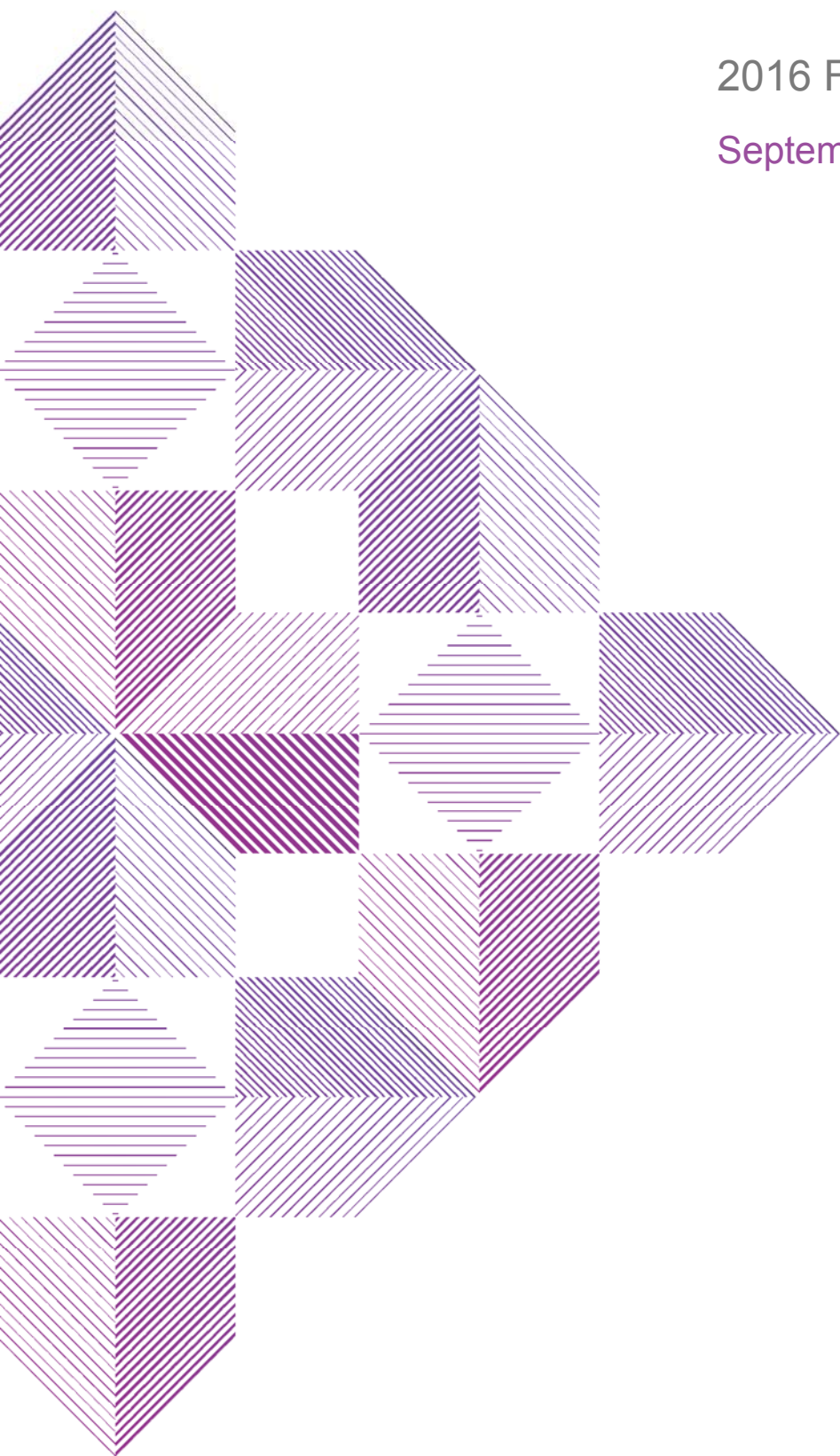


2013–14 Fire Season Compliance Report

2016 Final Progress Update

September 2016



Inspector-General for
Emergency Management



Authorised and published by the Victorian Government, 1 Treasury Place, Melbourne.

September 2016

ISBN 978-1-925549-07-2 (Print)

ISBN 978-1-925549-08-9 (pdf/online)

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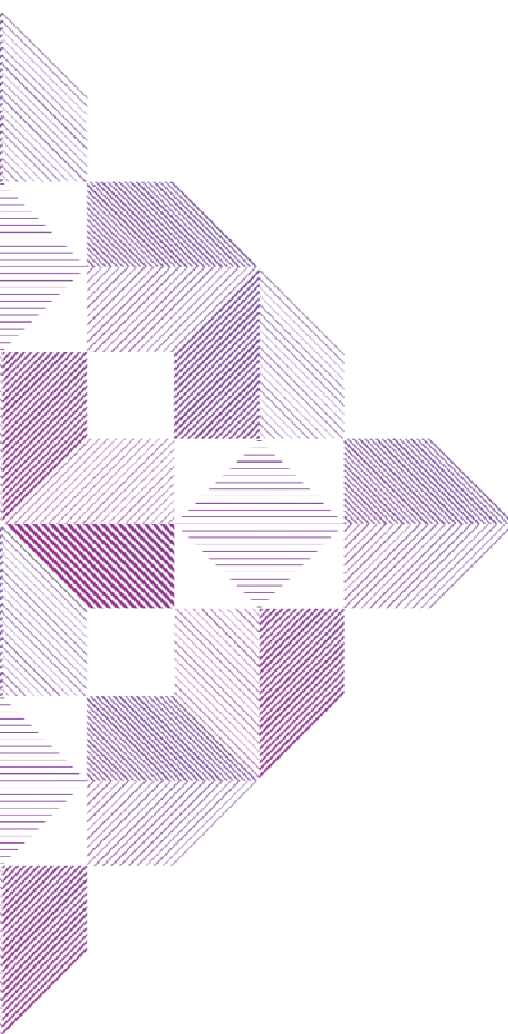
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Acronyms

CEMP	Community Emergency Management Plan
CFA	Country Fire Authority
DELWP	Department of Environment, Land, Water and Planning
DHHS	Department of Health and Human Services
EMCOP	Emergency Management Common Operating Picture
EM-LEARN	EM-LEARN Framework - Emergency Management - Lessons, Evaluation and Review Network
EMT	Emergency Management Team
EMV	Emergency Management Victoria
ICC	Incident Control Centre
IEMT	Incident Emergency Management Team
IGEM	Inspector-General for Emergency Management
IMT	Incident Management Team
JSOP	Joint Standard Operating Procedure
MFB	Metropolitan Fire Brigade
NSW RFS	New South Wales Rural Fire Service
OHS	Occupational Health and Safety
OSC	Observation Sharing Centre
REMT	Regional Emergency Management Team
RTE	Real Time Evaluation
RTPM	Real Time Performance Monitoring
SAP	Victorian Emergency Management Strategic Action Plan
SERP	State Emergency Response Plan
SRRS	State Resource Request System
SRT	State Review Team
TMP	Traffic Management Point
VICSES	Victoria State Emergency Service

1 Executive Summary



The 2013–14 fire season in Victoria was one that challenged both the emergency management sector and communities. Of significance during that fire season were the Goongerah-Deddick Trail and the Mt Ray-Boundary Track fires in East Gippsland. These fires burnt for 70 and 67 days respectively, which placed communities under considerable physical and emotional strain.

In response to community concerns and as part of established debriefing processes, the Emergency Management Commissioner prepared two community reports and a post season operations review. These three fire season reports contained a number of improvement actions.

On 4 August 2014, the Victorian Government requested that the Inspector-General for Emergency Management (IGEM) report on the implementation progress of the 86 actions identified in the three fire season reports. IGEM delivered its *2013–14 Fire Season Compliance Report*^[1] (the compliance report), which contained an additional 10 recommendations, to government in October 2014.

