



# FRV Outcomes Framework

# 2025

## Foreword

Fire Rescue Victoria (FRV) is required, by section 140 of the *Fire Rescue Victoria Act 1958*, to prepare an Outcomes Framework that sets out our outcomes-based fire and rescue services performance measures. The current Outcomes Framework was revised in 2025 and is presented in the following pages.

Outcomes-based performance measures focus on the results of our activities, quality of output and the impact we make. This Outcomes Framework aligns to the five strategic pillars in FRV's Strategic Plan 2022-32 and identifies the outcomes we hope to deliver and the measures we will use to evaluate our progress.

Our Outcomes Framework measures provide a representative sample of achievement across our strategic goals. Rather than setting targets for each measure, we aim to demonstrate continuous improvement and progress in our vision of safer and more resilient communities supported by a modern, professional and inclusive fire and rescue service.

## Outcome 1

We collaborate with service delivery partners, government and other stakeholders to promote interoperability and build stronger relationships.

### Strategic Pillar 1

Partnering effectively for safer communities.

Measures	Why we are measuring this
<b>1.1</b> Number of Level 3 Incident Controllers i. Accredited ii. In development	This measures our contribution to state incident management arrangements at the highest level of complexity.
<b>1.2</b> Percentage of requests to supply personnel to incident management roles fulfilled	This measures our contribution, by undertaking Regional Control Centre and Incident Control Centre roles to support state requirements.
<b>1.3</b> Number of employees trained and current to contribute to state emergency management arrangements i. Operational ii. Corporate	This measures how many people we are training to contribute to state emergency management requirements.
<b>1.4</b> Percentage of requests to supply incident management personnel to State Control Centre fulfilled	This measures whether we are training and making available sufficient personnel to support state requirements.

## Outcome 2

Our activities recognise and engage with Aboriginal and Torres Strait Islander peoples.



### Strategic Pillar 1

Partnering effectively for safer communities.

Measures	Why we are measuring this
<b>2.1</b> Internal activities that increase awareness and understanding of Aboriginal and Torres Strait Islander cultures and history  i. Number of activities undertaken ii. Percentage of planned activities undertaken	Activities within FRV contribute to raising understanding and awareness of Aboriginal and Torres Strait Islander cultures and our shared history, building cultural safety amongst our workforce.
<b>2.2</b> Number of FRV engagements with Aboriginal and Torres Strait Islander organisations	By engaging with Aboriginal and Torres Strait Islander organisations, we demonstrate our genuine commitment to build trust and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander organisations and communities.
<b>2.3</b> Percentage of Aboriginal and Torres Strait Islander firefighter applicants as a proportion of all applicants	Targeting recruitment campaigns to Aboriginal and Torres Strait Islander peoples increases the proportion of applicants from these groups making it more likely that equitable representation on recruit courses can be achieved. Allowing us to assess the impact of our targeted campaigns and strategies.
<b>2.4</b> Percentage of Aboriginal and Torres Strait Islander firefighter recruits as a proportion of all recruits	A percentage of Aboriginal and Torres Strait Islander recruits proportionate to the Victorian population indicates that equitable representation is being achieved.  Measuring this allows us to assess the impact of strategies which seek to increase the potential success of Aboriginal and Torres Strait Islander candidates at each recruitment stage.

## Outcome 3

Data and information is shared, and we are clear about accountability for overlapping responsibilities.



### Strategic Pillar 1

Partnering effectively for safer communities.

