

Appendix B: Overview of implementation progress

(Summary of 2021, 2022 and 2024 Progress Reports)

Review of 10 years of reform in Victoria's emergency management sector					
Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
10YOR Rec 1 Action 1.1	<p>The Inspector-General for Emergency Management recommends that Emergency Management Victoria, in collaboration with the community and emergency management sector:</p> <p>a) develops and implements a sector-wide outcomes framework that aligns to the strategic and operational elements of all phases of emergency management. The framework must:</p> <ul style="list-style-type: none"> develop emergency management outcomes that reflect the Victorian whole-of-government outcomes identify outcome measures and associated indicators <p>b) provides guidance and support for the sector on how to incorporate emergency management outcomes and measures in emergency management planning, policy development, decision-making and assurance activities.</p>	<p>Action 1.1</p> <p>Over the past 12 months, outcomes frameworks have been developed by the CFA and Fire Rescue Victoria (FRV). BRV has also developed a recovery outcomes framework for the 2019-20 bushfires.</p>	2021 progress report	Complete	<p>Country Fire Authority and Fire Rescue Victoria</p> <p>Section 140 of the Firefighters' Presumptive Rights Compensation and Fire Services Legislation Amendment (Reform) Act 2019 requires Country Fire Authority (CFA) and Fire Rescue Victoria (FRV) to prepare and publish outcomes frameworks with outcomes-based fire services performance measures.</p> <p>In 2020 CFA published its CFA Outcomes Framework (Year One). The Outcomes Framework outlines CFA's commitment to support and empower its volunteers and deliver high-quality services to the community to manage fire risks and create resilient communities. CFA's Outcomes Framework is available at cfa.vic.gov.au/about-us/our-mission</p> <p>In August 2020 FRV published its Fire Rescue Victoria – Year One Outcomes Framework which outlines its vision to deliver 'a relevant and contemporary fire and rescue service keeping communities safe and resilient'. FRV's Outcomes Framework is available at frv.vic.gov.au/outcomes-framework</p> <p>CFA and FRV provide quarterly updates to the Fire Services Implementation Monitor (FSIM) on their performance against the measures set out in their respective outcomes frameworks. The Fire Rescue Victoria Act 1958 requires FSIM to publish quarterly reports based on this information, including any supporting data relied upon in the preparation of the reports. FSIM's quarterly reports are available at vic.gov.au/fire-services-implementation-monitor</p> <p>Bushfire Recovery Victoria</p> <p>In June 2020 Bushfire Recovery Victoria (BRV) released its Recovery Framework to provide a consistent and community-led approach to the planning and delivery of recovery activities for the 2019–20 Eastern Victorian bushfires. The Recovery Framework describes the outcomes that BRV seeks to achieve so that its work can be tracked and reported on.</p> <p>BRV has also recently developed a Recovery Outcomes Framework in consultation with key stakeholders and the five State Recovery Working Groups (SRWG). The Recovery Outcomes Framework articulates the change the Victorian Government wants to see for individuals and communities impacted by the 2019–20 Eastern Victorian Bushfires and the systems that it will need to achieve those changes. It will also inform BRV and Victorian Government engagement on community recovery priorities.</p> <p>BRV intends that the Recovery Outcomes Framework will inform the next iteration of the Eastern Victorian Fires 2019–20 State Recovery Plan (the State Recovery Plan) and will be incorporated in an update of the Recovery Framework. The Recovery Framework and State Recovery Plan are available at: vic.gov.au/2019-20-eastern-victorian-bushfires</p> <p>BRV intends to present the Eastern Victorian Fires 2019-20 State Recovery Plan at the October 2021 State Crisis and Resilience Council (SCRC) and the Recovery Framework (including the Recovery Outcomes Framework) at a later SCRC meeting.</p>
10YOR Rec 1 Action 1.2		<p>Action 1.2</p> <p>In addition, Victoria's Resilient Recovery Strategy details the strategic approach to improving Victoria's recovery systems, setting agreed recovery outcomes to guide recovery programs, with consideration of local community outcomes and priorities.</p>	2021 progress report	Closed	<p>IGEM notes this action is an affirmation of an existing Victorian Government strategy.</p> <p>EMV released the Resilient Recovery Strategy (the strategy) in November 2019 following endorsement from the SCRC and the then Minister for Police and Emergency Services.</p> <p>The strategy sets agreed outcomes and strategic priorities to guide how the government improves recovery approaches and systems, and supports and empowers councils and the recovery workforce. The strategy is available at emv.vic.gov.au/how-we-help/resilient-recovery-strategy</p> <p>In April 2021 EMV informed SCRC that emergency events such as the 2019–20 Eastern Victorian Bushfires and the COVID-19 pandemic had limited the progress of formal implementation planning for the strategy. Despite this, the strategy had been applied to recovery programs and forums at the state and national level.</p> <p>EMV advised that continued implementation of the strategy will feature as part of the government's response to IGEM's Inquiry into the 2019-20 Victorian Fire Season – Phase 2 report (Phase 2 report) and that implementation of the strategy will be reviewed following public release of the Phase 2 report and associated government response.</p>

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10YOR Rec 1 Action 1.3		Action 1.3 EMV will consult and collaborate with relevant agencies to develop a sector-wide outcomes framework to measure the effectiveness of the emergency management sector in supporting resilient communities and providing reliable, integrated and timely services. This framework will be finalised in the 2021–22 financial year.	2022 Progress Report	Complete	IGEM's 2021 progress report noted initial scoping work on a sector-wide outcomes framework as one of four projects under the Emergency Management Reform Program led by EMV. On 7 October 2021 SCRC approved a revised due date for this action of June 2022 due to budget and resourcing considerations. EMV and sector partners have since worked together to finalise the Victorian Emergency Management Sector Outcomes Framework which was endorsed by government on 25 July 2022. The framework describes the high-level outcomes the sector seeks to achieve for communities before, during and after an emergency, supporting accountability and performance management. It also articulates the desired change from the reform agenda over the next six years and contains: <ul style="list-style-type: none"> the sector's shared vision for safer and more resilient communities an impact statement to describe the benefits for individuals and communities domains describing the areas to be delivered against outcomes for each domain that describe what success looks like for individuals, communities, business and the emergency management sector outcome indicators to describe what needs to change to achieve the outcomes. Subject to funding and resourcing, EMV also plans to develop an outcomes measurement strategy to provide outcome measures, identify barriers and enablers to data collection, and support baseline and future reporting against the framework.
10YOR Rec 2 Action 2.1	The Inspector-General for Emergency Management recommends that Emergency Management Victoria – in collaboration with the community and emergency management sector: a) updates the 2012–13 State Emergency Risk Assessment to include strategic and operational elements of emergency management. This should consider: <ul style="list-style-type: none"> the place-based risk assessment developed through the community emergency risk assessment process consequence management capability across the sector existing risk models for natural and human-induced hazards. b) provides guidance and support for the sector on how to incorporate the updated risk assessment in emergency management planning, policy development, decision-making and assurance activities.	Action 2.1 By October 2020, EMV will release an updated Emergency Risk in Victoria report. The report will identify the highest priority risks in Victoria at a state level, inform actions and activities to be undertaken to mitigate these risks, and manage the consequences where risks cannot be mitigated.	2021 Progress Report	Complete	EMV released an updated Emergency Risks in Victoria report in July 2020. The report is a risk communication strategy document that complements the State Emergency Management Plan (SEMP) (refer to Action 2.2). The report intends to support a range of users to better understand Victoria's emergency risk profile, including state and local government officials, non-government organisations, businesses, researchers, and communities. It also sets out what is being done to manage emergency risks and contains sources of further information to support strategic decision-making. IGEM notes this version of Emergency Risks in Victoria is based on the results of the State Emergency Risk Assessment Review 2016–17, and that development of a contemporary and systemic approach to identifying and mitigating risk across Victoria is planned (refer to 10YOR Action 2.6). Emergency Risks in Victoria is available on EMV's website: emv.vic.gov.au/publications/state-emergency-risk-assessment-reports/emergency-risks-in-victoria-july-2020
10YOR Rec 2 Action 2.2		Action 2.2 EMV will deliver the first Victorian SEMP in September 2020, which will set out arrangements to manage the impacts of these risks before, during and after emergencies at a state level.	2021 Progress Report	Complete	On 25 September 2019 the Governor of Victoria proclaimed new state-level emergency management planning arrangements contained in the Emergency Management Amendment Act 2018 (EMLA Act). Since then, EMV has led extensive consultation to develop the first Victorian SEMP. The SCRC approved the SEMP on 10 September 2020 and it came into effect on 30 September 2020. The SEMP provides for an integrated, coordinated and comprehensive approach to emergency management at the state level and supersedes the State Response Plan and State Relief and Recovery Plan within the now-discontinued Emergency Management Manual Victoria. The SEMP sets out arrangements providing for the mitigation of, response to and recovery from emergencies and specifies roles and responsibilities in relation to emergency management. EMV is currently leading a review of the SEMP prior to the 2021–22 summer season (refer to FSIP1 Action 12.7 on page 106 of IGEM's 2021 progress report). The SEMP is available on EMV's website: emv.vic.gov.au/responsibilities/semp
10YOR Rec 2 Action 2.3		Action 2.3 Guidelines to facilitate the development of Regional and Municipal Emergency Management Plans (REMPs) will be published in September and December 2020 respectively.	2021 Progress Report	Complete	Since the Governor's 25 September 2019 proclamation of new state-level emergency management planning arrangements: <ul style="list-style-type: none"> On 30 September 2020 Victoria's eight emergency management regions and the regional level arrangements came into effect. On 1 December 2020 the municipal level arrangements came into effect, completing the transition to arrangements under the new framework. In November 2019 EMV published guidelines issued by the then Minister for Police and Emergency Services to facilitate the development of the SEMP. EMV published updated guidelines with regional content in September 2020 and municipal content in November 2020. The guidelines aim to strengthen the alignment of planning activities in accordance with the EMLA Act with a focus on efficiency and effectiveness, interoperability and integration, the local needs of communities, promoting community resilience, and the importance of collaborative emergency management planning. The guidelines are available on EMV's website: emv.vic.gov.au/how-we-help/emergency-management-planning/planning-guidelines
10YOR Rec 2 Action 2.4		Action 2.4 Using these Guidelines, EMV and sector partners	2021 Progress Report	Complete	Under the new emergency management planning arrangements, Regional Emergency Management Planning Committees (REMPs) must produce a Regional Emergency Management Plan (REMP) that focuses on the consequences of emergencies within their region. REMPs are required to cover mitigation, response, and recovery, and address the roles and responsibilities of agencies in relation to

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		<p>will support regional emergency management planning committees to develop and endorse REMPs by December 2020 and municipal emergency management planning committees to update their existing MEMPs to align with reformed planning arrangements.</p>			<p>emergency management. Each REMP must include content that is specific to that region, without duplicating the SEMP.</p> <p>REMPs were established on an interim basis from May 2020 in anticipation of their formal legislative backing from September 2020. REMPcs comprise core membership from Victoria Police (VicPol), FRV and/or CFA (depending on the geographic footprint), Ambulance Victoria (AV), Victoria State Emergency Service (VICSES), EMV, all departments (except the Department of Premier and Cabinet (DPC) and the Department of Treasury and Finance (DTF)), all councils and alpine resort management boards within the region, and the Australian Red Cross. Each REMPc also includes other members relevant to its geographical footprint, including additional recovery representation, and other members as appropriate, including industry representatives.</p> <p>EMV assisted the REMPcs to develop and embed their REMPcs by:</p> <ul style="list-style-type: none"> publishing guidelines issued by the minister for preparing REMPcs and Municipal Emergency Management Plans (MEMPs) (refer to 10YOR Action 2.3) facilitating an ongoing Regional Collaboration Group comprising REMPc chairs and deputy chairs to support regional-level planning and interoperability, and improve emergency management outcomes for communities developing regional environmental scans intended as a source of consistent, accurate contextual data and information for each REMPc. <p>REMP consultation occurred through REMPcs. The Emergency Management Commissioner (EMC) approved the REMPcs on 18 November 2020 making them available on EMV's website: emv.vic.gov.au/responsibilities/emergency-management-planning/remps</p> <p>REMPcs will now work to develop and improve their plans in partnership with their Municipal Emergency Management Planning Committees (MEMPCs). EMV is providing continued guidance to REMPcs, and is leading a scenario test pilot project to help identify areas for improvement in their plans (refer to FSIP1 Action 12.3 on page 104 of IGEM's 2021 progress report). The EMC also recently issued a Statement of Intent for REMPcs to guide their operations.</p> <p>EMV and sector partners will also support MEMPCs to update their existing MEMPs to align with reformed planning arrangements (refer to 10YOR Action 2.5).</p>
<p>10YOR Rec 2 Action 2.5</p>		<p>Action 2.5</p> <p>By December 2023, as part of the three-year rolling program of assurance, the Municipal Emergency Management Plans (MEMPs) will be revised by local government and community representatives, using existing risk assessment processes that align with the national risk assessment guidelines and consider state and regional assessments.</p>	<p>2024 Progress Report</p>	<p>In progress</p>	<p>In November 2020, the then Minister for Police and Emergency Services issued the Guidelines for preparing State, Regional and Municipal Emergency Management Plans under the EM Act 2013. In accordance with the guidelines, Municipal Emergency Management Planning Committees (MEMPCs) are required to update their existing Municipal Emergency Management Plans (MEMPs) every 3 years.</p> <p>Each MEMP includes arrangements for emergency mitigation, response, and recovery that contextualise the general arrangements in the State Emergency Management Plan (SEMP) and identifies emergency management roles and responsibilities at the municipal level.</p> <p>MEMPs are prepared with consideration to their municipal-level assessment of emergency risk which is commonly informed by the Community Emergency Risk Assessment (CERA) tool.</p> <p>Regional Emergency Management Planning Committees (REMPcs) are responsible for approving their region's MEMPs and MEMP sub-plans.</p> <p>Under their existing 3-year review cycle, all MEMPs were required to be updated by December 2023. At the time of reporting, 62 of the 79 MEMPs have been reviewed, updated, and approved.</p> <p>A further 11 MEMPs have been reviewed by the relevant MEMPC and are awaiting completion of assurance processes at upcoming REMPc meetings. EMV advised that the 6 remaining MEMPs will be updated by the end of May 2024, with the delay due to increased operational activities in some areas of the state.</p> <p>EMV advised that the Guidelines for preparing State, Regional and Municipal Emergency Management Plans will be updated in 2024 to ensure they remain fit-for-purpose as a practical tool, provide clear guidance and support to the emergency management planning process, and consider any legislation updates and preferred language.</p> <p>IGEM will continue to monitor the review progress of the remaining MEMPs and provide an update in its next progress report.</p>
<p>10YOR Rec 2 Action 2.6</p>		<p>Action 2.6</p> <p>In 2021, EMV will lead the development of a contemporary and systemic approach to identifying and mitigating risk across Victoria:</p> <ul style="list-style-type: none"> This approach will consider key drivers of change and make use of predictive forecasting tools to inform data analytics and intelligence. It will establish 	<p>2024 Progress Report</p>	<p>In progress (overdue)</p>	<p>Victorian Emergency Risk Assessment Review Project</p> <p>EMV is addressing this action through the Victorian Emergency Risk Assessment (VERA) Review Project which aims to provide a contemporary and systemic approach to identifying and mitigating emergency risks across Victoria. This will update the current state emergency risk assessment in the Emergency Risks in Victoria report (2020).</p> <p>EMV has completed Phase 1 of the VERA Review Project through the following activities:</p> <ul style="list-style-type: none"> Establishment of the VERA Working Group – The Working Group provides subject matter expertise from Victorian Government departments and agencies to support the development of the methodology and scenarios that underpin the emergency risk assessment. In February 2023 the State Emergency Management Planning Committee (SEMPC) endorsed the Working Group's Terms of Reference. The inaugural Working Group meeting was held in May 2023. Establishment of the VERA Inter-jurisdictional Reference Group – The role of the Reference Group is to ensure continued collaboration with other states and territories to leverage its expertise and ensure the proposed methodology is aligned as best as possible with its requirements. Members will provide lessons learnt, feedback and enhancement opportunities for emergency risk assessments that can be used for the VERA Review Project or future iterations of emergency risk assessments across Australia. The inaugural Inter-jurisdictional Reference Group meeting was held in June 2023.

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		<p>partnerships with other jurisdictions and research organisations to establish and embed world-leading practice for risk assessment and the technological interdependence of systems and services.</p>			<ul style="list-style-type: none"> Development of the VERA Methodology – The VERA Methodology is a repeatable emergency risk assessment process for undertaking state-level emergency risk assessments. The VERA Methodology was endorsed by SEMPC and SCRC in July 2023 and August 2023, respectively. Facilitation of emergency risk workshops – Workshops were conducted in August and September 2023 to assess each of the 18 emergency risks confirmed as in-scope for Phase 1 (refer to Table 3 on page 32 of IGEM’s 2024 report). IGEM observed several of these workshops and positively noted well-prepared and well-informed contributions as well as strong discussion and questions from a small cohort of participants. <ul style="list-style-type: none"> While the workshops were an important step for the sector in conducting risk assessments, IGEM considers (based on its direct observation of 8 workshops) that risk assessments were not necessarily based on worst-case scenarios which may reduce their utility. IGEM further considers that some scenarios were not detailed enough which affected some of the discussions held around economic and community impacts. IGEM observed there were opportunities to ensure that the VERA process and risk scenarios were aligned with risk assessment activities conducted by the control agency as part of its targeted hazard planning. In cases where this was done well, discussions were more focused on the nature of the risks and associated control measures as opposed to discussing and debating the scenario as part of the workshop. <p>EMV engaged a consultant to develop data packs for the identified emergency risks to distribute at the workshops. The purpose of each data pack was to collect, analyse, and present consequence and likelihood data to support and inform risk assessments. This was intended to combine qualitative and quantitative data to produce more well-rounded and evidence-based results.</p> <p>EMV has drafted an updated version of the Emergency Risks in Victoria report using the results from the August and September 2023 workshops. EMV advised that the report will be published in 2024, following SCRC endorsement.</p> <p>EMV also intends to complete a detailed report on the 2022–23 VERA Review Project results for the sector. EMV advised that it is gathering feedback from participants involved in the process to inform the project’s evaluation and identify improvements for future iterations of VERA. EMV anticipates that feedback from the evaluation will be summarised, and a report outlining findings and opportunities will be made available to the sector.</p> <p>Links with Regional and Municipal Emergency Risk Assessments</p> <p>The VERA process has key linkages with regional and municipal level emergency risk assessments.</p> <p>At the regional level, REMPCs conduct Regional Emergency Risk Assessments (RERA), which can be used to inform both state and municipal level emergency risk assessments. At the municipal level, MEMPCs use the CERA tool (refer to the progress summary for 10YOR Action 2.5), which can be used to inform RERAs.</p> <p>Risk-related products</p> <p><i>Emergency Management Strategic Outlook</i></p> <p>EMV continues to produce the Emergency Management Strategic Outlook every 6 months on strategic considerations that are likely to impact the sector. The analysis is based on consequence management methodology and intelligence assessments.</p> <p>EMV advised that when the VERA Review Project is completed, the updated risks will continue to inform the Strategic Outlook’s development.</p> <p><i>Consequence Management Fortnightly Hazard Scan</i></p> <p>EMV also produces the Consequence Management Fortnightly Hazard Scan, which provides a fortnightly outlook of trends and high-level consequences of state-significant emergency-related hazards to support and inform strategic considerations and decision-making across the sector. The Hazard Scan complements the Strategic Outlook and State Consequence Coordination Reports, offering rolling hazard awareness.</p> <p>IGEM will continue to monitor this action in its next progress report to provide an update on the refreshed Emergency Risks in Victoria report. IGEM also notes that the Victorian Emergency Management Strategic Action Plan 2023–26 (SAP 2023–26) includes an action on VERA Review Project implementation.</p>
<p>10YOR Rec 3 Action 3.1</p>	<p>The Inspector-General for Emergency Management recommends that Emergency Management Victoria – in collaboration with the community and emergency management sector – develop and promote a preparedness strategy that:</p> <ul style="list-style-type: none"> is relevant to all emergencies is aligned with existing community resilience initiatives includes a clear, consistent and accessible preparedness message builds on the community preparedness work of the Australian Red Cross considers leading practice from other jurisdictions. 	<p>Action 3.1</p> <p>The VicEmergency App and website have been designed to promote shared responsibility for all emergencies, providing platforms to share information to empower individuals to make informed decisions and better support their communities. The 'Prepare and Get Ready' section of</p>	<p>2021 Progress Report</p>	<p>Complete</p>	<p>IGEM notes this action is an affirmation of existing business-as-usual activity.</p> <p>The VicEmergency app and website provides a centralised location to access timely Victorian emergency information and warnings for incidents such as fires, floods, storms, earthquakes, tsunamis, weather warnings, shark sightings, and beach closures.</p> <p>Individuals can also access preparedness and relief and recovery information related to emergencies. The Prepare and Get Ready section of the VicEmergency app and website details key information about planning for different emergencies (before, during, and after the event).</p> <p>EMV advised that it engages annually with agencies to review the accuracy and relevance of information in the Prepare and Get Ready section. For example, in late 2020, EMV worked with VICSES to update the flood information on the Prepare and Get Ready tab with a video campaign on sandbagging and revised content on what to do before a flood.</p> <p>EMV advised that the consideration of future enhancements will be managed as part of business-as-usual activity.</p>

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		the VicEmergency App and website detail what preparedness arrangements communities can undertake to avoid situations becoming an emergency, and what they can expect in response to one. EMV will continue to enhance this section to inform action-based community preparedness.			
10YOR Rec 3 Action 3.2		<p>Action 3.2</p> <p>EMV will deliver the first Victorian SEMP in September 2020. The SEMP will clarify the roles and responsibilities of different actors with a shared responsibility for emergency management, including:</p> <ul style="list-style-type: none"> • individuals and households • community groups and networks • small, medium and large businesses, and the emergency management sector. 	2021 Progress Report	Complete	<p>The SEMP (refer to FSIP1 Action 2.2 on page 33 of IGEM's 2021 progress report) recognises the shared responsibility of all Victorians in building safer and more resilient communities and notes that individuals, communities, businesses, all levels of government, and the not-for-profit sector all have a role to play.</p> <p>IGEM notes that the roles and responsibilities outlined in the SEMP for the emergency management sector are generally required by legislation. Where the SEMP mentions roles outside of the sector (such as the role of businesses and the community), these are used to demonstrate the shared responsibility concept and are not all subject to the same legislative requirements.</p>
10YOR Rec 3 Action 3.3		<p>Action 3.3</p> <p>EMV will work with the sector to review existing community resilience and preparedness strategies and initiatives and measure their effectiveness. The review will inform a future performance framework aligned with sector outcomes developed through the response to the Review's sector-wide outcomes.</p>	2022 Progress Report	Complete	<p>On 7 October 2021 SCRC approved a revised due date for this action of June 2022 due to resource constraints.</p> <p>EMV has addressed this action through the 'Enhancing strategies and initiatives to improve community safety and resilience' project.</p> <p>EMV engaged consultants to analyse the Community Resilience Framework for Emergency Management (2017) and the Community Based Emergency Management Overview (2016) alongside selected national and international community resilience and preparedness strategies and initiatives. The consultants interviewed key sector stakeholders to underpin the analysis.</p> <p>The consultants identified limited evidence of the effectiveness of existing strategies and initiatives in building community safety and resilience. They recommended the development of an enhanced model and approach to better understand, enable and demonstrate changes in community resilience, based on relevant, easy to collect and measurable resilience indicators.</p> <p>The progress summary for 10YOR Action 1.3 of this report provides an update on the development of the Sector Outcomes Framework, which includes outcomes and proposed outcomes indicators for individuals, communities, businesses and the emergency management sector.</p>
10YOR Rec 3 Action 3.4		<p>Action 3.4</p> <p>As part of this review, EMV and sector partners will consider integrating and building on the community preparedness work of the Australian Red Cross and the National Disaster Risk Reduction Framework (or revised national policy) and exploring best practice from other national and international jurisdictions.</p>	2022 Progress Report	Complete	<p>On 7 October 2021 SCRC approved a revised due date for this action of June 2022 due to resource constraints.</p> <p>EMV has addressed this action through the 'Understanding community safety and resilience from different perspectives' project.</p> <p>EMV engaged consultants to identify examples of leading resilience practice across national and international jurisdictions. The examples identified included three Australian Red Cross projects.</p> <p>The consultants identified alignment between the examples and the National Disaster Risk Reduction Framework (2018) priorities:</p> <ul style="list-style-type: none"> • understand disaster risk • accountable decisions • enhance investment • governance, ownership and responsibility. <p>The project findings will inform the development of an improved community resilience approach and model, the need for which was identified through 10YOR Action 3.3.</p> <p>Further information on the community preparedness and disaster resilience work of the Australian Red Cross is available at redcross.org.au/emergencies/</p>

