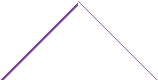
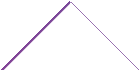
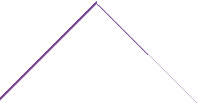
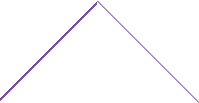
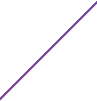
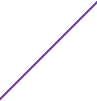
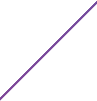
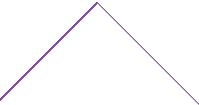
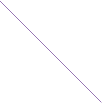
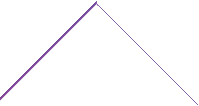
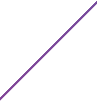
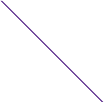
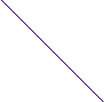
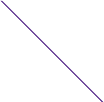
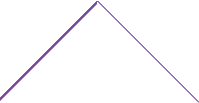
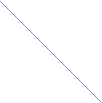
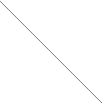
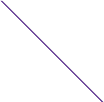
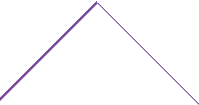
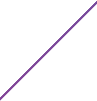
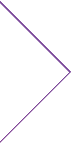
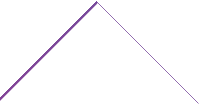
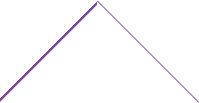
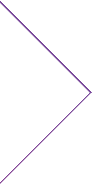
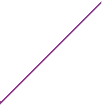
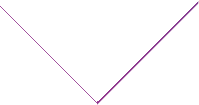
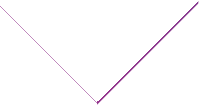
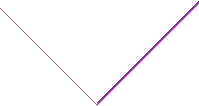
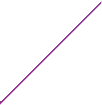
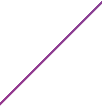
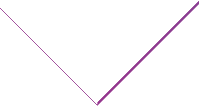
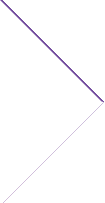
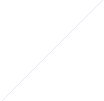
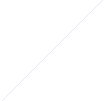
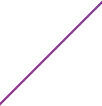
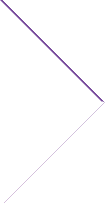
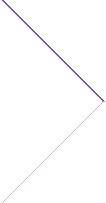
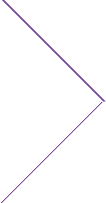
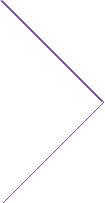
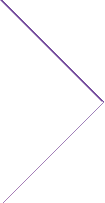
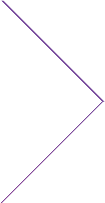
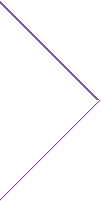
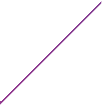
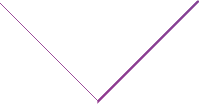
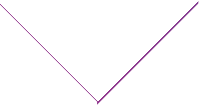
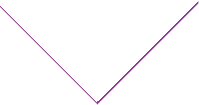
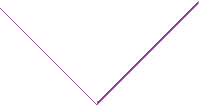
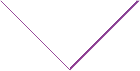
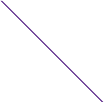
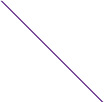
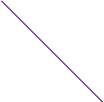
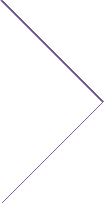
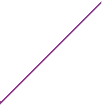
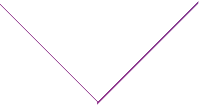
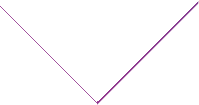
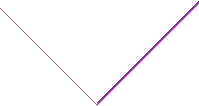
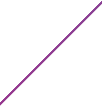
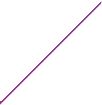
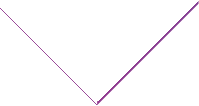
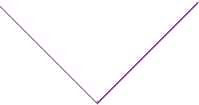
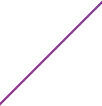
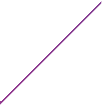
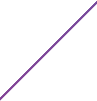
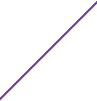
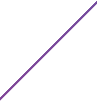
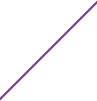
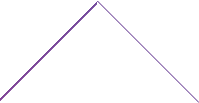
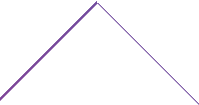
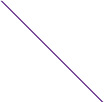
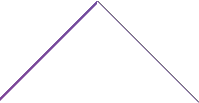
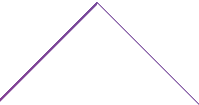
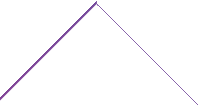
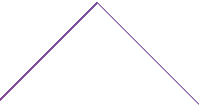
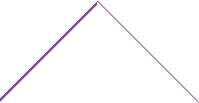
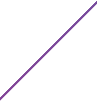
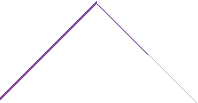
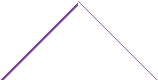
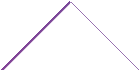
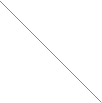
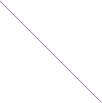
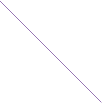
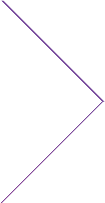
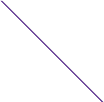
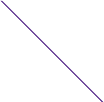
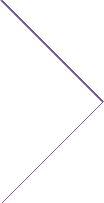
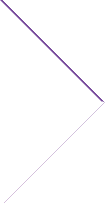
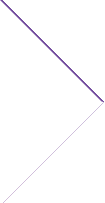
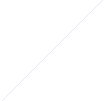
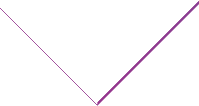
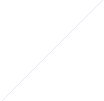
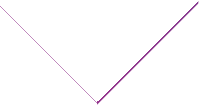
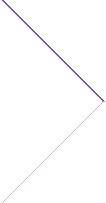
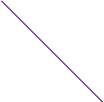
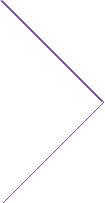
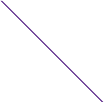
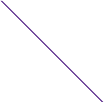
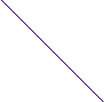
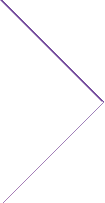
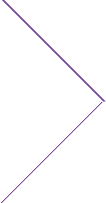
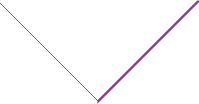
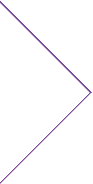
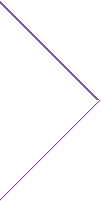
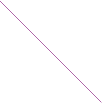
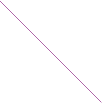
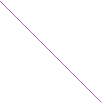
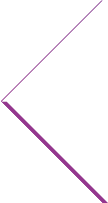
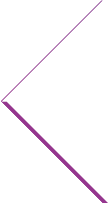
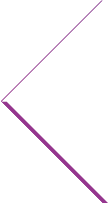
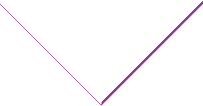
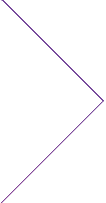
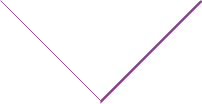
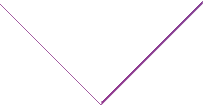
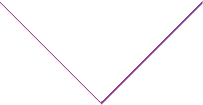
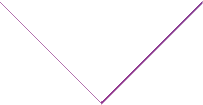
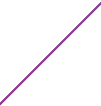
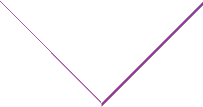
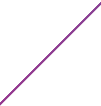
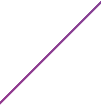
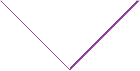
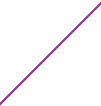
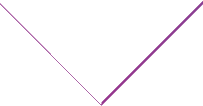
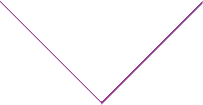
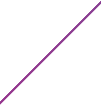
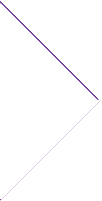
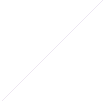
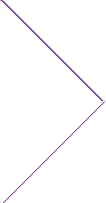
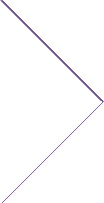
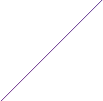
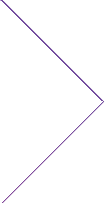
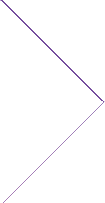
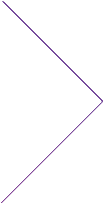
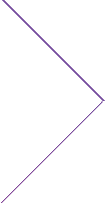
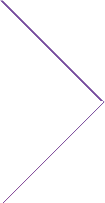
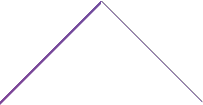
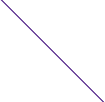
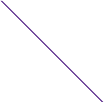
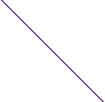
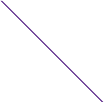
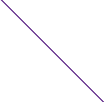
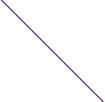
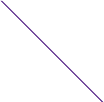
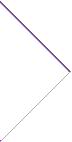
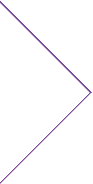
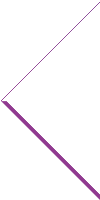
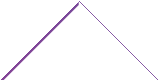
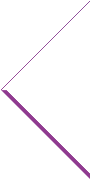
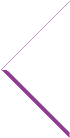
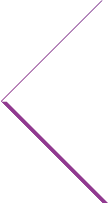
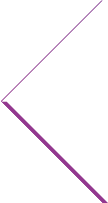
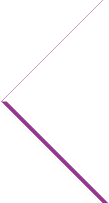
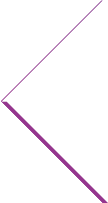
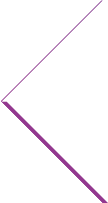
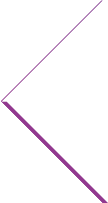
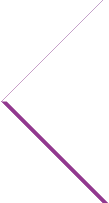
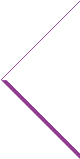
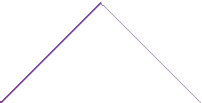
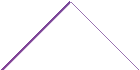
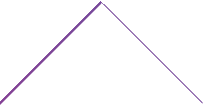
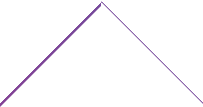
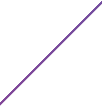
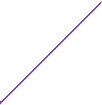
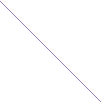
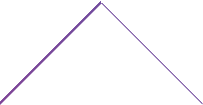
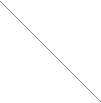
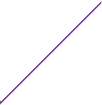
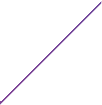
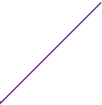
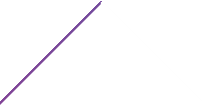
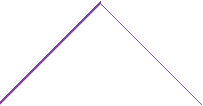
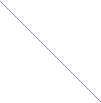
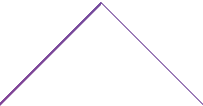
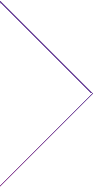
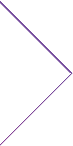
Annual Progress Report



Victorian Emergency Management

Strategic Action Plan Update 2016–19

September 2017



Inspector-General for

Emergency Management

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**Annual Progress Report**

Victorian Emergency Management

Strategic Action Plan Update 2016–19

September 2017

**Preface**

This is the Inspector-General for Emergency Management’s (IGEM) second annual progress report detailing the State’s progress with implementing reform through the Victorian Emergency Management Strategic Action Plan (SAP), to realise the shared vision of safer and more resilient communities.