IGEM delivered the *2013–14 Fire Season Compliance Report – 2015 Progress Update*^[2] (the 2015 progress update) in August 2015. It reported on the continued implementation progress of the 86 actions, as well as the 10 recommendations from the compliance report.

To fulfil its assurance role with respect to the 2013–14 fire season, IGEM has prepared the *2013–14 Fire Season Compliance Report – 2016 Final Progress Update* (the 2016 final update) under section 64(1)(ca) of the *Emergency Management Act 2013*^[3].

This report concludes IGEM's dedicated reporting of the 86 actions and 10 recommendations, as all actions and recommendations have been found to be either complete, or ongoing as core business for the relevant organisations.

The monitoring and reporting of the ongoing actions and recommendations will continue as part of IGEM's existing and future program of monitoring and relevant organisations' continuous improvement processes.

IGEM is grateful for the support and contribution of all organisations, stakeholders and the Bonang, Glenaladale and Goongerah communities over the past three years to enable to preparation of these reports.

The emergency management sector (the sector) has demonstrated sustained commitment to implementing the 86 actions and 10 recommendations, which reflects the sector's dedication to continuous improvement.

1.1 Summary of implementation progress

Table 1 provides an overview of implementation progress. All actions and recommendations are either complete or ongoing as core business for the relevant organisations.

TABLE 1: SUMMARY OF IMPLEMENTATION PROGRESS

CATEGORY	COMPLETE ¹	ONGOING ²	TOTAL
Actions	61	25	86
Recommendations	7	3	10

This report provides high level commentary for the themes identified in the initial compliance report and is based primarily on the sector's response to major emergencies throughout 2015–16.

In particular, IGEM notes the efforts and achievements of organisations with respect to strengthening cross-border fire arrangements in the Victorian eastern-border and NSW area, as well as rapid and effective initial attack of fires in East Gippsland during the 2015–16 fire season.

The following provides an overview of implementation progress for the 10 actions and three recommendations reported as in progress in the 2015 progress update.

Community involvement in fire preparedness, response and recovery (actions 2.1 to 2.4 and 2.6 and recommendations 4 and 6)

The East Gippsland Shire Council (the Council) has continued its work supporting communities in the region to develop Local Incident Management Plans. The Council has commenced the planning process with five additional communities. This is an ongoing process and, as the communities are the ultimate owners of the plans, the Council's approach empowers the communities to determine their own process and timelines.

At the state level, the Community Emergency Management Project will transition to the overarching Community Resilience Framework. This Framework aims to ensure a modern resilience-based emergency management system that puts the community at the centre of decision-making. Complementing this will be the introduction of the new emergency management planning arrangements, which are expected to be progressively implemented in the coming years.

The Adaptation for Recovery project has maintained its community focus, including building networks through partnerships with other recovery projects in the East

¹ IGEM considers that activities designed to address the intent of the action or recommendation have been satisfactorily implemented.

² IGEM considers that the intent of the action or recommendation has been met and is now core business for emergency management organisations. Relevant sector organisations have a role in embedding and monitoring these actions.

Gippsland area. Oversight of this project has transitioned from the Department of Health and Human Services to the Council, and RMIT has developed a robust methodology to evaluate the project.

The project will conclude in November 2016, with the final evaluation report outlining the project's successes and learnings. IGEM will request to sight a copy of the evaluation report.

Incident management/incident strategy (actions 7.4 and 7.9)

Emergency Management Victoria (EMV) is developing a comprehensive, multi-hazard collaboration and situational awareness tool through the piloting of the Emergency Management Common Operating Picture (EMCOP).

In July 2015, EMCOP was included as part of 30 state-level actions under the *Victorian Emergency Management Strategic Action Plan*^[4] (the SAP). This closes action 7.4 for the purposes of the compliance report.

The transition of EMCOP from a pilot project to the sector's formal incident management system was impacted by operational activity and the implementation of improvement actions to address recommendations from IGEM's *Review of the Initial Response to the 2015 Wye River – Jamieson Track Fire*^[5]. Nonetheless, after undergoing a review process, EMCOP is now planned to be rolled out across Victoria in time for the 2016–17 fire season.

IGEM will continue to monitor the implementation of EMCOP via its legislative function to monitor and report on implementation of the SAP.

In relation to action 7.9, it was observed that local government was integrated into incident management across both the response and relief and recovery phases throughout the 2015–16 fire season.

Furthermore, the updated *State Emergency Response Plan*^[6] (SERP) requires local government be included in all Incident Emergency Management Teams and Regional Emergency Management Teams. Complying with the conditions of the updated SERP became a legal obligation for agencies with a role or responsibility in emergency response on 1 August 2016.

Workforce welfare (actions 11.1 to 11.3)

The sector has made significant progress in promoting workforce welfare, especially in relation to fatigue management and reporting of incidents.

The *Safety Fact Sheet – Fatigue Management* was updated in January 2016 to ensure standardisation across the sector. Agency Occupational Health and Safety (OHS) Managers are also working with the Australasian Fire and Emergency Service Authorities Council to develop a national *Safe Work Guideline for Fatigue Management*.

Fatigue management was specifically mentioned in the 2015–16 pre-season briefing program, as well as in a Safety Bulletin issued during the fire season. Additionally, the *Victorian Bushfire Handbook: Edition 5*^[7] includes a section on fatigue management and specifically states that response personnel need to have an awareness for

their own fatigue in relation to using machinery or equipment, as well as driving vehicles.

Incidents during the 2015–16 fire season showed initiatives were undertaken to minimise fatigue and ensure staff welfare during the emergency response phase.

Regarding OHS reporting, the sector is implementing several initiatives to create interoperability for OHS reporting. These include a multi-agency project aimed at streamlining incident reporting and releasing a multi-agency portal, which is subject to funding. This will enable sharing of incident reporting information across all agencies.

Lessons management (recommendation 10)

IGEM notes the sustained progress of EMV's lessons management system towards embedding a culture of continuous improvement across the sector.

Recommendation 10 is ongoing, as EMV maintains its focus on embedding effective learning through a variety of lesson-management tools across all levels of the emergency management sector as part of its core business. This includes the *EM-LEARN Framework - Emergency Management - Lessons, Evaluation and Review Network* and work towards a lessons management IT system.

1.2 Conclusion

In preparing this final progress report, IGEM acknowledges the significant effort and dedication of sector organisations in implementing the 86 actions and 10 recommendations outlined in the compliance report.

Since 2014, sector organisations have progressively implemented the improvement actions, which in most instances were in addition to their core business of responding to the numerous emergencies that have impacted the state.

Please refer to the initial compliance report and the 2015 progress update for further information in relation to the actions and recommendations previously reported as completed or ongoing.

IGEM finds that 61 actions and seven recommendations have been completed and 25 actions and three recommendations are ongoing as core business for the relevant organisations.

As stated in the *Monitoring and Assurance Framework for Emergency Management*^[8], all sector organisations have a role in assurance of the emergency management system. This means that even though this is the final progress report, all ongoing actions will continue to be monitored by the relevant sector organisations and IGEM will continue to report on those actions and recommendations which fall under its broader program of monitoring.

The Inspector-General expresses gratitude to all sector organisations, stakeholders and the Bonang, Glenaladale and Goongerah communities for their contribution and input in the development of the initial compliance report and the two follow-up progress reports.



Source: EMV

2 Background

The Inspector-General for Emergency Management (IGEM) is a legislated appointment established under the *Emergency Management Act 2013*^[3] (the Act) to:

- provide assurance to government and the community in respect of emergency management arrangements in Victoria
- foster continuous improvement of emergency management in Victoria.

The Act requires IGEM to develop and maintain a monitoring and assurance framework for emergency management, against which the capacity, capability and performance of the emergency management sector (the sector) is to be assessed.

Implementation monitoring is a key element of the *Monitoring and Assurance Framework for Emergency Management*^[8] (the Framework).

As noted in the Framework, all organisations have a role in assurance of the emergency management system, and in the context of this report, ensuring the actions and recommendations from 2013–14 fire season are implemented and embedded at all levels as appropriate.