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10YOR Rec 3 Action 3.5		<p>Action 3.5</p> <p>EMV will work with the sector in partnership with communities to review the Victorian Preparedness Goal by June 2022. The updated and refreshed Victorian Preparedness Goal will further promote the principles of shared responsibility and self-reliance and will be informed in part by the outcomes of the review's risk assessment recommendation. It will also build community awareness of the capability, capacity and resilience required in preparing for, responding to and recovering from emergencies.</p>	2022 Progress Report	Complete	<p>The contents of the Victorian Preparedness Goal have been consolidated into the Victorian Preparedness Framework as part of a review of both documents led by EMV.</p> <p>For more information on this process refer to the progress summary for 10YOR Action 4.8.</p>
10YOR Rec 4 Action 4.1	<p>The Inspector-General for Emergency Management recommends that Emergency Management Victoria streamlines the existing suite of work underway to identify gaps in the sector's capability and capacity to deliver a comprehensive sector-wide capability development strategy for operational and strategic personnel – including volunteers – that considers:</p> <p>a) all capabilities identified through the Victorian Preparedness Framework and additional strategic emergency management capabilities</p> <p>b) all capability development mechanisms (including accreditation, work-based learning, training and exercising).</p>	<p>Action 4.1</p> <p>EMV will establish a full-time, permanent workforce for the SCC, significantly increasing the State's standing capacity to deliver public information, intelligence, logistical support, emergency management planning, and emergency risk and consequence analysis. This will be achieved through a funding commitment of \$17.06 million to support an additional 46 permanent staff based at the SCC.</p>	2021 Progress Report	Complete	<p>The State Control Centre (SCC) is Victoria's primary control centre for the management of emergencies. The SCC is the hub of a network of regional and incident control centres across the state and is managed by EMV.</p> <p>In the 2020–21 State Budget, the Victorian Government committed funding to significantly expand the SCC's workforce to deliver enhanced functionality.</p> <p>EMV has recruited 48 additional fixed-term staff to fill key functional roles within the SCC until June 2022 to support sustained emergency management operations. All positions have been active since January 2021.</p> <p>IGEM reports this action as complete on the basis that EMV has increased staffing within the resources available but notes that the ongoing nature of the roles is dependent on recurrent funding being secured. IGEM notes that this presents a risk to the sustainable implementation of this action and the standing capacity of the SCC should these fixed-term roles cease.</p> <p>EMV intends that SCC workforce requirements beyond June 2022 will be considered as part of the sector's Operating Model Review (refer to 10YOR Action 4.3 and FSIP1 Action 15.8 on pages 44 and 121, respectively, of IGEM's 2021 progress report).</p>
10YOR Rec 4 Action 4.2		<p>Action 4.2</p> <p>EMV will lead a strategic review of Victoria's network of Incident Control Centres and Regional Control Centres, focusing on capacity and resourcing to ensure a sustainable, effective model that is able to respond to large, concurrent and prolonged events. This includes a commitment by the Victorian Government of \$1.762 million to deliver a strategic review by May 2021.</p>	2024 Progress Report	In progress (overdue)	<p>EMV commenced a strategic review of operational efficiencies within the emergency management sector in late 2023 with a planned completion date of June 2024.</p> <p>This work includes the review of Incident Control Centres and Regional Control Centres and forms work undertaken as part of the Emergency Management Operating Model Review Implementation Plan. Consultants will lead the execution of the strategic review.</p> <p>Refer to the progress summaries for 10YOR Actions 4.3 and 4.6 for further information on the Emergency Management Operating Model Review Implementation Plan.</p>

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10YOR Rec 4 Action 4.3		<p>Action 4.3</p> <p>EMV will work with the sector to review the emergency management operating model and will provide a report to the Victorian Government by the end of 2021 that will identify options for a future emergency management operating model, including a recommended approach. The report will consider the use, scope and functionality of current assets, systems, processes and functions in line with the Victorian Preparedness Framework.</p>	2024 Progress Report	Complete	<p>The Victorian Government committed to review the state's existing emergency management operating model, and identify options for a future model as part of its response to IGEM's 10 Year Review.</p> <p>EMV subsequently reported to SCRC that significant statewide emergencies, including the 2019–20 bushfires and the COVID-19 pandemic, had tested the emergency management workforce and highlighted gaps in workforce capacity, capability, and availability. The sector considered that the existing operating model was not set up for longer-running, more frequent, more intense, or multi-hazard emergencies, and that its redesign was required.</p> <p>The Operating Model Review led by EMV commenced in early 2021. EMV engaged consultants to produce an Emergency Management Operating Model Review Consultation Report (November 2021). EMV presented stakeholder feedback on the consultation report's findings and proposals to SCRC on 17 February 2022.</p> <p>Key activity to deliver the Operating Model Review and implementation plan</p> <p>EMV delivered a final position paper to SCRC on 4 November 2022 identifying the Operating Model Review proposals to be progressed. SCRC noted the final position paper and endorsed its recommendations. The position paper and recommendations were the subject of substantial consultation with SCRC members and the broader sector.</p> <p>Following extensive sector work over the first half of 2023, EMV delivered the outcomes of its co-design work on the recommendations and an implementation plan to SCRC, which were respectively noted and endorsed on 18 August 2023.</p> <p>Status of actions and related implementation monitoring</p> <p>With the Operating Model Review concluded and the implementation plan developed by EMV and the sector, IGEM considers that these actions are now complete.</p> <p>The SAP 2023–26 includes an EMV-led action to progress implementation of the findings of the Operating Model Review to deliver a more secure, reliable, and efficient model for the 'core' of the emergency management workforce (SAP 2023–26 Action 4.1).</p> <p>IGEM monitors the implementation of SAP 2023–26 and will provide an update on Action 4.1 in its 2024 SAP progress report. IGEM will also continue to monitor and report on other 10 Year Review actions relating to the Operating Model Review.</p>
10YOR Rec 4 Action 4.4		<p>Action 4.4</p> <p>EMV will review the current training and accreditation program for incident management personnel, to inform an action plan that enables the building and sustainment of the sectors capability requirements into the future.</p>	2022 Progress Report	Complete	<p>To deliver 10YOR Action 4.4 and 10YOR Action 4.5, EMV engaged consultants to:</p> <ul style="list-style-type: none"> review the state's Incident Management Team (IMT) training and accreditation system and produce a report with findings and recommendations (August 2021) develop a Training and Development Masterplan that provides a strategic and consistent approach to training and professional development for emergency management personnel (November 2021). <p>Both the IMT review and the Training and Development Masterplan draw on consultation conducted with agencies during 2021. The Emergency Management Capability and Capacity Steering Committee (EMCCSC) provides oversight of the project.</p> <p>During 2022 EMV consolidated the IMT review and the Training and Development Masterplan into a Learning Reform Action Plan (LRAP). To develop the LRAP, in March 2022 EMV held workshops with subject matter experts to identify and prioritise training deliverables. Further workshops were held in May 2022 to align training courses with emergency management roles.</p> <p>The LRAP aims to increase skills and build capability across the emergency management sector, focusing on five key areas:</p> <ul style="list-style-type: none"> course development data sharing exercise and simulation delivery leadership, coaching and mentoring development Victorian Emergency Management Institute enhancements. <p>EMCCSC members provided feedback on the LRAP and its accompanying communications and engagement plan in June 2022. Following the consideration of this feedback, the LRAP and communications and engagement plan were both endorsed by EMCCSC at its September 2022 meeting. EMV plans to coordinate monthly updates to the EMCCSC on the progress of work completed under the LRAP.</p> <p>IMT resourcing is being considered as part of the Emergency Management Operating Model Review led by EMV. Refer to 10YOR Action 4.3 for more information.</p>
10YOR Rec 4 Action 4.5		<p>Action 4.5</p> <p>Identify resourcing, training and professional development needs to enhance leadership and operations managed by the three tiers of command and control within the state's emergency management arrangements. This will include training and</p>	2022 Progress Report	Complete	<p>To deliver 10YOR Action 4.5 and 10YOR Action 4.4, EMV engaged consultants to:</p> <ul style="list-style-type: none"> review the state's Incident Management Team (IMT) training and accreditation system and produce a report with findings and recommendations (August 2021) develop a Training and Development Masterplan that provides a strategic and consistent approach to training and professional development for emergency management personnel (November 2021). <p>Both the IMT review and the Training and Development Masterplan draw on consultation conducted with agencies during 2021. The Emergency Management Capability and Capacity Steering Committee (EMCCSC) provides oversight of the project.</p> <p>During 2022 EMV consolidated the IMT review and the Training and Development Masterplan into a Learning Reform Action Plan (LRAP). To develop the LRAP, in March 2022 EMV held workshops with subject matter experts to identify and prioritise training deliverables. Further workshops were held in May 2022 to align training courses with emergency management roles.</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
		development needed to support ongoing interoperability and resource integration across the sector.			<p>The LRAP aims to increase skills and build capability across the emergency management sector, focusing on five key areas:</p> <ul style="list-style-type: none"> • course development • data sharing • exercise and simulation delivery • leadership, coaching and mentoring development • Victorian Emergency Management Institute enhancements. <p>EMCCSC members provided feedback on the LRAP and its accompanying communications and engagement plan in June 2022. Following the consideration of this feedback, the LRAP and communications and engagement plan were both endorsed by EMCCSC at its September 2022 meeting. EMV plans to coordinate monthly updates to the EMCCSC on the progress of work completed under the LRAP.</p> <p>IMT resourcing is being considered as part of the Emergency Management Operating Model Review led by EMV. Refer to 10YOR Action 4.3 for more information.</p>
<p>10YOR Rec 4 Action 4.6</p>		<p>Action 4.6</p> <p>By June 2022, EMV will prepare a detailed implementation plan to enact the Victorian Government's preferred emergency management operating model.</p>	<p>2024 Progress Report</p>	<p>Complete</p>	<p>The Victorian Government committed to review the state's existing emergency management operating model, and identify options for a future model as part of its response to IGEM's 10 Year Review.</p> <p>EMV subsequently reported to SCRC that significant statewide emergencies, including the 2019–20 bushfires and the COVID-19 pandemic, had tested the emergency management workforce and highlighted gaps in workforce capacity, capability, and availability. The sector considered that the existing operating model was not set up for longer-running, more frequent, more intense, or multi-hazard emergencies, and that its redesign was required.</p> <p>The Operating Model Review led by EMV commenced in early 2021. EMV engaged consultants to produce an Emergency Management Operating Model Review Consultation Report (November 2021). EMV presented stakeholder feedback on the consultation report's findings and proposals to SCRC on 17 February 2022.</p> <p>Key activity to deliver the Operating Model Review and implementation plan</p> <p>EMV delivered a final position paper to SCRC on 4 November 2022 identifying the Operating Model Review proposals to be progressed. SCRC noted the final position paper and endorsed its recommendations. The position paper and recommendations were the subject of substantial consultation with SCRC members and the broader sector.</p> <p>Following extensive sector work over the first half of 2023, EMV delivered the outcomes of its co-design work on the recommendations and an implementation plan to SCRC, which were respectively noted and endorsed on 18 August 2023.</p> <p>Status of actions and related implementation monitoring</p> <p>With the Operating Model Review concluded and the implementation plan developed by EMV and the sector, IGEM considers that these actions are now complete.</p> <p>The SAP 2023–26 includes an EMV-led action to progress implementation of the findings of the Operating Model Review to deliver a more secure, reliable, and efficient model for the 'core' of the emergency management workforce (SAP 2023–26 Action 4.1).</p> <p>IGEM monitors the implementation of SAP 2023–26 and will provide an update on Action 4.1 in its 2024 SAP progress report. IGEM will also continue to monitor and report on other 10 Year Review actions relating to the Operating Model Review.</p>
<p>10YOR Rec 4 Action 4.7</p>		<p>Action 4.7</p> <p>The future operating model will support and inform the development of a fit for purpose incident management platform identified in response to Recommendation 14 of the Inquiry Phase 1 report.</p>	<p>2024 progress report</p>	<p>Yet to commence (overdue)</p>	<p>No summary of implementation.</p>
<p>10YOR Rec 4 Action 4.8</p>		<p>Action 4.8</p> <p>EMV will work with the sector to review and enhance the Victorian Preparedness Framework to ensure it is fit for purpose and identifies the needs of the sector. The review will consider learnings from the public health response to coronavirus (COVID-19) and recent bushfire seasons.</p>	<p>2022 Progress Report</p>	<p>Complete</p>	<p>In June 2022 SCRC approved a revised due date for this action of December 2022 to allow EMV time for further sector consultation.</p> <p>The Victorian Preparedness Framework</p> <p>The Victorian Preparedness Framework (VPF) – first published in 2017 and updated in 2018 – identifies and describes 21 core capabilities and the related critical tasks required to manage emergencies in Victoria. These core capabilities and critical tasks set the foundation for how the State prepares for, responds to, and recovers from emergencies. The VPF is available at emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/victorian-preparedness-framework</p> <p>Review of the Victorian Preparedness Framework</p> <p>EMV led sector and community reviews of the VPF during 2021–22 to deliver this action.</p> <p>Members of EMCCSC agreed at its 27 January 2022 meeting that 12 core capabilities be deemed in scope for the review based on input from relevant subject matter experts and capability coordinators from the Emergency Management Capability and Capacity project.</p> <p>To progress the review, EMV undertook targeted consultation with relevant agencies and provided a consultation draft VPF to sector</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
		This process will determine the service offering of the sector and potential measures to address identified gaps.			<p>stakeholders for feedback in May 2022.</p> <p>On 30 June 2022 EMCCSC endorsed proposed changes to the in-scope core capability descriptions and critical tasks, and on 28 July 2022 EMCCSC endorsed the updated VPF.</p> <p>On 11 August 2022 SCRC approved the updated VPF to replace the current published version.</p> <p>The updated VPF includes five amendments to core capability descriptors and 16 amendments to critical tasks, helping to ensure that core capability descriptors and critical tasks continue to accurately represent contemporary arrangements. No new critical tasks were created as a result of the review.</p> <p>Content in the updated VPF on shared responsibility and resilient communities was informed by the responses to a community survey that EMV conducted through the Engage Victoria platform from January to March 2022.</p> <p>As part of the review the contents of the high-level Victorian Preparedness Goal were consolidated into the VPF and the language revised to be more inclusive and accessible.</p> <p>Learnings from the public health response to the pandemic and recent bushfire seasons</p> <p>EMV informed IGEM that the deliberately high-level nature of the core capabilities and critical tasks makes them transferable across many emergencies. Specific emergency events and their learnings are not expected to trigger changes to the VPF.</p> <p>The review scope identified three core capabilities particularly aligned to these events. However, no need for review was identified by relevant departments and agencies in relation to one (Fire Management and Suppression) and no changes proposed for the other two (Health Protection and Health Emergency Response).</p> <p>Measures to address capability gaps</p> <p>The updated VPF provides an illustration of the sector's current service offering.</p> <p>Potential measures to address sector capability gaps are being identified through an ongoing capability assessment process; the Emergency Management Capability and Capacity project led by EMV. Refer to FSIP1 Action 15.2 for more information.</p>
<p>10YOR Rec 5 Action 5.1</p>	<p>The Inspector-General for Emergency Management recommends that Emergency Management Victoria – in collaboration with the community and emergency management sector – develop comprehensive operational recovery guidelines that include:</p> <ul style="list-style-type: none"> • coordination arrangement for recovery activities across all tiers of emergency management • pre-emergency and post-emergency recovery roles and responsibilities of the sector at the state, regional and municipal levels • community recovery roles and responsibilities • methods to provide logistical and financial support to impacted communities • consideration of how to support community-led initiatives • tools and approaches to share knowledge across councils and community service organisations • how to consider and plan for long-term recovery needs. 	<p>Action 5.1</p> <p>BRV will continue to coordinate and report on the Victorian Government's implementation of the State-wide Bushfire Recovery Framework and Action Plan for communities impacted by the 2019-20 bushfires.</p>	<p>2024 Progress Report</p>	<p>Complete</p>	<p>IGEM's 2021 and 2022 progress reports noted the former BRV's publication of:</p> <ul style="list-style-type: none"> • a Recovery Framework (June 2020) to provide for a consistent and community-led approach to the planning and delivery of recovery activities for the 2019–20 Eastern Victorian bushfires • the Eastern Victorian Fires 2019–20 State Recovery Plan (August 2020) to support the recovery of communities impacted by the bushfires over the next 12 to 18 months. <p>On 17 October 2022 BRV transitioned to ERV, a permanent and dedicated recovery agency focused on building stronger and more resilient individuals, communities, and regions through community recovery (refer to FSIP12 Recommendation 13 for further information on ERV's establishment). In June 2023 ERV updated the Recovery Framework to reflect its establishment and provide information about its role, the principles that underpin recovery work, and the desired outcomes for communities.</p> <p>ERV advised that the State Recovery Plan is no longer maintained. However, it has established a standing Project Control Group (PCG) to provide strategic oversight of key initiatives and projects requiring transition related to recovery from the Eastern Victorian fires in 2019–20. ERV advised that the PCG will also oversee the delivery of its remaining actions in the State Recovery Plan.</p> <p>The work of the PCG is supported by 5 State Recovery Working Groups, which reflects each line of recovery:</p> <ul style="list-style-type: none"> • Buildings and Infrastructure • People and Wellbeing • Business and Economy • Aboriginal Culture and Healing • Environment and Biodiversity. <p>ERV has provided IGEM with a copy of the PCG's draft Terms of Reference and governance framework as evidence of the arrangements it has in place to continue to report on and coordinate support for communities impacted by the 2019–20 bushfires.</p>
<p>10YOR Rec 5 Action 5.2</p>		<p>Action 5.2</p> <p>The Victorian Government has also developed its Economic Recovery Practice and Social Recovery Frameworks to support recovery from the COVID-19 pandemic. All departments will continue to prioritise the delivery of initiatives that stimulate economic and social recovery.</p>	<p>2021 Progress Report</p>	<p>Complete</p>	<p>Economic recovery practice framework</p> <p>In November 2020 DJPR released its <i>Economic Recovery Practice (ERP) Framework</i> to guide practitioners to develop and implement economic recovery interventions that increase local resilience to disasters and shocks (such as economic downturn, structural adjustment, or economic crisis) and improve targeting and consistency of government support and actions for economic recovery.</p> <p>The ERP Framework consists of:</p> <ul style="list-style-type: none"> • policy principles that should be considered in developing economic recovery actions • economic recovery stages • areas that government can support and stimulate economic recovery • planning guidance to make the most of local strengths and long-term outcomes • implementation steps to aid decision-making, delivery, and evaluation. <p>In June 2021 DJPR informed SCRC that the ERP Framework was used to underpin regional economic recovery planning for the 2019–20 bushfires and COVID-19 pandemic. This includes:</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
					<ul style="list-style-type: none"> development of the 2019–20 Bushfires Regional Business and Economy Recovery plans for Gippsland and Hume regions establishment of Regional Economic Recovery Committees to develop five detailed Regional Economic Recovery Plans that focus on short to medium-term recovery. <p>DJPR has provided IGEM with evidence of other Victorian Government initiatives intended to stimulate economic recovery, including:</p> <ul style="list-style-type: none"> establishment of the Regional Recovery Fund (RRF) with an allocation of \$10m over two financial years (2020–21 and 2021–22). The RRF has been developed to provide flexible support for regional economic recovery, and stimulate socio-economic growth, by investing in projects and that address regional needs and priorities. A total of 54 projects are being supported under the program with grants totalling \$9.6m. Jobs Victoria – an agency providing jobseekers with advice and support to navigate their pathway back to work. More information on Jobs Victoria and its services can be found at jobs.vic.gov.au <p>Social recovery</p> <p>The Department of Families, Fairness and Housing (DFFH) developed its Social Recovery Framework in September 2020 to support recovery from the COVID-19 pandemic.</p> <p>IGEM also notes the work DFFH is undertaking to prioritise the delivery of initiatives to stimulate social recovery. This includes:</p> <ul style="list-style-type: none"> Big Housing Build – More than 12,000 new homes will be constructed under Victoria's Big Housing Build, the state's largest investment in social and affordable housing. DFFH advised that it is leveraging the \$5.3 billion investment to create around 10,000 jobs a year, over the next four years, supporting both social and economic recovery outcomes. Social Procurement Framework – Launched in April 2018, Victoria's Social Procurement Framework aims to ensure value-for-money considerations are not solely focused on price but encompass opportunities to deliver social and sustainable outcomes that benefit the Victorian community. DFFH plans to use the Social Procurement Framework to encourage stronger private sector investment in job creation for priority cohorts (such as vulnerable women, multicultural communities, young people, and people with a disability). Putting Families First – An \$18m trial of multidisciplinary case management teams will work directly with 200 families in Goulburn and Brimbank Melton who use multiple services across health, justice, and social services to provide practical, personalised, and targeted support.
<p>10YOR Rec 5 Actions 5.3 and 5.4</p>		<p>Action 5.3 EMV, working with BRV, will develop operational recovery guidelines to pilot with key partners and local government through the 2020–21 fire season.</p> <p>Action 5.4 EMV, working with BRV and key partners, will finalise and maintain operational recovery guidelines for all emergencies.</p>	<p>2024 Progress Report</p>	<p>Complete</p>	<p>Responsibility for the implementation of these actions formally transferred from EMV to ERV in January 2024 following the establishment of ERV in October 2022 as the state's permanent and dedicated emergency recovery agency.</p> <p>Operational Recovery Guidance</p> <p>In October 2022 ERV developed the Relief and Recovery Coordination Standard Operating Procedures (SOP).</p> <p>The purpose of the SOP was to provide clarity on key state and regional relief and recovery operational structures, arrangements, and activities following an emergency event ahead of the 2022–23 high-risk weather season.</p> <p>The SOP was developed in consultation with agencies with key relief and recovery responsibilities including EMV, the former Department of Jobs, Precincts and Regions (DJPR), Local Government Victoria (LGV), Department of Families, Fairness and Housing (DFFH), and MAV to ensure that state, regional and local relief and recovery perspectives were incorporated.</p> <p>The SOP comprises of 7 key topics that cover:</p> <ul style="list-style-type: none"> information products – operational state recovery regional relief coordination activation regional recovery coordination activation operational state recovery activation recovery coordination operational intelligence sharing regional tier transition from response coordination to recovery coordination state tier transition from response coordination to recovery coordination. <p>ERV advised that it will continue to develop, update, and apply the SOP as part of its ongoing function as state relief and recovery coordinator.</p> <p>Status of actions</p> <p>IGEM's 2022 progress report noted that operational recovery guidelines were not developed in time to pilot with key partners and local government for the 2020–21 fire season, as required by this action. Despite this timing consideration not being met, IGEM now considers 10YOR Actions 5.3 and 5.4 as complete – positively noting the development of the Relief and Recovery Coordination SOP prior to the 2022–23 high-risk weather season, as well as ERV's commitment to its maintenance.</p>