As a rolling three-year plan, SAP is reviewed annually to ensure its currency and relevance to our emergency management sector and our communities.

IGEM's first annual report documented implementation progress of the 31 actions contained in the 2015–18 SAP. At that time, implementation of SAP priorities were progressing satisfactorily with 22 of the 30 actions underway, and some experiencing minor delays due to competing operational demands across the state.

Released on 1 December 2016, the SAP (Update #1) 2016–19 introduces amendments to respond to our state’s changing population and characteristics, and to meet new challenges in how our emergency management sector engages with communities and business.

The 2017 annual report details progress against the 31 actions, four themes and eight priorities of the SAP 2016–19 for the period 1 July 2016 to 30 June 2017. From the evidence provided by agencies, IGEM has found that 19 actions are ongoing and will continue to be progressed in

2017–18. The four actions found to be completed during the year introduced new capability, approaches and resources across critical infrastructure; emergency management education; service delivery standards; and information sharing.

Such progress provides confidence in the commitment and ability of Victoria's emergency management organisations to review, adapt and change practices – and work together – for improved outcomes for all communities across all emergencies.

Over the past year, some SAP actions by necessity have changed in scope or timeframes. As Victoria’s Inspector-General for Emergency Management, I am mindful of the extent of reform underway in Victoria’s emergency management sector. Whilst the reforms are needed to address long-standing challenges, it is also important that the sector takes the necessary time to implement sustainable reform whilst ensuring that it is able to meet its ongoing operational obligations. As such, the need to revisit timeframes or rethink scope for these actions is not unforeseeable, nor unreasonable.

As our sector moves further towards implementation of the significant initiatives in the SAP, IGEM looks forward to monitoring and reporting on the continuing momentum of reform in Victoria’s emergency management arrangements.

**Tony Pearce**

**Inspector-General for Emergency Management**

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**Acronyms**

ACMA Australian Communications Media Authority

AV Ambulance Victoria

CFA Country Fire Authority

DEDJTR Department of Economic Development, Jobs, Transport and Resources

DELWP Department of Environment, Land, Water and Planning

DET Department of Education and Training

DHHS Department of Health and Human Services

DPC Department of Premier and Cabinet

DTF Department of Treasury and Finance

EAS Emergency Alerting Service

EM-COP Emergency Management Common Operating Picture

EMV Emergency Management Victoria

EPA Environment Protection Authority Victoria

ESLG Emergency Services Leadership Group

ESTA Emergency Services Telecommunications Authority

ICT Information and Communications Technology

IGEM Inspector-General for Emergency Management

JSOP Joint Standard Operating Procedure

LGV Local Government Victoria

LSV Life Saving Victoria

MAV Municipal Association of Victoria

MDN Mobile Data Network

MFB Metropolitan Fire and Emergency Services Board

MMR Metropolitan Mobile Radio

PSMB Public Safety Mobile Broadband

RMR Regional Mobile Radio

RSNCP Radio Network Service Continuity Program

SAP Strategic Action Plan

SCRC State Crisis and Resilience Council

VICSES Victoria State Emergency Service

**Executive summary**

The *Emergency Management Act 2013* requires the Inspector-General for Emergency Management (IGEM) to monitor and report to the Minister for Emergency Services on the implementation of the Victorian Emergency Management Strategic Action Plan (SAP).

The first SAP 2015–18 consisted of 30 actions and was released on 1 July 2015. It outlined statewide strategic priorities, with corresponding actions to support Victoria in achieving its emergency management vision of *safer and more resilient communities*. As a three-year rolling plan, the SAP is reviewed annually to ensure that it remains current and relevant.

The first update was released on 1 December 2016. The SAP 2016–19 contains 31 actions grouped under four themes with eight strategic priorities. The update includes changes and merges of some actions and two new actions on water safety education, and marine search and rescue.

This is IGEM’s second annual progress report and provides progress updates on the implementation of the SAP (Update #1) 2016–19 for the period 2016–17 (1 July 2016 to

30 June 2017).

This annual progress report comments on the progress of implementation for 23 of the 31 actions that were either complete or underway for the period 2016–17.

IGEM found that four actions have been completed in 2016–17. Nineteen actions are currently underway – seven are progressing satisfactorily, seven are progressing with revised time frames, four have encountered delays and one is on hold. The remaining eight actions are due to commence in 2017–18, including the two new actions that were added in the 2016–19 update.

IGEM notes that the majority of SAP actions are currently underway and many rely on the contributions of the same organisations in the emergency management sector. More than half of all SAP actions have revised time frames, allowing more time to complete the planned activity. The reasons for this have been varied and include resourcing challenges, competing priorities and the breadth and complexity of the actions.

IGEM acknowledges the progress made, the collaborative way in which actions have been progressed, and the accomplishments of the sector in the implementation of SAP actions during

2016–17, which contributes to the vision of *safer and more resilient communities*.

**1 Introduction**

Section 12 of the *Emergency Management Act 2013* (the Act) requires the State Crisis and Resilience Council (SCRC) to develop a rolling three-year Victorian Emergency Management Strategic Action Plan (SAP). The SAP is approved by the Minister for Emergency Services in consultation with other relevant ministers.

The SAP aims to contribute to a sustainable and efficient emergency management system that reduces the likelihood, effect and consequences of emergencies. The SAP 2016–19 outlines four themes and eight statewide strategic priorities with 31 corresponding strategic actions to support Victoria in achieving its emergency management vision of *safer and more resilient communities*.

The Inspector-General for Emergency Management (IGEM) reports annually on the implementation of the SAP.

In 2016, IGEM reported that implementation of the SAP 2015–18 priorities was progressing satisfactorily with 22 of the then 30 actions underway.

This is IGEM’s second annual progress report on the implementation of the SAP and it covers the period 1 July 2016 to 30 June 2017.

**2 Background**

**Strategic Action Plan Update 2016–19**

The first SAP covered the period 2015–18 and was released on 1 July 2015. As a three-year rolling plan, the SAP is reviewed annually to ensure that it remains current and relevant.

Beginning in February 2016, Emergency Management Victoria (EMV) coordinated a review of the SAP to inform the next rolling plan. The review included a lessons management process and a survey of SCRC subcommittee members. As part of the review, the sector discussed the challenges across each of the priorities and linkages between the SAP actions.

This review informed the SAP (Update #1) 2016–191, which amends and merges actions in the original plan and includes two new actions on water safety education, and marine search and rescue.

The SAP 2016–19 update was released on 1 December 2016. It contains 31 actions grouped under four themes with eight strategic priorities.

This IGEM report monitors progress against the actions in the SAP 2016–19.

**Governance**

The SCRC is Victoria’s peak body responsible for providing advice to the Minister for Emergency Services in relation to the whole-of-government policy and strategy for emergency management in Victoria, and the implementation of that policy and strategy. It is also responsible for developing the SAP and submitting it to the minister for approval.

EMV coordinates reporting on the implementation of the SAP on behalf of the SCRC. The SCRC is supported by three subcommittees – Risk and Resilience, Capability and

Response, and Relief and Recovery.

Organisations that are responsible for implementing the SAP actions as either lead/co-lead, partner/contributor or support/participate are listed in section 4 of this report. Currently, these organisations determine governance arrangements for the actions they lead. These governance arrangements may include engagement with one or more of the SCRC subcommittees. Project documentation for SAP actions is often presented to the Emergency Services Leadership Group (ESLG) for consideration, to aid coordination across the sector.

**Role of IGEM**

IGEM’s objectives under the Act are to:

 provide assurance to the government and the community in respect of emergency management arrangements in Victoria

 foster continuous improvement of emergency management in Victoria.

Under section 64(e) of the Act, IGEM is required to monitor and report to the Minister for Emergency Services on the implementation of the SAP by responder agencies, departments, the Emergency Services Telecommunications Authority (ESTA) and EMV.

1 https://[www.emv.vic.gov.au/publications/victorian-emergency-management-strategic-action-plan-update-](http://www.emv.vic.gov.au/publications/victorian-emergency-management-strategic-action-plan-update-)

2016–19

**3 Approach**

This annual progress report outlines the progress of implementation of 23 of the 31 actions that were either complete or underway for the period 2016–17. The remaining eight SAP actions are scheduled to commence by 2017–18.

**Assurance principles**

IGEM’s assurance activities are guided by the *Monitoring and Assurance Framework for Emergency Management.*2 The framework provides the foundation for a coordinated and collaborative approach to sector-wide assurance.

The framework defines assurance as an expression or statement designed to increase the confidence of government and the community in the ability of the emergency management system to plan for, respond to and recover from emergencies.

The framework articulates four principles to guide assurance activities performed in relation to the emergency management system in Victoria.

Table 1 provides an overview of the four principles that IGEM applies when monitoring the implementation of the SAP 2016–19.

**Table 1.** Principles of the Monitoring and Assurance Framework for Emergency Management

PRINCIPLE DESCRIPTION

Continuous improvement

The sector supports a culture of continuous improvement by:

 sharing results of assurance activities and information on contemporary, better practice in emergency management

 focusing on systems of work – and not individuals – to ensure that assurance is non-adversarial

 understanding that the sector requires time, resources, and the opportunity to identify and implement sustainable solutions.

Collaboration and coordination

The sector works together, and with Victorian communities, to ensure a coordinated approach to assurance to reduce unnecessary duplication by

leveraging shared information and systems.

Adding value Assurance is proportionate and considers risk-based approaches. The results provide evidence-based, meaningful, and timely information for the sector, government and the community about the performance of the sector and

opportunities for improvement.

Reducing burden Assurance activities should be conducted in the most efficient way possible and not create unnecessary burden for organisations.

Where possible, information required to support assurance activities should be obtained through existing organisational mechanisms, and information already

gathered through any existing monitoring or review process.