2.1 Introduction

During the 2013–14 fire season, Victoria experienced the worst bushfire conditions since 2009. It was a significant fire season that challenged emergency management organisations and communities.

In response to community concerns in East Gippsland, and as part of established emergency management sector debrief and observation collection processes, three 2013–14 fire season reports were prepared:

- Post Season Operations Review Fire Danger Period 2013–14
- Goongerah–Deddick Trail Fire January–March 2014 Community Report
- Mt Ray–Boundary Track Fire January–March 2014 Community Report.

The findings and recommendations from these reports identified opportunities for improvement through specific actions for the emergency management sector. On 4 August 2014, the Victorian Government requested that IGEM investigate and report on the progress and implementation of the actions identified in these reports.

IGEM delivered two reports to government on the implementation progress of these actions in October 2014^[1], and August 2015^[2] respectively.

The *2013–14 Fire Season Compliance Report: 2016 Final Progress Update* (the 2016 final update) will be the final progress update. All actions and/or recommendations reported as ongoing in this report will continue to be monitored through IGEM's broader monitoring program and relevant organisations' continuous improvement processes.

2.2 2015–16 fire season overview

The 2015–16 fire season started in October 2015 and lasted for five months.

A total of 16 major fires occurred throughout Victoria, destroying 148 houses and 68 sheds. No human lives were lost, however affected communities still endured significant social and economic losses. To help support these communities recover, the government provided 345 emergency relief payments totalling approximately \$291,000 and a further 48 emergency re-establishment payments totalling over \$543,000.

In addition to the prevalence of bush, grass, scrub and structure fires across the state, other major incidents such as storms, flash flooding and heatwaves also took place. For example, the Geelong thunderstorm in January 2016 caused flash flooding resulting in significant damage to over 300 properties, including impact to 213 residences. Other incidents that occurred during 2015–16 include:

- the Southbank crane collapse
- the Spirit of Tasmania II ferry incident
- bomb hoaxes targeting Victorian schools
- Murray River blue-green algae outbreak.

2.3 Scope

The 2016 final update concludes the monitoring of actions and recommendations from the initial compliance report, as well as providing a high-level narrative on how the improvements have been applied throughout the 2015–16 fire season.

IGEM acknowledges the significant progress of the sector in implementing the 86 actions and 10 recommendations as evidenced in the initial compliance report and the *2013–14 Fire Season Compliance Report: 2015 Progress Update*^[2] (2015 progress update).

Therefore, the 2016 final update will:

- examine the implementation status of the 10 actions and three recommendations reported as in progress in the 2015 progress update
- reflect any observations, key successes and/or lessons identified throughout the 2015–16 fire season related to the 12 themes canvassed in the compliance report in a narrative format.

2.4 Approach

Phase 1: Stakeholder engagement

IGEM identified and engaged with the following stakeholders as the primary conduits for the 2016 final update:

- the State Review Team³ (SRT)
- Emergency Management Victoria (EMV)
- East Gippsland Shire Council (the Council).

The SRT is the overarching leadership group providing guidance and coordination of operational reviews, debriefs, monitoring and lessons management. It also collects information and supports these activities culminating in end-of-year operational reviews. In preparing the 2016 final update, IGEM leveraged existing information including data collected by the SRT.

Phase 2: Desktop analysis of actions

IGEM analysed and made an initial assessment of the 10 actions and three recommendations reported as in progress in the 2015 progress update using existing information collected by IGEM. This included relevant information collected by IGEM for the purposes of reports and reviews undertaken since September 2015.

The analysis confirmed actions and recommendations where IGEM required further information from the sector, to minimise any unnecessary administrative burden on stakeholders.

Phase 3: Information collection

Customised templates were developed and used to collect required information on specific actions from organisations. Where required, the template also requested relevant documentation including internal reviews, policies, standard operating procedures and implementation plans.

Organisations provided the following information for relevant actions:

- what has been done or progressed to complete the action or recommendation, or what alternative action has been taken that achieves the intent of the original action or recommendation (including expected or revised completion dates) since the 2015 progress update
- any examples of good practice or areas for improvement observed throughout the 2015–16 fire season related to the 12 compliance report themes
- any contextual factors that hindered or supported the implementation of any action or recommendation
- any lessons identified that will assist with implementation of future actions or recommendations.

IGEM engaged with organisational representatives through the SRT, EMV or the Council as required, in the case of clarification or collection of supplementary information.

Information collected from IGEM field observations, and where appropriate, feedback from community members and relevant media reports regarding the 2015–16 fire season also informed IGEM's analysis.

³ The State Review Team includes representatives from the Country Fire Authority, Department of Economic Development, Jobs, Transport and Resources, Department of Environment, Land, Water and Planning, Department of Health and Human Services, Municipal Association of Victoria and Victoria Police.

Phase 4: Information consolidation and reporting

All information was consolidated into a draft report. IGEM reported on the implementation progress of the 10 actions and three recommendations reported as in progress in the 2015 progress update.

Where appropriate, IGEM provided commentary for each of the 12 themes identified in the initial compliance report. This commentary is based primarily on the sector's response to major emergencies throughout 2015–16.

IGEM provided the final draft of the report to relevant organisations for comment and feedback. The final report was provided to the Minister for Emergency Services before publication.

3 Implementation progress of actions and recommendations

This section provides a progress update on the implementation of the 10 actions and three recommendations reported as in progress in the 2015 progress update.

It also provides an overview of observations, key successes and/or lessons identified throughout the 2015–16 fire season related to the 12 compliance report themes in a narrative format.

Please refer to the initial compliance report and the 2015 progress update for further information in relation to the actions and recommendations previously reported as completed or ongoing.

3.1 Road traffic management

Table 2 SUMMARY OF ROAD TRAFFIC MANAGEMENT ACTIONS AND RECOMMENDATIONS

CATEGORY	COMPLETE	ONGOING	TOTAL
Actions	9	2	11
Recommendations	3	0	3

All road traffic management actions and recommendations are complete or ongoing as determined in the 2015 progress update. The following are observations on road traffic management in incidents that occurred during the 2015–16 fire season.

2015 Wye River – Jamieson Track fire

On 19 December 2015, a lightning event ignited a bushfire in the Great Otway National Park. By the end of 25 December 2015, the fire had destroyed 98 houses in Wye River and 18 in Separation Creek^[5].

IGEM was present at the Colac Incident Control Centre (ICC) and then at specific traffic management points during the course of the Wye River – Jamieson Track fire.⁴

IGEM observed a dedicated traffic management team was established in the ICC. This team was led by a Victoria Police Inspector who was also a designated Deputy Incident Controller, who had input from all relevant agencies.

A traffic management plan was developed, maintained, reviewed regularly, and disseminated to all relevant personnel and agencies. Information from the plan was disseminated to the community through a number of

⁴ IGEM was present at the Wye River – Jamieson Track fire on 26, 27, 30 and 31 of December 2015 and 1 January 2016.

channels, including at regularly convened community meetings.

On 27 December 2015, IGEM attended and travelled through the Skenes Creek Traffic Management Point (TMP) with members of the Wye River community who were being provided with escorted access to view their properties. IGEM attended the same TMP on 31 December 2015 to observe the evacuation and re-entry process of Kennett River, Grey River and Wongarra community members.

IGEM observed that the management of this TMP complied with the requirements of the Traffic Management Guidelines, Joint Standard Operating Procedure (JSOP) 3.10, and the incident traffic management plan developed in the ICC.

2015 Scotsburn-Finns Road fire

In December 2015, firefighters battled the Scotsburn-Finns Road Fire, which grew to approximately 4,600 hectares in size. Sixteen houses and 1,300 sheep were lost as a result of this fire.

A Real Time Evaluation (RTE) team⁵ was deployed to the Scotsburn-Finns Road Fire in December 2015. The team observed supervised access being granted for impacted residents for specific needs and received positive comments from agencies in relation to the timely deactivation of TMPs.

The RTE team acknowledged the requirement to meet community needs, however noted that this should be balanced with risks posed to the community. The RTE team concluded that Victoria Police demonstrated application of TMP learnings from previous years.