Inquiry into the 2019–20 Victorian fire season: Phase 1 report

Rec and Action	Details	Action	IGEM report	Status	Summary of implementation
<p>FSIP1 Rec 1 Action 1.1</p>	<p>The Inspector-General for Emergency Management recommends that responder agencies and Emergency Management Victoria review preparedness arrangements to ensure procedural documentation (including plans), recruitment, briefings and training are completed before significant seasonal events are likely to occur.</p> <p>Seasonal preparedness should culminate in attestations of assurance to confirm that:</p> <p>a) documentation reflects relevant risks and potential impacts</p> <p>b) briefings and training schedules have been tailored and delivered according to seasonal influences</p> <p>c) recruitment strategies enable the engagement of adequate numbers of appropriately skilled personnel for the entire season.</p>	<p>Action 1.1</p> <p>EMV is working with the sector to adapt its preparedness planning arrangements, including training and accreditation, to accommodate COVID-19 restrictions.</p>	<p>2021 progress report</p>	<p>Complete</p>	<p>EMV provided IGEM with a range of evidence documenting the adaptation of preparedness planning arrangements to comply with Chief Health Officer directions and COVID-19 safe practices.</p> <p>Preparedness planning</p> <ul style="list-style-type: none"> A Response Agency Taskforce (COVID) was established to monitor workforce and operational impacts of the pandemic. The rolling State Operations Plan prepared by the State Control Team (SCT) Class 1 routinely considers COVID-19 related implications for preparedness and provides guidance to response agencies to ensure COVID-19 safety and compliance of personnel. General COVID-19 guidance is available in the COVID Readiness Portal section of the Emergency Management Common Operating Picture (EM-COP). Specific ICC and RCC Facility COVID-19 operational plans are available via EM-COP. An ICC/RCC Initial COVID Readiness Checklist has been developed to ensure COVID-safe operations. COVID-19 pandemic related advisory bulletins have been issued to support existing JSOP 2.03 Incident Management Team (IMT) Readiness Arrangements, providing guidance for making reasonable adjustments in COVID-19 settings and ensuring agency consistency. Advisory bulletins for relief have also been issued. <p>COVID-19 pandemic related roles</p> <ul style="list-style-type: none"> COVID-19 pandemic related roles have been established: <ul style="list-style-type: none"> COVID Advisor: to promote the application of COVID-19 protocols during an emergency. ERC COVID Safety Advisor (CSA): to work in collaboration with the Emergency Relief Centre (ERC) Manager to promote the application of COVID-19 protocols in the establishment and operation of an ERC during Class 1 emergencies. <p>EMV advised that training was developed in consultation with the Department of Health and delivered to all staff and volunteers undertaking these roles.</p> <p>Training and accreditation</p> <ul style="list-style-type: none"> EMV adapted training and accreditation processes in line with COVID-19 restrictions ahead of the 2020–21 summer season. Pre-season briefing sessions were delivered online and accreditation panels moved to online formats (refer to Action 15.4 on page 120 of IGEM's 2021 progress report for further details). A range of training materials are accessible via the sector's online EM Learning platform. <p>EMV plans to continue to adapt preparedness planning arrangements as required in accordance with Chief Health Officer directions.</p>
<p>FSIP1 Rec 1 Action 1.2</p>		<p>Action 1.2</p> <p>The emergency management sector is on track to deliver earlier pre-season preparedness briefings, including its State seasonal outlook, to inform briefings and training sessions across regional and municipal levels.</p>	<p>2021 progress report</p>	<p>Closed</p>	<p>IGEM understands that this action refers to activity ahead of the 2020–21 summer season given a due date of September 2020 in the Implementation Plan.</p> <p>While Action 1.2 called for earlier briefings, evidence provided indicates that the pre-season briefing program occurred across a comparable timespan to previous years, hence IGEM has assessed the action as partially implemented. IGEM acknowledges that due to the COVID-19 situation, the 2020–21 Annual Preparedness Briefings were conducted completely online and in a new format. IGEM commends EMV's flexibility and commitment to delivery of the briefings in this context.</p> <p>The progress summary for FSIP1 Action 15.4 on page 120 of IGEM's 2021 progress report provides an overview of pre-season briefing activities.</p>
<p>FSIP1 Rec 1 Action 1.3</p>		<p>Action 1.3</p> <p>Ahead of this fire season, the Victorian Government will invest in sector capacity and capability through recruitment, training and accreditation of key roles. FFMVic has already started recruiting project firefighting personnel in response to the seasonal outlook, to ensure adequate time for capability development training.</p>	<p>2021 progress report</p>	<p>Complete</p>	<p>IGEM understands that this action refers to activity ahead of the 2020–21 summer season given a due date of November 2020 in the Implementation Plan.</p> <p>The progress summary for FSIP1 Action 15.4 on page 120 of IGEM's 2021 progress report provides an overview of training and accreditation during this period.</p> <p>The progress summary for 10 Year Review Action 4.1 on page 43 of IGEM's 2021 progress report provides details of the increased SCC workforce, significantly increasing the state's standing capacity to deliver public information, intelligence, logistical support, and emergency management planning.</p> <p>IGEM notes that DELWP commenced the recruitment of project firefighting personnel ahead of the 2020–21 fire season in July 2020.</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
FSIP1 Rec 1 Action 1.4		Action 1.4 Before the 2020–21 bushfire season, EMV will release an updated Emergency Risk in Victoria report, confirming the highest priority risks in Victoria.	2021 progress report	Complete	In November 2020 EMV published an updated Emergency Risks in Victoria report, which is available on EMV's website: emv.vic.gov.au/publications/state-emergency-risk-assessment-reports/emergency-risks-in-victoria-july-2020 The report contains information on significant emergency-related risks in Victoria and the arrangements in place to manage them. Refer to 10 Year Review Action 2.1 on page 33 of IGEM's 2021 progress report for further details.
FSIP1 Rec 1 Action 1.5		Action 1.5 EMV will release the first Victorian SEMP in September 2020, which will articulate Victoria's preparedness arrangements, including the command and control structures and plans and procedures necessary to efficiently and effectively undertake emergency responses.	2021 progress report	Complete	EMV published the first Victorian SEMP in September 2020, which sets out Victoria's emergency preparedness arrangements and command and control arrangements for emergency response. Refer to 10 Year Review Action 2.2 on page 33 of IGEM's 2021 progress report for further details.
FSIP1 Rec 1 Action 1.6		Action 1.6 In the lead-up to the 2020–21 fire season, EMV will work with responder agencies to review arrangements to ensure all required plans and procedures, recruitment, briefings and training are in place and completed. This will culminate in an attestation by the EMC to the Minister for Police and Emergency Services on heightened preparedness arrangements informed by seasonal risk factors on behalf of responder agencies, to be delivered by 1 November 2020 and in subsequent years.	2021 progress report	Complete	In advance of each summer season the EMC provides an attestation to the Minister for Police and Emergency Services (now Minister for Emergency Services) on agency preparedness arrangements. EMV advised that on 30 September 2020 the EMC provided the then minister with assurance that preparedness activities were established across all agencies. EMV provided IGEM with a copy of the <i>Assurance Report for the 2020–21 Season</i> (November 2020), prepared by EMV on behalf of the EMC. EMV also prepared an assurance report, with input provided by State Relief and Recovery Team member agencies, for the EMC focusing on relief and recovery operational preparedness for the 2020–21 season.
FSIP1 Rec 1 Action 1.7		Action 1.7 EMV and the sector will commence a review of Victoria's State Bushfire Plan ahead of the 2021–22 fire season. The State Bushfire Plan is a sub-plan of the State Emergency Response Plan (SERP) and the principal document that guides the state's bushfire emergency arrangements. The Plan will be reviewed against the forthcoming SEMP, which will replace the SERP in September 2020.	2021 progress report	Complete	The SEMP Bushfire Sub-Plan is a SEMP sub-plan specifically for bushfire management that details more specific emergency management arrangements that either vary from or contextualise the arrangements outlined in the SEMP. The SEMP Bushfire Sub-Plan is subject to the same requirements for consultation, approval, review and assurance as the SEMP. The SEMP Bushfire Sub-Plan's predecessor, the State Bushfire Plan, was last updated in October 2014 as a sub-plan to the now discontinued State Emergency Response Plan. EMV and the fire services agencies (CFA, DELWP and FRV) completed a review of the State Bushfire Plan ahead of the 2021–22 fire season. The Emergency Management Planning Reform Inter-Departmental Committee endorsed the final draft on 22 July 2021 ahead of SCRC endorsement on 12 August 2021, and the revised plan came into effect on 1 September 2021. The SEMP Bushfire Sub-Plan plan includes expanded sections on mitigation and recovery arrangements and is available at emv.vic.gov.au/responsibilities/sempr-sub-plans/sempr-bushfire-sub-plan

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
FSIP1 Rec 1 Action 1.8		<p>Action 1.8</p> <p>The attestation process will be broadened to address a wider range of emergency risks, including non-seasonal risks. This will reinforce the requirements for the sector to be prepared to respond to any emergency event on any day of the year.</p>	2022 progress report	Complete	<p>EMV has introduced a new attestation process that was trialled for the 2021–22 summer season. The expanded approach requires agencies to report on their preparedness across a range of hazards for which they are control agencies as outlined in the SEMP, including agencies with relief and early recovery responsibilities. This approach addresses a wider range of emergency risks including non-seasonal risks such as cyber, biosecurity and pandemics.</p> <p>Using this approach, the sector provided a full Annual Preparedness Report to the EMC in November 2021. EMV advised that a summary was provided to government.</p> <p>The Annual Preparedness Report provides assurance that a range of key preparedness activities have been or will be completed. The report provides information on the preparedness activities of each agency aligned to their critical tasks under the Victorian Preparedness Framework (and as articulated in the Roles and Responsibilities section of the SEMP).</p> <p>EMV advised that this approach will form the basis for future seasonal assurance reporting across the sector, with discussions underway on the timing and frequency for future reporting.</p>
FSIP1 Rec 2 Action 2.1	<p>The Inspector-General for Emergency Management recommends that the State review (and where necessary amend) legislation including but not limited to the <i>Country Fire Authority Act 1958</i>, <i>Forest Act 1958</i> and <i>Local Government Act 2020</i> to:</p> <p>a) clarify accountability for fuel management across land and fire agencies, public authorities, councils, private organisations and individuals</p> <p>b) define shared responsibility for fuel management across land and fire agencies, stakeholders and community</p> <p>c) enable organisations with a legislated responsibility for fuel management to conduct fuel management on behalf of other organisations on land outside of their legislated land tenure, where invited to do so</p> <p>d) provide consistent protections to all personnel, including volunteers, when carrying out fuel management functions on behalf of their legislated organisation.</p>	<p>Action 2.1</p> <p>DELWP will continue to work with Traditional Owners to implement the Cultural Fire Strategy.</p>	2024 progress report	Complete	<p>On 1 January 2023 the former Department of Environment, Land, Water and Planning (DELWP) became DEECA following machinery of government changes.</p> <p>IGEM's 2022 progress report noted the announcement of the Cultural Fire Grants Program in April 2022. The Program supports Victorian Traditional Owners – including those who do not have legal recognition – to lead the practice of cultural burning and support their unique pathway for managing Country under the Cultural Fire Strategy.</p> <p>Cultural burns</p> <p>In 2022–23 Traditional Owners, supported by Forest Fire Management Victoria (FFMVic) and Country Fire Authority (CFA), led the delivery of 23 cultural burns on Country via the Joint Fuel Management Program (JFMP) – an increase of 39 per cent compared to 2021–22.</p> <p>At the time of reporting, DEECA advised that 10 cultural burns had been delivered in the year to date for 2023–24, and more than 170 cultural burns have been nominated on the JFMP's forward plan for the next 3 years.</p> <p>Through the Cultural Fire Grants Program many Traditional Owner groups have employed dedicated cultural fire staff, enabling the groups to plan for their burn programs and provide training opportunities for staff and communities.</p> <p>Cultural Fire Leadership Group</p> <p>IGEM's 2022 progress report noted the establishment of an Aboriginal-led Cultural Fire Leadership Group (CFLG) under the Cultural Fire Strategy, bringing together Traditional Owners and land managers to deliver local cultural fire plans.</p> <p>In July 2023 DEECA engaged the services of a First Nations consultant to provide secretariat services for the CFLG as well as provide policy support for each of the Traditional Owners Corporations' participation in the group, and to progress self-determined implementation of the Cultural Fire Strategy.</p> <p>DEECA has sought guidance from the CFLG on several pieces of work including distribution of cultural fire funds from 2025–26 onwards, the Review of Legislative Barriers to Cultural Fire, and a review of the Code of Practice for Bushfire Management on Public Land. DEECA advised that the CFLG will next meet in March 2024.</p> <p>Transition to business-as-usual activity</p> <p>DEECA provided IGEM with a copy of its funding agreements with 11 of Victoria's legally-recognised Traditional Owner Groups. It also provided the CFLG's draft Terms of Reference as evidence of the funding and governance structures in place to continue working with Traditional Owners to implement the Cultural Fire Strategy.</p> <p>IGEM also notes DEECA's advice that the Cultural Fire Strategy is a Traditional Owner-authored document, and that establishing implementation timelines is not considered a self-determined approach to implementation.</p>
FSIP1 Rec 2 Action 2.2		<p>Action 2.2</p> <p>DELWP and DJCS will lead a review of the legislative framework and consider legislative change to:</p> <ul style="list-style-type: none"> enable more effective planning and delivery of bushfire management across different land tenures and responsible agencies support greater interoperability ensure all firefighters (including volunteers) have sufficient legal 	2024 progress report	In progress	<p>DEECA is responsible for the delivery of FSIP1 Action 2.2 following machinery of government changes on 1 January 2023 (co-led with DJCS through EMV).</p> <p>A Fuel Management Legislative Review Interdepartmental Committee (IDC) has been established to provide oversight of this work. The IDC comprises executives from DEECA and DJCS and is supported by the Fuel Management Legislative Review Working Group which consists of representatives from departments, fire services agencies, land managers, and MAV.</p> <p>In June 2022 SCRC approved in-principle an extension to the delivery date of the Legislative Framework Review to December 2024, due to the complexities of the review, its links to related projects, and to allow for in-depth stakeholder engagement. The DEECA Secretary approved the extension in July 2023, also noting the impact of the October 2022 floods on the capacity of community and council stakeholders to contribute to the review.</p> <p>Legislative Framework Review</p> <p>IGEM's 2022 progress report noted that the former DELWP and DJCS developed a discussion paper outlining key issues with the current legislative framework, opportunities for improvement and the key outcomes to be achieved by the review.</p> <p>Building on the discussion paper, between July and November 2022 DEECA and DJCS held targeted workshops with the working group to understand the challenges facing the sector. This engagement explored a range of issues including planning and delivery of bushfire management across different land tenures, interoperability across responder agencies, and legal protections for firefighters</p>

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		<p>protections when carrying out fuel management, and</p> <ul style="list-style-type: none"> consider any relevant legislative recommendations from the Royal Commission into National Natural Disaster Arrangements. <p>Legislative changes will be introduced in 2022.</p> <p>The review will:</p> <ul style="list-style-type: none"> ensure accountabilities for fuel management are clear, and consistent with the principle of shared responsibility maintain individual rights and responsibilities while also enabling land and fire agencies, public authorities, councils, private organisations and individuals to work together to manage fuel on public and private land enable land and fire management departments and agencies, including DELWP, the CFA, local government, DoT and other land managers, to conduct fuel management on any land where mutual agreement exists identify any measures required to better enable Traditional Owners to carry out cultural fire ensure consistent protections and immunities for all personnel, including volunteers, when carrying out fuel management activities on behalf of their legislated organisations consider the role of an expanded Code of Practice for Bushfire Management examine the need for change to regulatory tools such as fire 			<p>when carrying out fuel management.</p> <p>DEECA and DJCS developed an issues paper documenting the results of the engagement which:</p> <ul style="list-style-type: none"> describes existing legislation relevant to the themes identified in the July 2022 discussion paper identifies potential problems or gaps within the existing legislative framework describes the impact of these problems and gaps on the delivery of fuel management. <p>The issues paper was endorsed out-of-session by the IDC in February 2023.</p> <p>In March and April 2023, DEECA and DJCS held targeted workshops with the working group to discuss the issues paper with land and fire agencies to consider in greater detail the main legislative barriers and potential policy options.</p> <p>DEECA and DJCS engaged with local councils via a targeted survey in June 2023 to gain their perspective on how well existing fire prevention and fuel management arrangements work, and to identify focus areas for future reform. Twenty-nine councils provided responses to the survey.</p> <p>A Local Government Reference Group has also been established to hear directly from local government in their capacity as land managers with fire prevention accountabilities and significant expertise in bushfire risk management. The Local Government Reference Group held its first meeting on 9 August 2023 and is chaired by DEECA, with representatives from 11 councils.</p> <p>Drawing on the working group and Local Government Reference Group, DEECA and DJCS developed a draft options paper to address the legislative issues identified through the review and to reform the current legislative framework.</p> <p>DEECA and DJCS intend to finalise the options paper prior to formally briefing the Victorian Government on the legislative reform options.</p> <p>Work with Traditional Owners</p> <p>As noted in IGEM's 2022 progress report, DEECA is working with Traditional Owners to progress their aspirations for cultural fire through its review of the Code of Practice for Bushfire Management on Public Land (2012) and a separate legislative review that focuses on removing barriers to cultural fire practices.</p> <p>IGEM notes that the Statewide Caring for Country Partnership Forum informed DEECA that the CFLG is the appropriate forum to work with Traditional Owners on the delivery of these 2 projects. Refer to the progress summary for FSIP1 Action 2.1 for further information on the CFLG.</p> <p>DEECA advised that it will continue to work with Traditional Owners to ensure governance arrangements, monitoring processes, and timelines for the cultural fire legislative review are aligned with their aspirations for self-determination.</p> <p>IGEM will revisit this action in its next progress report to provide an update on the Legislative Framework Review. IGEM is also monitoring progress on the Legislative Framework Review through SAP 2023–26 Action 5.5.</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
		<ul style="list-style-type: none"> permits, and enable the end-to-end bushfire risk management framework for all public and private land in Victoria, such as powers to create plans or standards for how land and fire agencies manage bushfire risk. 			
FSIP1 Rec 2 Action 2.3		Action 2.3 DELWP will work with road and rail managers, local government and other stakeholders to ensure clarity on regulatory controls and deliver efficient approvals processes relevant to activities to reduce bushfire risk, such as permitted native vegetation removal and permits to burn off while ensuring environmental protections are maintained.	2024 progress report	Complete	Victoria's native vegetation clearing regulations determine that a permit is usually required to remove, destroy, or lop native vegetation. However, exemptions are available to road and rail organisations to manage vegetation to mitigate bushfire risks. IGEM's 2022 progress report noted that DEECA updated guidance material for road and rail managers to strengthen their understanding of existing Clause 52.17 exemptions enabling bushfire risk mitigation activities to proceed without a permit. The exemption is subject to written agreement from DEECA's Secretary. DEECA has published guidance material and templates on its website to assist road managers to prepare an application for secretarial written agreement. The template outlines the information required to demonstrate the risk to road users and nominate a treatment, while also considering and mitigating the potential impact to high-importance biodiversity values. <i>Related activity</i> DEECA is conducting a review of fuel management legislative frameworks (refer to FSIP1 Action 2.2 for more information). DEECA advised that opportunities to remove legal and regulatory barriers for landholders to undertake fuel management, including the fire permit system, are being considered as a part of the review.
FSIP1 Rec 3 Action 3.1	The Inspector-General for Emergency Management recommends that the State support the Department of Environment, Land, Water and Planning (or the single entity referenced in Recommendation 4) and its partners to expand the Safer Together program to: <ol style="list-style-type: none"> increase program uptake and adoption by legislated fuel management organisations including local government, the Department of Transport and VicTrack implement a consistent risk-based approach to fuel management program planning from strategic through to operational and tactical levels supported by appropriate risk assessment tools, monitoring and evaluation, and reporting mechanisms 	Action 3.1 DELWP will deliver an expanded Safer Together program, including increased involvement for EMV, the CFA, DoT and its agencies, and local government by December 2020.	2021 progress report	Complete	Safer Together is a government program that supports communities, government, fire and land management agencies and other organisations to better connect and work together in a bushfire risk reduction context. DELWP and CFA are the lead organisations in implementing Safer Together which was expanded across 2020 including increased involvement for EMV, CFA and DoT. Along with DELWP and CFA, EMV are members of the peak governance body, the Bushfire Risk Mitigation Committee (BRMC). In October 2020 the membership of the BRMC was expanded to include DoT. Local government is also represented on this committee by the Municipal Association of Victoria (MAV), the legislated peak body for local governments in Victoria. IGEM has been an observer of the BRMC since its inception. DELWP advised that local government is leading 23 local government-initiated projects across fuel management and community engagement. DoT, CFA and local governments are also involved in planning and delivery of strategic projects such as the implementation of strategic fuel breaks across public and private land and along arterial roads.
FSIP1 Rec 3 Action 3.2	<ol style="list-style-type: none"> develop common spatial datasets for use by all road managers, standardising road and roadside fuel maintenance levels based on bushfire risk and sharing resources to maintain continuous roadsides managed by multiple parties. 	Action 3.2 DELWP and CFA will release updated regional Bushfire Management Strategies to guide fuel management activities across public and private land by December 2020.	2021 progress report	Complete	Bushfire Management Strategies bring together land and fire managers, communities and stakeholders to develop a common understanding of bushfire risk and determine strategies and actions to reduce that risk. Across 2020 DELWP and CFA worked together to update and release six Bushfire Management Strategies aligned to the Victorian Government regions: <ul style="list-style-type: none"> Barwon South West Gippsland Grampians Hume Loddon Mallee Metropolitan (a joint strategy for Eastern, Northern and Western, and Southern Metropolitan Regions). The 2020 Bushfire Management Strategies focus on fuel management options which involve the removal of bushfire fuels such as leaves, bark, twigs and shrubs from the landscape. They include activities such as planned burning and mechanical treatments – mowing, slashing, mulching and the use of herbicides. Each regional Bushfire Management Strategy now includes a Bushfire Risk Engagement Areas (BREA) strategy to help guide fuel management activities on both public and private land. Implementation of the bushfire management strategies occurs through the Joint Fuel Management Program (JFMP) prepared by FFMVic and CFA, as well as a range of agency-specific operational plans. The strategies can be accessed at safertogether.vic.gov.au/strategic-bushfire-management-planning .