Measures	Why we are measuring this
3.1 <ul style="list-style-type: none"><li>i. Percentage of Municipal Emergency Management Planning Committee meetings FRV attended (of those FRV is invited to)</li><li>ii. Number of Municipal Emergency Management Planning Committee meetings attended</li><li>iii. Number of other formal engagements with local governments attended by FRV personnel</li></ul>	This measures our participation in statutory local government planning forums and other formal interactions with local government.
3.2 Percentage of external performance reports required by government and assurance bodies delivered on time	Timely external reporting demonstrates that we are sharing information as required with government, assurance bodies and the public.
3.3 Number of fires and other non-fire related incidents (excluding Emergency Medical Response) outside FRV district <ul style="list-style-type: none"><li>i. Structure Fires</li><li>ii. Non-structure Fires</li><li>iii. False alarms, good intent calls</li><li>iv. Non-fire incidents</li></ul>	<p>CFA and FRV work together to protect life and property, particularly in areas where district boundaries meet as both organisations can readily deploy firefighters.</p> <p>The number of fires and incidents responded to by FRV outside the FRV district demonstrates our activity as a partner agency undertaking shared responsibility for fire and emergency incidents across the state.</p> <p>FRV attends all alarms of fire, but at times, FRV is not required to actively respond. In certain circumstances, some of these incidents may be categorised as 'false alarms or good intent calls' and can include technical faults of fire indicator panels (e.g. technical, environmental, human-error), malicious/prank calls and good-intent calls.</p>
3.4 Number of Emergency Medical Response incidents	The number of Emergency Medical Response calls responded to by FRV demonstrates our support for Ambulance Victoria in the provision of lifesaving emergency medical care.
3.5 Average percentage of seconded positions filled per week	FRV and CFA have an ongoing arrangement which embeds FRV staff within CFA – a component of the Victorian Government's Fire Services Reform. FRV staff provide essential command and specialist capability. Monitoring the percentage of the positions filled demonstrates how effectively FRV is meeting its reform obligations and supporting CFA to deliver services to the community.

## Outcome 4

Our workforce is safe.



### Strategic Pillar 2

Creating a culture that supports and connects our people.

Measures	Why we are measuring this
<b>4.1</b> Engagement with health monitoring services i. % operational workforce ii. % corporate workforce	Engagement with health monitoring services supports the workforce through proactively identifying and managing potentially harmful health conditions.
<b>4.2</b> Engagement with health monitoring services - % return engagements	Re-engagement with health monitoring services demonstrates workforce satisfaction with services provided.
<b>4.3</b> i. Number of WorkCover claims / per 100 FTE ii. % of total claims accepted iii. % of total claims rejected	WorkCover claims correlate to work related injuries that involve lost time and/or medical expenses to staff.  The measure of rejected claims assists in understanding the effectiveness of preventative programs and emerging workplace trends.
<b>4.4</b> Percentage of WorkCover claimants that returned to work within 26 weeks (rolling average over previous 12 months)	This measure provides insight into the seriousness of the injuries occurring based on the required time off work. This assists with understanding the effectiveness of the WorkCover scheme and the return-to-work programs offered.

## Outcome 5

Our workforce is sustainable and connected and has a culture of equity and ethical behaviour.

### Strategic Pillar 2

Creating a culture that supports and connects our people.

Measures	Why we are measuring this
5.1 Workforce profile: operational / corporate by gender	If our workforce increasingly reflects the gender makeup of the community it indicates we are maintaining gender equitable recruitment and retention practices and allows us to assess the impact of targeted recruitment campaigns and strategies.
5.2 Workforce profile: operational / corporate by age	We aim for a balanced workforce that demonstrates equitable representation across different age groups and is not exposed to risk where a large proportion of staff reach retirement age all at once.
5.3 Workforce turnover by age and gender, reported by operational / corporate workforce	Some level of turnover indicates that appropriate workforce planning has taken place. Excessive turnover may indicate opportunities to enhance employee experience. Comparing workforce turnover between different attributes indicates whether different employee cohorts find the workplace equally inclusive and supportive.
5.4 Percentage of women and men in leadership roles i. % operational workforce ii. % corporate workforce	Comparing the number of women in leadership roles with the number in the workforce overall indicates whether gender equitable advancement opportunities are available and identifies opportunities to take action to support women into leadership roles.
5.5 Successful recruitment of women firefighters i. % women applicants ii. % women recruits iii. % women graduating recruit course	This measures gender representation in applications, acceptance onto recruit course, and completion of recruit course to track attractiveness of firefighting to women, equitable treatment of applicants and the effectiveness of targeted recruitment campaigns and strategies.
5.6 Percentage of workforce who have completed scheduled workplace values training provided by FRV, by operational / corporate	Measures proportion of the workforce that have undertaken scheduled FRV workplace behaviour training.