3.2 Community involvement in fire preparedness, response and recovery

Table 3 SUMMARY OF COMMUNITY INVOLVEMENT IN FIRE PREPAREDNESS, RESPONSE AND RECOVERY ACTIONS AND RECOMMENDATIONS

CATEGORY	COMPLETE	ONGOING	TOTAL
Actions	2	6	8
Recommendations	1	2	3

All actions and recommendations under the theme of community involvement in fire preparedness, response and recovery are now considered complete or ongoing.

The following sections detail IGEM's findings on the five actions and two recommendations that were reported as in progress in the 2015 progress update.

Observations on actions 2.1 to 2.4, 2.6 and recommendation 4

Table 4 DESCRIPTION OF ACTIONS 2.1 TO 2.4, 2.6 AND RECOMMENDATION 4

ACTION	DESCRIPTION
2.1	A Community Emergency Management Plan be established which will assist development of the Community Emergency Management Plan (CEMP) through a local Community Emergency Management Committee that includes local community trusted networks and trusted leaders.
2.2	The Bonang / Goongerah Community Emergency Management Committee be established with community leaders from community networks including the Neighbourhood House, School Committee, local Fire Brigades, local Hall Committees and interested community members with appropriate balance of gender, age and other factors.
2.3	The Glenaladale District Community Emergency Management Committee be established with community leaders from community networks including the local sport recreation committee, local Fire Brigades, local Hall Committees and interested community members with appropriate balance of gender, age and other factors.
2.4	The Community Emergency Management Plan be based on the next generation plan being drafted by EMV and local government. This planning process would also interface with local government and state government department programs such as the public land planned burning program and public land fire access tracks.
2.6	Review the process of community meetings to better cater for community needs in the immediate, short, medium, and long term after the initial run of fire.
REC	DESCRIPTION
4	That IGEM, in consultation with EMV and the Council, monitor the implementation of the Local Incident Management Plan and CEMP processes in East Gippsland and develop an evaluation framework to facilitate gathering of information on their efficacy.

Community Emergency Management Plans (CEMPs)

CEMPs capture community-level emergency management planning, which puts the community at the centre. The development of a CEMP framework was a project under the *Interim Emergency Management Strategic Action Plan 2014–15*⁶. EMV reported that five CEMPs⁶ were in place and a Community Based Emergency Management approach framework had been developed.

A multi-agency project control group and project steering group were formed with representatives from:

- Country Fire Authority (CFA)
- Department of Environment, Land, Water and Planning (DELWP)
- EMV

⁵ The RTE team was comprised of DHHS, EMV and Red Cross staff.

⁶ The communities are Blackwood, Wye River, Gellibrand, Whittlesea and Carlton.

- Municipal Association of Victoria
- Metropolitan Fire Brigade (MFB)
- Victoria State Emergency Service (VICSES).

The groups worked with the five local communities and supporting organisations to develop and refine the approach and processes for future adoption and use.

EMV reported that this project in its current form is closed and has transitioned to the overarching Community Resilience Policy Framework, which is currently under development. This is action A2 under the *Victorian Emergency Management Strategic Action Plan*⁴¹ (SAP). IGEM will continue to monitor the SAP's implementation through its SAP monitoring function.

EMV has also stated that the proposed new emergency management planning arrangements, which are expected to be progressively implemented in the coming years, will contain a number of measures to facilitate community input.

EMV describes the existing local community plans as the primary source of information for emergency managers to access information on local community contacts and networks, agreed community values, local vulnerabilities and other local information.

Under the proposed new emergency management planning arrangements, IGEM will have a specific legislative responsibility to monitor, review and assess emergency management planning at a system level.

Community planning in East Gippsland

The Council has continued its work in facilitating the development of community plans, which is an ongoing process. Communities are the ultimate owners of these plans and the Council's approach empowers the communities to determine their process and timelines for development.

The Council has commenced and/or progressed ongoing planning with the communities of:

- Bonang
- Deddick
- Fernbank
- Genoa
- Glenaladale
- Goongerah
- Gypsy Point
- Hillside
- Lake Tyers Aboriginal Trust
- Mallacoota
- Marlo
- Nowa Nowa
- Tambo Bay
- Tubbut.

Local knowledge and community meetings

The *Victorian Bushfire Handbook: Edition 5*⁷¹ (the Handbook) details the importance of local knowledge and the need for Incident Management Teams (IMTs) to contain a source of local knowledge. The Handbook also refers to JSOP 2.04 – Local Knowledge Bushfire, which prescribes that:

- Regional Controllers and Regional Agency Commanders ensure that readiness and rostering arrangements provide Incident Controllers with access to personnel with local knowledge
- Incident Controllers ensure that as far as is practicable, personnel who are able to contribute a local perspective and have knowledge of local issues are involved in the planning and conduct of incident response, including the provision of warnings and advice to communities
- IMTs will incorporate local knowledge, where available and appropriate, by including local people including in relevant incident management and advisory roles.



Source: EMV

The Handbook also outlines the importance of using appropriately run community meetings as a key opportunity for two-way interaction to help foster community connection. To enable this, community meetings should:

- be led by people with good local knowledge, preferably people who are trusted by the community
- be structured for two-way conversations
- ensure tools are available to properly record issues raised by community members, so they can be addressed.

FINDINGS ON ACTIONS 2.1 TO 2.4, 2.6 AND RECOMMENDATION 4

IGEM considers actions 2.1 and 2.4 to be complete following the transition of the CEMP project to the overarching Community Resilience Policy Framework, which is part of the SAP.

IGEM considers actions 2.2, 2.3 and 2.6 to be part of the Council's core ongoing business of supporting its community-driven emergency management plans.

IGEM considers recommendation 4 as ongoing. IGEM will continue to monitor the implementation of the Community Resilience Policy Framework and proposed new statewide planning arrangements through its SAP monitoring function and future legislative responsibilities.

Observations on recommendation 6

Table 5 DESCRIPTION OF RECOMMENDATION 6

REC	DESCRIPTION
6	That IGEM, in consultation the DHHS and the Council, monitor the implementation of the Adaptation for Recovery Project in East Gippsland and develop an evaluation framework to facilitate gathering of information on its efficacy.

The 2015 progress update noted the Adaptation for Recovery project as a primary vehicle for increasing community engagement and adaptive capacity in East Gippsland.

The *Adaptation for Recovery in Bushfire Affected Communities: Final Report - December 2015* illustrated that the project has maintained its community-led focus as well as building networks through partnerships with other recovery projects in the area.

While the Adaptation for Recovery project is focused on reframing community engagement in general, the Local Incident Management Plans continue as the key tool for community engagement around emergency preparedness specifically.

IGEM's *Review of community recovery following the 2013–2014 Victorian bushfires*¹⁰ observed the importance of differentiating between different community groups and highlighted that vulnerable groups are often least informed about community services. The Adaptation for Recovery project seeks to address this issue by accepting the differences⁷ between communities in Glenaladale and far-eastern Victoria, working in partnership with Neighbourhood Houses and projects focused on mental health.

Oversight of the project has now transitioned from the Department of Health and Human Services (DHHS) to the Council. As mentioned in the 2015 progress update, RMIT has been contracted to provide an evaluation of the project. This is scheduled to take place throughout 2016 and the final report is expected concurrently with completion of the project in November 2016.

IGEM has sighted the proposed evaluation approach developed by RMIT and the Council. The evaluation should provide a comprehensive overview of project successes, as well as key learnings during implementation. The evaluation methodology is robust and includes mechanisms to manage any unforeseen circumstances that may impact on its completion.

FINDING ON RECOMMENDATION 6

IGEM considers that, due to the progress of the project to date, as well as the standard of the evaluation approach, the intent of recommendation 6 has been met and is complete. IGEM will request to sight a copy of the evaluation report following completion of the project.