2 https://[www.igem.vic.gov.au/reports-and-publications/all-publications/monitoring-and-assurance-](http://www.igem.vic.gov.au/reports-and-publications/all-publications/monitoring-and-assurance-) framework-for-emergency

**Key stakeholders**

SAP key stakeholders are grouped into two categories.

 key decision-makers:

 the Minister for Emergency Services

 the SCRC and its subcommittees – Risk and Resilience, Capability and Response and

Relief and Recovery

 ESLG.

 organisations that are responsible for implementing the SAP actions as either lead, co-lead, partner or support:

 Australian Red Cross

 Ambulance Victoria (AV)

 Country Fire Authority (CFA)

 Department of Economic Development, Jobs, Transport and Resources (DEDJTR)

 Department of Environment, Land, Water and Planning (DELWP)

 Department of Education and Training (DET)

 Department of Health and Human Services (DHHS)

 Department of Premier and Cabinet (DPC)

 Department of Treasury and Finance (DTF)

 EMV

 Environment Protection Authority Victoria (EPA)

 ESTA

 Life Saving Victoria (LSV)

 Local Government Victoria (LGV) (part of DELWP)

 Metropolitan Fire and Emergency Services Board (MFB)

 Municipal Association of Victoria (MAV)

 Victoria Police

 Victoria State Emergency Service (VICSES).

IGEM acknowledges the high-level of support and cooperation provided by EMV in preparing this report.

**Information collection**

IGEM collected a range of information to support monitoring of the SAP 2016–19.

SAP actions are underpinned by project plans that outline the steps and outputs agencies will use to deliver on the action. These project plans are provided to EMV and ESLG, and lead agencies report to EMV quarterly on their progress against them. IGEM reviewed all SAP project plans and monitored the quarterly reports across 2016–17 to understand progress as it happened.

IGEM also collects information on SAP progress through attendance at SCRC and its subcommittees and other state-level forums and considers information collected through other IGEM assurance activities.

EMV collated and provided IGEM with a comprehensive annual progress summary in August

2017, reflecting contributions from the leads for each action. This was supported with documentary evidence of progress, such as project reporting, policies, procedures, contracts, reports and meeting minutes. All documents were stored securely and managed in accordance with IGEM’s statutory confidentiality requirements in line with section 72 of the Act. Where required, IGEM contacted EMV to clarify information or request additional documentation.

IGEM seeks to reflect progress by departments and agencies to the fullest extent possible based on evidence provided by agencies or publicly available information. At times IGEM may be limited in its capacity to report on the progress of actions if evidence is unavailable or confidential.

**Analysis**

When assessing the progress of actions, IGEM considers:

 time frames for the action, including revised time frames, delays and progress on key milestones

 the contribution of the reported activity to the action and the SAP priority it supports

 evidence available to support the reported activity. For each action, IGEM assigns a ‘status’ and a ‘finding’.

Table 2 describes the status that IGEM assigns for each action.

**Table 2.** Implementation status

STATUS DESCRIPTION

Complete Action has been completed satisfactorily or implemented as planned.

Ongoing Action is still in progress. IGEM will continue to monitor and report on its status in the next Annual Report.

Findings provide further information on the progress of actions. Table 3 provides a summary of findings used in this report.

**Table 3. Summary of findings**

FINDING

IGEM considers that this action has been implemented as planned.

IGEM considers that this action is progressing satisfactorily and will revisit in the next Annual Report.

IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next

Annual Report.

IGEM notes delays encountered by this action and that time frames have been revised. IGEM will revisit in the next Annual Report.

IGEM notes that this action is on hold and will revisit in the next Annual Report.

**Reporting**

This annual progress report encompasses the 2016–17 period (1 July 2016 to 30 June 2017). IGEM provided a draft of this annual progress report to EMV for comment prior to finalising it.

IGEM provides the report to SCRC in October and then to the Minister for Emergency Services for noting and approval to publish on IGEM’s website.

**4 Progress summary of SAP actions**

The SAP 2016–19 contains 31 actions grouped under four themes with eight priorities. Of the

31 actions, 19 actions are currently underway (refer to Table 4):

 11 actions have revised time frames – of these, seven are progressing and four have encountered delays

 seven actions are progressing satisfactorily

 one action is on hold.

**Table 4.** Ongoing actions

|  |  |  |  |
| --- | --- | --- | --- |
| REF ACTION LEAD AGENCY FINDING | | | |
| A2 | Resilience Framework | EMV | IGEM considers that this action is progressing satisfactorily and will revisit in the next Annual Report. |
| A4 | Young People as  Learners and Educators | DET and SCRC Capability and Response Subcommittee | IGEM considers that this action is progressing satisfactorily and will revisit in the next Annual Report. |
| B1 | Capability and Capacity across Local Government | LGV (DELWP) | IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report. |
| C1 | Workforce Diversity and  Culture | EMV | IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report. |
| C2 | Emergency Management  Leadership Programs | EMV | IGEM notes that this action is on hold and will revisit in the next  Annual Report. |
| D13 | Workforce Management  Principles | EMV and DELWP | IGEM notes delays encountered by these actions and that time frames have been revised. IGEM will revisit in the next Annual Report. |
| D2 | Workforce Strategy and Sector Training Framework |
| E1 | Review Legislation and  Policy | EMV | IGEM notes delays encountered by this action and that time frames have been revised. IGEM will revisit in the next Annual Report. |
| E2 | Emergency Management  Planning Guidelines | EMV | IGEM considers that this action is progressing satisfactorily and will revisit in the next Annual Report. |
| E4 | Performance Standards | EMV | IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report. |
| F2 | Land Use Planning  Provisions | DELWP | IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report. |
| G1 | Review of Emergency Management Sector Service Delivery Models | EMV | IGEM considers that this action is progressing satisfactorily and will revisit in the next Annual Report. |
| G4 | Emergency Management Capability and Capacity Project | EMV | IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report. |
| G5 | Sector Investment  Strategy | EMV | IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report. |
| G64  A5 | Impact Assessment  Model | EMV | IGEM considers that these actions are progressing satisfactorily and will revisit in the next Annual Report. |
| Community Profiling |

3 Actions D1 and D2 reported together but counted separately

4 Actions A5 and G6 reported together but counted separately

|  |  |  |  |
| --- | --- | --- | --- |
| REF ACTION LEAD AGENCY FINDING | | | |
| H1 | Emergency Management Operational Communications Program | EMV | IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report. |
| H2/G3 | Emergency Management Common Operating Picture | EMV | IGEM notes delays encountered by this action and that time frames have been revised. IGEM will revisit in the next Annual Report. |
| H3 | Public Information and  Warnings | EMV | IGEM considers that this action is progressing satisfactorily and will revisit in the next Annual Report |

During 2016–17, four actions have been completed: E3, F1, G2 and H4 (refer to Table 5).

**Table 5.** Completed actions

|  |  |  |  |
| --- | --- | --- | --- |
| REF ACTION LEAD AGENCY FINDING | | | |
| E3 | Critical Infrastructure  Resilience | EMV | IGEM considers that this action has been implemented as planned. |
| F1 | Emergency Management Risk Mitigation and Education | DELWP | IGEM considers that this action has been implemented as planned. |
| G2 | Common Principles and Standards that Guide Service Delivery | EMV | IGEM considers that this action has been implemented as planned. |
| H4 | Single Source Web Portal | EMV | IGEM considers that this action has been implemented as planned. |

The remaining eight actions are scheduled to commence by 2017–18, including two new actions, A6 and G8 (refer to Table 6).

**Table 6.** Actions that have not yet commenced

|  |  |
| --- | --- |
| REF ACTION | |
| A1 | Role of Business and Community in Emergency Management |
| A3 | Community-based Emergency Management |
| A6 | Water Safety Education |
| B2 | Capability and Capacity Action Plans for Local Government |
| D3 | Emergency Management Volunteering Framework |
| F3 | Emergency Management Plans for Peri-Urban Areas |
| G7 | Research Best Practice Model |
| G8 | Marine Search and Rescue |

**5 Progress of SAP actions**

This section contains a summary of key activities for ongoing and completed SAP 2016–19 actions. Actions that have not yet commenced are not included.

5.1 Theme: Community and business

**Priority A: Build and empower community leadership and develop awareness, shared responsibility and self-reliance to ultimately strengthen resilience.**

The objective of Priority A is to increase the capacity of local communities to be ready to withstand and recover from an emergency, using business, social and community networks to raise awareness, share responsibility and build self-reliance to strengthen resilience.

The SAP 2016–19 details six actions necessary to realise this objective, including the new

Action A6.

Action A2 commenced in Q1 of 2015–16, while Action A4 commenced in Q3 of 2015–16. Action

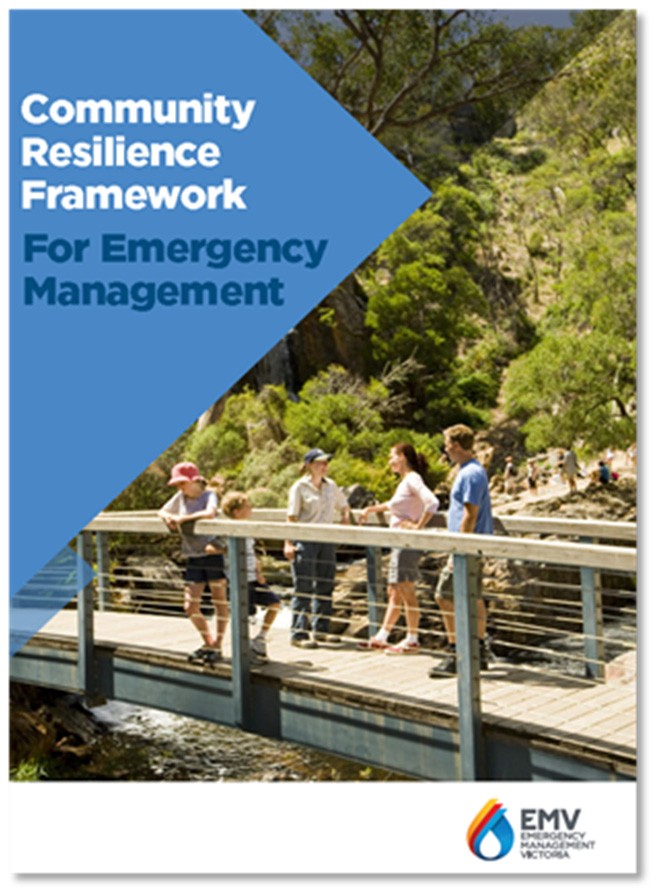
A5 which IGEM reported in 2016 as having minor issues, has been merged with Action G6.

Actions A1 and A3 are scheduled to commence in Q1 of 2017–18. Action A6 has yet to commence.

|  |  |
| --- | --- |
| **ACTION A2 – RESILIENCE FRAMEWORK**  Develop a resilience framework incorporating guiding principles for shared responsibility and self-reliance in prevention, planning, response, relief and recovery activities, communications and publications. Embed these principles in all tiers of emergency management plans. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 31 December 2017 |
| Lead agency | EMV |
| Status | Ongoing |

**Figure 1.** Community Resilience Framework

EMV released the *Community Resilience Framework*



*For Emergency Management5* in June 2017.