## Outcome 6

Our work is innovative, informed by evidence and research, and supported by contemporary and fit for purpose systems.



### Strategic Pillar 3

Modernising our organisation to provide better outcomes.

Measures	Why we are measuring this
6.1 Percentage operational doctrine products reviewed / number that were due for review, over previous 12 months	Tracking the percentage of doctrine due for review that is reviewed annually indicates whether procedures and practices are being kept up-to-date.
6.2 Percentage organisational requests for operational doctrine development completed / number of requests received, over previous 12 months	Tracking the percentage of doctrine created in response to requests tracks our ability to develop new doctrine to address emerging needs.
6.3 Percentage IT software systems outside product lifecycle	Ensuring software is within lifecycle and supported by the developer minimises security risks and downtime.
6.4 Percentage IT hardware outside of warranty period	Keeping hardware within its manufacturer warranty lifecycle reduces maintenance costs and supports operational efficiency by minimising downtime.
6.5 National collaboration and research meetings attended with industry and sector partners as a proportion of those scheduled  i. Percentage attended ii. Number attended	Attending meetings with industry and sector partners indicates that we are exposing ourselves to a range of knowledge sources to inform good practice.

## Outcome 7

We deliver public value and are accountable and transparent in our use of public money.

### Strategic Pillar 3

Modernising our organisation to provide better outcomes.

Measures	Why we are measuring this
<b>7.1</b> Environmental sustainability and compliance <ul style="list-style-type: none"> <li>i. Total direct greenhouse gas emissions (tonnes CO<sub>2</sub>-e) / FTE</li> <li>ii. Total indirect greenhouse gas emissions (tonnes CO<sub>2</sub>-e) / FTE</li> </ul>	Tracking our greenhouse gas emissions helps us understand the environmental efficiency of our operations, supports responsible stewardship of public resources, and informs efforts to improve how we work and the outcomes we deliver.
<b>7.2</b> Percentage of goods and services procured under contract as opposed to non-contracted spend on individual purchases	By procuring goods and services under negotiated contracts as opposed to ad-hoc purchases, we achieve value for money.
<b>7.3</b> Percentage of strategic contracts actively managed for FRV by a trained and/or competent contract manager	Applying professional contract management to strategic contracts optimises value for money obtained for major procurements.
<b>7.4</b> Time taken to provide a decision on FOI requests <ul style="list-style-type: none"> <li>i. Number within statutory 30 day period</li> <li>ii. Number within extended statutory 45 day period</li> <li>iii. Number exceeding 45 days</li> </ul>	Our adherence to statutory timeframes under the <i>Freedom of Information Act 1982</i> demonstrates commitment to transparency and accountability.
<b>7.5</b> Percentage of FRV capital projects <ul style="list-style-type: none"> <li>i. On time</li> <li>ii. Within budget tolerances</li> </ul>	By measuring whether capital projects are progressing on time and within budget we track whether we are spending public money responsibly.

## Outcome 8

Our programs and services are community focused, accessible and inclusive.

### Strategic Pillar 4

Helping Victorian communities build resilience through education and preparation.