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<p>FSIP1 Rec 3 Action 3.3</p>		<p>Action 3.3 DELWP, in collaboration with EMV and other land and fire managers, will lead the development of a whole of sector strategy to guide land and fire management in the context of a changing climate, growing population and changing demographics by November 2021. In addition to public land, the whole of sector strategy will consider how to effectively support road managers and local governments to mitigate bushfire risks on roadsides and in high bushfire risk local government areas.</p>	<p>2024 progress report</p>	<p>Complete</p>	<p>DEECA is leading work on a 10-year bushfire management strategy to reduce bushfire risk in Victoria. The strategy will set the 10-year vision and outcomes for bushfire management in Victoria in the context of a changing climate, growing population, changing demographics, and Aboriginal self-determination and Treaty.</p> <p>DEECA released a draft of Victoria's Bushfire Management Strategy for public consultation via the Engage Victoria website from July to August 2023. The draft strategy was developed in consultation with the sector. It included content on the mitigation of bushfire risk on roadsides and in high bushfire risk local government areas, as required by this action.</p> <p>In addition to the Engage Victoria consultation process, DEECA:</p> <ul style="list-style-type: none"> developed a targeted survey for Traditional Owners and Aboriginal Victorians conducted a workshop with key non-government organisations (including representatives from industry, community, and environmental groups) engaged with a range of other groups (including cross-border commissioners, forestry organisations, councils, and the Federation of Victorian Traditional Owners). <p>In December 2023 DEECA released a report summarising community feedback from the consultation. Both the draft strategy and the community feedback report are available at Engage.vic.gov.au/victorias-bushfire-management-strategy</p> <p>On 29 November 2023 SCRC endorsed an updated version of Victoria's Bushfire Management Strategy and 2 supporting documents – an implementation plan and a monitoring, evaluation and reporting framework. All 3 documents were published in May 2024.</p> <p>Due date extensions</p> <p>IGEM notes that the original due date for this action (November 2021) has been twice extended – first to June 2023 and then to March 2024 – to enable appropriate consultation with Traditional Owners, community groups and the public.</p>
<p>FSIP1 Rec 3 Action 3.4</p>		<p>Action 3.4 DELWP will review risk-based strategic and operational planning frameworks and processes to better incorporate roadsides and private land by December 2022.</p>	<p>2024 progress report</p>	<p>Complete</p>	<p>IGEM's 2022 progress report noted that the former DELWP planned to address this action by updating its Strategic Bushfire Management Planning SOP to include better references to private land fuel management and roadsides as well as other risk management approaches such as suppression and prevention.</p> <p>In December 2022 the former DELWP Secretary approved an extension to the due date of FSIP1 Action 3.4 to 31 May 2023 to account for disruptions to consultation timelines due to the diversion of resources and stakeholder organisations to the October 2022 flood response.</p> <p>Strategic planning frameworks and processes</p> <p><i>Strategic Bushfire Management Planning SOP</i></p> <p>DEECA has since updated the Strategic Bushfire Management Planning (SBMP) SOP following engagement with FFMVic agencies, CFA, and DTP.</p> <p>The SBMP SOP is FFMVic's risk-based decision framework that guides the development of regional Bushfire Management Strategies (including partnership arrangements) and outlines the scope of risk controls or treatments considered.</p> <p>DEECA intends to implement the SBMP SOP through its next bushfire management planning process – expected to commence in 2025 – which will result in updates to the existing regional Bushfire Management Strategies published in 2020.</p> <p><i>Statement of Intent: Integrated Strategic Bushfire Management Planning Framework</i></p> <p>DEECA has developed a Statement of Intent that outlines its intended approach to establish an Integrated Strategic Bushfire Management Planning Framework (ISBMPF) for the Victorian bushfire sector.</p> <p>The ISBMPF will provide a decision-making framework to assist the sector to undertake strategic bushfire management planning, integrated across management intervention categories, land tenures, and sector organisations.</p> <p>The Statement was developed in consultation with CFA, DTP, LGV, MAV, Office of Bushfire Risk Management (OBRM), and Parks Victoria and endorsed by the Bushfire Risk Mitigation Committee (BRMC) in April 2023.</p> <p>DEECA advised that implementation of the Statement is dependent on outcomes of the legislative review it is conducting in response to FSIP1 Action 2.2, which will define the legislative and planning arrangements under which the Statement will operate.</p> <p>IGEM notes that the SBMP SOP and Statement provide scope for public and private land (including roadsides), as well as a broader range of risk treatments (in addition to fuel management), to be considered in strategic bushfire management planning activities.</p> <p>Operational planning frameworks and processes</p> <p>The SBMP SOP and Statement intend to complement updates made by DEECA and sector partners to operational planning frameworks and processes to better incorporate private land and roadsides.</p> <p>The Safer Together Roadsides Fuel Management Partnership Working Group, which includes staff from DTP, DEECA, and CFA, has reviewed operational planning frameworks and processes to reduce bushfire risk along roadsides.</p> <p>The Working Group has produced a draft process map to integrate the identification, prioritisation, and delivery of bushfire risk reduction management works on roadsides into business-as-usual operations. Refer to the progress summary for FSIP1 Action 6.9 for more information on fuel management along major arterial roads.</p> <p>Roadsides are also included in the Directive for Planning the 2023–26 JFMP, which was approved by FFMVic's Chief Fire Officer in July</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
					<p>2023. The Directive prompts FFMVic and CFA staff involved with planning fuel management activities to engage with relevant agencies such as DTP and V/Line for treatments on road and rail corridors. It also directs FFMVic and CFA staff to engage with partner agencies to coordinate the inclusion of fuel treatments that incorporate relevant land management plans.</p> <p>DEECA advised that planning in relation to private land continues to be considered in the work undertaken through Safer Together partnerships such as the Fuel Management Partnership Working Group, which promotes and supports the coordination of fuel management works across all land tenures.</p>
FSIP1 Rec 3 Action 3.5		<p>Action 3.5</p> <p>DELWP will review the fuel management Monitoring, Evaluation and Reporting Framework and the annual Fuel Management Report to identify changes required to more fully incorporate private land and roadsides. The review will be complete by July 2021.</p>	2021 progress report	Complete	<p>DELWP engaged a consultant to undertake reviews of the fuel management Monitoring, Evaluation and Reporting Framework, and the annual Fuel Management Report.</p> <p>DELWP provided IGEM with copies of the consultant's reports in July 2021. IGEM notes that the reports contain findings and recommendations about the changes required to incorporate private land and roadsides more fully.</p>
FSIP1 Rec 3 Action 3.6		<p>Action 3.6</p> <p>DELWP, in partnership with DoT, local government and other road and rail managers, will review existing roadside spatial datasets to identify gaps and opportunities to improve the consistency and usability of these datasets to manage bushfire risk on roadsides and rail corridors.</p>	2024 progress report	Complete	<p>IGEM's 2022 progress report noted the establishment of the Road and Rail Fuel Management Working Group – previously known as the Roadside Fuel Management Working Group – with representatives from CFA, DEECA (formerly DELWP), DTP (formerly the Department of Transport), VicTrack, V/Line, and OBRM.</p> <p>The Working Group supports the identification, prioritisation, and delivery of fuel management activities along major arterial roads and rail corridors. It shares information on current risks, identification tools, mapping, and predictive modelling to enable an evidence-based approach to the prioritisation of work. DEECA and DTP have used the Working Group to review existing spatial datasets and discuss opportunities and limitations of a new dataset.</p> <p>DEECA has provided IGEM with a signed acquittal briefing from its Executive Director – Infrastructure and Resources, as evidence that DEECA and DTP have identified the DEECA-managed Vicmap Transport network dataset as the most suitable source of information for informing bushfire risk modelling to the road and rail network. DEECA advised that a pilot of the Vicmap Transport network dataset was finalised in 2023 and that road casement data was accessed as part of the pilot.</p> <p>IGEM notes that this work has transitioned to business-as-usual activity through the Working Group and will be reviewed annually to support DTP's roadside and rail corridor management program (refer to the progress summary for FSIP1 Action 6.9 for more information on fuel management along major arterial roads).</p>
FSIP1 Rec 4 Action 4.1	The Inspector-General for Emergency Management recommends that in conjunction with Inquiry Recommendation 2, the State establish or assign responsibility to a single body or entity to lead and coordinate the implementation of evidence-based fuel management policy, practice and assurance and reporting on activities on both public and private land in Victoria.	<p>Action 4.1</p> <p>DELWP will establish an Office of Bushfire Risk Management (OBRM) to lead and coordinate the implementation of evidence-based fuel management policy, practice and assurance and reporting on activities on both public and private land in Victoria.</p>	2022 progress report	Complete	<p>In response to Recommendation 4 of IGEM's Phase 1 report, the Victorian Government committed more than \$21m towards establishing the OBRM.</p> <p>IGEM notes that OBRM has now been established and has begun to acquit the activity required by this action.</p> <p>DELWP has recruited ten OBRM staff including three managers and a director, and continues to recruit for seven further positions.</p> <p>DELWP provided IGEM with a confidential OBRM Strategic Roadmap 2021–24 which outlines the first three years of activity to implement a consistent whole-of-sector approach to fuel management. OBRM's other key activities undertaken since its establishment include:</p> <ul style="list-style-type: none"> obtaining membership on the Bushfire Risk Mitigation Committee engaging with land and fire agencies on its role contributing to the legislative review being undertaken under FSIP1 Action 2.2 supporting the functions of the independent Advisory Panel – refer to FSIP1 Action 4.2 for further detail on the Advisory Panel.
FSIP1 Rec 4 Action 4.2		<p>Action 4.2</p> <p>DELWP will establish an Advisory Panel to advise the Secretary to DELWP on agreed priority focus areas that assist the OBRM to effectively acquit its accountability to lead and coordinate the implementation of bushfire risk management (including advice on target setting), planning, delivery, assurance mechanisms</p>	2022 progress report	Complete	<p>In October 2021 the then Minister for Energy, Environment and Climate Change appointed 10 members to the Office of Bushfire Risk Management Advisory Panel – including the EMC as a standing member – as well as an independent chair. The panel members comprise senior executives representing key land and fire management agencies (FFMVic, CFA, FRV, DoT and DJPR) and members with technical expertise in bushfire risk modelling and management, fire ecology, community behaviour change, land use planning, and other specialist capabilities. OBRM has a role as a standing observer on the panel.</p> <p>The Advisory Panel first met in October 2021 and at the time of reporting had met a further four times. This panel provides advice on a range of policy and planning items including OBRM's strategic plan, proposed performance targets for fuel management, and the expansion of targets to other agencies and land tenures.</p> <p>DELWP advised that the Chair and the Secretary DELWP have met twice since the panel was established to discuss the progress of OBRM and its future priorities.</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
		<p>and frameworks, and reporting across all public and private land in Victoria.</p> <p>The panel will comprise an independent chair, senior executives representing key land and fire management agencies (FFMVic, CFA, FRV, DoT and DJPR) and members with technical expertise in bushfire risk modelling and management, fire ecology, community behaviour change, land use planning and other specialist capabilities required to ensure the panel is equipped to provide high quality, evidence-based advice.</p> <p>The Emergency Management Commissioner will be a standing member of the advisory panel, representing Emergency Management Victoria and ensuring linkages to Victoria's integrated emergency management arrangements and associated preparedness and assurance activities.</p> <p>The independent chair and skills based members will be appointed by the Minister for Energy, Environment and Climate Change.</p>			
<p>FSIP1 Rec 4 Action 4.3</p>		<p>Action 4.3 DELWP will deliver an expanded Safer Together program, including increased involvement for EMV, the CFA, DoT and its agencies, and local government by December 2020, as outlined in response to Recommendation 3.</p>	<p>2021 progress report</p>	<p>Complete</p>	<p>Across 2020 DELWP and CFA led an expanded Safer Together program, including increased involvement for EMV, CFA, DoT and local government. Refer to FSIP1 Action 3.1 on page 61 of IGEM's 2021 progress report for further details.</p>
<p>FSIP1 Rec 4 Action 4.4</p>		<p>Action 4.4 DELWP and CFA will release updated regional Bushfire Management Strategies to guide fuel management activities across public and private land by December 2020, as outlined in</p>	<p>2021 progress report</p>	<p>Complete</p>	<p>Across 2020 DELWP and CFA worked together to update and release six Bushfire Management Strategies aligned to the Victorian Government regions. The strategies guide fuel management across public and private land. Refer to FSIP1 Action 3.2 on page 62 of IGEM's 2021 progress report for further details.</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
		response to Recommendation 3.			
FSIP1 Rec 5 Action 5.1	The Inspector-General for Emergency Management recommends that the Department of Environment, Land, Water and Planning (or the single entity referenced in Recommendation 4) – with support from all legislated fuel management organisations for public and private land – lead a community engagement process to improve the Victorian community's understanding of: a) the purpose of Victoria's fuel management program and the concept of residual risk	Action 5.1 DELWP and CFA will release updated regional Bushfire Management Strategies by December 2020, with information to help communities understand bushfire risk at a landscape level.	2021 progress report	Complete	Across 2020 DELWP and CFA worked together to update and release six Bushfire Management Strategies aligned to the Victorian Government regions (refer to FSIP1 Action 3.2 on page 62 of IGEM's 2021 progress report). The Bushfire Management Strategies are a key tool used by DELWP to communicate bushfire risk (also refer to FSIP1 Action 7.5 on page 82 of IGEM's 2021 progress report). The strategies contain bushfire risk information at a landscape level, including areas of higher and lower risk and Bushfire Risk Engagement Areas that identify parts of the landscape where managing bushfire fuels is most effective in reducing risk.
FSIP1 Rec 5 Action 5.2	b) the conditions under which fuel management effectiveness is limited c) how fuel management is planned, conducted, evaluated and reported.	Action 5.2 By June 2021, DELWP will update and simplify: <ul style="list-style-type: none"> information provided about Victoria's fuel management program, the concept of residual risk and how fuel management effectiveness is evaluated, and what bushfire risk means at state, regional and community levels. 	2022 progress report	Complete	In 2021 DELWP commissioned a confidential report 'Building a better understanding of bushfire risk' to summarise the public consultation and market research it had undertaken in 2021. The report considered community attitudes on topics including: <ul style="list-style-type: none"> perception of risk interest in bushfire risk information risk reduction activities risk reduction targets. DELWP used the findings of the report to inform its 2021–22 bushfire season communication materials and to help guide the development of related FSIP1 Actions 5.3 and 5.4. DELWP provided IGEM with a copy of the confidential report along with examples of communication materials that provide simplified information about Victoria's fuel management program, the concept of residual risk and how fuel management effectiveness is evaluated, and what bushfire risk means at a state, regional and community level.
FSIP1 Rec 5 Actions 5.3 and 5.4		Action 5.3 As part of the review of the risk target committed at Recommendation 9, DELWP, in collaboration with EMV and land and fire agencies, will develop a community engagement process that: <ul style="list-style-type: none"> builds understanding of the fuel management program and its limitations, makes targets more meaningful and understandable to the community, and supports transparency and shared responsibility. Action 5.4 By December 2021, DELWP will develop shared guidance and principles for engaging with communities and with other agencies involved in bushfire risk management. The shared guidance and principles will clarify accountabilities and ensure a community-centred and consistent	2022 progress report	Complete	DELWP's approach to FSIP1 Actions 5.3 and 5.4 was guided by the findings from FSIP1 Action 5.2 which provided a baseline of the community's level of understanding and expectations around fuel management programs and attitudes and perceptions towards bushfire risk. In the second half of 2021 DELWP engaged with agencies to seek their input and feedback on the development of a sector engagement process, and shared guidance and principles. Over the course of three workshops, approximately 40 sector participants considered their existing engagement guidance and frameworks to identify commonalities and leverage good practice towards development of a sector process. The resultant draft sector engagement process and the shared guidance and principles were endorsed by the Bushfire Risk Mitigation Committee in November 2021. In May 2022 DELWP held a further think tank session to help identify the opportunities and challenges to rolling out the sector engagement process with agency partners. DELWP plans to trial the products in the second half of 2022 and refine them using feedback from sector partners. DELWP intends the community engagement process and shared guidance and principles to be flexible tools that can be applied to support engagement about bushfire risk understanding. This includes information about the fuel management program and its limitations, and to make targets more meaningful and understandable to the community (refer to FSIP1 Action 5.2).

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
		approach.			
FSIP1 Rec 5 Action 5.5		Action 5.5 The whole of sector strategy for bushfire management will draw on behavioural change work being carried out under Safer Together to support people to take action to address bushfire risk in their local area and on their own land.	2024 progress report	Complete	Victoria's Bushfire Management Strategy (developed by DEECA under FSIP1 Action 3.3) was published in May 2024 and considers the use of community-centred approaches informed by behavioural and social science to better manage bushfire risk. The strategy includes a case study on a collaborative project between Safer Together and Monash University's behavioural insights research unit (Behaviour Works Australia). The project has identified factors that influence the success of community risk awareness programs, at both community and individual levels. These factors are influential in helping communities adopt behaviours that reduce bushfire risks, both before and during emergency events. Due date extensions IGEM notes that the original due date for this action (November 2021) has been twice extended – first to June 2023 and then to March 2024 – to enable appropriate consultation with Traditional Owners, community groups and the public.
FSIP1 Rec 6 Action 6.1	The Inspector-General for Emergency Management recommends that the Department of Environment, Land, Water and Planning (or the single entity referenced in Recommendation 4) – supported by other organisations with a legislated responsibility for fuel management – plan for and increase the application of non-burning fuel management treatments including mechanical means. The annual fuel management report should include the non-burn component of fuel management treatment, track annual change, and provide a comparison to the previous three years.	Action 6.1 DELWP is enhancing Victoria's network of strategic fuel breaks and is planning for how this can be expanded further in preparation for the 2020–21 fire season. The creation and maintenance of strategic fuel breaks is a key mechanical treatment as Victoria adapts to the reduced window available for planned burning due to climate change.	2021 progress report	Complete	Strengthening and expanding Victoria's network of strategic fuel breaks is one of the key actions that form DELWP's Advanced Forest and Fire Management strategy, designed to reduce the risk and impacts of more frequent, intense and damaging bushfires under a changing climate. In preparation for the 2020–21 fire season DELWP completed: <ul style="list-style-type: none"> 10.5 ha of strategic fuel breaks establishment in high-risk areas in the Surf Coast around Anglesea, Aireys Inlet and Lorne over 2800 ha of non-burn fuel works largely comprising mechanical treatment. IGEM also notes that DELWP is planning to strengthen and expand Gippsland's network of strategic fuel breaks as part of the Victorian Government's \$35m investment in bushfire risk management. Refer to FSIP1 Action 6.5 for further details about DELWP's ongoing strategic fuel breaks and mechanical works program.
FSIP1 Rec 6 Action 6.2		Action 6.2 DELWP will include additional data regarding the non-burn component of fuel management treatment on public land, track annual change, and provide a comparison to the previous three years as detailed in DELWP's 2019–20 fuel management report.	2022 progress report	Complete	Forest Fire Management Victoria (FFMVic) comprises staff from DELWP, Parks Victoria, Melbourne Water and VicForests. FFMVic manages bushfires and bushfire risk in Victoria's parks, forests and other public land through: <ul style="list-style-type: none"> risk-based bushfire management and planning fire prevention and preparedness fuel management programs (including planned burning) emergency response and recovery. The fuel management delivery section of FFMVic's <i>Managing Victoria's bushfire risk: Fuel management report 2020–21</i> includes comparative data on the non-burn fuel treatment component of fuel management on public land. The report is available at ffm.vic.gov.au/fuel-management-report-2020-21
FSIP1 Rec 6 Action 6.3		Action 6.3 DELWP will work in partnership with DoT, other road and rail managers, CFA and local government to identify key arterial roads that provide strategic advantage for firefighting, and work together to conduct priority fuel treatment works ahead of the 2020–21 fire season.	2021 progress report	Closed	DoT manages the state's arterial road network and receives government funding to carry out roadside maintenance work. DELWP works with DoT to identify key roads for priority fuel treatment for inclusion in the Joint Fuel Management Program. IGEM notes that this action refers to fuel treatment works to be conducted ahead of the 2020–21 fire season. DELWP advised that project funding through a Treasurer's Advance was not received until February 2021, which led to the delivery dates exceeding the expected completion date. Despite the delayed start, priority fuel treatment works were delivered along 18,973 kms of the arterial road network. Actions 6.5 and 6.9 provide more information on DELWP's current program of work to expand the permanent network of strategic fuel breaks, including work conducted along Victoria's road network. Action 6.1 provides more information on the non-burn fuel management work that DELWP completed ahead of the 2020–21 fire season.
FSIP1 Rec 6 Action 6.4		Action 6.4 The Victorian Government will increase its investment in non-burning fuel management treatment, including mechanical treatment, through DELWP,	2021 progress report	Complete	Through the 2021–22 budget cycle, the Victorian Government allocated funding to support non-burning fuel management treatment, enabling increased investment in this area (refer to FSIP1 Action 6.6 for the ongoing component of this program of work). DELWP works with CFA, DoT and local government through the Safer Together program, and non-burning fuel treatment work is implemented through its Joint Fuel Management Program.

