2.2 - Increase in women volunteers in leadership roles <small>Desired result: Higher</small>	16.2%	17.6%	18.8%	✓
Commentary The Q3 result is favourable against both quarterly and annual baselines, and represents a positive and sustained upward trend.				
3.2.3 - Increase in women staff in senior roles <small>Desired result: Higher</small>	45.6%	46.1%	49.7%	✓
Commentary Improvement on historical baselines and a positive trend is observed with CFA continuing to focus on increasing the number of women in senior roles.				
3.2.4 - Increase in volunteers under 40 <small>Desired result: Higher</small>	29.0%	28.6%	28.2%	➔
Commentary Performance during Q3 remained steady, consistent with the quarterly baseline.				

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

	Yearly Baseline	Qtrly Baseline	Actual	Result
3.3.3 - Increase in satisfaction with the handling and outcomes of complaints <small>Desired result: Higher</small>	Insufficient data to calculate baseline			52.0%
Commentary This result is based on feedback from CFA's complaint satisfaction data, which offers insights into how effectively issues are managed and resolved. A new survey for volunteers was introduced in January 2025 and trends are still developing; no definitive patterns have emerged at this point in time.				

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

	Yearly Baseline	Qtrly Baseline	Actual	Result
3.4.32 - Increase in staff engagement - All Staff Briefing survey <small>Desired result: Higher</small>	6.5	6.4	8.1	✓
Commentary Only one All Staff Briefing was held in Q3 due to the peak fire season period however feedback was positive, as reflected in the result.				
3.4.7 - Increase delivery of operational training to CFA volunteers <small>Desired result: Higher</small>	Insufficient data to calculate baseline			3,012
Commentary Training delivery volumes in Q3 were reduced due to elevated fire season activity, consistent with expected seasonal reductions in training activity during this period.				
3.4.8 - Average time of members to complete the General Firefighting (GFF) Program <small>Desired result: Higher</small>	Insufficient data to calculate baseline			79.0%
Commentary Timeliness of member completion of GFF has been impacted by fire season activity in the previous quarter. This has impacted member availability and reduced capacity to attend training activities, alongside changes to training schedules and instructor availability.				
3.4.9 - Utilisation of volunteer instructors <small>Desired result: Higher</small>	Insufficient data to calculate baseline			52.7%
Commentary Focus continues on increasing the utilisation of our volunteer instructors, with a slight uplift compared to the previous quarter.				

4.1 We are financially sustainable, and our resource allocation decisions are transparent and achieve the greatest possible impacts

	Yearly Baseline	Qtrly Baseline	Actual	Result
4.1.1 - Timely delivery of major programs and projects <small>Desired result: Higher</small>	53.0%	56.7%	38.0%	✗
Commentary Project schedules and delivery timelines were impacted by significant fire activity during the period, requiring the reprioritisation of resources and led to the need to replan across several projects. A review of CFA Project Management Framework is progressing as planned and remains on track for completion this year. This will inform a roadmap to improve project maturity, delivery consistency, and governance across CFA projects.				

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

4.3.1 - Fire Services Operation Committee (FSOC) workplan delivered	Note: This Indicator is commentary only.			
Commentary FSOC met once in Q3. FSOC now meets bi-monthly and are working on updating the Terms of Reference.				

4.4 We work with Emergency Management Victoria and other government departments and agencies to support government objectives and Emergency Management Reform

	Yearly Baseline	Qtrly Baseline	Actual	Result
4.4.1 - Increase in the number of After Action Reviews <small>Desired result: Higher</small>	45	10	28	✓
Commentary Q3 saw a significant increase in After Action Review (AAR) activity. Each year during Q3, CFA coordinate a Post Season Debrief Program to encourage brigades, districts and regions to undertake and submit AARs after the fire season. This year, a different approach was taken, and CFA contracted external facilitators to coordinate a number of AARs, to ensure learnings were captured given the scale of the season, contributing to the significant increase in AAR submissions.				

Result Legend

- ✓ Performance met target. The result meets or exceeds the desired target
- ➔ Performance in line with target. Slightly outside target but remains within an acceptable margin of 5%
- ✗ Performance below target. The result is 5% or more outside of the desired target

Approval

Approved by:
Jason Heffernan
Chief Officer

Signed Date: 01/05/2026