Measures	Why we are measuring this
8.1 Percentage of participants in FRV Fire Ops 101 program who were 'Satisfied' or 'Very Satisfied' with the program	By engaging the community through the Fire Ops 101 program we promote a two-way conversation about perceptions of the value that FRV brings.
8.2 Percentage of community members surveyed in the FRV district who <ul style="list-style-type: none"> <li>i. Have heard of FRV</li> <li>ii. Trust FRV</li> </ul>	Community awareness of the FRV brand and the trust the community has in us is reflective of whether our programs are focused on and accessible to the community.
8.3 Number of community members attending fire education program sessions delivered by FRV <ul style="list-style-type: none"> <li>i. Community education programs</li> <li>ii. FES training courses</li> </ul>	This measures how many community members we are reaching with our formal engagement and education programs to increase knowledge and resilience to fire risk in the community.
8.4 Number of unique visits to FRV Home Fire Safety webpages	Measuring unique visits to FRV Home Fire Safety webpages indicates whether our web-based programs are reaching the community.
8.5 Community satisfaction with FRV delivery of Essential Safety Measures services (Net Promoter Score)	This provides an explicit quantitative measure of how the community views the services provided by FES for FRV.

## Outcome 9

Regulation of the Victorian built environment reduces the risk and impact of emergencies on community, business and industry and reflects our advocacy.



### Strategic Pillar 4

Helping Victorian communities build resilience through education and preparation.

Measures	Why we are measuring this
9.1 Percentage of fires in buildings Class 2-9 that were able to be suppressed by the initial response	<p>If an increasing percentage of fires in Class 2-9 buildings are contained by the initial response this indicates that our Built Environment and Fire Safety services are positively impacting the design and maintenance of fire safety systems in this building stock.</p> <p>For building class information, please refer to the National Construction Code website via the following link: <a href="#">Building classifications   NCC</a></p>
9.2 Percentage of fires in buildings Class 2-9 that were able to be suppressed by the initial response, where FRV provided fire safety advice in the preceding 12 months	If the percentage of fires in Class 2-9 buildings that are contained by the initial response is greater in buildings where FRV had recently provided fire safety advice, this is evidence of the positive impact of that advice.
9.3 Percentage of structure fires in Class 3-9 buildings without i. Smoke alarms ii. Sprinklers	Having smoke alarms and sprinklers in buildings is known to improve fire outcomes and we work to ensure buildings have installed fire safety systems where possible.
9.4 Number of premises with six or more false alarms on different days over 12 months	<p>We are developing systems and strategies to reduce the number and frequency of unwanted false alarms.</p> <p>FRV attends all alarms of fire, but at times, FRV is not required to actively respond. In certain circumstances, some of these incidents may be categorised as 'false alarms or good intent calls' and can include technical faults of fire indicator panels (e.g. technical, environmental, human-error), malicious/prank calls and good-intent calls.</p>
9.5 Percentage of new building Class 2-9 approvals in the FRV district where FRV was consulted on fire safety issues	Certain fire safety matters (Victoria Building Regulations 2018 – Reg 129) must be approved by fire safety authorities before a building permit can be issued, ensuring compliance with fire safety standards. FRV must be engaged for fire safety designs that vary from the National Construction Code or Australian Standards. The percentage of approvals where we were consulted highlights our positive work in contributing to building fire safety.

## Outcome 10

We understand community risk and engage and empower communities to manage it.



### Strategic Pillar 4

Helping Victorian communities build resilience through education and preparation.

Measures	Why we are measuring this
<b>10.1</b> Number of structure fires in FRV district / per 100,000 population i. Residential ii. Other	If numbers of fires in buildings go down this indicates that our community education programs are raising awareness of fire prevention behaviours, and our regulatory services are making buildings more resilient to fire.
<b>10.2</b> Completions of the Prevent Detect Escape – eLearning module (number)	The Prevent Detect Escape – eLearning module is designed for individuals at higher risk from fire, carers and support workers. Completions of the module indicate FRV's success in reaching and supporting those groups to promote fire safety.
<b>10.3</b> Percentage of residential structure fires with smoke alarm present as a proportion of all residential structure fires	The best data as to whether homes have smoke alarms is often obtained when data is collected following a fire incident. We measure whether ongoing campaigns and advice to the community to install smoke alarms is leading to a greater proportion of properties overall having alarms installed.
<b>10.4</b> Number of non-structure fire incidents and hazmat incidents attended by FRV in FRV district / per 100,000 population	Measuring non-structure fires and hazmat incidents allows us to assess whether fire and other safety messages have a positive effect in helping the community understand and manage risk.
<b>10.5</b> Number of buildings serviced to maintain fire protection equipment and suppression systems and essential safety measures in the building	FES offers a service which assesses fire safety measures in buildings and maintains fire safety systems to ensure equipment and systems are operating as required.