A key aim of the framework is to support the emergency management sector to align and advance investment toward achieving the shared vision for community resilience. The objective is to bring the community to the centre of the sector’s strategies, programs and approaches.

EMV worked with the sector – including government, business, local councils and non-government organisations – across 2016 and 2017 to develop the framework.

Together they mapped community challenges and outcomes and undertook broad community engagement to test and discuss the key sector relationships, potential community resilience outcomes and challenges, and the definition of resilience.

5 https://[www.emv.vic.gov.au/publications/community-resilience-framework-for-emergency-management](http://www.emv.vic.gov.au/publications/community-resilience-framework-for-emergency-management)

Community consultation included five workshops held in June 2016 – three in regional Victoria

(Traralgon, Camperdown and Bendigo) and two in Melbourne. Each workshop was attended by

30–40 representatives of organisations involved in emergency management.

The framework provides guidance to the sector to consider how its actions contribute to seven broad community resilience characteristics, and provides general examples of how the sector could measure the effectiveness of its contribution to building resilience.

The final stage of this action will be community engagement and roadshows to embed the framework in all tiers of emergency plans and build capacity with stakeholders. This process has begun during the finalisation of the framework, with presentations provided to the SCRC,

the SCRC Risk and Resilience Subcommittee, ESLG, a range of other sector forums and within

EMV.

**FINDING**

IGEM considers that this action is progressing satisfactorily and will revisit in the next

Annual Report.

|  |  |
| --- | --- |
| **ACTION A4 – YOUNG PEOPLE AS LEARNERS AND EDUCATORS**  Identify key partnerships across governments, agencies and the public and private school sectors to develop innovative approaches to engage with young people as both learners and educators to build emergency management awareness and capability. | |
| Commencement | 2015–16 Q3 |
| Planned completion | 30 June 2018 |
| Lead agency | DET and SCRC Capability and Response Subcommittee |
| Status | Ongoing |

In May 2016, IGEM reported that the lead agencies established a working group to address this action. The working group includes representation from EMV, DELWP, DET, DHHS, AV, MFB, CFA, VICSES, Red Cross, LSV, Save the Children, the Catholic Education Commission of Victoria, and the Victorian Curriculum and Assessment Authority.

After some delays in 2016 due to changes in staffing arrangements at DET, the working group reconvened in December 2016. Since then it has pursued initiatives for establishing essential connections with key sector stakeholders and has held four working group meetings.

In August 2017, a revised project overview was endorsed by the SCRC Capability and Response Subcommittee, confirming the following key outputs across the short, medium and long term:

 program mapping/audit exercise of all agencies to identify linkages and opportunities for partnerships and consolidate practice and approaches (completed December 2016)

 establishment of a community of practice that has a significant representation of agencies

 practice framework for reviewing programs

 literature review on the effectiveness of emergency management programs targeting children and young people

 investigation of the alignment of programs to the Victorian Curriculum focusing on an ‘all hazards’ approach

 quality assurance process (using the practice framework)

 website repository with links to DET and working group members.

Progress in 2017 has largely centred on establishing the community of practice through the working group, sharing successful and innovative approaches to building emergency management capability in young people and children.

Some of the projects and approaches shared through the community of practice included:

 AV’s ‘Chain of Survival’ disaster resilience education program which seeks to engage young people as learners and educators to build emergency management awareness and capability

 Yarra Ranges Council’s ‘Let’s Get Ready Project’, a large scale board game for up to 60 players that encounters cyclones, landslides, fire and floods in a multi-agency context

 VICSES and CFA’s School Curriculum Natural Hazards Resilience Package

 LSV’s ‘Water Safety and Disaster Resilience Education – Virtual Excursions’ project to determine the feasibility of delivering emergency management education with AV and CFA to regional Victorian primary schools through online platforms and video technology.

Drawing on learnings through the community of practice, the working group plans to develop a disaster resilience education framework applicable for use across all hazards and agencies by

June 2018. This universal approach will be a key outcome of Action A2.

**FINDING**

IGEM considers this action is progressing satisfactorily and will revisit in the next Annual

Report.

|  |  |
| --- | --- |
| **ACTION A5 – COMMUNITY PROFILING**  Use community profiling to strengthen understanding of local community diversity, values and needs. This informs the sector on optimum service and engagement models and wider opportunities with respective communities. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 31 December 2018 |
| Lead agency | EMV |
| Status | Ongoing |

On 27 April 2017, EMV approved a change request to merge Action A5 with Action G6.

EMV reported that the benefits of merging the two actions included:

 an integrated approach to understanding communities before, during and after emergencies

 a more efficient and consistent solution across all phases of emergency management.

For the purposes of this report, these actions have been counted separately, however report on the progress of this action is detailed under Action G6.

**FINDING**

IGEM considers this action is progressing satisfactorily and will revisit in the next Annual

Report.

**Priority B: Enhance the capability and capacity of local governments to meet their obligations in the management of emergencies.**

Priority B seeks to enhance the capability and capacity of local governments to meet their obligations in the management of emergencies. This priority is now reflected within the *Councils and Emergencies6* project, led by LGV within DELWP.

There are two actions under Priority B. Action B1 is underway and will inform Action B2 – Capability and Capacity Action Plans for Local Government – which is yet to commence.

6 https://[www.localgovernment.vic.gov.au/our-programs/emergency-management/councils-and-](http://www.localgovernment.vic.gov.au/our-programs/emergency-management/councils-and-) emergencies-project-overview

|  |  |
| --- | --- |
| **ACTION B1 – CAPABILITY AND CAPACITY ACROSS LOCAL GOVERNMENT**  Clarify and confirm the emergency management roles of local government, and assess councils’ capability and capacity to meet their emergency obligations. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 31 December 2017  31 December 2018 (revised) |
| Lead agency | LGV (DELWP) |
| Status | Ongoing |

In May 2016, LGV commenced consultation regarding current council activities and possible future roles that would build on councils’ strengths. Sixteen workshops were convened across Victoria with participation from over 300 stakeholders from 68 councils and 19 emergency management organisations. The workshops informed the release of a report in June 2016 indicating the level of support for emergency management roles of local government both now and into the future.

In November 2016, councils’ current emergency management responsibilities were aligned with the core capabilities and critical tasks identified by the *Victorian Preparedness Goal7* and the *Victorian Preparedness Framework8* (refer to Action G4).

LGV released the *Councils and Emergencies Directions Paper* on 10 January 2017, with a 17- week formal consultation period with local government using the engage.vic.gov.au website as the platform. Consultation also included 10 stakeholder meetings and six regional information sessions. The directions paper describes councils’ current emergency management responsibilities and actions. Submissions to the directions paper closed on 8 May 2017. LGV received a total of 75 submissions from councils and emergency management organisations.

LGV is currently analysing the submissions to inform the development of a final position paper on the current emergency management responsibilities of local government. The position paper has two main aims:

 to provide the policy basis through which phase two of the project can commence – understanding and assessing all 79 Victorian councils’ individual emergency management capacity and capability

 to enable local government and emergency management organisations to have better visibility of councils’ responsibilities, including standardising language to describe councils’ emergency management responsibilities.

The *Councils and Emergencies Position Paper* is expected to be released in late 2017. Following completion of the position paper, LGV advises that it plans to commence the emergency management capability and capacity assessments of Victoria’s 79 councils throughout 2018.

Due to the breadth and complex nature of this action, particularly the extensive consultation undertaken, the Emergency Management Capability and Capacity Steering Committee

endorsed the extension of project time frames.

**FINDING**

IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report.

7 https://[www.emv.vic.gov.au/our-work/victorian-preparedness-goal](http://www.emv.vic.gov.au/our-work/victorian-preparedness-goal)

8 https://[www.emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/victorian-](http://www.emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/victorian-) preparedness-framework

5.2 Theme: People and culture

**Priority C: Develop sector leadership that instils a positive workforce culture and promotes respect, cooperation, innovation and diversity.**

The objective of Priority C is to develop emergency management sector leaders who embody respect, cooperation, innovation and diversity, and champion these values across the workforce.

There are two actions under Priority C. Action C1 commenced in Q3 of 2015–16, while

Action C2 commenced in Q1 of 2015–16.

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| **ACTION C1 – WORKFORCE DIVERSITY AND CULTURE**  Develop a common approach to gathering the data that will form the evidence base for the sector’s efforts to create a workforce culture with a focus on respect, cooperation, innovation, culture and gender diversity, and enable progress to be measured. | |
| Commencement | 2015–16 Q3 |
| Planned completion | 2016–17 Q3  31 December 2017 (revised) |
| Lead agency | EMV |
| Status | Ongoing |

Action C1 commenced in Q3 of 2015–16 and was revised as part of the SAP 2016–19.

A working group chaired by EMV was established in 2016. This working group identified seven diversity-related categories as the basis for a common approach to gathering data to better understand the emergency management sector’s diversity profile and measure change over time. These seven categories are:

 gender

 age

 Aboriginal and Torres Strait Islander background

 culturally and linguistically diverse background

 sexual orientation

 disability

 faith.

ESLG endorsed these seven categories on 13 April 2017. The working group is currently developing a set of questions to obtain disaggregated data about these categories.

EMV advises that it will seek technical, expert and legal advice on the collection, storage and use of the relevant data before finalising the proposed common approach.

EMV advises that it is expected that, by October 2018, the sector will have commenced collecting data on its diversity profile, in order to identify which initiatives need to be strengthened and where new initiatives should be introduced to create a more diverse and

inclusive sector.

**FINDING**

IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report.

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| **ACTION C2 – EMERGENCY MANAGEMENT LEADERSHIP PROGRAMS**  Review emergency management leadership programs to ensure a focus on respect, cooperation, innovation, cultural and gender diversity. Additionally, use leadership programs from the wider business and community sectors that embody these principles. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 24 December 2017 |
| Lead agency | EMV |
| Reported status | Ongoing |

This action is contingent on Action C1, which is now estimated for completion in December

2017. Action C2 is on hold until Action C1 is further progressed, and is scheduled to recommence in Q1 of 2017–18.

**FINDING**

IGEM notes that this action is on hold and will revisit in the next Annual Report.

**Priority D: Create a long-term emergency management employee and volunteer workforce development strategy.**

The objective of Priority D is a sophisticated workforce management approach to build and sustain the emergency management sector.

There are three actions under Priority D. Action D1 commenced in Q3 of 2015–16 and Action

D2 in Q2 of 2015–16.

Under the SAP 2016–19, Actions D1 and D2 are consolidated in the context of a single workforce project.

Action D3 is scheduled to commence in 2018–19.