3.3 Initial attack/utilisation of resources

Table 6 SUMMARY OF INITIAL ATTACK/UTILISATION OF RESOURCES ACTIONS AND RECOMMENDATIONS

CATEGORY	COMPLETE	ONGOING	TOTAL
Actions	6	10	16
Recommendations	2	0	2

All initial attack/utilisation of resources actions and recommendations are complete or ongoing as determined in the 2015 progress update. The following are observations on incident response and sector initiatives that are contributing to improving initial attack/utilisation of resources.

Resources

During the 2015–16 fire season, large air tankers dropped 90 loads, or 1,064,120 litres of fire retardant, to help suppress some of the state's biggest fires, including the Wye River – Jamieson Track, Scotsburn-Finns Road and Barnawartha fires.

To ensure the state retains this aerial capability for the 2016–17 fire season, the government has committed \$11.1 million to secure two fixed-wing large air tankers, an extra Helitak chopper and a support plane. This is in addition to the 48 strong firefighting aviation fleet.

On the ground, DELWP has taken steps to replace a number of existing ultralight tankers with a modernised design. As of August 2016, there were 112 'G Wagons' in operation.

The G Wagons have a 650-litre water carrying capacity, compared to the 400-litre capacity of older vehicles. Furthermore, these tankers have a 'Falling Object Protection Structure' above the cabin to help protect crews from falling trees and branches, which is the first of its kind in Australia.

The new vehicles will be used by DELWP Forest Fire Management crews who work collaboratively with local communities, CFA, Parks Victoria, VicForests and Melbourne Water to reduce the impacts of bushfires.

⁷ These include differences in: previous experience with fire, experience with government agencies, geographical issues (isolation, access to services and support), social capital, demographic make-up and economic base.



Source: DELWP

Initial attack

In early March 2016, DELWP firefighters responded to 25 fires caused by lightning strikes across Gippsland including in the far east of the region.

Ground crews supported by fixed-wing aircraft, helicopters and dozers responded quickly to these fires and most were contained at less than two hectares.

Prior to this, DELWP firefighters and IMTs assisted with firefighting efforts at Wye River – Jamieson Track, Barnawartha and other fires in late 2015 and early 2016.

Based on IGEM field observations and review of incident documentation, IGEM found that for the Wye River – Jamieson Track fire, appropriate and available ground and air firefighting resources were applied to the fire from the outset.

Firefighting activities occurred both day and night, local knowledge and experienced contractors were engaged to assist in the response effort, and the need for interstate and international resource supplementation was considered and eventually requested and deployed via the Interstate/International Liaison Unit.

Fire management strategies were developed with the involvement of state, regional and incident level control structures.

3.4 Cross-border fire arrangements

Table 7 SUMMARY OF CROSS-BORDER ARRANGEMENTS ACTIONS AND RECOMMENDATIONS

CATEGORY	COMPLETE	ONGOING	TOTAL
Actions	10	0	10
Recommendations	1	0	1

All cross-border arrangements actions and recommendations are complete as determined in the 2015 progress update. The following are observations on sector initiatives that are further enhancing cross-border arrangements.

Mobile black spots programme

The 2015 progress update report outlined that all priority mobile phone black spots identified by EMV had been accepted for funding by the Australian Government. In East Gippsland these include:

- Benambra
- Bonang
- Buchan South
- Butchers Ridge
- Glen Valley
- Sarsfield
- Tongio.

The Council has advised Benambra has had mobile coverage since January 2016 and construction of mobile phone base stations has been progressing across East Gippsland.

Joint agency protocols

In September 2015, the CFA and New South Wales Rural Fire Service (NSW RFS) signed a Memorandum of Understanding to “confirm and establish protocols for joint agency emergency management, joint service delivery and mutual aid”.

Specific focus is given to sharing of knowledge and resources, joint training and exercises, and working together across the entire spectrum of emergency service operations.

Increased integration

The Inspector-General attended the eastern cross-border meeting held at Mallacoota in October 2015.

The meeting was attended by over 40 representatives from DELWP, CFA, NSW RFS, Parks Victoria, NSW National Parks and Wildlife Service, State Forests NSW, and both states’ police forces.



Source: DELWP

It included presentations on risk landscape work, hazardous tree management, multi-jurisdiction radio communications, aircraft resources and deployment in preparation for the 2015–16 fire season.

Following this, the annual multi-agency cross-border exercise was held at the Bendoc ICC in November 2015. It included testing the transfer and sharing of equipment as well as a joint pre-season briefing.

The exercise was attended by:

- CFA
- DELWP
- Forestry Corporation NSW Parks Victoria
- industry brigades from Snowy Mountain Forests
- local community members
- NSW National Parks and Wildlife

- NSW RFS
- South East Fibre Exports
- Victoria Police.

In early March 2016 joint arrangements were implemented across various incidents including two fires north of Nungatta in NSW, the Bendoc - Little Bog fire, the Browns Camp fire, fires south-east of Thredbo and at Amboyne - Monument Track.

IGEM commends the agencies for the continued focus on aligning cross-border protocols and processes with a view to protecting communities around the Victorian eastern-border and NSW.

3.5 Resource management

Table 8 SUMMARY OF RESOURCE MANAGEMENT ACTIONS

CATEGORY	COMPLETE	ONGOING	TOTAL
Actions	8	1	9

All resource management actions are complete as determined in the 2015 progress update. The following are observations on resource management for incidents that occurred during the 2015–16 fire season. These demonstrate the sector’s broadening approach to resource management planning across all hazards.

2015 Portland stock ship fire

On 3 November 2015, a fire began on the Awassi Express (a stock transport ship) in a grain pellet silo. No stock was on board at the time of the fire and there was no risk to the 50 crew members on board. Firefighting efforts focused on isolating the fire and slowly removing the stock feed, while continuing to contain any fire or explosion risk.

A Real Time Performance Monitoring (RTPM) team⁸ assessed whether the emergency management arrangements were sufficiently resourced to meet the complexity of this incident.

The RTPM team found that resourcing was adequate for the ICC. However, on the fire ground, it was found that the State Resource Request System (SRRS) was not initially used by all responsible personnel. This meant JSOP 3.09 – Resource Request Process was not fully followed during this incident and that a reliable supply of fire ground personnel with specialist skills⁹ was intermittent. The RTPM team was unable to pinpoint the exact root cause for non-compliance but did observe that the Resources Unit of the IMT was frustrated with the limitations of the SRRS.

Lessons identified from this incident have been provided to the SRT.

⁸ The RTPM team was comprised of CFA, EMV, MFB and VICSES staff.

⁹ For example, confined space operators, Breathing Apparatus (BA) operators, ladder platform operators and atmospheric monitoring operators.



Source: EMV

Greater Geelong Thunderstorm

In January 2016, the City of Greater Geelong, in particular the residential areas bounded by Corio Bay, the Geelong Ring Road, and the Princes Highway, Waurin Ponds, were subjected to a severe thunderstorm.

The thunderstorm resulted in very heavy rainfall leading to flash flooding. This caused extensive damage to homes, businesses, schools, public facilities, council properties and essential assets such as roads and drains across the city.

A sector operational review conducted after this incident found several opportunities for improvement including improving:

- preparedness planning for potential storm events in the Greater Geelong area, particularly in relation to rapid onset and flash flooding scenarios
- clarity around expectations for support agencies and triggers for multi-agency readiness, resourcing levels and prepositioning of resources to support a storm event response.

The review suggested treatment options to enhance resourcing for future storm events. These are to determine triggers for readiness levels in relation to storms and to develop a multi-agency exercise to explore the response to, and recovery from, rapid onset storm events.

These treatment options will be considered by the SRT and VICSES. Once the required actions have been determined, VICSES will manage the implementation and report to the SRT.

3.6 Exercising

Table 9 SUMMARY OF EXERCISING ACTIONS AND RECOMMENDATION

CATEGORY	COMPLETE	ONGOING	TOTAL
Actions	0	3	3
Recommendations	0	1	1

All actions and one recommendation under the theme of exercising are now considered ongoing.

The following section details IGEM's findings on the recommendation that was reported as in progress in the 2015 progress update.