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		CFA, DoT and local government.			Across 2020–21 DELWP completed 18,888 ha of non-burn fuel treatment. This included approximately 295 ha of mechanical treatment in high-risk and difficult to treat areas, exceeding DELWP's target of 108 ha set as a part of the Advanced Forest Fire Management budget allocation of \$2.03m for 2020–21. DELWP in partnership with DoT, CFA and Parks Victoria has also delivered road upgrades and maintenance actions (refer to FSIP1 Action 6.8 for further details).
FSIP1 Rec 6 Action 6.5		Action 6.5 DELWP will expand the permanent network of strategic fuel breaks across Victoria by December 2022.	2022 progress report	Complete	Strategic fuel breaks are strips of land where vegetation has been permanently modified to reduce the rate of fire spread and intensity. They are created for the direct protection of assets and to assist fire control. The Victorian Government invested \$35m to deliver 1447 km of strategic fuel breaks across Victoria by July 2022. For more information refer to ffm.vic.gov.au/bushfire-fuel-and-risk-management/strategic-fuel-breaks-program 2020–21 During 2020–21 DELWP constructed and upgraded 545 km of strategic fuel breaks across the state. Details of fuel management activities for this year are available at ffm.vic.gov.au/fuel-management-report-2020-21 2021–22 During 2021–22 DELWP constructed a further 741 km of strategic fuel breaks. Another 164 km are in progress and once completed (when weather and site conditions are favourable) will deliver the cumulative target of 1447 km.
FSIP1 Rec 6 Action 6.6		Action 6.6 DELWP will continue to deliver an expanded 365-day per year fuel management program to respond to earlier and longer bushfire seasons and enhance Victoria's first attack capacity including personnel, plant and equipment.	2024 progress report	Complete	<i>Victoria's Bushfire Risk Management Report 2022–23</i> details DEECA's approach to fuel management including planned burning and mechanical fuel treatments such as mulching, mowing, and slashing. The report provides information on bushfire risk management delivery and outcomes at state, regional, and district levels across both public and private land for the 2022–23 financial year. In 2022–23 FFMVic delivered: <ul style="list-style-type: none"> • 214 planned burns covering 75,500 hectares • 1,602 non-burn fuel treatments (such as mulching, slashing, and mowing) covering 16,757 hectares • 235 km of Strategic Fuel Breaks (SFBs) – this adds to the 741 km of SFBs constructed in 2021–22 and 545 km in 2020–21. Maintenance of existing SFBs (such as burning, candling, and mechanical fuel treatments) will be nominated and approved through the annual JFMP. FFMVic implemented the Burn Opportunity Reporting Tool to track planned burn ignition opportunities on a day-to-day basis and provide insight into the factors leading to a missed burn opportunity. DEECA advised that the tool is continuing to be refined with the data included in its bushfire risk management reports. Personnel, plant, and equipment On 1 December 2023 the Minister for Environment announced that the Victorian Government will offer VicForests harvest contractors 5-year Forest and Fire Management Services Agreements – starting from 1 July 2024 – to carry out critical bushfire risk reduction activities across Victoria. DEECA advised that native timber harvest contractors provide important skills and equipment for bushfire management, including the removal of hazardous trees, installation of fire control lines, preparation of fire breaks and maintenance of the strategic road network. IGEM notes that DEECA's fuel management program is a well-established process with activity expected to continue in line with the current plans and operations in place.
FSIP1 Rec 6 Action 6.7		Action 6.7 DELWP will develop a strategy for the transition and retention of forestry contractors by June 2021, to ensure ready availability of specialist skills and machinery for the creation of fuel breaks, removal of hazardous trees and reopening of roads remain available to support bushfire and emergency management operations.	2022 progress report	Complete	DELWP has provided IGEM with a confidential pre-publication version of the completed forestry contractors strategy (Land and Fire Management: The Role of Forest Contractors) that sets out a range of activities it will undertake to secure these services.
FSIP1 Rec 6 Action 6.8		Action 6.8 The Victorian Government will increase its investment in the construction and maintenance of public land roads and bridges (for example, upgrading timber	2024 progress report	Complete	IGEM's 2021 and 2022 progress reports noted that 4-year initiative funding and ongoing funding for key bushfire management programs (Reducing Bushfire Risk and Safer Together) through the 2021/22 Victorian Budget would support continuing activity on the elements of this action. Construction and maintenance of roads and crossings/bridges on public land During 2022–23, the following has been delivered: <ul style="list-style-type: none"> • 2,155 km of road upgrades and improvements across Victoria's strategic fire access road network, including 345 km of verge and

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		<p>structures to fire-resistant materials), management of hazardous trees, vehicles and equipment to ensure that firefighters can safely access the forest for fire prevention, preparedness, fuel management (including planned burning and mechanical treatment), suppression and recovery operations, under conditions of increased fire frequency and intensity. These activities are targeted at improving access to public native forests.</p>			<p>roadside vegetation management to support safe egress and access for firefighters and other road users</p> <ul style="list-style-type: none"> replacement of 10 strategic large crossings/bridges with high standard, robust structures that have a high resilience to impacts from fire and flood. <p>Management of hazardous trees</p> <p>DEECA advised that while the main purpose of roadside vegetation management is to improve access and egress, the 345 km of verge and roadside vegetation management undertaken in 2022–23 also included the treatment of hazardous trees. DEECA also advised that it had previously undertaken specific projects to treat hazardous trees as part of its roading program.</p> <p>DEECA intends to continue identifying and treating hazardous trees as part of its work to provide a safe environment after bushfires, storms, and floods.</p> <p>Vehicles and equipment</p> <p>Since 2019–20, DEECA has invested over \$18 million in the purchase of 8 additional and 25 replacement plant and machinery items for the purpose of delivering safe and effective land and fire management.</p> <p>DEECA advised that the addition of new plant items to the fleet will increase mechanical (non-burn) fuel treatment as well as firefighter safety in areas of high-tree hazard. DEECA also advised that the replacement of end-of-life plant and machinery assets will allow it to improve the safety of staff, guarding systems, and operating efficiency.</p> <p><i>Forest and Fire Mixed Fleet Strategy 2020–2030</i></p> <p>DEECA has a Forest and Fire Mixed Fleet Strategy 2020–2030 that outlines the long-term vision, direction, and priorities for its specialist forest and fire fleet. It provides a high-level plan of action to achieve defined objectives to support decision-making and strategic investment to enable DEECA to meet its legislative responsibilities for emergency response, and support the delivery of its land management activities and programs.</p> <p>As part of the implementation of the Strategy, IGEM notes that vehicles and equipment have been purchased and that DEECA has commissioned a durability trial of a new Falling Object Protection Structure solution for light commercial 4WD vehicles to identify potential areas for improvement.</p> <p>Action status</p> <p>Since IGEM commenced reporting on this action in 2021, DEECA has continued to undertake work related to the construction and maintenance of roads and crossings/bridges on public land, including the management of verge and roadside vegetation, and hazardous trees. IGEM also positively notes DEECA's continued procurement and replacement of vehicles and equipment to support its land and fire management activities.</p> <p>IGEM considers this action complete, noting that funding and reporting on measures relating to this action are reflected in Victorian Budget papers.</p>
<p>FSIP1 Rec 6 Action 6.9</p>		<p>Action 6.9</p> <p>To complement new fuel breaks on public land, DELWP and DoT will work in partnership to identify, prioritise and conduct fuel management along major arterial roads where road positioning provides strategic advantage for bushfire suppression.</p>	<p>2024 progress report</p>	<p>Closed</p>	<p>DTP (formerly DoT) is responsible for managing Victoria's 23,000 km arterial road network.</p> <p>IGEM's Phase 1 report noted that roadside fuel management played a key role in the reduction of bushfire risk and in improving access and egress during bushfire response. However, it found that DoT did not consistently apply its own risk assessment and prioritisation guidelines to its roadside fuel management activities.</p> <p>In October 2021 the DoT leadership team approved the Bushfire Fuel Management Strategy 2021–24 that sets out priorities for reducing bushfire risk along transport corridors, including the streamlining of bushfire fuel management processes. The strategy included a 3-year action plan to strengthen risk management, governance, and interagency coordination processes.</p> <p>Framework to identify and prioritise fuel management activities along major arterial roads</p> <p>In 2022 DoT established the Road and Rail Fuel Management Working Group (previously known as Roadside Fuel Management Working Group) with CFA and the former DELWP (now DEECA) to address this action. The working group first met on 14 July 2022.</p> <p>The working group developed a framework (the Roadside Fuel Management Process Map) to identify, prioritise and deliver fuel management activities along major arterial roads. DTP advised that the working group has progressed various elements of the process map including discussions on:</p> <ul style="list-style-type: none"> options to refine the permit process presenting the cultural and heritage assessment process, including instructions on how to use the online database and validate cultural assets along roadsides modelling and integration of datasets and spatial maps. <p>DTP advised that the Roadside Fuel Management Process Map will be regularly reviewed in line with machinery of government changes, broader fire reforms, and identified process improvements.</p> <p>Roadside Fire Management and Risk Assessment</p> <p>As part of the Safer Together program, in 2022 DTP and CFA co-sponsored a review of each agency's roadside risk management and risk assessment guidelines to ensure alignment. A draft report was completed in July 2023.</p> <p>DTP advised that stakeholder feedback is now being considered by CFA and anticipates that further updates on this work and a final</p>

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					<p>recommendation will be provided to the Safer Together Partnership Group later in 2024.</p> <p>Related to the review of the risk assessment guidelines, DTP advised that it is currently seeking support to update its bushfire risk assessment for Victoria's arterial road network. The update is intended to validate data against changes to the arterial road network and surrounding landscape. IGEM has been informed that the outcomes of this proposal will be known later in 2024 and, if successful, the updated risk assessment will be delivered by 2027.</p> <p>DTP fuel management along major arterial roads during 2022–23</p> <p>DTP advised that it delivered routine grass slashing along 20,109 km of arterial roads during 2022–23 which is intended for road safety but also provides dual benefits for fire risk reduction. This was supplemented by additional grass cutting and weed spraying during the 2022–23 summer season following the repurposing of other funding.</p> <p>IGEM understands that DTP is exploring opportunities to support CFA and DEECA planned burns along arterial roads by funding preparatory works and costs associated with road safety-related permits.</p> <p>The progress summary for FSIP1 Action 6.8 provides information on DEECA's roadside fuel management activities in 2022–23.</p> <p>Action status</p> <p>As noted in IGEM's 2022 progress report, DTP advised that a lack of dedicated funding continues to be a hindrance to its fuel management program in supporting the planning and application of mechanical treatments – in line with Recommendation 6 from IGEM's Phase 1 report. IGEM notes that any mechanical treatments that are undertaken by DTP are delivered as part of business-as-usual activities.</p> <p>IGEM acknowledges that DTP continues to work with sector partners to support roadside fuel management activities. However, IGEM notes DTP's advice that it does not have dedicated funding (now and for the foreseeable future) to deliver on fuel management for the purposes of strategic bushfire suppression as called for by this action. Therefore, IGEM considers this action to be partially implemented and closed.</p>
FSIP1 Rec 6 Action 6.10		<p>Action 6.10</p> <p>DoT will also investigate vegetation management measures for the benefit of both biodiversity conservation and fuel reduction, such as the removal of invasive shrubs and the restoration of low biomass native grasslands.</p>	2022 progress report	Complete	<p>DoT investigated vegetation management measures for the benefit of both biodiversity conservation and fuel reduction through a pilot research project on grassland restoration, in conjunction with Glenelg Hopkins Catchment Management Authority and La Trobe University.</p> <p>The project found that native grasslands (ideally regularly burnt) are an effective roadside fuel break for fire management and for biodiversity conservation.</p> <p>Following the pilot study, DoT has identified the location of a second grassland restoration corridor project (Woorndoo-Streatham Road Corridor), dependent upon funding.</p> <p>DoT plans to incorporate these findings into business-as-usual roadside maintenance planning where funding allows and for future budget investment proposals. DoT advised that the findings will also be considered for inclusion in its next review of the VicRoads Standard Specification Landscape Works (Section 720), expected in late 2023.</p>
FSIP1 Rec 7 Action 7.1	The Inspector-General for Emergency Management recommends that the Department of Environment, Land, Water and Planning (or the single entity referenced in Recommendation 4) lead the development and distribution of evidence-based land and fuel management tools for use by all legislated fuel management organisations to ensure a common approach to fuel management.	<p>Action 7.1</p> <p>DELWP and CFA are currently improving how weather conditions are reflected in bushfire risk modelling, improving data on house loss and asset location, and improving understanding of the likelihood of ignition events. This work will improve understanding of bushfire risk in a broader range of circumstances, providing an evidence base for the development of more sophisticated fuel management tools.</p>	2021 progress report	Complete	<p>DELWP, in collaboration with CFA, has been working with the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and the University of Melbourne to update bushfire risk models to include locally specific weather streams, suppression effectiveness models, and climate change data.</p> <p>As part of the Risk 2.0 Project (refer to FSIP1 Action 7.3), DELWP has made improvements and enhancements to the following datasets and models that underpin bushfire risk modelling:</p> <ul style="list-style-type: none"> • Weather streams – DELWP's previous approach to modelling weather used a single weather scenario, based on similar conditions to those experienced during Black Saturday (2009) to model bushfire risk. Through this sub-project DELWP can now model multiple weather scenarios representing local conditions ranging from the worst-case scenario to an 'every year' type of weather event. • Likelihood models – DELWP in collaboration with the University of Melbourne, has developed ignition likelihood predictive models for human and lightning causes for strategic fire planning. These models are used to predict spatial variability of ignition likelihood across the landscape for a given weather and fuel scenario. This sub-project improves existing information about the likelihood of a fire starting and spreading (depending on the weather, landscape dryness, and ability to suppress the fire). • House loss models – DELWP has updated the house loss model to include risk factors that influence how well a house can withstand fire, such as nearby vegetation. The house loss model was independently evaluated by a data scientist from DELWP. The University of Melbourne has also prepared a report on the calibration of house loss models for use with Victoria's simulation system Phoenix RapidFire. • Asset location – DELWP has completed the asset location dataset which depicts building locations, building classifications (houses and outbuildings), and the number of buildings on a given property. This is a key upgrade from the previous approach which used address points as asset locations.
FSIP1 Rec 7 Action 7.2		<p>Action 7.2</p> <p>DELWP has recently developed methods to measure the specific contribution of fuel</p>	2021 progress report	Complete	<p>Across 2020–21 FFMVic has worked to model the relative contributions of planned burning and bushfires to reductions in bushfire risk. This information was included in FFMVic's <i>Managing Victoria's bushfire risk: Fuel management report 2019–20</i> with plans to include it in future reports. The report is available at ffm.vic.gov.au/fuel-management-report-2019-20</p> <p>The modelling highlights how effective fuel management can be in reducing bushfire risk, especially when compared to the scale of bushfire required to achieve a similar reduction.</p>

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		management to risk reduction, improving Victoria's ability to measure the effectiveness of fuel management in reducing bushfire risk.			FFMVic's analysis has been independently examined by the University of Melbourne. Its examination observed that while there will never be a perfect method for measuring risk, the method used for the analysis can be justified based on current research results.
FSIP1 Rec 7 Action 7.3		Action 7.3 As part of the Risk 2.0 project, DELWP will: <ul style="list-style-type: none"> improve methods for modelling bushfire risk over a range of weather scenarios, by June 2021, develop an enhanced state-wide fuel and treatability layer by June 2021, and be able to measure the effect of mechanical fuel treatments on fire behaviour by December 2020. 	2021 progress report	Complete	<p>In November 2019 DELWP commenced the Risk 2.0 project to build on bushfire research and strengthen understanding of bushfire risk. The Risk 2.0 Project aims to:</p> <ul style="list-style-type: none"> improve the fundamental data and models that underpin bushfire risk modelling and the residual risk metric develop risk communication products to support future community and stakeholder engagement programs to ensure measures are easily understood and can support local decision-making conduct an independent expert review of the updated modelling, new performance metrics and targets develop new and enhanced bushfire risk metrics support the establishment of new risk targets for the fuel management program at different geographical scales. <p>As part of the Risk 2.0 Project, DELWP has improved methods for modelling bushfire risk over a range of weather scenarios (refer to FSIP1 Action 7.1) and has developed an enhanced burnability model with treatability mapping. The mapping provides a representation of whether a location can be burnt under typical planned burn conditions.</p> <p>DELWP has also developed an enhanced statewide fuel and treatability layer. At the time of reporting, the fuel and treatability layer was undergoing final testing to ensure all aspects of the model were yielding satisfactory results.</p> <p>DELWP engaged the University of Melbourne to investigate and provide an updated approach to incorporating the effects of mechanical fuel management on fire behaviour. This involved conducting monitoring in mulched areas and the development of fuel accumulation curves for mulched fuels. DELWP advised that further monitoring will be needed to enhance this approach in the future.</p> <p>IGEM notes that DELWP will be conducting an external review of Victoria's bushfire risk modelling, new performance metrics, and targets. This review was planned to commence in June 2021 and will be delivered by October 2021 (refer to FSIP1 Action 9.5 on page 90 of IGEM's 2021 progress report).</p> <p>IGEM considers that although some of the models are undergoing final testing or subject to further enhancements, the underlying models have been developed and therefore considers this action complete.</p>
FSIP1 Rec 7 Action 7.4		Action 7.4 DELWP will prepare a bushfire science, fire ecology and knowledge and predictive services strategic plan, to identify priority investment areas by April 2021.	2021 progress report	Complete	<p>In 2021 DELWP under the Safer Together program developed the Strategic Science Investment Plan (the Plan) which presents key science investment areas across the themes of Bushfire Risk, Predictive Capability and Ecosystem Values.</p> <p>The Plan outlines:</p> <ul style="list-style-type: none"> Safer Together's vision for what science investment will achieve the investment paths that will enable DELWP, CFA and Parks Victoria, as well as their research partners, to achieve its vision in the short to medium (1-5 year) and longer (5-10 year) term. <p>The Plan recognises that continued investment in science-based knowledge and evidence underpins land, fire, and ecosystem management practices. It also enables a better understanding of how to reduce the impact of major bushfires on communities, the natural landscape, and built environments in the context of climate change.</p> <p>The Plan was developed through consultation and collaboration across the fire and emergency management sector supported by the Bushfire and Natural Hazards Cooperative Research Centre.</p> <p>IGEM notes that the Plan has been endorsed by FFMVic but is yet to be published.</p>
FSIP1 Rec 7 Action 7.5		Action 7.5 DELWP will ensure that all land and fire management agencies and local government have ongoing access to current bushfire risk information and will investigate the appropriate mechanism/s to deliver this by June 2021.	2021 progress report	Complete	<p>DELWP has identified FFMVic's annual fuel management reports as its core communication tool for bushfire risk information (refer to FSIP1 Action 3.5 on page 64 of IGEM's 2021 progress report). DELWP also provides bushfire risk information through regional bushfire management strategies (refer to FSIP1 Action 3.2 on page 62 of IGEM's 2021 progress report).</p> <p>DELWP is also developing an online bushfire risk information communication tool. DELWP provided IGEM with a copy of its Risk 2.0 Enhancing Statewide Bushfire Risk Modelling story map aimed at enhancing stakeholder understanding of bushfire risk modelling and the risk-based approach to fuel management. DELWP has also developed a prototype risk story map which highlights variation in risk across the state and bushfire risk engagement areas on private land.</p> <p>In addition to the above resources, Victoria's Joint Fuel Management Program (JFMP) is a statewide program that manages fuel on public and private land over the next three years. The JFMP integrates a risk-focused bushfire management approach and was developed in consultation with local councils and other stakeholders. More information on the JFMP can be found at ffm.vic.gov.au/bushfire-fuel-and-risk-management/joint-fuel-management-program</p> <p>DELWP also engages with land and fire management agencies to assist with their understanding of bushfire risk. For example, DELWP advised that FFMVic has piloted standardised risk assessment processes which provide bushfire risk information for linear landscape features. These assessments have been used to provide updated bushfire risk information to DoT in relation to its road network and to South East Water on its assets (including sewerage pumping stations, water pumping stations, water storage facilities, and treatment plants).</p>

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FSIP1 Rec 7 Action 7.6		Action 7.6 The Victorian Government will provide additional funding to support Traditional Owners to lead implementation of the Cultural Fire Strategy.	2022 progress report	Complete	The Victorian Traditional Owner Cultural Fire Strategy (Cultural Fire Strategy) was officially launched by the then Minister for Environment, Energy and Climate Change on 10 May 2020. It articulates the aspirations of Traditional Owners to practice cultural burning and ensure knowledge about fire is sustained through generations (also refer to FSIP1 Action 2.1). The strategy is available at ffm.vic.gov.au/fuel-management-report-2018-19/statewide-achievements/cultural-fire-strategy The 2021–22 Victorian State Budget provided dedicated funding of \$22.5m over four years, with \$6.3m ongoing to support Traditional Owners. In 2021–22 DELWP finalised agreements for core cultural fire funding, spanning a four-year period, with ten of Victoria’s legally recognised Traditional Owner Groups. DELWP advised that it is continuing to work with an additional legally recognised group to provide funding for their cultural fire pathway. DELWP advised that it will continue to seek ongoing funding for long-term implementation of the Cultural Fire Strategy.
FSIP1 Rec 7 Action 7.7		Action 7.7 DELWP will work in partnership with the CFA to develop and coordinate the state-wide application of tools to support risk-based bushfire management across public and private land.	2021 progress report	Complete	DELWP and CFA continue to work closely to develop and apply tools to support risk-based bushfire management. The development and coordination of risk modelling tools has been undertaken through the Risk 2.0 Project team and the Predictive Services team – joint agency programs that include staff from DELWP and CFA. These projects include advancing risk modelling and metrics (refer to FSIP1 Action 7.1) and coordination of bushfire prediction modelling tools through the Strategic Science Investment Plan (refer to FSIP1 Action 7.4). IGEM notes that the JFMP is another important program that integrates a risk-focused bushfire management approach (refer to FSIP1 Action 7.5). As part of the JFMP, FFMVic and CFA have committed to working together by sharing resources, vehicles, and other equipment. IGEM also has an observer role on the Bushfire Risk Mitigation Committee which has representation from DELWP and CFA, and is a forum for discussion on Victoria’s approaches to bushfire risk mitigation and management.
FSIP1 Rec 8 Action 8.1	The Inspector-General for Emergency Management recommends that the Department of Environment, Land, Water and Planning (or the single entity referenced in Recommendation 4) – in conjunction with legislated fuel management organisations – develop a common set of objectives, metrics and reporting requirements for fuel management that form part of a compulsory regime that enables the Victorian Government to report publicly on a holistic fuel management program.	Action 8.1 DELWP will release its 2019–20 fuel management report by December 2020.	2021 progress report	Complete	FFMVic released its <i>Managing Victoria’s bushfire risk: Fuel management report 2019–20</i> , in December 2020. It is the eighth annual report of Victoria’s fuel management program on public land, and is available at ffm.vic.gov.au/fuel-management-report-2019-20 DELWP is engaging with legislated fuel managers to identify additional existing data that can be incorporated into the 2020–21 fuel management report (refer to FSIP1 Action 8.2).
FSIP1 Rec 8 Action 8.2	The reporting requirements should: a) apply to all organisations with a legislated role in fuel management; across public and private land (all land tenures); and at all levels – state, regional and municipal	Action 8.2 DELWP will engage with legislated fuel managers to identify additional existing data that can be incorporated into the 2020–21 fuel management report.	2021 progress report	Complete	The identification of existing additional data on fuel management was undertaken as part of DELWP’s response to FSIP1 Action 3.5. DELWP engaged a consultant to undertake reviews of the fuel management Monitoring, Evaluation and Reporting Framework and the annual Fuel Management Report. DELWP provided IGEM with copies of the consultant’s reviews in July 2021. IGEM notes that DELWP, CFA and Parks Victoria fuel managers were engaged through the review process to develop a stocktake of data that is currently collected and determine whether it is included in the annual Fuel Management Report. Stakeholders were also asked to identify data that is not currently collected but may be useful for future reporting.
FSIP1 Rec 8 Action 8.3	b) include residual risk where appropriate – however, complementary metrics should be developed if residual risk cannot be determined.	Action 8.3 DELWP will expand the fuel management Monitoring, Evaluation and Reporting Framework and the annual Fuel Management Report, to incorporate private land, roadsides and public land managed by other agencies. This will commence with available activity data included in the 2021–22 report, building to a suite of relevant measures to provide transparency on activities and effectiveness in reducing bushfire risk.	2024 progress report	Complete	As noted in IGEM’s 2022 progress report, this action builds on work completed by the former DELWP in 2021 under FSIP1 Action 3.5 to identify the changes required to more fully incorporate private land and roadsides in the annual fuel management report and the fuel management monitoring, evaluation and reporting framework. On 3 January 2023 the DEECA Secretary approved an extension to the delivery date of this action to June 2023 due to its links to actions in the Victorian Auditor-General’s Office (VAGO) Reducing Bushfire Risks report (October 2020), and to align with the development of a whole-of-sector bushfire management strategy (refer to FSIP1 Action 3.3) and the review of fuel management targets (refer to FSIP1 Action 9.5). <i>Bushfire Risk Management Report</i> In January 2023 OBRM published <i>Victoria’s Bushfire Risk Management Report 2021–22</i> , which replaced the previous <i>Victoria’s Reducing Bushfire Risk: Fuel Management Report</i> . In December 2023 OBRM released <i>Victoria’s Bushfire Risk Management Report 2022–23</i> . The 2022–23 report expands on previous reports to include all available fuel management data from the sector and incorporates cross-tenure data from CFA. The report includes the following information: <ul style="list-style-type: none">• number of treatment activities• total number of hectares treated• type and area of fuel treatment• total kilometres of linear strips treated (roadside, rail and other)• case studies on Bushfire Risk Engagement Areas and cultural burning• CFA response data. DEECA advised that the reporting metrics for FFMVic are in the process of being expanded from fuel management alone to cover the entire prevention, preparedness, fuel management (including planned burning), response, and recovery spectrum as outlined in the Code of Practice of Bushfire Management on Public Land (amended 2022). DEECA advised that OBRM will continue to facilitate the development and release of additional bushfire management metrics, in conjunction with stakeholders across the bushfire management sector.