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| **ACTION D1 – WORKFORCE MANAGEMENT PRINCIPLES**  Establish workforce management principles to guide emergency management agencies and departments to plan, manage, recruit and retain their workforce. | |
| **ACTION D2 – WORKFORCE STRATEGY AND SECTOR TRAINING FRAMEWORK**  Develop and implement a 10-year workforce strategy and sector training framework that delivers a highly diverse and technically competent workforce. | |
| Commencement | 2015–16 Q3 (Action D1)  2015–16 Q2 (Action D2) |
| Planned completion | 2016–17 Q230 June 2018 (revised) |
| Lead agency | EMV and DELWP |
| Status | Ongoing |

EMV and DELWP plan to deliver both actions through an overarching Emergency Management Sector Workforce Strategy Project. Governance for the project is under the Emergency Management Capability and Capacity Steering Committee.

EMV and DELWP have advised that competing organisational priorities and delays in appointing a project manager led to delays in the progress of this action. Time frames have been revised to accommodate this slippage.

Recent progress has been positive, following formation of a working group and appointment of a project manager.

The working group was formed in December 2016 and has representatives from EMV, DELWP, DEDJTR, DET, DHHS, CFA, MFB, VICSES, Victoria Police, AV, LSV, Red Cross and the Victorian Council of Churches.

The project was re-scoped through an Investment Logic Mapping exercise on 6 February 2017 which identified the following problems that drive the need for the project:

 A siloed approach to workforce planning is resulting in a lack of understanding/sharing of the sector-wide capability, capacity and need.

 The increase in population and impacts of climate change will affect the complexity, severity and nature of emergencies, straining resources and exposing communities to greater consequences. The sector would benefit from a more aligned approach to workforce strategy to meet common future challenges.

 Evolving community and government expectation is placing agencies under pressure and will challenge the sustainability of current workforce models.

EMV and DELWP appointed a project manager in April 2017 who has developed terms of reference for the working group and a revised project plan.

The project plan proposes that a draft set of common principles will be completed by September

2017 for internal stakeholder endorsement. This would be followed by a period of external stakeholder comment during October 2017. The 10-year workforce strategy will then be

developed using the agreed principles.

**FINDING**

IGEM notes delays encountered by these actions and that time frames have been revised. IGEM will revisit in the next Annual Report.

5.3 Theme: Governance

**Priority E: Define emergency management roles and responsibilities across all tiers of government, non-government organisations, agencies, business and the community, and make sure they are understood by all involved.**

The objective of Priority E is to deliver streamlined and contemporary legislation, policy, operating arrangements and plans. The aim is to ensure that these instruments will clearly articulate the roles and responsibilities of community, all tiers of government, non-government organisations, agencies and businesses to better integrate the management of emergencies.

There are four actions under Priority E. Action E3 is complete and actions E1, E2 and E4 are underway.

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| **ACTION E1 – REVIEW LEGISLATION AND POLICY**  Review legislation and policy relevant to emergency management in collaboration with key stakeholders. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 2017–18 Q1  2018–19 Q1 (revised) |
| Lead agency | EMV |
| Status | Ongoing |

The Emergency Management Legislation Amendment (Planning) Bill is under consideration by government. Work is continuing on the Ministerial Planning Guidelines (the Planning Guidelines), which are now being progressed under Action E2.

At the time of reporting, the Firefighter’s Presumptive Rights Compensation and Fire Services

Legislation Amendment (Reform) Bill 2017 was the subject of a Parliamentary Select

Committee inquiry.

**FINDING**

IGEM notes delays encountered by these actions and that time frames have been revised. IGEM will revisit in the next Annual Report.

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| **ACTION E2 – EMERGENCY MANAGEMENT PLANNING GUIDELINES**  Foster key partnerships to enable all stakeholders to undertake their roles and responsibilities. This includes clarifying the roles and responsibilities of community, Commonwealth, state and local governments (aligned to Priority B), non-government organisations, agencies and businesses in the management of hazards, risks, and emergencies. | |
| Commencement | 2016–17 Q1 |
| Planned completion | 28 March 2018 |
| Lead agency | EMV |
| Status | Ongoing |

Action E2 commenced in Q1 of 2016–17. EMV established the governance arrangements, developed the project plan and secured resources within this first quarter.

EMV has approached this action through a project to develop the Planning Guidelines to underpin the preparation of emergency management plans at a municipal, regional and state level, as part of the broader suite of legislative reforms (refer to Action E1).

Emergency management plans will provide a significant mechanism to enable stakeholders to clarify their roles and responsibilities in managing emergencies, including:

 specifying the roles and responsibilities of organisations in relation to emergency management

 developing plans in a collaborative manner and in a manner that reflects the importance of community in emergency management planning.

These requirements echo the aim of this action to foster key partnerships to enable stakeholders to undertake their roles.

EMV has approached this project in a way that is fostering these partnerships from the outset. The project is informed by a broad reference group with over 40 stakeholders from municipal, regional and state levels, including community and business. IGEM attends this reference group as an observer.

This action is well progressed, however completion is contingent on the introduction of the

Planning Bill into Parliament as part of Action E1. The Planning Guidelines have been drafted and will be updated following the passage of the Bill through Parliament.

**FINDING**

IGEM considers this action is progressing satisfactorily and will revisit in the next Annual

Report.

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| **ACTION E3 – CRITICAL INFRASTRUCTURE RESILIENCE**  Roll out Part 7A of the *Emergency Management Amendment Act 2013* (Critical Infrastructure Resilience) to enable industry and government to understand their responsibilities and requirements in the preservation of Victoria’s critical infrastructure. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 30 August 2016 |
| Lead agency | EMV |
| Status | Complete |

On 1 July 2015, Part 7A of the *Emergency Management Act 2013* (Critical Infrastructure Resilience) came into effect, providing for the new emergency risk management arrangements for Victoria’s critical infrastructure resilience. Under the new arrangements, EMV has the lead role in maintaining and coordinating whole-of-government strategy and policy for critical infrastructure resilience in Victoria.

In 2016, IGEM reported that substantial progress on implementing these arrangements had

been made, including maintaining the Victorian Criticality Assessment Tool, and establishing the Victorian Critical Infrastructure Register. The final key outputs for the action have been completed since IGEM’s last annual progress report.

The inaugural All Sectors Resilience Network Forum for owners and operators of critical infrastructure was held by EMV in April 2016, to assist in planning for future activities under the arrangements. Sector Resilience Plans had been completed by Victoria’s eight sector resilience networks – water, energy, transport, health, food and grocery logistics supply, communications, banking and finance, and government. These plans were endorsed by the SCRC in August

2016.

The *Critical Infrastructure All Sectors Resilience Report9* was released in December 2016 after endorsement by the SCRC in October 2016. This report provides an overview of the resilience of Victoria’s critical infrastructure industry sectors. It highlights the collaborative partnerships between industry and the Victorian Government to reduce the impact of and consequence from natural disasters and other emergencies on people, infrastructure, the economy and the environment.

As part of the new arrangements, IGEM has responsibility under 64(1)(ga) of the Act to monitor, review and assess critical infrastructure resilience at a system level. In April 2017, IGEM

publicly released its first critical infrastructure resilience report which noted the sound progress

of the new arrangements in the first year of implementation.

**FINDING**

IGEM considers that this action has been implemented as planned.

9 https://[www.emv.vic.gov.au/publications/critical-infrastructure-all-sectors-resilience-report](http://www.emv.vic.gov.au/publications/critical-infrastructure-all-sectors-resilience-report)

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| **ACTION E4 – PERFORMANCE STANDARDS**  Develop performance standards to guide effective and efficient governance and enable the sector to measure its performance. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 30 June 2017  30 June 2018 (revised) |
| Lead agency | EMV |
| Status | Ongoing |

The *Victorian Emergency Management Performance Standards* provide responder agencies with objectives and minimum requirements for the emergency management functions they collectively undertake, and clarify how these functions contribute to the shared vision of *safer and more resilient communities*.

This action is being delivered in four stages:

**Stage 1**

 develop the overarching structure of performance standards for responder agencies

 develop and deliver performance standards for responder agencies for Capability and

Response functions

**Stage 2**

 develop and deliver performance standards for Risk and Resilience functions

**Stage 3**

 develop and deliver performance standards for Relief and Recovery functions

**Stage 4**

 undertake targeted non-responder agency implication assessments and work with relevant non-responder agencies to implement the performance standards

 review, consolidate and release the full suite of emergency management performance standards for the whole-of-emergency management sector

Since IGEM’s last annual progress report, stages 2 and 3 have been completed across 2016–

17, expanding the performance standards to include Risk and Resilience, and Relief and

Recovery functions.

Extensive consultation with key stakeholders was undertaken throughout Q1 and Q2 of 2016–

17 to draft and refine the performance standards, including several presentations to the SCRC subcommittees. In Q2, the updated and expanded performance standards were finalised and presented to both the ESLG and the SCRC and subsequently publicly released on

30 December 2016.10

On 8 May 2017, the Project Sponsor approved a change request to extend the schedule to

30 June 2018 and expand the scope beyond responder agencies. The project plan was updated to reflect this change. EMV is continuing consultation on the implementation of the performance standards with targeted non-responder agencies and will consider broader whole of government

performance measurement arrangements.

**FINDING**

IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report.

10 https://[www.emv.vic.gov.au/responsibilities/emergency-management-performance-standards](http://www.emv.vic.gov.au/responsibilities/emergency-management-performance-standards)

**Priority F: Define a process for understanding and mitigating the consequence for communities that are at high risk of experiencing an emergency, such as those in peri-urban areas and make sure the process is understood by all involved.**

The objective of Priority F is a consistent and widely understood planning process that supports communities and other stakeholders to implement activities to reduce the consequences of emergencies.

There are three actions within Priority F. Action F1 is complete, Action F2 is underway and

Action F3 is scheduled to commence in Q1 of 2016–17.

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| **ACTION F1 – EMERGENCY MANAGEMENT RISK MITIGATION AND EDUCATION**  Communities, governments, agencies and business partner to identify, prioritise and implement specific risk mitigation activities such as capital works and education programs. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 31 December 2016 |
| Lead agency | DELWP |
| Status | Complete |

A key component of this action has been the development of a framework to support Victorian Government agencies to plan and deliver activities to mitigate emergency risks for peri-urban communities. Peri-urban communities are those on the rural-urban fringe, where settlements are adjacent to areas of natural hazard. These include the outer areas of Melbourne and

regional cities like Bendigo. As the population in these high-growth areas increases, so does the risk of an emergency event.

The *Peri-Urban Risk Mitigation Framework* was developed to guide Victorian Government action in mitigating emergency risk, particularly in relation to bushfire and grassfire, in peri- urban communities. This includes establishing a process for:

 understanding the landscape context, including the strengths and vulnerabilities of the community

 understanding the nature of the hazard

 setting risk mitigation objectives

 identifying, assessing and evaluating the risk

 identifying options which may address the risk

 assessing risk mitigation options against transparent criteria.