Observations on recommendation 10

Table 10 DESCRIPTION OF RECOMMENDATION 10

REC	DESCRIPTION
10	That EMV, in consultation with the emergency management sector, continue the development and implementation of a formal lessons management system that applies to all hazards. This should include agreed principles and processes for the establishment, planning and conduct of reviews and reports including the development, implementation and monitoring of actions and recommendations.

IGEM notes the sustained progress of EMV's lessons management system towards embedding a culture of continuous improvement across the sector.

In November 2015, EMV released the *EM-LEARN Framework - Emergency Management - Lessons, Evaluation and Review Network* (EM-LEARN) document for discussion. The intent has been to encourage organisations to use the EM-LEARN as a guiding framework for implementing lessons management internally. Lessons from these processes are shared at SRT meetings, through a standing agenda item.

EMV's implementation plan of EM-LEARN for 2016 was approved by the EMV Director, Capability and Response in March 2016. "LEARNtember" – a series of events held in September, that aim to share and showcase lessons management – is one example of how EMV is promoting a culture of continuous improvement for the sector.

EMV has advised that construction of a lessons management IT system that is compatible with eLearning and Emergency Management Common Operating Picture (EMCOP) software is continuing. To ensure that current lessons are captured and shared, the Observation Sharing Centre (OSC) has been made available to all sector organisations through the Emergency Management Portal.

The OSC was used extensively throughout 2015–16, allowing agencies to input their observations, lessons and initiatives relating to emergency management response. The addition of a survey to the OSC ensured real time learning and improvement during interstate and international deployments.

IGEM has sighted the exercising library on the Emergency Management Portal and can confirm that multi-agency exercise modules and feedback continue to be uploaded as they become available.

IGEM was also provided with RTPM and RTE reports on various incidents that occurred during the 2015–16 fire season. Apart from documenting broader lessons identified, the RTPM and RTE teams also provide real time feedback to IMTs, allowing lessons to be learnt during the incidents.

FINDING ON RECOMMENDATION 10

IGEM considers that recommendation 10 is ongoing, as EMV maintains its focus on embedding effective learning of lessons through a variety of lessons management tools across all levels of the emergency management sector as part of its core business.

3.7 Incident management/incident strategy

Table 11 SUMMARY OF INCIDENT MANAGEMENT/INCIDENT STRATEGY ACTIONS

CATEGORY	COMPLETE	ONGOING	TOTAL
Actions	11	0	11

All actions under the theme of incident management/incident strategy are now considered complete.

The following sections detail IGEM's findings on the two actions that were reported as in progress in the 2015 progress update.

Observations on action 7.4

Table 12 DESCRIPTION OF ACTION 7.4

ACTION	DESCRIPTION
7.4	Multi-agency work required immediately to develop one platform for all hazard incident management and reporting. This will be achieved through introduction of Victorian Information Network for Emergencies.

Since the initial compliance report, the sector, led by EMV, has increased its focus on multi-agency hazard incident management. As reported in the 2015 progress update, this objective has been progressed through the piloting of EMCOP.

From July 2015, the EMCOP project became part of the SAP. It forms an integral part of the services and systems theme as actions G3 and H2.

The *IGEM Annual Progress Report: Victorian Emergency Management Strategic Action Plan 2015–2018*^[1] details the progress to date in implementing these actions.

It notes the significant advancement that EMV has achieved in developing a comprehensive multi-hazard collaboration and situational awareness tool.

The transition of EMCOP from a pilot project to a formal system has been impacted by operational activity and the implementation of improvement actions to address the recommendations from IGEM's *Review of the Initial Response to the 2015 Wye River – Jamieson Track Fire*. Nonetheless, after undergoing a review process, EMCOP is now planned to be rolled out across Victoria in time for the 2016–17 fire season.

EMCOP will continue to be monitored as part of IGEM's SAP implementation monitoring function.

FINDING ON ACTION 7.4

IGEM considers that the intent of action 7.4 has been met by the formal adoption of EMCOP and its inclusion in the SAP. IGEM will continue to monitor the implementation of EMCOP through its SAP monitoring function.

Observations on action 7.9

Table 13 DESCRIPTION OF ACTION 7.9

ACTION	DESCRIPTION
7.9	Incident Controller training material be reviewed to ensure it specifies inclusion of local government into IEMTs and REMTs.

EMV has advised that the approaches to including local government into Emergency Management Teams (EMTs) outlined in the 2015 progress update remain in place.

Throughout the 2015–16 fire season it was observed that local government was integrated into incident management across the response, relief and recovery phases.

The *Portland Stock Ship Fire November 2015 - Real Time Performance Report* noted that local government as well as critical infrastructure operators were included in the Incident Emergency Management Team (IEMT).

Similarly the RTE deployment to the 2015 Scotsburn-Finns Road fire identified the collaboration of the three affected local government authorities and their integration into the EMT through one representative as particularly effective. The value of local knowledge provided by councils was also acknowledged with efforts to ensure sustained availability through rostering.

IGEM observed the long-standing integration of Colac Otway Shire in the EMT and its involvement in key decision making related to traffic management, evacuation management, and emergency relief planning processes during the Wye River – Jamieson Track fire. The subsequent RTE found that involving local government in the ICC from the start of the incident can assist in improving integration between response and recovery.

Importantly, the updated State Emergency Response Plan (SERP) requires that local government are included in all IEMT and Regional Emergency Management Teams (REMT). Complying with the conditions of the SERP (including the above) became a legal obligation on 1 August 2016.

FINDING ON ACTION 7.9

IGEM considers that the intent of action 7.9 has been met through the updated SERP, which mandates the inclusion of local government in IEMTs and REMTs.

3.8 Information to the community

Table 14 SUMMARY OF INFORMATION TO THE COMMUNITY ACTIONS

CATEGORY	COMPLETE	ONGOING	TOTAL
Actions	5	1	6

All information to the community actions are complete or ongoing as determined in the 2015 progress update. The following are observations on the provision of information to the community for incidents that occurred during the 2015–16 fire season.

2015 Wye River – Jamieson Track fire

IGEM attended community meetings in Apollo Bay, Lorne and Deans Marsh during the 2015 Wye River – Jamieson Track fire. IGEM considers the information provided at these meetings to have been timely, accurate, and tailored to the relevant communities.

IGEM also found that community members at these meetings were appreciative of the information provided and, as best as could be ascertained, that it addressed the majority of their needs.

In addition to face-to-face meetings, information was also provided to community members via social media sites, agency websites, agency mobile information buses, and specifically prepared newsletters.

2015 Scotsburn-Finns Road Fire

The RTE team deployed to the 2015 Scotsburn-Finns Road fire observed clear and empathic communication with affected families and ample access to relevant services and response management personnel, via community meetings.

Community members had extensive access to responsible officers at each community meeting and were encouraged to approach these officers in relation to any matter. Community members who attended were consulted about their preferences for the timing and frequency of future meetings.

The RTE team found that where community members required further information, they have reportedly made telephone calls to local government and emergency management agencies. While contact numbers were provided for community members to obtain information, there is still an opportunity to provide greater facility for agencies to collect information from the community.

3.9 Evacuation

Table 15 SUMMARY OF EVACUATION ACTIONS

CATEGORY	COMPLETE	ONGOING	TOTAL
Actions	3	0	3

All evacuation actions are complete as determined in the 2015 progress update. The following are observations on the evacuation that occurred during the 2015 Wye River – Jamieson Track fire.

2015 Wye River – Jamieson Track fire

The *Victorian Bushfire Handbook: Edition 5*⁷¹ outlines the evacuation process as well as roles and responsibilities. JSOP 3.12 – Evacuation further details the specific requirements to be followed by the Incident Controller and Evacuation Managers in the case of an evacuation.

As part of its field observations at the 2015 Wye River – Jamieson Track Fire, IGEM interviewed the Incident Controller and the IMT Evacuation Manager.