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
					<p><i>Monitoring, Evaluation and Reporting Framework</i></p> <p>On 29 November 2023 SCRC endorsed Victoria's Bushfire Monitoring, Evaluation and Reporting Framework (VBMERF) in conjunction with Victoria's Bushfire Management Strategy.</p> <p>The VBMERF contains high-level guidance for monitoring and reporting on the delivery of the Strategy, which considers private land, roadsides, and public land. It aims to:</p> <ul style="list-style-type: none"> • demonstrate the sector's progress towards the outcomes of the Strategy • demonstrate the sector's performance to communities and the Victorian Government • support decision-making and continuous improvement, including for future investment in the sector. <p>The VBMERF and Strategy were published in May 2024.</p>
<p>FSIP1 Rec 9 Action 9.1</p>	<p>The Inspector-General for Emergency Management recommends that the Department of Environment, Land, Water and Planning (or the single entity referenced in Recommendation 4) – in collaboration with the Country Fire Authority and local government – undertake a review of the current residual risk target to ensure that it remains contemporary in terms of its designated percentage value.</p> <p>The review should:</p> <p>a) involve engagement with land and fire management agencies; public authorities; private organisations; individuals and any other stakeholders with a role in fuel management</p> <p>b) define a pathway to expanding the residual risk target to apply to all methods of fuel management, with the expansion of the target to apply across all organisations with a legislated responsibility for fuel management</p> <p>c) become part of a program of review of the State's land and fuel management policy occurring on a regular basis and not exceeding a five-year cycle.</p>	<p>Action 9.1</p> <p>DELWP and CFA are undertaking work to improve bushfire risk data and modelling. This work will provide the basis of building the technical capability for agencies to work with stakeholders and the community to review the current residual risk target.</p>	<p>2022 progress report</p>	<p>Complete</p>	<p>In November 2019 DELWP and CFA partnered to commence the Risk 2.0 Project to enhance the understanding of bushfire risk by improving data and models that underpin risk modelling and the residual risk metric.</p> <p>IGEM's 2021 progress report noted that DELWP had completed the technical updates and risk modelling that included:</p> <ul style="list-style-type: none"> • updating outdated and inaccurate data layers and models • increasing spatial resolution • extending the range of modelled weather scenarios • introducing ignition and weather likelihood into risk assessments • extending risk assessment to include additional values • producing communication materials and undertaking engagement activities to ensure data and model enhancements are supported, understood and fit for purpose for agencies and communities • providing the technological framework (including web-based data storage and processing) to support enhanced bushfire risk modelling. <p>Since then, a DELWP-commissioned review has been completed by an independent expert panel to assess the risk modelling improvements that will support new risk metrics implementation (refer to FSIP1 Action 9.5).</p> <p>DELWP has also developed internal websites to communicate data and modelling improvements and the new and enhanced risk metrics.</p> <p>DELWP intends to use the enhanced modelling to support the development of a new residual risk target, now expected to occur in 2023 in line with updated program timelines (refer to FSIP1 Action 9.5).</p>
<p>FSIP1 Rec 9 Action 9.2</p>		<p>Action 9.2</p> <p>DELWP and CFA are currently updating approaches to modelling risk, centred on a metric of house loss. This work will broaden the range of values considered in bushfire risk modelling, to include water yield and quality, critical infrastructure, fire size and agricultural values.</p>	<p>2022 progress report</p>	<p>Complete</p>	<p>DELWP in partnership with CFA developed the Risk 2.0 program to broaden the previous modelling metrics that focused on modelling risk based on potential house loss. Risk 2.0 enhanced the metrics that are used to estimate potential house and asset loss. It also introduced additional risk metrics to provide more realistic risk modelling, such as:</p> <ul style="list-style-type: none"> • water supply – assesses the risk of fires to water quality in Melbourne Water catchments • critical infrastructure values – assesses the risk of fire to critical infrastructure assets in Victoria • fire size prioritisation – enhances understanding of the risk of large landscape fires in Victoria's forests to support fuel management planning in Landscape Management Zones • primary production (agriculture) – assesses the risk of fire to sheds, fences and plantations in Victoria. <p>DELWP has also developed internal websites to demonstrate and communicate these risk metrics.</p>
<p>FSIP1 Rec 9 Action 9.3</p>		<p>Action 9.3</p> <p>DELWP is currently undertaking work to improve modelling of the impact of fuel management on environmental values, including threatened species. These modelling improvements will drive improvements in evaluation and reporting, and strategic bushfire management planning.</p>	<p>2021 progress report</p>	<p>Complete</p>	<p>The <i>Code of Practice for Bushfire Management on Public Land</i> (the Code) sets the objectives for bushfire management on public land, to support DELWP in meeting its legislative responsibilities under the <i>Forests Act 1958</i>.</p> <p>One of the primary objectives for bushfire management is to maintain or improve the resilience of natural ecosystems and their ability to deliver services such as biodiversity, water, carbon storage and forest products.</p> <p>DELWP uses its Fire Analysis Module for Ecological Values (FAME) process to measure ecological resilience to deliver its statewide reporting requirements (annual Fuel Management Report) and for strategic and operational decision-making for ecological values.</p> <p>In July 2020 DELWP contracted an external research group to:</p> <ul style="list-style-type: none"> • update and improve the data being used in FAME • develop a dashboard to display ecosystem resilience metrics to end-users. <p>FAME has undergone significant updates to improve the ability to model the impact of fuel management on environmental values. This includes the development of a web-published interactive dashboard displaying ecosystem resilience metrics including Tolerable Fire Interval (TFI), Geometric Mean Abundance (GMA) and change in species abundance.</p> <p>On 3 August 2021 IGEM observed an online demonstration of FAME improvements including the interactive dashboard.</p> <p>DELWP also provided IGEM with a copy of its draft fire ecology strategic roadmap which outlines proposed approaches for supporting</p>

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					the delivery of positive ecological outcomes of fire management. The roadmap was informed by extensive engagement with internal and external subject matter experts across agencies and external stakeholders.
FSIP1 Rec 9 Action 9.4		Action 9.4 DELWP will deliver a new spatial dataset (to underpin bushfire risk modelling) that provides enhanced understanding of asset location by June 2021.	2021 progress report	Complete	DELWP has developed a spatial dataset to provide an enhanced understanding of asset location and account for the risk and potential losses to a range of properties, such as agricultural businesses and houses (refer to FSIP1 Action 7.1 on page 79 of IGEM's 2021 progress report). On 3 August 2021 IGEM observed an online demonstration of the spatial dataset.
FSIP1 Rec 9 Action 9.5		Action 9.5 DELWP will commission a comprehensive review of fuel management targets and provide advice to Victorian Government. New targets will be developed in consultation with stakeholders and the community and be communicated as part of the sector's new strategy for land and fire management, by December 2021. This will link to engagement on bushfire fuel management agreed in response to Recommendation 5.	2024 progress report	In progress	<p>Review of fuel management targets</p> <p>IGEM's 2022 progress report noted the completion of the former DELWP commissioned review on the progress made with Victoria's bushfire risk modelling system and risk-based decision-making framework (Risk 2.0). IGEM sighted the confidential review which was completed by an independent expert panel.</p> <p>The review considers the validity of the former DELWP's risk modelling and provides recommendations for further enhancements to its risk-based approach.</p> <p>DEECA is implementing remaining elements of FSIP1 Action 9.5 through the provision of advice to the Victorian Government on updated fuel management targets. This includes alternative options to the existing residual risk performance target that guides Forest Fire Management Victoria's planned burning program on public land.</p> <p>Concurrently, DEECA is leading complementary work with the bushfire management sector to develop a roadmap for future bushfire risk management targets. Through this work, DEECA aims to establish a holistic suite of targets to guide agencies in effectively managing bushfire risk across public and private land.</p> <p>Both projects also address Recommendations 1 and 12 from VAGO's <i>Reducing Bushfire Risks</i> report (October 2020) and SAP 2023–26 Action 1.6.</p> <p>Advice to the Victorian Government on updated fuel management targets</p> <p>The primary purpose of fuel management targets is to drive accountability and responsibility by providing transparent information about how effectively Victoria's fuel management program meets its outcomes.</p> <p>In November 2022 OBRM completed a cost-benefit analysis to inform the development of updated target options using the Risk 2.0 bushfire risk modelling framework. In December 2022 OBRM commenced costing the options to understand the level of investment required. In January 2023, it tested the operational feasibility of options with FFMVic.</p> <p>In May 2023 OBRM circulated a consultation paper to Victorian Government stakeholders. The paper outlined options for updated fuel management targets for risk reduction to human life and property and ecosystem resilience, and primarily focused on FFMVic's planned burning activities.</p> <p>DEECA has since refined the target options in response to stakeholder feedback received on the consultation paper. It circulated the revised options to BRMC in January 2024 for feedback on the benefits and costs of each option.</p> <p>DEECA advised that it is working with the Minister for Environment to determine the most appropriate next steps for this work.</p> <p>Roadmap to expand bushfire risk management targets</p> <p>To support provision of advice to the Victorian Government to address this action, DEECA has also commenced the development of a Roadmap for the expansion of bushfire risk management targets for all organisations with bushfire risk management responsibilities across public and private land in Victoria.</p> <p>The Roadmap will provide advice to the Victorian Government on a pathway to develop and implement priority bushfire risk management targets over the next 10 years, and will detail the required investment, resources, technical knowledge, and indicative timing for the development of targets.</p> <p>In June 2023 OBRM tested the Roadmap principles, outline, and conceptual model with the OBRM Advisory Panel and received feedback.</p> <p>OBRM established a Cross-Sector Working Group in July 2023 to develop a draft of the Roadmap and enable close engagement throughout its development with key departments and agencies.</p> <p>On 16 November 2023 the Roadmap was discussed at the Fire Reform Workshop (formerly Land and Fire Roundtable) to seek input from bushfire management stakeholders on the values to inform options for targets and metrics.</p> <p><i>Next steps</i></p> <p>DEECA advised that it intends to provide final advice to the Victorian Government in late 2024.</p> <p>DEECA has revised the delivery date of this action to August 2024 to enable consultation with cross-sector governance committees prior to the provision of final advice to the government.</p>
FSIP1 Rec 10	The Inspector-General for Emergency Management	Action 10.1	2021	Closed	IGEM notes this action is an affirmation of the existing SEMP.

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Action 10.1	<p>recommends that Emergency Management Victoria – in accepting that emergency management is a 'shared responsibility' - collaborate with the emergency management sector and community to:</p> <p>a) establish clear guidance that clarifies the roles and responsibilities of individuals, communities, the private sector, responder agencies and government before, during and after emergencies</p> <p>b) develop, implement and evaluate an ongoing communications strategy that ensures these roles and responsibilities are well-understood and reiterated throughout the year.</p>	<p>EMV released the SEMP in September 2020. The SEMP sets out the roles and responsibilities of individuals and households, as well as clarifies roles and assign responsibilities to the emergency management sector agencies, business, community groups and networks. The SEMP forms part of Victoria's new emergency management planning arrangements, including new arrangements at regional and local levels. Together, these planning reforms provide critical guidance for communities, ensuring they understand what they can expect in terms of support - and what is expected of them - in the event of an emergency.</p>	progress report		<p>For information on the SEMP's release, refer to 10YOR Action 2.2 on page 33 of IGEM's 2021 report. For more detailed information on the SEMP's guidance for communities and articulation of the roles and responsibilities of individuals and households, refer to 10YOR Action 3.2 on page 40 of IGEM's 2021 report.</p>
<p>FSIP1 Rec 10 Action 10.2</p>		<p>Action 10.2</p> <p>As part of the development of a state-wide community led preparedness strategy in response to the community preparedness recommendation of the 10-year Review report EMV will work with the sector to ensure that the shared responsibility model in the SEMP is further progressed through the regional and municipal emergency management planning processes.</p>	2024 progress report	In progress	<p>IGEM's 2022 progress report noted the work undertaken by EMV (as part of 10YOR Action 3.3) to review existing community resilience and preparedness strategies and initiatives, and to measure their effectiveness.</p> <p>IGEM also noted that, despite this important preparatory work, the Victorian Government's response to the community preparedness recommendation (10YOR Recommendation 3) did not include the delivery of a community-led preparedness strategy.</p> <p>EMV is addressing this action through updates to the SEMP and by progressing the shared responsibility model through regional and municipal emergency management planning processes.</p> <p>The shared responsibility model in the State Emergency Management Plan</p> <p>The SEMP defines shared responsibility as the collective obligations and accountabilities held by a range of actors.</p> <p>Since its introduction in September 2020, the SEMP has undergone 2 comprehensive reviews – first in 2021 and again in 2023 to clarify agency roles and responsibilities.</p> <p>In 2023 the SEMP was updated to strengthen the content regarding shared responsibility. This included introducing new definitions for <i>shared responsibility</i> and <i>shared responsibility for people most at-risk</i>, as well as updating the language in the SEMP to reflect DFFH's Victorian Shared Responsibility Planning Toolkit for People Most at Risk in Emergencies.</p> <p>SCRC approved the updated SEMP at its meeting on 29 November 2023 which is available at emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp</p> <p><i>Progressing shared responsibility through regional and municipal planning processes</i></p> <p>Currently shared responsibility is provided for through the wide legislative membership on regional and municipal emergency management planning committees. These have representatives from across government and key emergency management agencies, as well as the opportunity for industry, community, and not-for-profit representation.</p> <p>In December 2022 the Emergency Management Commissioner (EMC) wrote to all departments and agencies with a legislated responsibility to participate in REMPCs, outlining the multi-agency, shared responsibility objective of Victoria's Emergency Management Planning Framework. The EMC also requested nominations to fill REMPC vacancies to ensure committees are resourced to fulfil their legislative functions.</p> <p>The EMC further promoted the expectation for shared responsibility in emergency management planning through the EMC's Statement of Intent for REMPCs (December 2023).</p> <p><i>Regional Emergency Management Plans</i></p> <p>Regional Emergency Management Plans (REMPs) are required to cover mitigation, response, and recovery, and address the roles and responsibilities of agencies in relation to emergency management. Each REMP must include content that is specific to that region.</p> <p>In 2020 REMPCs developed their first REMPs which were approved by the EMC on 18 November 2020.</p>

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					<p>Since then, all 8 REMPs have been updated and are now available on EMV's website, following review by their respective REMPC and approval by the EMC in December 2023.</p> <p>IGEM notes that many REMPs refer to shared responsibility, although in most cases, it is only referenced in the REMP's objective statement, and is not explained or expanded upon. For example, some REMPs express an aim to 'support efficiency and effectiveness on a platform of shared responsibility and interoperability'.</p> <p><i>Municipal Emergency Management Plans</i></p> <p>MEMPs articulate the emergency management roles and responsibilities of municipal councils and other actors.</p> <p>MEMPs are currently being updated in line with their existing review cycles, including to ensure consistency with the SEMP and the relevant REMP. At the time of reporting, a majority of the MEMPs have been reviewed, updated, and approved.</p> <p>EMV advised that the remaining MEMPs will be updated by the end of May 2024, with the delay due to increased operational activities in some areas of the state.</p> <p>Refer to the progress summary for 10YOR Action 2.5 for more information on the MEMP review process.</p>
<p>FSIP1 Rec 10 Action 10.3</p>		<p>Action 10.3</p> <p>EMV and its sector partners will use the Victorian Preparedness Framework to plan and test different high-impact, plausible scenarios across the sector and with communities, to embed what shared responsibility means.</p>	<p>2024 progress report</p>	<p>In progress (overdue)</p>	<p>The scope of this action originally encompassed 3 sector-focused scenario exercises held in June and July 2021 as part of the REMP and SEMP Scenario Testing Pilot Project.</p> <p>EMV subsequently designed the Emergency Management Plan Exercising Project to meet the community-focused element of this action and is scheduled to be completed in June 2024.</p> <p>Emergency Management Plan Exercising Project</p> <p>EMV commenced the Emergency Management Plan Exercising Project in early 2022 to deliver 4 community-centred scenario exercises exploring catastrophic events, complex responses, and operations under the shared responsibility model.</p> <p>The SEMP defines shared responsibility as the collective obligations and accountabilities held by a range of actors.</p> <p><i>A commitment to shared responsibility recognises that no single actor can be responsible for emergency mitigation, preparedness, response or recovery, and that shared responsibility in emergency management is everyone's business. Individuals, communities, organisations, businesses, all levels of government and the not-for-profit sector all have some role to play in planning for, responding to and recovering from emergencies.</i></p> <p>Source: State Emergency Management Plan</p> <p>Three of the 4 multi-phase exercises have been completed:</p> <ul style="list-style-type: none"> • Banyule Community Exercise (August–November 2022) • Murrindindi Community Exercise (March–June 2023) • Casey Community Exercise (November 2023). <p>EMV developed each exercise with input from councils and local communities.</p> <p>The final exercise will be hosted by the City of Ballarat. The SEMPC approved the exercise concept plan in February 2024.</p> <p>The Emergency Management Plan Exercising Project is also featured in the SAP 2023–26 as Action 3.4. IGEM reports annually on the implementation progress of all SAP actions under section 64(1)(e) of the EM Act 2013.</p> <p>IGEM's 2023 SAP progress report includes observations on the Banyule and Murrindindi community exercises.</p> <p>Banyule Community Exercise</p> <p>This exercise focused on the Banyule seniors community and the additional challenges they said they face in finding, interpreting, and acting on public information and warnings in emergencies.</p> <p>IGEM observed all 4 phases of the exercise:</p> <ul style="list-style-type: none"> • Phases 1 and 2 (August 2022) were held at the State Control Centre (SCC) and the Dandenong Incident Control Centre, respectively, and focused on the development and dissemination of state and incident-level public information in a storm event. • Phase 3 (September 2022) was held at Banyule City Council offices and focused on the development and dissemination of municipal-level public information in a storm event. • Phase 4 (November 2022) was held at the Bellfield Community Hub and examined whether seniors could access, understand, and act on community information and warnings developed during the first 3 phases of the exercise. <p>EMV produced a sector and council-facing exercise evaluation report in June 2023. EMV provided a community-facing summary to exercise partners Banyule City Council and the University of the Third Age later in 2023.</p> <p>Murrindindi Community Exercise</p> <p>This exercise focused on the isolation that community members may experience in an extreme heat event.</p> <p>IGEM observed both phases of the exercise:</p> <ul style="list-style-type: none"> • Phase 1 (March 2023) was held at the SCC and assessed agency capabilities in response to an extreme heat event. • Phase 2 (June 2023) was held at the Yea Shire Hall and explored emergency relief centre arrangements within the Murrindindi Shire.

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					<p>EMV shared the exercise evaluation report with Murrindindi Shire Council following its endorsement by SEMPC in September 2023.</p> <p>Casey Community Exercise</p> <p>This exercise focused on planning arrangements and public messaging to multicultural and multifaith communities in an extreme heat event.</p> <p>IGEM observed both phases of the exercise, which were held in November 2023 at Casey City Council offices:</p> <ul style="list-style-type: none"> Phase 1 focused on preparedness and readiness arrangements and messaging. Phase 2 focused on response and initial recovery arrangements and messaging. <p>EMV distributed a preliminary findings report to the sector in December 2023. The Casey MEMPC formally endorsed the detailed exercise report in April 2024 as the primary exercise participants. The exercise report was noted by SEMPC at their meeting in April 2024.</p> <p>IGEM has a legislated function under section 64(1)(gb) of the EM Act 2013 to monitor, review and assess emergency management planning at a system level. In accordance with this function, IGEM provides the following observations on the Casey Community Exercise.</p> <p>IGEM observed that both Phase 1 and 2 exercises were well-organised and facilitated, with strong engagement from all participants. IGEM also noted that participants recognised the importance of shared responsibility and that everyone has a role to play in preparedness and readiness. Detailed discussions about community messaging occurred throughout both exercises and IGEM observed that not all multicultural community members had written comprehension of their own languages. This highlighted the need for messaging to cater for this, alongside the expansion of translated resources.</p> <p>Significant discussions were held on the consequences of power outages and telecommunication outages during a heatwave (Phase 2 exercise), which highlighted a number of existing risks associated with back-up arrangements and the limited alternative ways of providing messages to communities during a widespread telecommunications outage.</p> <p>IGEM also observed that as part of the Phase 2 exercise, responsible organisations shared improvements that had been made to the Power Dependent Customer Register (and associated arrangements) since the June 2021 storm event, which increased awareness of the new arrangements.</p> <p>While the discussions during Phase 1 and 2 exercises were focused on a number of thematic areas, IGEM observed limited references to the contents of specific emergency plans. However, exercise participants agreed that a specific local plan for extreme heat was not required with the current roles and responsibilities under the SEMP Extreme Heat Sub-plan and the MEMPC being sufficient.</p> <p>The Victorian Preparedness Framework</p> <p>The Victorian Preparedness Framework (VPF) identifies and describes the 21 core capabilities and related critical tasks required to manage emergencies in Victoria. The VPF is available at emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/victorian-preparedness-framework</p> <p>The objectives from each of the exercises described previously have the following linkages to the VPF:</p> <ul style="list-style-type: none"> The objectives of the Banyule Community Exercise link with VPF Capability 2: Community Information and Warnings and VPF Capability 6: Building Community Resilience. The objectives of the Murrindindi Community Exercise link with VPF Capability 3: Operational Management and VPF Capability 15: Relief Assistance. The objectives of the Casey Community Exercise link to the above VPF capabilities and to VPF Capability 1: Planning and VPF Capability 20: Social Recovery.
<p>FSIP1 Rec 10 Action 10.4</p>		<p>Action 10.4</p> <p>EMV and responder agencies will forge stronger partnerships with the private sector in emergency planning and response as part of the shared responsibility model, building on the Critical Infrastructure Resilience Plans and Sector Resilience Networks.</p>	<p>2024 progress report</p>	<p>Complete</p>	<p>EMV has addressed this action by utilising the existing Sector Resilience Networks to form stronger partnerships with the private sector through the annual development of Sector Resilience Plans, and collaboration on other preparedness activities.</p> <p>All Sectors Resilience Report</p> <p>According to <i>Victoria's Critical Infrastructure All Sectors Resilience Report 2022</i>, the state's critical infrastructure resilience arrangements are founded on strong partnerships between industry and government.</p> <p>EMV has provided IGEM with a draft of its <i>Victoria's Critical Infrastructure All Sectors Resilience Report 2023</i>. Both 2022 and 2023 reports demonstrated how critical infrastructure entities and government continue to work together in preparedness and emergency response. They provide examples of resilience initiatives, risk analysis, and exercises showing the continued efforts in planning, preparedness, and continuous improvement.</p> <p>Partnerships with the private sector</p> <p>EMV has participated in or led a variety of initiatives aimed at forging stronger partnerships with the private sector:</p> <ul style="list-style-type: none"> Exercise Hyacinth (September 2022) – a multi-agency exercise facilitated by the former DoT and DELWP which explored the consequences of a major port closure. Attendees included Sector Resilience Network members from public and private entities, response agencies, Victorian Government departments and the EMC. Victorian Industry Accountable Officer Forum (March 2023) – jointly hosted by DTP and DEECA which connected senior executives with vital critical infrastructure obligations (under Part 7A of the EM Act 2013).