The framework requires risk managers to document and understand the key values of the community, and to contribute to community resilience through facilitating better understanding of fire risk. The framework is being implemented through *Safer Together*, the Victorian Government’s sector-wide bushfire management model.

Examples of specific risk mitigation activities undertaken in line with the approach in the framework include:

 CFA’s Fire-Scape Program was rolled out in a number of locations, including Christmas Hills. The program supports ecologically sustainable planned burning on private land in high bushfire risk areas, through conversations with community on their areas of value, and education on how to develop bushfire management plans for private property. Local knowledge and expertise is provided by CFA, DELWP and Parks Victoria.

 A bushfire fuel management plan for Monbulk was developed through a community-based approach. The plan targets fuel management activity in areas where it will be most effective in reducing risk, regardless of tenure. The plan will be implemented over the next five years by private landowners, councils and community groups and will be enforced by Yarra Ranges Fire Prevention Officers.

This action was delayed by six months in order to test the framework with stakeholders in Mornington Peninsula and Nillumbik shires, and the northern growth corridor. The SCRC endorsed the framework on 24 November 2016.

The SCRC Risk and Resilience Subcommittee reported it will use the framework to develop ministerial guidelines to support the implementation of emergency management planning (refer to Action E2) and further inform delivery of risk-mitigation projects.

**FINDING**

IGEM considers that this action has been implemented as planned.

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| **ACTION F2 – LAND USE PLANNING PROVISIONS**  State and local government to review land use planning provisions on the peri-urban  interface to ensure that mechanisms are available to adequately mitigate the consequence of emergencies for these metropolitan-rural areas. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 31 July 2017  31 March 2018 (revised) |
| Lead agency | DELWP |
| Status | Ongoing |

Action F2 is linked to Action F1.

At the SCRC Risk and Resilience Subcommittee meeting on 12 April 2017, DELWP provided a presentation on the work that had commenced to update *the Enhancing Disaster Resilience in Victoria’s Built Environment – Action Plan 2013* (the Action Plan).

At the meeting, it was noted that while Action F2 relates to the peri-urban interface, the Action Plan will be updated to broaden the scope to a statewide and all-hazard approach to ensure a holistic approach to integrate risk management and hazard planning in emergency management land use planning. This was reflected in the *Enhancing Disaster Resilience in Victoria’s Built Environment* discussion paper.

Work has commenced to update the Action Plan to support and progress work undertaken in Victoria in 2012–13 as part of the implementation of the national roadmap developed by the National Land Use Planning and Building Codes Taskforce. The update will clarify the role of the planning and building system in mitigating hazards.

SCRC Risk and Resilience Subcommittee members, including local government, were asked to provide feedback on the approach to the Action Plan by 31 May 2017. DELWP advised that the Action Plan would be submitted for consideration by the SCRC Risk and Resilience Subcommittee before seeking direction and support from ministers and final endorsement from

the SCRC.

**FINDING**

IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report.

5.4 Theme: Services and systems

**Priority G: Formalise an integrated emergency management service delivery model that facilitates community safety and self-reliance, and supports the people and systems to deliver them in an integrated and coordinated manner.**

The objective of Priority G is an evidence-based, all-hazard service model that is relevant, effective and efficient, underpinned by value-for-money investments in interoperable systems, assets and services, and understood by all involved to better coordinate efforts.

There are seven actions under Priority G. Actions G2, G4 and G5 commenced in Q1 of 2015–

16, Action G6 in Q2 of 2015–16, and Action G1 in Q1 of 2016–17. Action G3 has been incorporated in Action H2. Action G7 and Action G8 are scheduled to commence in 2017–18.

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| **ACTION G1 – REVIEW OF EMERGENCY MANAGEMENT SECTOR SERVICE DELIVERY MODELS**  Review the emergency management sector’s current service delivery models and methods. | |
| Commencement | 2016–17 Q1 |
| Planned completion | 30 June 2018 |
| Lead agency | EMV |
| Status | Ongoing |

Action G1 commenced in Q1 of 2016–17. EMV conducted initial scoping and drafting of the project plan for this action across the year. EMV expects the project plan, which will include other areas of service delivery reform including public pool safety, emergency medical response, and delivery of aviation emergency services, to be finalised in Q1 of 2017–18.

Activity has included reforms to Victoria’s *Road Crash Rescue Arrangements*, where the Emergency Management Commissioner issued communications on 7 June 2017 confirming that VICSES remains as the major service provider for road crash rescue events. However, the role of career firefighters will change to include first response support to road accidents to improve patient care. This will require career firefighters across 35 outer metropolitan and regional centres being trained and equipped to safely gain access to a road accident patient by stabilising the vehicle to allow paramedics earlier access to the patient to commence medical treatment.11

To address escalating service demand and complexity in the emergency management sector, the *Emergency Management Colocation Policy* has been developed and was endorsed by the ESLG on 30 June 2017.

11 https://[www.emv.vic.gov.au/news/vicses-to-remain-major-provider-of-road-crash-rescue](http://www.emv.vic.gov.au/news/vicses-to-remain-major-provider-of-road-crash-rescue)

The policy sets out requirements that emergency management organisations will endeavour to conform with so that:

 facility planning takes sufficient account of the potential for colocation

 colocation arrangements achieve expected outcomes.

IGEM has been advised that Action G1 is expected to be completed by 30 June 2018.

**FINDING**

IGEM considers that this action is progressing satisfactorily and will revisit in the next Annual

Report.

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| **ACTION G2 – COMMON PRINCIPLES AND STANDARDS THAT GUIDE SERVICE DELIVERY**  Develop or draw on existing common service policy, practices, principles, workflows and platforms to develop principles and standards that guide service delivery approaches across all emergencies. | |
| Commencement | 2015–16 Q1 |
| Planned completion | August 2016 |
| Lead agency | EMV |
| Status | Complete |

EMV commenced Action G2 in Q1 of 2015–16. IGEM’s last annual progress report noted that a project plan had been approved by ESLG in April 2016.

This action is planned to be delivered through a review of ‘common doctrine’ for responder agencies. Common doctrine refers to a set of policies, procedures and guidance that seek to increase interoperability between agencies and ensure consistency of emergency management operations.12

IGEM’s last annual progress report also outlined that EMV and responder agencies had been working together to develop and implement common doctrine across all agencies. Twenty-six Joint Standard Operating Procedures (JSOPs) had been issued by the Emergency Management Commissioner. At that time, 11 of the 26 JSOPs related only to bushfire.

This project aims to expand the scope of common doctrine to include all emergencies that are managed by responder agencies.

EMV project documentation shows significant progress on this action since IGEM’s last annual progress report. In April 2016, an audit of all JSOPs identified those with broader applicability to Class 1 emergencies.

Under the Act, Class 1 emergencies are defined as a major fire or any other major emergency for which the MFB, CFA or VICSES is the control agency under the state emergency response plan. In August 2017, the State Common Doctrine Team approved revisions of the following JSOPs to broaden their application:

 J02.04 Local Knowledge

 J03.02 Incident Naming – Major Emergencies

 J03.03 Incident Action Planning

 J04.01 Incident Public Information and Warnings.

12 Fundamentals of Emergency Management: Class 1 Emergencies, 2015 [https://www.emv.vic.gov.au/responsibilities/managing-emergencies/the-fundamentals-of-emergenc](http://www.emv.vic.gov.au/responsibilities/managing-emergencies/the-fundamentals-of-emergency-)y- management

**FINDING**

IGEM considers that this action has been implemented as planned.

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| **ACTION G4 – EMERGENCY MANAGEMENT CAPABILITY AND CAPACITY PROJECT**  Progress to an all-emergencies capability model that captures and baselines the state’s current capability and capacity, and identifies current gaps and reinvestment opportunities. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 19 December 2016  31 July 2018 (revised) |
| Lead agency | EMV |
| Status | Ongoing |

Since commencing in Q1 of 2015–16, Action G4 has delivered on a number of key milestones for the emergency management sector.

This includes the release of the *Victorian Emergency Management Capability Blueprint 2015–*

*2025* (the Blueprint), which outlines the current and desired future state for Victoria’s emergency management capability. The overall aim of the Blueprint is to have an effective emergency management capability across Victoria that can meet future needs.13

The *Victorian Preparedness Goal* sets out the core capabilities needed to deal with the challenges and risks faced by the community, and how to effectively deliver them.14 It builds on the Blueprint and the work that is being undertaken across the emergency management sector to strengthen partnerships, increase community resilience and develop a next generation relief and recovery system.

This action has also led to the development of the *Victorian Preparedness Framework15*, which expands on the *Victorian Preparedness Goal* by outlining the critical tasks that need to be delivered to fulfil the intent of the core capability. The *Victorian Preparedness Framework* was endorsed by the SCRC and released on 1 June 2017, including an acknowledgement that further refinement of the document is likely to occur as the initiative progresses.

EMV advises that sector stakeholder engagement has been essential to this action, with a number of subject matter experts engaged to develop and refine the critical tasks and capability targets. Over June and July 2017 sessions involving representatives across the emergency management sector, including local government, were undertaken to validate the capability targets across 21 core capabilities.

IGEM has been advised that Action G4 is now expected to be completed by 31 July 2018 due to the complexity of this action and the need to involve a broad range of stakeholders. The expected completion date will continue to be reassessed based on the availability of key personnel across the sector.

13 https://[www.emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/emergency-](http://www.emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/emergency-) management-capability-blueprint

14 https://[www.emv.vic.gov.au/our-work/victorian-preparedness-goal](http://www.emv.vic.gov.au/our-work/victorian-preparedness-goal)

15 https://[www.emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/victorian-](http://www.emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/victorian-) preparedness-framework

Over the next 12 months, the following milestones are planned, some of which may run in parallel due to the complexity of the project and wide range of stakeholders:

 assess what capability elements are required to meet the validated targets

 assess what capability elements are available in Victoria

 develop the State Preparedness Report.

**FINDING**

IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report.

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| **ACTION G5 – SECTOR INVESTMENT STRATEGY**  Develop and implement an investment plan that identifies shared procurement and colocation opportunities and future investment requirements across all asset types and capital infrastructure. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 30 June 2016  31 July 2017 (revised) |
| Lead agency | EMV |
| Status | Ongoing |

The project plan for Action G5 set out the following key objectives:

 improve asset utilisation, interoperability and value for money

 maximise shared procurement and colocation

 establish a more sustainable investment lifecycle aligned to strategic needs.

The Emergency Management Investment and Asset Steering Committee was established to progress this action and approved the project plan in Q2 of 2016–17.