Based on IGEM's observations and subsequent enquiries of evacuated community members at the Skenes Creek TMP, the evacuations and return of residents from at-risk areas was well planned, well executed, and well communicated.

In relation to the return phase of the evacuation, a real-time evaluation conducted by EMV, DHHS and Red Cross found that the coordination of the return of people is an activity that has rarely been undertaken at this scale anywhere in the state previously.

Therefore, there was a level of uncertainty in implementing this phase because of the complex safety environment of terrain and hazardous material. In addition there was pressure to allow communities to return to limit further economic impacts to the affected areas. Nonetheless, the evaluation found that Victoria Police, supported by DELWP, DHHS and the Colac Otway Shire, worked together collaboratively to ensure the safe return of affected people.

3.10 Intelligence and predictive services

Table 16 SUMMARY OF INTELLIGENCE AND PREDICTIVE SERVICES ACTIONS

CATEGORY	COMPLETE	ONGOING	TOTAL
Actions	3	2	5

All intelligence and predictive services actions are complete or ongoing as determined in the 2015 progress update. The following section provides a brief update on the sector's commitment to the Predictive Services Framework.

Predictive Services Framework

In 2015, CFA, DELWP, EMV and MFB committed to co-funding a three-year program to deliver the Predictive Services Framework.

The program of work will be led by DELWP and focuses on three key areas:

- clear governance to institute clear accountability for the sustainability of bushfire predictive services by strengthening cross-agency governance frameworks
- unified approach to drive interoperability, improve performance and reduce duplication by introducing new tools such as the 'Fire Weather Portal' to improve fire weather interpretation
- fit for purpose and sustainable resources, products and services to keep pace with the changing needs of the community and fire managers.

While the Predictive Services Framework will initially focus on improvements for bushfire predictive services, the project will take a holistic approach in considering its application for other hazards.

- acknowledging that working through the night and early mornings and early start times (before 6am) increases the risk of fatigue
- rostering arrangements that promote continuous 7 to 8 hours sleep in each 24 hour period and at least 50 hours sleep for every seven days
- providing transport to minimise the risks associated with commuting after long shifts or night shifts
- providing an area or room for sleeping before commuting home where possible.

The Work Health and Safety Technical Group is a collaborative initiative between agency Occupational Health and Safety (OHS) representatives and the Australasian Fire and Emergency Service Authorities Council.

Managing fatigue risk in emergency response has been identified as a common potential high-risk issue across multiple agencies. The national *Safe Work Guideline for Fatigue Management* is currently in final draft and expected to be completed in the short term.

EMV has also informed IGEM that DELWP is looking to review its fatigue management policies and procedures.

Regarding current implementation of fatigue management, IGEM has sighted RTE reports on the 2015 Scotsburn-Finns Road fire and the 2015 Wye River – Jamieson Track fire. Although the latter observes the need to increase fatigue awareness during recovery, both reports note various initiatives undertaken to minimise fatigue and ensure staff welfare during the response phase.

Fatigue management was specifically mentioned in the 2015–16 pre-season briefing program, as well as in a safety bulletin issued during the fire season. Additionally, the Handbook includes a section on fatigue management and states that response personnel need to have an awareness for their own fatigue in relation to using machinery or equipment, as well as driving vehicles.

3.11 Workforce welfare

Table 17 SUMMARY OF WORKFORCE WELFARE ACTIONS

CATEGORY	COMPLETE	ONGOING	TOTAL
Actions	3	0	3

All actions under the theme of workforce welfare are now considered complete.

The following sections detail IGEM's findings on the three actions that were reported as in progress in the 2015 progress update.

Observations on actions 11.1 and 11.2

Table 18 DESCRIPTION OF ACTIONS 11.1 AND 11.2

ACTION	DESCRIPTION
11.1	Consider reviewing multi-agency fatigue management to improve state-wide alignment and consistency.
11.2	Consider reviewing multi-agency fatigue management and incorporate travelling into these to improve state-wide alignment and consistency.

IGEM notes that the *Safety Fact Sheet – Fatigue Management* was updated in January 2016 to ensure standardisation of fatigue management protocols across the sector. It ensures key characteristics are considered by organisations when rostering during an incident such as:

- aiming to avoid long shifts in excess of 12 to 14 hours

FINDINGS ON ACTIONS 11.1 AND 11.2

IGEM considers that the intent of actions 11.1 and 11.2 has been met and is now complete.

This was achieved by increasing statewide consistency of the sector's Safety Fact Sheet – Fatigue Management, which includes travel as a specific consideration. Current activities, as well as the proposed national *Safe Work Guideline for Fatigue Management* highlight the sector's awareness and emphasis on safety in high-risk environments.

Observations on action 11.3

Table 19 DESCRIPTION OF ACTION 11.3

ACTION	DESCRIPTION
11.3	Reinforce the requirement to report near misses, accidents and incidents with all personnel, at every opportunity.

The 2015 progress update specified various activities that would be required to complete this action. At the time of publishing the 2015 progress update, the following two actions were yet to commence:

- ensuring current software systems across agencies for recording and reporting OHS incidents are interoperable.
- revising the DELWP and CFA OHS Incident Report Card used for reporting injuries and hazards at major bushfires to include MFB and VICSES branding to highlight this as a standard sector-wide form.

EMV has advised that significant work is being undertaken to address interoperability for OHS reporting purposes across the sector.

Project Horizon is a multi-agency project that aims to streamline incident or injury reporting by:

- aligning incident and injury coding with the national standard for Type of Occurrence Classification System. The collated coding list is currently awaiting final approval before agencies update their systems
- developing an application that replaces current hard copy reporting. DELWP's trial application is due for release in October 2016.

Simultaneously, agency OHS representatives have scoped and identified a solution to incident information sharing across all agencies. The planned release for the multi-agency portal is October 2016, subject to funding approval by the State Control Team.

Due to these developments, EMV affirms that the DELWP and CFA OHS Incident Report Card should no longer be required.

IGEM also noted various instances of the sector's continued focus on OHS incident reporting in the last 12 month period which includes:

- pre-season briefing material specifically outlining existing processes, reporting lines and supporting materials to ensure clarity for first responders
- both of the CFA's Memorandums of Understanding, with the NSW RFS and Airservices Australia including specific mention of how incident reporting should occur during a joint operational training activity
- the presence and authority of OHS advisers during periods of high-level operations, including specific fire incidents.

FINDING ON ACTION 11.3

IGEM considers that, due to the imminent completion of activities that increase interoperability and ease of incident reporting, the intent of action 11.3 has been met and is now complete.

3.12 Review and continuous improvement

Table 20 SUMMARY OF REVIEW AND CONTINUOUS IMPROVEMENT ACTION

CATEGORY	COMPLETE	ONGOING	TOTAL
Actions	1	0	1

The review and continuous improvement action is complete as determined in the 2015 progress update. The following section provides a brief overview of field monitoring activities undertaken by the sector for the purposes of continuous improvement.

Field monitoring

EMV has commissioned a review of the various field monitoring activities undertaken by the sector.

Currently, a variety of interactive monitoring activities are conducted by responder agencies, relief and recovery organisations and Victoria Police. These focus on long-term improvement in specific areas of response, and relief and recovery, as well as providing 'on the job' feedback.

Throughout the 2015–16 fire season a range of field-based monitoring activities were conducted.

RTPM teams were deployed to the Portland Ship fire and the Kaladbro Road Peat fire, while an RTE team assessed recovery coordination at the 2015 Wye River – Jamieson Track fire.

The 2015 Scotsburn-Finns Road fire provided the opportunity for the deployment of RTPM and RTE teams in a joint capacity.

EMV's review of field monitoring activities seeks to understand how these iterative monitoring activities were perceived in the field and identify opportunities for greater collaboration.

IGEM sighted the draft document that was distributed to the SRT for review and comment. Once completed, the outcomes of this process will be used to develop a strategy and options for field-based monitoring activities into the future.

This reaffirms the sector's commitment to review and continuous improvement of emergency management arrangements during the fire season and more broadly.