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					<ul style="list-style-type: none"> • Cyber threat hunt (May 2023) – the Victorian Government Cyber Incident Response Service contacted public and private entities via Sector Resilience Networks to conduct a threat hunt and report on any associated activity. EMV advised that using these established networks was found to be an effective way to respond to cyber threats. • All Sectors Resilience Network Forum (June 2023) – an annual forum facilitated by EMV for critical infrastructure stakeholders to network, share ideas, and explore common challenges facing critical infrastructure sectors. • Industry preparedness briefings (October 2022 and October 2023) – information sessions hosted by EMV to support industry planning on topics such as COVID-19 pandemic, emergency animal disease (EAD) preparedness and response, energy supply outlook, space weather impacts on critical infrastructure, and cyber incidents. <p>Sector Resilience Plans</p> <p>Portfolio departments lead industry in developing a Sector Resilience Plan for each of the 8 Sector Resilience Networks. These plans provide the government with information on each sector's overall resilience, key emergency risks, and focus areas for resilience improvement activities.</p> <p>Sector resilience plans for 2023–24 were endorsed by SCRC in August 2023.</p> <p>Other related activity</p> <p>In August 2023 SCRC endorsed the Operating Model Review Implementation Plan which includes a project on <i>Championing New Partners</i> to explore the possibilities of leveraging the resources of the private sector and non-government organisations through access to technical capabilities, surge capacity for key roles in specific emergencies, infrastructure, and other non-person resources.</p> <p>Refer to the progress summary for 10YOR Actions 4.3 and 4.6 for more information on the Operating Model Review and implementation plan.</p>
FSIP1 Rec 10 Action 10.5		Action 10.5 The Victorian Government will continue to invest in different communication strategies to build a common understanding of risk and what individuals, households and communities can do to act and mitigate risk (for example, seasonal campaigns, engagement through the Safer Together Program and other year-round opportunities).	2024 progress report	Complete	<p>As noted in IGEM's 2022 progress report, departments and agencies continue to deliver various seasonal campaigns year-round to build a common understanding of risk and what individuals, households, and communities can do to mitigate risk.</p> <p>Victorian Fire Season Campaign</p> <p>In November 2022 the Victorian Government launched its annual Victorian Fire Season Campaign (VFSC) – 'How well do you know fire?' – intended to complement the new Australian Fire Danger Rating System (AFDRS) campaign, titled 'Know the Colours. Take the Actions to Survive'</p> <p>The AFDRS campaign was developed to create awareness of the new system and the actions that should be taken at each of the 4 risk levels. DJCS advised that the campaign concluded in March 2023.</p> <p>The VFSC campaign resumed in late 2023, building on the How well do you know fire? initiative and existing AFDRS campaign assets to include information on early planning and preparation activities.</p> <p>The Victorian Government also launched an online fire planner tool to assist Victorians to plan and prepare for fires. The personalised fire plan can be downloaded for distribution among family, friends, and neighbours. The online fire planner tool is available at fireplanner.vic.gov.au</p> <p>Water Safety Campaign</p> <p>The Victorian Government launched several initiatives as part of its 2022–23 Water Safety Campaign:</p> <ul style="list-style-type: none"> • 'Unsinkable Guy' – a campaign that cautions men against believing they are unsinkable, developed based on research demonstrating that men tend to underestimate their own risk of drowning. • 'Rethink Taking Risks Around Water' – a campaign that targets at-risk younger male audiences including those culturally and linguistically diverse (CALD). • 'What you oughta know about water' – a campaign developed to educate adults on their responsibility to supervise kids aged 0-4 years in and around water. <p>DJCS advised that the 2023–24 Water Safety Campaign was launched in December 2023 which introduced a new suite of campaigns targeting male CALD audiences aged 25-44 years (in Hindi and Mandarin). The 'Unsinkable Guy' initiative also continues to be used.</p> <p>Life Saving Victoria (LSV) developed a 2023–24 summer water safety campaign kit to help stakeholders share water safety information with its communities.</p> <p>DJCS advised that both the VFSC and Water Safety Campaign are funded and expected to run as planned in 2023–24. DJCS intends to develop a business case for continued VFSC funding after it ends in 2024–25.</p> <p>Australian Warning System</p> <p>In December 2021 VicEmergency platforms were updated to reflect the new nationally consistent approach to warnings for bushfire, flood, severe weather, extreme heat, cyclones, and other hazards – the Australian Warning System (AWS).</p> <p>The Commonwealth Government has funded EMV, on behalf of Victoria's emergency services, to lead a tailored, multi-faceted AWS community education initiative (refer to the progress summary for FSIP1 Action 12.6 for more information).</p>
FSIP1 Rec 11 Action 11.1	The Inspector-General for Emergency Management recommends that Victoria Police – in collaboration with the community and the emergency management sector –	Action 11.1 The Victorian Government is reviewing State of	2024 progress report	In progress (overdue)	IGEM's 2022 progress report noted that EMV developed a draft State of Disaster Legislative Review issues paper. The paper identified key issues with the current legislative framework – specifically in relation to evacuation powers – and high-level options to address them.

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	reflect on events of the 2019-20 fire season to review and enhance evacuation plans and processes with consideration of: a) high risk areas (including remote locations) b) early evacuation triggers	Disaster legislation to ensure that existing powers in relation to evacuation are adequate for different emergency scenarios.			Since then, EMV has advised that it has insufficient resources to progress the review due to competing priorities. Pending resourcing, this action may be addressed at a later point in time following the conclusion and implementation of the Emergency Management Governance Review. DJCS advised that government approval to cease work on this action will be sought in 2024.
FSIP1 Rec 11 Action 11.2	c) the potential for isolated communities d) the presence of tourists and non-residents e) individual decisions to not evacuate f) the inability to evacuate g) consequence management and compounding events such as the loss of essential services or health impacts.	Action 11.2 Evacuation plans for flood risk communities are being refined to reflect a possible wet spring and COVID-19 requirements.	2021 progress report	Closed	IGEM notes that VICSES is the control agency for flood and leads the development of Municipal Flood Emergency Plans and Local Flood Guides for communities across the state. VICSES also publishes Regional Flood Emergency Response Plans that are reviewed and updated periodically. In 2020 VICSES created regional narratives as part of spring preparedness activities that outlined potential flood-related impacts and consequences at the regional tier to inform Regional Emergency Management Teams (REMTs). DPC is also providing Victorians with information about what to do in an emergency during the COVID-19 pandemic, including a link to the VICSES website that provides further information on preparing for floods and severe weather events. Refer to coronavirus.vic.gov.au/translated-information-about-coronavirus-covid-19 VicPol advised that it does not have standardised evacuation plans ahead of time, as each incident requires a tailored approach that can be modified as an event evolves. It acts on behalf of the Incident Controller (IC) and works with them and agencies to coordinate requirements. IGEM notes that this action was in response to a potential wet spring in 2020. VicPol advised that briefings conducted across its regions prior to the 2020–21 summer season included presentations from the Bureau of Meteorology (BoM) on the impact of La Niña weather patterns. VicPol further advised that it requested its regions and divisions to review their internal flood planning in parts of Victoria where above average rainfall may lead to significant flooding. IGEM further notes that EMV, in collaboration with agencies including VICSES, is preparing to conduct a review that will include capture of sentiment from communities impacted by the June 2021 extreme weather event which generated localised flooding.
FSIP1 Rec 11 Action 11.3		Action 11.3 The Victorian Government has committed to reviewing Victoria's Code Red arrangements to ensure there is absolute clarity in relation to evacuation requirements and expectations. This work is expected to be finalised by November 2020.	2021 progress report	Complete	A Code Red day is the highest level of Fire Danger Rating and clearly informs the community and the emergency management sector, local government, business and industry that there is the potential for the worst possible bush or grass fire conditions. In early 2021 EMV led a review of the Code Red day determination process and communications approach. The EMC approved the revised document on 19 April 2021. Key changes to the document include the clarification of triggers and risk factors for determining a Code Red day and a decision support tool for the EMC to use when making a determination. It also identifies the possible impacts and consequences of a forecasted Fire Danger Rating of Code Red. The revised document also includes updated key messages to support timely, consistent and relevant communication in preparation for, in determination of and during Code Red days. The document acknowledges that a communications risk or issue is the potential for public confusion as to whether a Code Red day is an instruction to evacuate. As mitigating actions, the document recommends the provision of clear information about 'leaving now', clear use of language regarding evacuation, and clear advice on recommended places to go to. According to the document, responsibility for these actions rest with the Emergency Management Joint Public Information Committee and the State Communications Cell. EMV has also developed a supporting document – a Code Red Day Communications Plan template – for use to guide strategic communications implemented by the State Communications Cell on Code Red days.
FSIP1 Rec 11 Action 11.4		Action 11.4 Prior to the 2021–22 financial year, the Victorian Government will make sure consistent processes and communications are developed in relation to evacuations and the closure of access roads, parks and reserves.	2021 progress report	Complete	Parks Victoria's Code Red Park Closures webpage (parks.vic.gov.au/get-into-nature/safety-in-nature/changed-conditions-and-closures/code-red-park-closures) acknowledges that many of Victoria's parks and forests are bushfire prone areas. It states that on forecast Code Red days, DELWP and Parks Victoria will close many parks and forests (including state forests and national parks) in the relevant weather district for public safety. For each weather district the webpage lists which parks are closed on Code Red days (high risk) and which are open (lower or reduced risk) and includes a Code Red Park and Forest Closure Fact Sheet with further information. VicPol is responsible for coordinating evacuation in an emergency. Community evacuation fact sheets are available on its website in a number of languages: police.vic.gov.au/emergency-response EMV's work to ensure timely, consistent and relevant communications in preparation for, in determination of, and during Code Red days supports the acquittal of this action (refer to FSIP1 Action 11.3 for more details). EMV's Code Red day determination processes and communication approach provides a set of consistent communications about the closure of roads, parks and reserves as well as the appropriate communications channels to use. EMV advised that an inter-agency review of communications for evacuation and park and forest closures has commenced, including community-focused research. EMV anticipates that the review will inform any potential improvements for the upcoming 2021–22 fire season.
FSIP1 Rec 11 Action 11.5		Action 11.5 Victoria Police, in collaboration with relevant agencies, will update the	2021 progress report	Complete	IGEM notes that EMV leads the updating and publication of evacuation JSOPs and guidelines in coordination with agencies including VicPol. JSOPs and guidelines are regularly reviewed to ensure they remain current and incorporate recent learnings. In the second half of 2020, the EMC approved: <ul style="list-style-type: none">updated JSOP 3.12 – Evacuation for Major Emergencies (October 2020)

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		<p>Joint Standard Operating Procedure (JSOP) for evacuations and other relevant doctrine to incorporate learnings from evacuations during the 2019-20 summer. This work will be completed in two phases (with priority actions completed before the upcoming season, followed by consideration of longer-term actions).</p>			<ul style="list-style-type: none"> updated Evacuation Guidelines (October 2020) updated JSOP 3.10 – Traffic Management at Emergencies (December 2020) updated Traffic Management Point Guidelines (December 2020). <p>VicPol has approached this action through the revision of its internal guidance for evacuations. Exercise Praesidio in October 2019 (refer to FSIP1 Action 11.7) identified misalignment between JSOP 3.12 and the guidance documents in use by VicPol.</p> <p>VicPol advised that work commenced on amending the internal guidance but remained in progress at the time of the 2019–20 fires and that lessons from evacuation planning and return operations during the fires reinforced that amendments were required.</p> <p>VicPol provided IGEM with revised internal guidance reflecting changes authorised in December 2020, following consultation with organisations including DELWP, FRV, CFA, Ambulance Victoria, DoT and VICSES, to ensure consistency with the recently updated JSOP 3.12.</p> <p>VicPol advised IGEM that the longer-term activity referred to by this action consists of evacuation and traffic management related training as per FSIP1 Action 11.10, therefore IGEM will continue to monitor implementation through that action.</p>
<p>FSIP1 Rec 11 Action 11.6</p>		<p>Action 11.6 Victoria Police, in conjunction with responder agencies will update and enhance risk intelligence and predictive service offerings to support evacuation decision-making as it applies to evacuation planning and support the development of modelling to enhance the future development of risk-based evacuation and localised emergency management plans.</p>	<p>2021 progress report</p>	<p>Closed</p>	<p>VicPol advised that it is not responsible for emergency management predictive service offerings but supports this function of the SCC as required.</p> <p>In April 2020, EMV established the State Strategic Intelligence Team (SSIT) in response to the 2019–20 bushfires. The intent of the SSIT is to facilitate data, information and intelligence sharing, decision-making, and action across the emergency management system to minimise the likelihood, effect and consequences of emergencies.</p> <p>The SSIT works closely with its sector partners who surge into the SCC on high-risk days. The team also collaborate with stakeholders across community, business, government and agency sectors to understand trends and intelligence gaps.</p> <p>VicPol advised that its Intelligence and Covert Support Command regularly liaise with EMV and the SCC on mapping and suspicious fires data to respond to DELWP, FRV and CFA intelligence requests. Consequently, VicPol advised that no further activity is planned for this action.</p> <p>IGEM notes that this action relates to intelligence and predictive service offerings as it applies to evacuation planning and decision-making. IGEM notes that this activity is being addressed through FSIP1 Action 11.12.</p>
<p>FSIP1 Rec 11 Action 11.7</p>		<p>Action 11.7 Victoria Police in conjunction with sector partners, commit to applying learnings from Exercise Praesidio - a simulated bushfire evacuation in 2019 involving the Powelltown, Three Bridges and Gilderoy communities – to improve future evacuation plans, processes and capability.</p>	<p>2021 progress report</p>	<p>Complete</p>	<p>VicPol has approached this action through process improvements including updating internal evacuation guidance to reflect lessons from Exercise Praesidio (refer to FSIP1 Action 11.5) and through applying improvements from the exercise in its ongoing exercising and training program to build capability (refer to FSIP1 Actions 11.8 and 11.10).</p>
<p>FSIP1 Rec 11 Action 11.8</p>		<p>Action 11.8 Victoria Police will work with regions, partner agencies and the community to review, enhance and further develop evacuation plans for high-risk communities including those in remote locations. A key focus will be visitors and tourists planning to travel within these locations.</p>	<p>2022 progress report</p>	<p>Complete</p>	<p>IGEM's 2021 progress report noted that VicPol does not have standardised evacuation plans ahead of time as each incident requires a tailored approach that can be modified as an event evolves. IGEM notes that Joint Standard Operating Procedure (JSOP) 03.12 'Evacuation for Major Emergencies' provides standardised procedures for the decision, warning, withdrawal, shelter and eventual return of persons impacted by major emergencies. The JSOP applies to CFA, DELWP (FFMvic), FRV and VICSES personnel, with VicPol discharging their responsibilities for evacuation in accordance with their agency policies and procedures.</p> <p>VicPol is implementing this action by conducting evacuation exercises in each of Victoria's eight government regions, involving sector partners and community members. This alternative approach recognises the value of ahead-of-time exercising in high-risk communities to enable VicPol to test, review, enhance and develop its policies and procedures.</p> <p>IGEM's 2021 progress report noted that VicPol had conducted five of the eight exercises with three exercises (Eastern Metropolitan, Gippsland and North-West Metropolitan regions) postponed due to the June 2021 extreme weather event and COVID-19 pandemic impacts.</p> <p>During 2022, VicPol completed the remaining three exercises:</p> <ul style="list-style-type: none"> Exercise Motus (Eastern Metropolitan) – conducted in May 2022 Exercise Venus (Gippsland) – agency exercise conducted in April 2022, with a related community exercise conducted in May 2022. Exercise Walkaway (North West Metropolitan) – conducted in August 2022.

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					<p>VicPol provided IGEM with materials demonstrating that each of the three exercises tested agency preparations, planning and decision-making for managing local community evacuation and traffic management in an emerging incident at the regional and incident levels.</p> <p>IGEM notes that across the three exercises there was a focus on visitors and tourists planning to travel to these locations where appropriate, including the development of insights as part of the post-exercise reports.</p>
FSIP1 Rec 11 Action 11.9		<p>Action 11.9</p> <p>To further strengthen evacuation plans and processes, Victoria Police commits to work with the Bureau of Meteorology (BoM), land managers, fire agencies and the community to better understand and identify risks on a year-to-year basis, taking into account factors such as climate change, seasonal conditions, and previous bushfire history.</p>	2022 progress report	Complete	<p>In October 2021 VicPol's State Emergency Response Coordination Division (SERCD) held six pre-summer briefings across four Victorian Government regions. The briefings included presentations from BoM, CFA, EMV, FFMVic, FRV, and VICSES. The presentations provided attendees with an understanding of the upcoming summer season, identification of risks and awareness to engage with the community.</p> <p>SERCD also delivered a pre-winter briefing in May 2022, aimed at Inspector level (and above) staff who have oversight or an interest in emergency management activities. The briefing included presentations from BoM and VICSES.</p> <p>VicPol provided IGEM with briefing materials that included consideration of climate change, seasonal conditions and previous bushfire history. IGEM notes that VicPol's evacuation exercises conducted under FSIP1 Action 11.8 also involve working with the community to better understand and identify risks.</p> <p>SERCD has a portfolio tasked with delivering the pre-season briefings as business-as-usual activity in future.</p>
FSIP1 Rec 11 Action 11.10		<p>Action 11.10</p> <p>Victoria Police, in conjunction with sector partners, will develop and deliver training and exercising to key incident management and decision-making personnel on improved evacuation doctrine and processes.</p>	2021 progress report	Complete	<p>VicPol's planned exercising activities are covered in the progress summary for FSIP1 Action 11.8.</p> <p>With respect to training, its SERCD is conducting evacuation and traffic management training sessions around the state. This training covers the key evacuation and traffic management manager role and has trained more than 400 members at the time of this report. VicPol advised that the training covers the evacuation process using current JSOPs, guidelines, and internal forms that reflect learnings from Exercise Praesidio (a simulated bushfire evacuation conducted in 2019).</p> <p>Some training sessions have been rescheduled due to extreme weather activity and COVID-19 pandemic impacts. VicPol expects to conduct further training once COVID-19 pandemic-related resource commitments are eased.</p> <p>Dependent on COVID-19 restrictions, VicPol plans to hold a state forum in October/November 2021 to train around 40 of its Municipal Emergency Response Coordinators. VicPol also advised that planning for a training film has commenced (with DELWP Incident Controller involvement) which will cover lessons learned from 2019–20 fires and will be used as a training tool for incident managers and decision-making personnel at sub-officer level and above.</p>
FSIP1 Rec 11 Action 11.11		<p>Action 11.11</p> <p>Victoria Police will look at creating a cadre of specially trained personnel equipped to undertake evacuation and traffic management roles required in an emergency, to ensure evacuation and early departure from at-risk areas occurs seamlessly.</p>	2022 progress report	Complete	<p>In October 2021 SCRC approved a revised due date for this action of November 2022. It also noted a change of scope from creating a 'cadre' of specially trained personnel to training a larger group of specialists to cover the whole state.</p> <p>VicPol continued to provide training for specialty roles related to evacuation and traffic management across 2021–22.</p> <p>This included:</p> <ul style="list-style-type: none"> • 242 officers completing Incident Police Operations Centre (IPOC) training (with a total of 286 officers now qualified across the state) • 90 officers completing evacuation and traffic management manager training (with a total of 558 officers now qualified across the state). <p>VicPol advised that it continues to deliver IPOC, evacuation and traffic management training throughout the regions and that its response to training will evolve as its emergency management capability continues to mature.</p>
FSIP1 Rec 11 Action 11.12		<p>Action 11.12</p> <p>The Victorian Government commits to improving evacuation decision-making processes– for example, through expanded use of more sophisticated tools such as spatially based evacuation planning currently being trialled along the Great Ocean Road.</p>	2022 progress report	Complete	<p>EMV and the Victorian Government are addressing this action through a collaboration to develop two evacuation decision-making support tools – Simulations of Emergency Evacuations for Knowledge, Education and Response (SEEKER) and State-Wide Analysis of Evacuation Risk (SAFER).</p> <p>SEEKER</p> <p>SEEKER was developed through a collaboration between EMV, DELWP, RMIT University, CSIRO, Department of Premier and Cabinet, and the Victorian Public Sector Commission as an evacuation modelling, decision support system that can:</p> <ul style="list-style-type: none"> • design an evacuation scenario to be simulated • run an evacuation simulation • carry out an analysis of the potential impact of a predicted hazard on a road network • visualise the outcome of the simulated evacuation and produce summary results. <p>SEEKER provides rapid integrated analysis of bushfire behaviour, human behaviour and traffic simulations. It supports timely decisions by providing information on:</p> <ul style="list-style-type: none"> • the extent and severity of fire impact to the community