Since IGEM’s last annual progress report, the following milestones have been achieved:

 development of a draft *Emergency Management Investment and Asset Strategy 2017*–*26,*

a sector-wide strategy that will:

 establish a framework by which investment and asset-related initiatives can be prioritised within the sector, actioned and monitored

 promote a sector-wide outlook rather than focusing solely on the needs of individual agencies

 adopt a multi-faceted approach to improve asset management and performance, leverage innovation and manage demand – do better with the assets we have

 development of a draft State of Existing Emergency Management Information and

Communications Technology (ICT) Assets and Investment Priorities report

 endorsement of the *Emergency Management Colocation Policy* by the ESLG on 30 June

2017.

This action is close to completion and is expected to be finalised when the *Emergency Management Investment and Asset Strategy 2017–26* is approved by the Steering Committee and endorsed by the ESLG.

Since the initial planning phase, the scope of the action has been broadened to include analysis of ICT asset condition and future investment requirements. EMV advised that this broadened scope has had an impact on the expected time frames for completion. IGEM notes the

complexity of asset management planning, particularly with respect to ICT infrastructure.

**FINDING**

IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report.

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| **ACTION G6 – IMPACT ASSESSMENT MODEL**  Implement a comprehensive impact assessment model across all hazards and all phases of emergency management, taking into consideration the National Impact Assessment Model. This model will include a process to collect, analyse and communicate impact information to better inform response processes, and relief and recovery planning and activities. | |
| Commencement | 2015–16 Q2 |
| Planned completion | 30 June 2019 |
| Lead agency | EMV |
| Status | Ongoing |

Reporting for this action includes activity undertaken to progress Action A5, as these actions were merged in the last quarter of 2016–17.

EMV advises that a process has been developed for initial impact assessment for Class 1 emergencies. The Project Control Group and Project Working Group were established, including terms of reference for each.

The project plan – which involves a concept brief that outlines phase 1 of the Impact Assessment Model Project, and technical requirements document – was approved by the Project Control Group on 27 April 2017. A business case was developed outlining a two-phase development and implementation process for the project.

EMV advises that work on phase 1 of the project has continued, which involves identifying and capturing baseline data information on Victorian communities. This information will be used to review damage assessments after an emergency, inform decision-making and recovery planning, and provide a basis for evaluating medium to long-term consequences and the outcomes of recovery initiatives.

Phase 2 will involve the review of metrics to coordinate impact data for the 2017–18 summer season. This will inform pre-season briefings on impact assessment and a data maintenance strategy.

**FINDING**

IGEM considers that these actions are progressing satisfactorily and will revisit in the next

Annual Report.

**Priority H: Enhance systems and platforms to deliver integrated services.**

The objective of Priority H is improved connectivity and interoperability between first responders, and improved communication between first responders, support services and the community, to improve decision-making and community safety.

There are four actions under Priority H which all commenced in Q1 of 2015–16. Action H4 is complete while Actions H1, H2 and H3 are ongoing.

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| **ACTION H1 – EMERGENCY MANAGEMENT OPERATIONAL COMMUNICATIONS PROGRAM**  Implement the sector’s long-term communications plan, with the longer-term aim of moving to a single integrated voice network and sector-wide broadband data service. Review and adapt roll out in line with social, technical, industry and economic environments, and emerging technologies where appropriate. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 31 December 2017  31 December 2018 (revised) |
| Lead agency | EMV |
| Status | Ongoing |

The project plan for this action aims to deliver Victoria’s Emergency Services Operational Communications Program, the state’s long-term plan to transform the sector’s operational communications capability, through a series of discrete projects.

IGEM reported in 2016 that three projects were underway to deliver the first stage of the

Emergency Management Operational Communications Program16, including:

 Australian Communications Media Authority (ACMA) Compliance Project

 Victoria Police Regional Radio Upgrade

 Radio Network Service Continuity Program (RSNCP).

EMV advises that these projects have since evolved, with the ACMA and Victoria Police Regional Radio Upgrade projects being merged for implementation to streamline governance (now known as the Digital Radio Upgrade Program) and the RSNCP being split into the Metropolitan Mobile Radio (MMR) and Emergency Alerting Service (EAS) extension projects.

This is a complex project in both design and delivery, involving multiple agencies including CFA, MFB, Victoria Police, ESTA, VICSES, Corrections Victoria, LSV and AV.

Milestones achieved in 2016–17 include:

 execution of the Managed Device Service Agreement between the state and Telstra for

the leasing, maintenance and support of over 8000 radios for emergency service agencies

 completion of a market consultation exercise to gain important insight into future technology trends and time frames to inform planning for beyond 2020

 securing a two-year extension to the Mobile Data Network (MDN) Continuity contract

 signing of the Regional Mobile Radio (RMR) Amendment and Reinstatement Agreement by the Minister for Emergency Services on 22 June 2017 – the RMR service now includes Victoria Police, VICSES, LSV, Corrections Victoria and CFA outer metropolitan districts

 endorsement of the *Victoria Radio Network Capacity Management Framework* to ensure efficient use of the RMR and MMR networks as agencies are added to it

 release of Requests to Quote to extend the MMR network beyond July 2018 and the EAS

network beyond November 2017

 establishment of a national Public Safety Mobile Broadband (PSMB) Senior Officials Committee and Functional Working Group, to agree a set of national objectives and a proposed service delivery model for the PSMB network.

**FINDING**

IGEM notes progress on this action and that time frames have been revised. IGEM will revisit in the next Annual Report.

16 https://[www.emv.vic.gov.au/publications/emergency-management-operational-communications-program-](http://www.emv.vic.gov.au/publications/emergency-management-operational-communications-program-) update-march-2016

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| **ACTION H2 – EMERGENCY MANAGEMENT COMMON OPERATING PICTURE**  Develop and implement a three-year plan to strengthen Emergency Management Common Operating Picture (EM-COP), including improving the interoperability, use, access and consolidation of emergency management information systems and data. The plan should  also include the delivery of common principles, standards, definition, systems of work and the agreements required to define the responsibilities for the delivery of data sets. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 2018–19  31 December 2017 (revised) |
| Lead agency | EMV |
| Status | Ongoing |

Although progress has been made on this action across 2016–17, delivery is contingent on identification of resources to fund the upgrade of EM-COP, which is a web-based communication, planning and collaboration tool that enables emergency personnel to quickly share information and make strategic decisions. EM-COP runs on any full screen device with a modern browser, such as desktop computers, laptops and tablets.

A Project Director was appointed in Q1 of 2016–17 to scope and develop a project plan, stakeholder engagement and communications plan. A draft baseline report was prepared which aims to identify and inform the gaps that need to be addressed in the future. Work has commenced on an ICT Governance Structure and Operating Model that will serve as a key

input into EM-COP strategy development and delivery. This work will address:

 sector ICT governance

 EMV internal ICT governance

 EMV ICT capability and capacity and organisational design

 EMV application development and maintenance

 EMV ICT infrastructure and operations

 sector, industry and community relationships and partnerships.

A workshop was held by EMV to identify the next steps necessary for the refresh of the *Information Interoperability Blueprint* and documentation around principles, standards, responsibilities and time frames. This will inform the EM-COP strategy development and delivery.

Parallel to this initial work on a three-year plan, EM-COP was strengthened across 2016–17 through the integration of DHHS into the warnings platform.

IGEM notes that this action requires implementation of a three-year plan. Given that this action is still in early stages, IGEM considers that the revised earlier completion date of 31 December

2017 may be a challenge to achieve.

**FINDING**

IGEM notes delays encountered by this action and that time frames have been revised. IGEM will revisit in the next Annual Report.

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| **ACTION H3 – PUBLIC INFORMATION AND WARNINGS**  Develop or draw on existing common definitions in terminology, symbology and data for public information and warnings, with consideration of gender, ethnicity, religion, linguistics, disability and socio-economic diversity. Implement across all phases of emergency management to enhance the community's understanding of public information and the issuing of emergency warnings. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 31 December 2017 |
| Lead agency | EMV |
| Status | Ongoing |

Action H3 is being addressed through the upgrade of EM-COP (see Figure 2), release of the

VicEmergency app, and the delivery of the VicEmergency hotline.

The project plan for this action states that the key objective is to deliver consistency for the community for all emergencies in Victoria.

The project plan sets out a number of key deliverables to achieve this, within the context of an upgrade to public warning systems:

 testing of the VicEmergency app by Vision Australia

 consistent symbology used across incidents and warnings for the VicEmergency and

FireReady apps

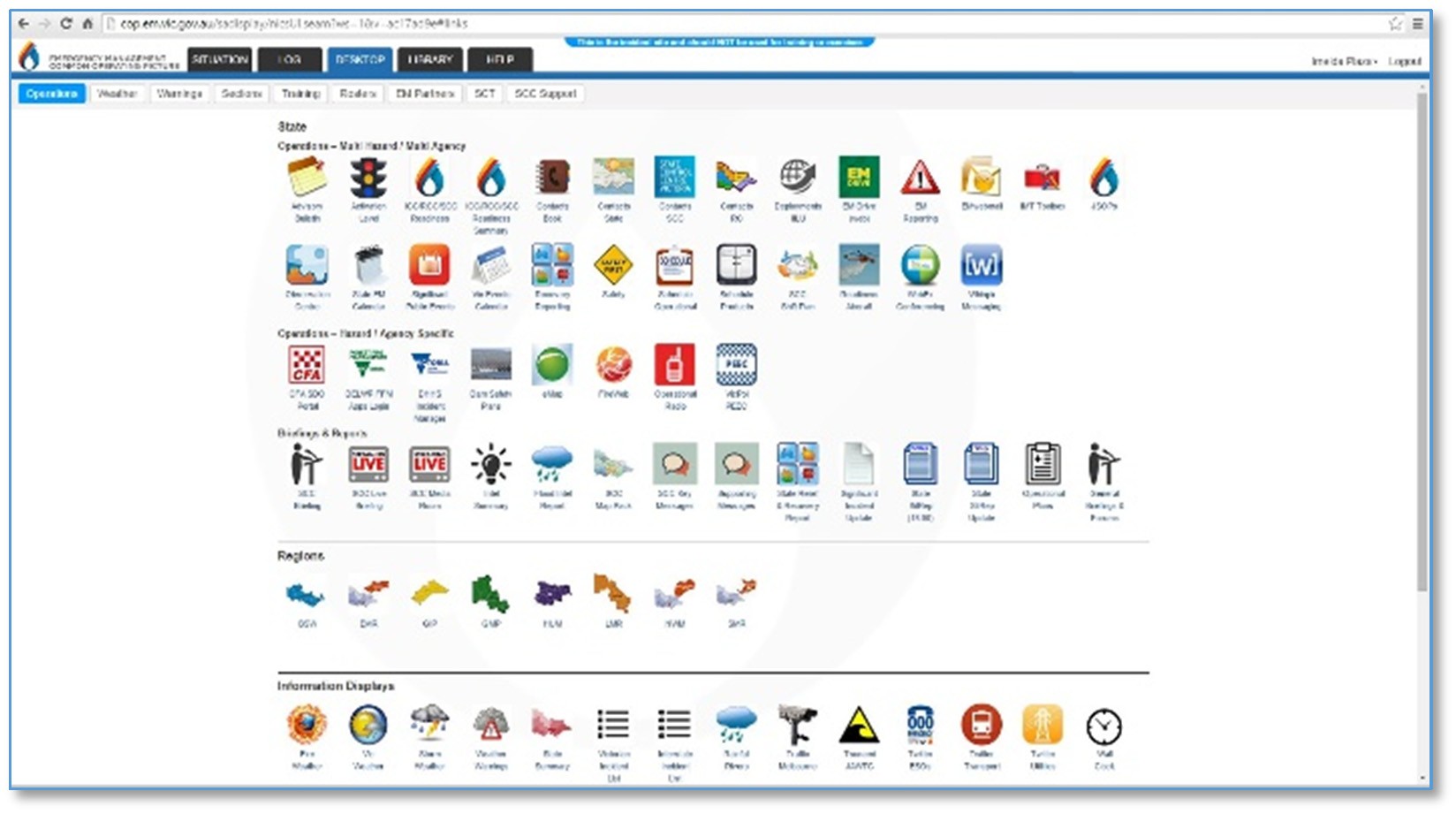
 develop VicEmergency data feed for third-party use

 integrate DHHS, DEDJTR, EPA, LSV and Victoria Police data into VicEmergency app

 develop VicEmergency app translation capabilities.