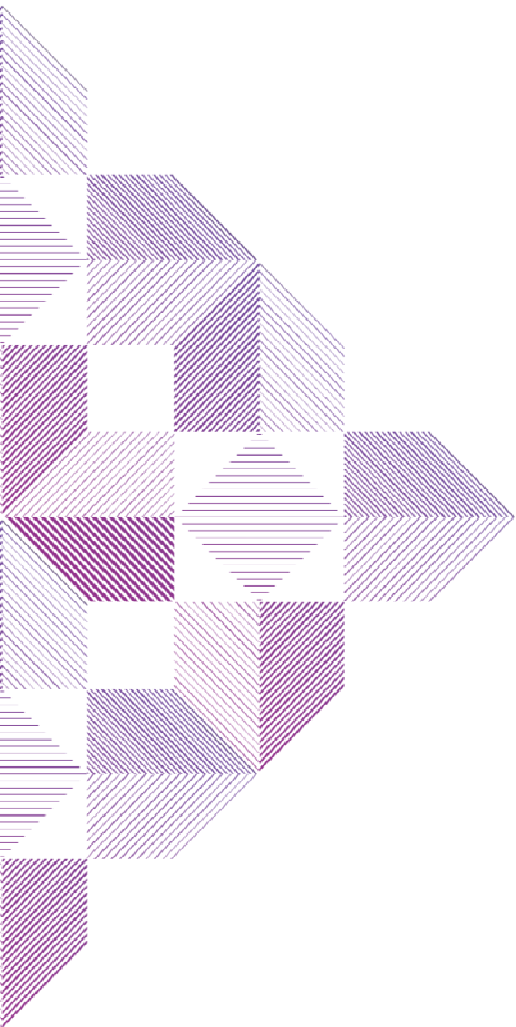
4 Concluding remarks

The 2016 final update concludes IGEM's dedicated reporting of the actions and recommendations from the initial compliance report.

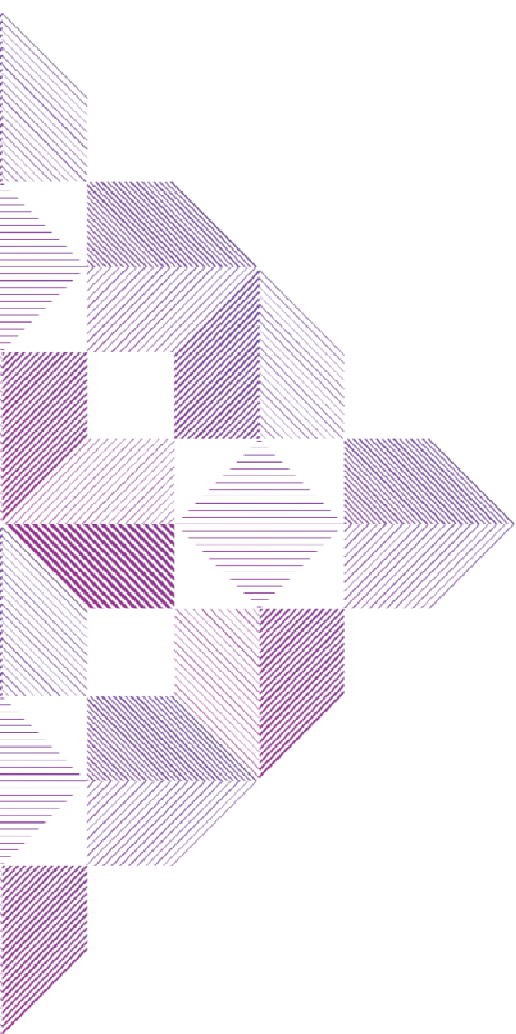
IGEM commends sector organisations on their continued efforts in implementing the 86 actions and 10 recommendations since 2014.

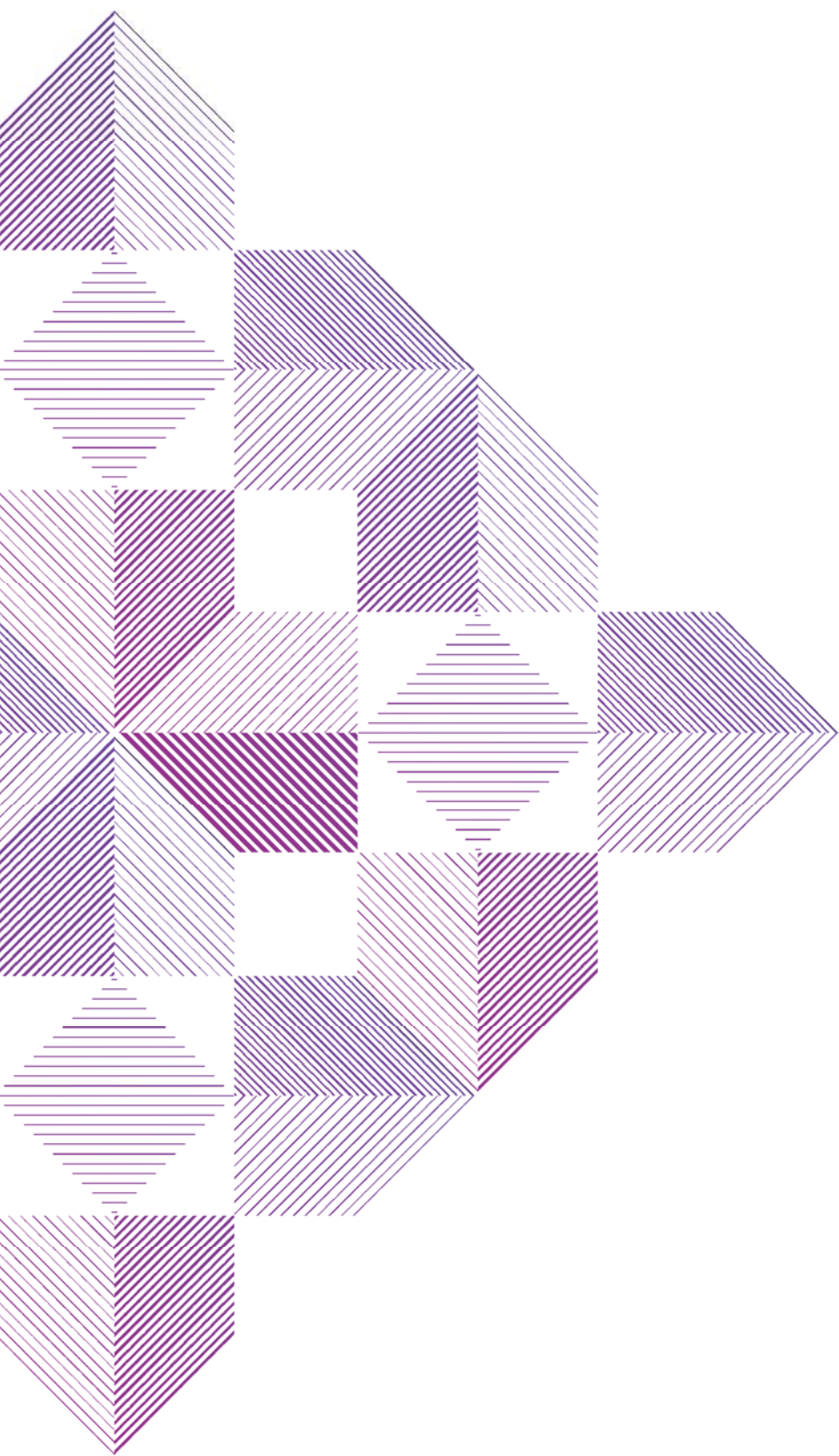
IGEM finds that 61 actions and seven recommendations are complete and that 25 actions and three recommendations are ongoing as core business for the relevant organisations. These ongoing actions and recommendations will continue to be monitored at a system level through IGEM's broader monitoring program and relevant organisations' continuous improvement processes.

The Inspector-General thanks all sector organisations, stakeholders and the Bonang, Glenaladale and Goongerah communities for their support and contribution to the compliance report process since 2014.



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