## Outcome 11

The community receives a timely, effective response to fires and other emergencies.

### Strategic Pillar 5

Delivering excellence across our fire and rescue services.

Measures	Why we are measuring this
<b>11.1</b> Percentage of response times within the FRV district within FRV benchmark <ul style="list-style-type: none"> <li>i. Structure Fire 7.7 minutes</li> <li>ii. Emergency Medical Response 9.2 minutes</li> <li>iii. Road Crash Rescue: attendance of heavy rescue unit 13.5 minutes</li> </ul>	We identify benchmarks for different types of response that allow for timely intervention to support better community outcomes.
<b>11.2</b> Median second primary FRV appliance structure fire arrival time in FRV district	By measuring the time to arrival of a second appliance to structure fires we measure the time it takes for an effective firefighting force to arrive on scene.
<b>11.3</b> Operational fleet availability <ul style="list-style-type: none"> <li>i. Total availability</li> <li>ii. Scheduled downtime</li> <li>iii. Unscheduled downtime</li> </ul>	Total fleet availability measures what proportion of the total operational fleet is available for operational response. Scheduled downtime is required for preventative maintenance, regulatory compliance upgrades, and safety checks. Unscheduled downtime can be caused by accidents, regulatory compliance changes, availability of parts, preventative maintenance, extended incident exposure, or other external factors.
<b>11.4</b> Percentage of firefighters undertaking a level 2 or 3 practical skills maintenance drill annually	We seek to maximise the proportion of active operational firefighters who have completed more complex skills maintenance drills annually.
<b>11.5</b> Percentage of command personnel who undertake command skills maintenance scenario training annually	We seek to maximise the proportion of incident commanders who have completed command skills maintenance drills annually.

## Outcome 11 (cont.)

The community receives a timely, effective response to fires and other emergencies.

### Strategic Pillar 5

Delivering excellence across our fire and rescue services.

Measures	Why we are measuring this
<p><b>11.6</b> Percentage of the active technical operations workforce in the following specialisations that is up-to-date with endorsed skills maintenance requirements</p> <ul style="list-style-type: none"> <li>i. Emergency Medical Services</li> <li>ii. Marine Response</li> <li>iii. Road Crash Rescue</li> </ul>	We seek to maximise the proportion of our technical operations workforce who have undertaken required skills maintenance activities.
<p><b>11.7</b> Percentage of firefighting workforce (Leading Firefighter and below) undertaking live fire training every three years</p>	We seek to maximise the proportion of our firefighting workforce who have undertaken live fire training in the past three years.

## Outcome 12

Impacts to life, property and the environment from fires and other emergencies are reduced.

### Strategic Pillar 5

Delivering excellence across our fire and rescue services.

Measures	Why we are measuring this
12.1 Fire-related fatalities in the FRV district (preventable and non-preventable fatalities)	Preservation of life is the highest priority for fire and rescue services, and we work with industry and community to reduce the number of fire related deaths.
12.2 Structure fire-related injuries in the FRV district / per 100,000 population (members of the public) <ul style="list-style-type: none"> <li>i. Firefighters</li> <li>ii. Others</li> </ul>	Fire related injuries represent significant harm to victims and the community and we work to reduce injuries with the same focus as reducing deaths.
12.3 Percentage of accidental structure fires in the FRV district contained to room of origin	If structure fires do start, confining their effects to the room where they started represents effective mitigation of the danger of fire spread. This can be achieved by prompt and effective response, better fire safety standards, and better community education.
12.4 Percentage of hazmat incidents in the FRV district with environmental impact confined to 'minor'	By confining the effects of hazmat incidents to 'minor' we minimise impacts to the environment.