Several milestones have been achieved in 2016–17. The VicEmergency website, hotline, app and new warnings platform in EM-COP (refer to Action H4) were released in November 2016, with consistent symbology in use where possible. DHHS, DEDJTR, Victoria Police and EPA data has been integrated into EM-COP.

**Figure 2.** EM-COP (https://cop.em.vic.gov.au)



EMV advises that the implementation of the Interactive Voice Response voice to text functionality for the VicEmergency hotline was completed in August 2017.

EMV has advised that the following outputs are unlikely to be delivered by this project due to resource, system or legislative constraints:

 the VicEmergency data feed for third-party use

 VicEmergency app translation capabilities.

EMV advised that these outputs will be considered further as part of the next update of the SAP

and consideration will be given to funding sources at that time.

**FINDING**

IGEM considers that this action is progressing satisfactorily and will revisit in the next

Annual Report.

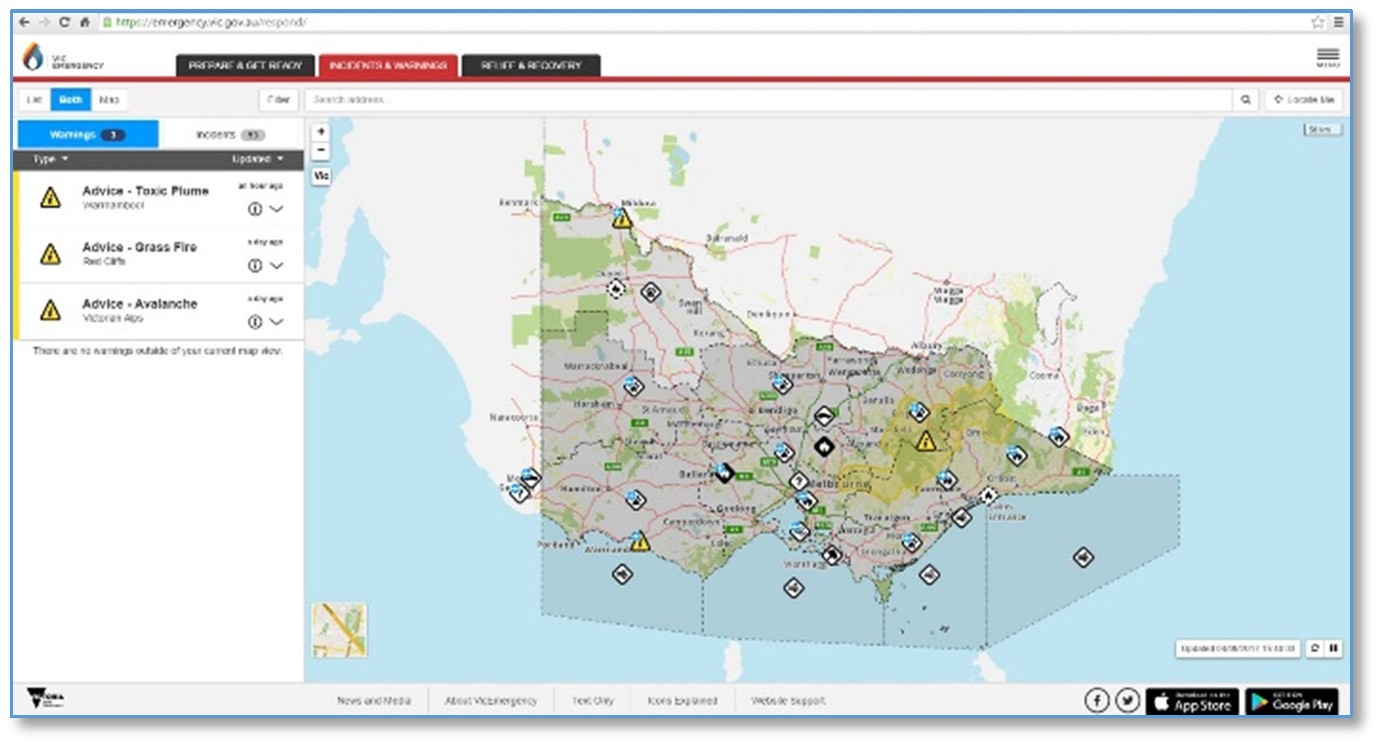
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| **ACTION H4 – SINGLE SOURCE WEB PORTAL**  Enhance and implement a single-source web portal to coordinate and deliver all emergency management community information and warning services. | |
| Commencement | 2015–16 Q1 |
| Planned completion | 31 December 2017 |
| Lead agency | EMV |
| Status | Complete |

VicEmergency – [www.emergency.vic.gov.au](http://www.emergency.vic.gov.au/) – is a centralised website for emergency information and warnings and access to planning, preparedness and recovery information related to emergencies in Victoria.

This action has focused on improving the existing VicEmergency website to consolidate emergency information into a single location, improve consistency of information, better support use by mobile devices and enable the community to share local emergency information.

IGEM’s last annual progress report noted that this action was well progressed. The new VicEmergency website links the EM-COP collaboration platform (refer to Action H2) with VicEmergency and allows ‘local pages’ to be published consolidating relevant content and geospatial information about a major incident (see Figure 3).

**Figure 3.** VicEmergency website (www.emergency.vic.gov.au)



Since IGEM’s last annual progress report, the final milestone for this action has been delivered.

In November 2016, the EM-COP warnings platform went live and is now being used by Warnings Officers across the state to publish warnings through the VicEmergency website. EMV reports that feedback from the community and Warnings Officers has been positive.

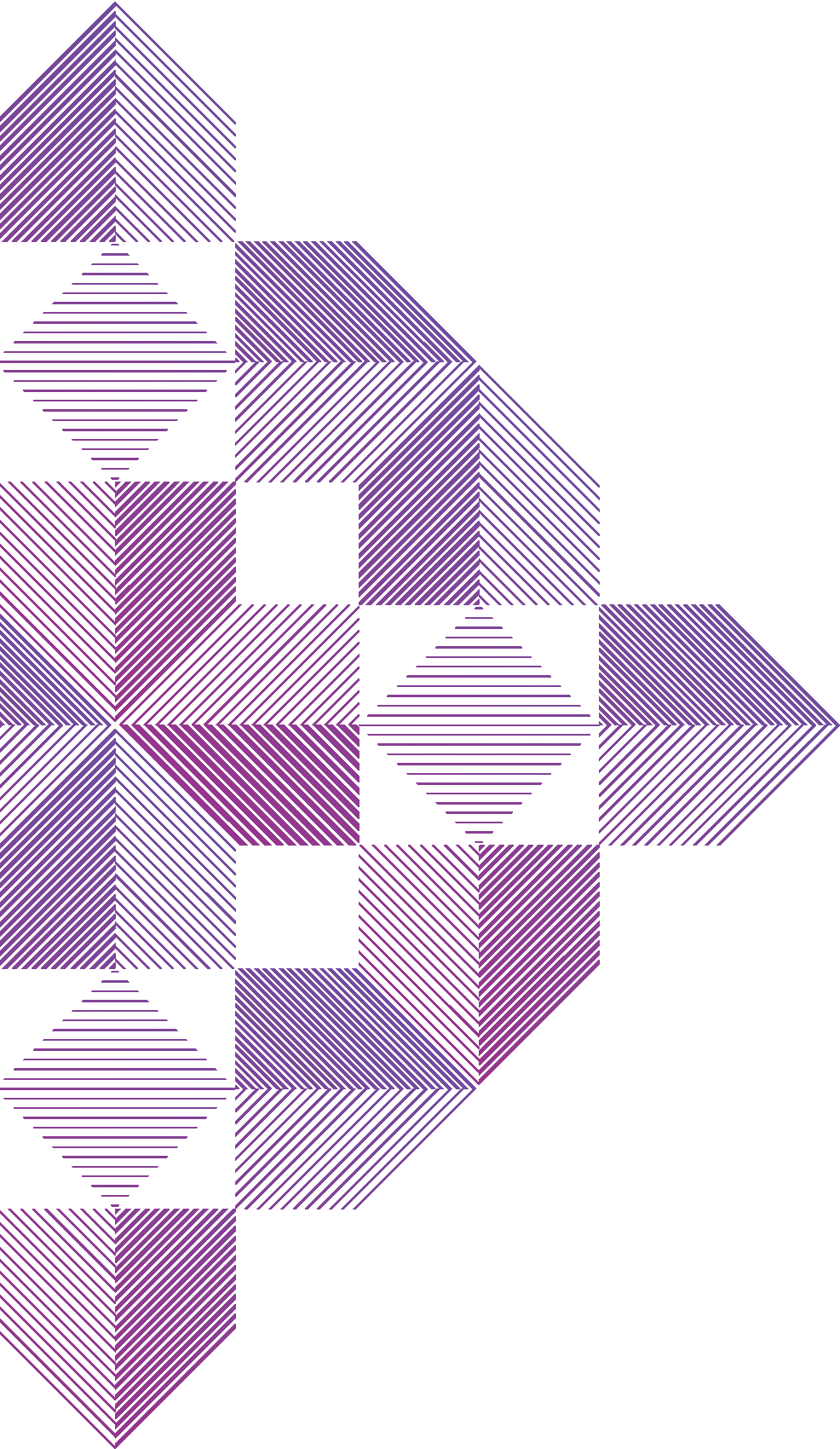
The project has now transitioned to business-as-usual activities of relevant organisations.

**FINDING**

IGEM considers that this action has been implemented as planned.

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Inspector-General for



Emergency Management