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					<ul style="list-style-type: none"> • complications associated with large numbers of tourists, major events, and transient populations in the region • expected responses of community members to the fire situation and official warnings • impact of activating traffic management plans given available resources • trigger points for decision-making • road speed and capacity constraints with respect to evacuating and background traffic • unplanned consequences of traffic accidents or blockages as a result of trees over roads • evacuation outcomes against a base case of no evacuation. <p>CSIRO's <i>Climate and Disaster Resilience Technical Report</i> (July 2020) notes that SEEKER addresses a significant gap in evacuation planning and risk mitigation capabilities and delivers an evacuation modelling platform that can support emergency management organisations in undertaking evacuation planning.</p> <p>In December 2021 EMV coordinated a training exercise, involving a scenario of bushfires threatening coastal townships and summer traffic on the Great Ocean Road. The scenario was set in real-time and tested the IMT's evacuation decision-making under pressure on a severe fire danger day.</p> <p>The exercise outcomes have been documented in a conference paper presented at the 2022 the Australasian Fire and Emergency Service Authorities Council (AFAC) conference. The paper notes that the exercise 'opened the eyes' of response agencies to the complexity of evacuation in a congested environment, and to the fact that ordering an evacuation, under short timeframes, may worsen the outcome for some people due to traffic bottlenecks that can form.</p> <p>SAFER</p> <p>Under the evacuation modelling project CSIRO and RMIT are developing a statewide risk assessment tool, SAFER.</p> <p>SAFER measures the combined risk imposed by multiple fires across the full geographic extent of an Australian state. The tool computes several evacuability risk metrics from datasets comprising a road network, a population dataset, and the geographical extents of bushfire scenarios.</p> <p>SAFER and SEEKER have complementary purposes to support evacuation decision-making processes.</p> <p>SAFER allows the end user to compute the maximum theoretical flow supported by the road network at the state-level across a large set of simulated fires. This allows decision-makers to quickly identify which communities and roads have elevated risks with respect to those fires. Once these 'hotspots' have been identified, SEEKER allows detailed scenarios-based analysis of consequences for a single fire and different mitigation strategies and evacuation options can be investigated ahead of time.</p> <p>EMV advised that the previous funding sources for these evacuation modelling projects ended on 30 June 2022, however National Recovery and Resilience Agency (NRRRA) funding has been sourced for further development of the tools with a more national focus.</p> <p>IGEM notes that in 2022, NRRRA and Emergency Management Australia (EMA) merged to form a new organisation – the National Emergency Management Agency (NEMA).</p> <p>EMV advised that Victoria will continue to engage with NEMRRA as part of its ongoing commitment to improve evacuation decision-making processes. EMV will also monitor the further development of the tools to evaluate their applicability for operational use.</p> <p>More information on SEEKER and SAFER can be found at research.csiro.au/evacuation/</p>
FSIP1 Rec 12 Action 12.1	The Inspector-General for Emergency Management recommends that Emergency Management Victoria – in collaboration with the emergency management sector and as part of the emergency management planning reforms: a) review, update and confirm arrangements for all tiers of control, including the flexible application of areas of operations, with a particular focus on the triggers for activation, integration with other tiers of control and clearly defined roles and responsibilities	Action 12.1 The SEMP incorporates command and control arrangement flexibility to enable a more agile response to concurrent and compounding emergencies.	2021 Progress Report	Complete	SCRC approved the first Victorian SEMP on 10 September 2020 (refer to 10YOR Action 2.1 on page 33 of IGEM's 2021 progress report). EMV published the SEMP on its website on 30 September 2020: emv.vic.gov.au/responsibilities/sempr . Victoria's emergency management sector operates under the Australasian Inter-service Incident Management System (AIIMS) principle of flexibility. The SEMP outlines arrangements for emergency mitigation, response and recovery, including flexible command and control arrangements. Table 5 in the SEMP outlines various transfer of control scenarios, including in the event of concurrent emergencies.
FSIP1 Rec 12 Action 12.2	b) exercise these arrangements to ensure they are appropriate and familiar during emergencies.	Action 12.2 EMV and agencies will confirm control arrangements in readiness for 2020–21 summer season, including the intended use and application of any area of operation, and subsequently exercise the state and regional control teams to ensure arrangements and processes are understood.	2021 Progress Report	Complete	As noted in the progress summary for FSIP1 Action 12.1, the SEMP outlines control arrangements for emergencies. The SEMP includes content on the designation of an area of operation, to manage a complex emergency that may be geographically located over several municipalities or several regions. In advance of the first SEMP's release, EMV hosted three briefing webinars in September 2020 to support understanding of its arrangements and processes. The webinars remain accessible on the sector's EM Learning platform. EMV recently held three emergency scenario tests (two regional and one state) as part of its SEMP and REMP scenario testing pilot project, with more to be completed in future (refer to FSIP1 Action 12.3). IGEM observed all three scenario tests and notes that they involved personnel who would form part of regional or state control teams in an emergency event.
FSIP1 Rec 12		Action 12.3	2024	In progress	EMV is addressing this action by providing training to the sector on changes to control arrangements in the SEMP and through the

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
Action 12.3		EMV and its partners will train personnel on any consequential changes to the tiers of control through the introduction of the SEMP and undertaking scenario exercises to test the respective state, regional and municipal emergency management plans.	Progress Report	(overdue)	<p>Emergency Management Plan Exercising Project.</p> <p>Training on changes to control arrangements</p> <p>IGEM's 2022 progress report noted that EMV led a review of the SEMP in 2021 and provided sector organisations with an education pack and a detailed schedule of key changes, including to control arrangements, following its publication in October 2021.</p> <p>EMV conducted another review of the SEMP in 2023 to clarify agency roles and responsibilities. SCRC approved the updated SEMP at its meeting on 29 November which is available at emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp</p> <p>In December 2023 the EMC wrote to sector organisations to advise that the SEMP had been updated and directed them to a full schedule of changes and an information pack on EMV's website. These resources remain available via the Emergency Management Planning Resource Library at emv.vic.gov.au/em-planning-resource-library</p> <p>Testing emergency management plans</p> <p>The Guidelines for preparing State, Regional and Municipal Emergency Management Plans (November 2020) state that planning committees should test and review their plans with relevant partner organisations as part of the planning process.</p> <p>IGEM's 2022 progress report noted EMV's contributions to this process by leading projects that exercise selected plans. This activity generates guidance and learnings that support the wider exercising of plans by REMPCs and MEMPCs across the state.</p> <p><i>Emergency Management Plan Exercising Project</i></p> <p>EMV is leading the Emergency Management Plan Exercising Project to deliver 4 community-centred scenario exercises exploring catastrophic events, complex responses, and operations under the shared responsibility model. EMV developed each exercise with input from councils and local communities, and 3 of the 4 multi-phase exercises have since been completed.</p> <p>The progress summary for FSIP1 Action 10.3 provides more information on the Emergency Management Plan Exercising Project.</p>
FSIP1 Rec 12 Action 12.4		Action 12.4 State, regional and incident tier arrangements will be reinforced through the delivery of the Regional and Municipal Emergency Management plans to better support emergency response activities.	2024 Progress Report	In progress	<p>Victoria's REMP's and MEMP's include localised response content that contextualises general arrangements in the SEMP to the specific regional or municipal environment.</p> <p>Regional Emergency Management Plans</p> <p>All 8 REMP's have been updated and published on EMV's website, following review by their respective REMPC and approval by the EMC in December 2023.</p> <p>The REMP's are available at emv.vic.gov.au/responsibilities/emergency-management-planning/remps</p> <p>Refer to the progress summary for FSIP1 Action 10.2 for more information on REMP's.</p> <p>Municipal Emergency Management Plans</p> <p>At the time of reporting, a majority of the MEMP's have been reviewed, updated, and approved. EMV advised that the remaining MEMP's will be updated by the end of May 2024, with the delay being due to increased operational activities in some areas of the state.</p> <p>Refer to the progress summary for 10YOR Action 2.5 for more information on the MEMP review process.</p> <p>Emergency Management Planning Guidelines</p> <p>EMV plans to update its Guidelines for Preparing State, Regional and Municipal Emergency Management Plans in 2024 to ensure they remain consistent with current legislation and are fit-for-purpose as a practical tool to support the development of emergency management plans.</p> <p>As part of the update, EMV intends to seek feedback from MEMPCs and REMPCs on the current guidelines and assurance template through surveys and workshops with key stakeholder groups.</p>
FSIP1 Rec 12 Action 12.5		Action 12.5 The revised State Bushfire Plan will inform any changes to arrangements to the existing tiers of command and control for bushfire, while improving the doctrine that supports the operation of each tier by clearly defining roles and responsibilities, supported by consistent implementation of agreed Australasian Inter-service Incident Management System structures.	2021 Progress Report	Complete	<p>The SEMP Bushfire Sub-Plan is a SEMP sub-plan specifically for bushfire management that details more specific emergency management arrangements that either vary from or contextualise the arrangements outlined in the SEMP.</p> <p>FSIP1 Action 1.7 on page 55 of IGEM's 2021 progress report provides information on EMV's work leading the review and revision of the SEMP Bushfire Sub-Plan during 2021.</p> <p>The revised plan came into effect on 1 September 2021 and clearly defines emergency management roles and responsibilities and responsibilities in relation to bushfire. For example, section 1.6 notes that the SEMP identifies three control agencies for fire response – CFA, FRV and DELWP. These agencies are mentioned frequently throughout the sub-plan and a link to their agency role statements is provided in section 1.6.</p> <p>Other agencies with roles and responsibilities are specifically outlined in the sub-plan, complementary to the roles and responsibilities in the SEMP. Section 5.7 specifies that bushfire will be controlled at the incident level through the application of the AIMS principles and functions.</p> <p>The SEMP Bushfire Sub-Plan is available at emv.vic.gov.au/responsibilities/semp-sub-plans/semp-bushfire-sub-plan</p>
FSIP1 Rec 12		Action 12.6	2024	In progress	EMV is leading a range of activities to deliver this action:

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Action 12.6		The Victorian Government commits to developing community-focused communication and engagement strategies to build greater understanding of operational structures and arrangements across all phases of emergencies.	Progress Report		<ul style="list-style-type: none"> the AWS community education initiative the 'We Work as One' communications strategy and delivery the Public Information Newsroom Model VicEmergency regional Facebook pages. <p>Australian Warning System community education initiative</p> <p>In December 2021 VicEmergency platforms were updated to reflect the new nationally consistent approach to warnings for bushfire, flood, severe weather, extreme heat, cyclones, and other hazards – the AWS.</p> <p>EMV was allocated Commonwealth Government funding to lead a tailored Victorian AWS community education initiative to complement the existing national campaign.</p> <p>EMV worked closely with agency partners including CFA and the Victoria State Emergency Service (VICSES) to develop and roll out the community education initiative, which launched in December 2023.</p> <p>EMV advised that the initiative will run for 2 years, and that planning is underway to seek additional funding to ensure it continues in the longer term.</p> <p>Community education initiative materials are available via ausws.emergency.vic.gov.au/index.html</p> <p>'We Work as One' communications strategy and delivery</p> <p>This project aims to build community knowledge about how agencies work together across preparedness, response, and recovery, connected by the term 'We Work as One' to highlight interagency efforts.</p> <p>EMV has published a number of informative videos and articles on VicEmergency digital channels to date. EMV provided IGEM with copies of 6 outputs produced between October and December 2023 and advised that additional profile pieces are planned for publication in the first quarter of 2024 highlighting the work of VICSES, CFA, and FFMVic.</p> <p>Public Information Newsroom Model</p> <p>This project aims to set up a 'one-stop shop' on the VicEmergency website for media outlets to obtain accurate and timely information on current emergencies and incidents. This is to reduce the burden on operational staff responding to media requests and allowing them to focus on producing timely, tailored, relevant and accessible information for communities.</p> <p>EMV provided IGEM with a project plan for the Public Information Newsroom Model and advised that work is underway to assess ongoing costs, training, and resource requirements.</p> <p>VicEmergency regional Facebook pages</p> <p>In October 2022 EMV launched 6 regional VicEmergency Facebook pages to strengthen the accessibility of current, clear, and localised information to communities during emergencies.</p> <p>The pages are based on Victoria's emergency management regions:</p> <ul style="list-style-type: none"> VicEmergency – Loddon Mallee VicEmergency – Hume VicEmergency – Gippsland VicEmergency – Grampians VicEmergency – Barwon South West VicEmergency – Central.
FSIP1 Rec 12 Action 12.7		Action 12.7 EMV will conduct a review of the introduction of the first SEMP following the 2020–21 fire season, to inform any necessary changes, prior to the 2021–22 fire season.	2022 Progress Report	Complete	<p>Victoria's first SEMP was published in September 2020, superseding the State Emergency Response Plan and the State Emergency Relief and Recovery Plan within the Emergency Management Manual Victoria. The SEMP sets out arrangements for emergency mitigation, response and recovery and specifies the roles and responsibilities of agencies in relation to emergency management.</p> <p>During 2021 EMV led a sector review of the SEMP. The review considered learnings from the 2020–21 summer season and the COVID-19 pandemic response, as well as items held over for future consideration at the time of initial publication.</p> <p>SCRC approved the revised SEMP on 7 October 2021, and further changes were incorporated in response to IGEM's Phase 2 report. Both sets of changes are summarised in Figure 3 on page 87 of IGEM's 2022 progress report.</p> <p>The revised SEMP came into effect on 27 October 2021 and is available at emv.vic.gov.au/responsibilities/sempr</p> <p>EMV maintains a register of items raised by sector organisations for consideration in future SEMP reviews. The next review is due to commence in late 2022 and conclude in 2023.</p>
FSIP1 Rec 13 Action 13.1	The Inspector-General for Emergency Management recommends that Emergency Management Victoria – in partnership with agencies engaged in state, regional and incident control centres: a) review and update shift roster and handover processes to ensure they are procedurally consistent and support the achievement of objectives at all stages of a protracted	Action 13.1 EMV will commence work with the sector to update shift roster and handover processes including the use and application of existing incident action planning guidance and tools, as well	2024 Progress Report	In progress	<p>Incident action planning</p> <p>EMV's Joint Standard Operating Procedure (JSOP) 3.03 – Incident Action Planning (updated September 2022) provides guidance to responder agencies on the development of Incident Action Plans to ensure they are appropriate to the incident and effectively communicate the objectives, strategies, and tactics.</p> <p>The JSOP is available to relevant personnel via Emergency Management Common Operating Picture (EM-COP) and is next due for review in October 2025.</p> <p>Handover processes and templates</p>

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	<p>event</p> <p>b) provide training and guidance to ensure shift roster and handover processes are consistently applied in state, regional and incident control centres.</p>	<p>as creation of new tools such as standardised handover templates.</p>			<p><i>State handover processes</i></p> <p>The State Response Controller (SRC) operates across a rotational 4-day roster, with additional resourcing implemented during heightened periods of operational activity or additional governance.</p> <p>The SRC Handover Work Instruction provides guidance on the format and information required to be included in the handover email from an outgoing SRC to an incoming SRC to ensure they are up to date with relevant operational information. EMV has also developed a handover template to ensure that SRCs take a consistent approach to gathering intelligence and reporting on key areas of risk and action for an incoming SRC.</p> <p>EMV advised that SRCs can also utilise their logbooks and in-person briefings to support handover processes.</p> <p>Management of the SRC handover process has been integrated into the SRC Executive Support team, which ensures that all handover components are completed.</p> <p>As noted in IGEM's 2022 progress report, the sector's online EM Learning platform has an 'Effective Handovers' training module and accompanying action register and handover templates.</p> <p><i>Regional handover processes</i></p> <p>EMV has embedded the Regional Controller Readiness Teleconference (RCTC) into State Control Team (SCT) meetings to promote effective information flow and optimise attendees' time. EMV advised that the RCTC supports handover processes as Regional Controllers (RCs) invite incoming RCs to these meetings for situational awareness. RCs are also encouraged to share resourcing updates when reporting on emerging risks and issues.</p> <p>EMV advised that it has also established a pre-season forum for SRCs and RCs to help ensure consistency and information sharing between RCs and the state.</p> <p>State Control Centre rostering project</p> <p>EMV advised that a new rostering system at the SCC is in its final stages of development with the first phase of implementation planned for 2024. EMV anticipates that the new system will consolidate the current rostering processes into a single system. This will allow for efficiencies in workforce planning and management, as well as easy and clear processes for shift changes, leave, and other workforce requirements.</p> <p>Identification of improvements through Real Time Monitoring and Evaluation function</p> <p>EMV's Real Time Monitoring and Evaluation (RTM&E) team produces Before Actions Reports on current or future operations to provide emergency management personnel with information on aspects to sustain and areas for improvement.</p> <p>IGEM's 2022 progress report noted that the RTM&E team produced 3 Before Action Reports that identified learnings for handovers, rostering, and incident action planning.</p> <p>EMV advised that the following Before Action Reports have assisted with its shift rostering and handover processes in the first half of 2024:</p> <ul style="list-style-type: none"> Multiple Controller Structures (February 2024) – which led to the development of a governance structure chart that was shared at the state, regional, and incident level to expand situational awareness. Fatigue Management During Prolonged and Concurrent Emergencies (February 2024) – used by SCC management to inform the annual review of the SCC Fatigue Management policy, in line with the introduction of the new rostering system. <p>IGEM will revisit this action in its next progress report to provide an update on the implementation of the new SCC rostering system.</p>
<p>FSIP1 Rec 13 Action 13.2</p>		<p>Action 13.2</p> <p>EMV will update the pre-season training content so that handover practices and processes are properly understood in state, regional and incident control centres, as well as reinforcing consistent application of incident action planning, especially during protracted and complex events.</p>	<p>2024 Progress Report</p>	<p>Complete</p>	<p>Pre-summer season briefings</p> <p>EMV incorporated a planning module as part of the state 2023–24 summer season online preparedness briefings. The module was led by a subject matter expert and included Incident Action Planning information.</p> <p>Incident Management Team Training program</p> <p>The Incident Management Team (IMT) Training program coordinated by EMV includes the multi-day course, 'Manage planning for a complex incident'. EMV provided IGEM evidence of course delivery during 2023 via the program and advised that it plans to run the course 5 times in 2024.</p> <p>The course is delivered by EMV's Registered Training Organisation provider, and each course can cater for up to 20 agency personnel. The course competency includes a requirement for attendees to understand the principles of Incident Action Planning and be able to develop a plan.</p> <p>EM Learning</p> <p>EMV added an 'Introduction to Planning' module to the sector's online EM Learning platform to complement other key fundamental IMT training courses. EM Learning also has an 'Effective Handovers' module and accompanying action register and handover templates developed by EMV.</p>
<p>FSIP1 Rec 13 Action 13.3</p>		<p>Action 13.3</p> <p>The Real Time Monitoring and Evaluation (RTM&E)</p>	<p>2021 Progress Report</p>	<p>Closed</p>	<p>JSOP 12.01 Real Time Monitoring and Evaluation (RTM&E) governs the Victorian emergency management sector's RTM&E function, which is used to monitor and evaluate handover processes and incident action planning once deployed. Completed RTM&E reports are published on EM-Share, the sector's lessons management IT system.</p>

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		<p>program will include examination of handover processes and incident action planning as part of the state's Assurance and Learning Unit 2020–21 season activity. The RTM&E function monitors operational performance, systems and processes, and evaluations.</p>			<p>EMV advised that there were no deployments of RTM&E over the 2020–21 summer season because of limited operational activity and the timing of the provision of funding and recruitment of project resources. On this basis IGEM is reporting this action as closed, noting the focus on the 2020–21 season activity.</p> <p>In terms of longer-term activity, EMV has provided IGEM with a draft project plan that envisages the development and refinement of RTM&E systems and processes and a full review, update and uplift of all RTM&E resources, capabilities and activities over a four-year horizon.</p>
<p>FSIP1 Rec 13 Action 13.4</p>		<p>Action 13.4 EMV will consider compliance auditing across a range of critical incident management practices, such as measuring progress towards achieving incident objectives and completing handovers, as part of the development of a sector-wide outcomes framework in response to the sector-wide outcomes recommendation in the Review report.</p>	<p>2024 Progress Report</p>	<p>Closed</p>	<p>IGEM's 2022 progress report noted EMV's intention to develop an Emergency Management Sector Outcomes Measurement Strategy to complement the Victorian Emergency Management Sector Outcomes Framework and support the move towards outcomes-based reporting.</p> <p>In June 2022 SCRC approved the scope and proposed approach to the strategy's development, dependent on funding and resourcing availability.</p> <p>Since then, EMV has advised that delivery of the strategy has been delayed due to resourcing pressures and competing priorities. EMV has also advised that compliance auditing was considered early in the development of the Sector Outcomes Framework but was ultimately not included as an element of the Sector Outcomes Framework or its implementation.</p>
<p>FSIP1 Rec 13 Action 13.5</p>		<p>Action 13.5 As part of the investment in training for the sector identified in the sector capability and capacity recommendation in the review report, the Victorian Government will ensure that Incident Management Team personnel are provided with the training, exercising and simulation experiences required to effectively perform their roles and apply these processes in an environment with increasing complexities and overlapping emergencies.</p>	<p>2024 Progress Report</p>	<p>In progress</p>	<p>IGEM's 2022 progress report noted the development of the Learning Reform Action Plan (LRAP) which consolidated EMV's IMT review and the Training and Development Masterplan into a single document.</p> <p>The LRAP was endorsed by the Emergency Management Capability and Capacity Steering Committee (EMCCSC) in September 2022 and focused on 5 key areas – course development, data sharing, exercise simulation delivery, leadership coaching and mentoring development, and Victorian Emergency Management Institute enhancements.</p> <p>In May 2023 EMV updated the EMCCSC on the transition of both the LRAP and multi-sector IMT training program into a combined activity – the Emergency Management Sector Training and Capability Development Model.</p> <p>The Training and Capability Development Model commenced on 1 July 2023 and is funded by 9 members of the EMCCSC including Agriculture Victoria (AgVic), CFA, DEECA, DH, DTP, EMV, ERV, Fire Rescue Victoria (FRV), and VICSES. Agencies and departments represented at EMCCSC that are not funding partners can also access training under the Training and Capability Development Model.</p> <p>Memorandums of Understanding (MoUs) developed by DJCS have been signed by AgVic, CFA, DEECA, DH, DTP, and VICSES with funding agreements in place until June 2025. MoUs are not required for EMV or ERV who are both within DJCS.</p> <p>Implementation highlights</p> <p>Between November 2022 and June 2023 EMV delivered competency-based training for 117 IMT personnel under the former multi-sector IMT training program. Under the current Training and Capability Development Model, multi-sector training has been delivered to 158 participants via 12 courses between July and December 2023. Refer to the case study below for an example of an IMT workshop held by EMV.</p> <p>In late 2023 EMV developed and circulated its 2024 training calendar to agencies and departments for review prior to seeking nominations.</p> <p>CASE STUDY: IMT SIMULATION PILOT WORKSHOP</p> <p>On 13 July 2023 EMV held a workshop to pilot the use of simulation software in incident management training and accreditation. Participants from CFA and FRV were placed in a simulated scenario to evaluate how they responded to a realistic incident.</p> <p>EMV advised that the pilot aimed to assess the suitability of digital simulation in incident management training, specifically the ability to place both experienced and aspiring emergency management personnel in complex simulated scenarios. EMV also advised that once embedded, performance in such simulations may be used as part of a participant's evidence portfolio for IMT accreditation.</p> <p>Online learning modules</p> <p>The EM Learning platform now includes introductory courses on intelligence, logistics, operations, planning, and public information. At the time of reporting, EM Learning had 10,667 users registered.</p> <p>In October 2023 EMV added the 'National Leadership Educational eLearning Modules for Disaster Risk Reduction' to EM Learning. These modules comprise of 7 foundational leadership units intended to build self-leadership capability (non-technical skills) that can</p>

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					<p>be used to advance leadership skills in planning, preparedness, response, and recovery to disasters.</p> <p>In late 2023 EMV also updated the 'Introduction to Emergency Management Sector' course in EM Learning based on participant feedback and added technical awareness courses for the AFDRS.</p> <p>IGEM will revisit this action in its next progress report to provide an update on the Training and Capability Development Model. IGEM is also monitoring progress on the implementation of sector-wide emergency and incident management learning and development opportunities through SAP 2023–26 Action 4.3.</p>
FSIP1 Rec 13 Action 13.6		<p>Action 13.6</p> <p>IGEM recognised the significant achievements of Victoria's response to the 2019-20 bushfires, despite the challenges presented by the scale, extent and duration of the season. Resources were drawn from multiple agencies over an extended period, including from other jurisdictions in Australia and internationally. The complex and prolonged nature of this event and the varying industrial arrangements around shift rotations across a multitude of agencies, made information exchange and handover processes within regional and incident management centres critical.</p>	2021 Progress Report	Closed	IGEM notes that no implementation activity is required by this action, which paraphrases content from the Phase 1 report.
FSIP1 Rec 13 Action 13.7		<p>Action 13.7</p> <p>The Victorian Government is committed to improving handover processes, particularly across different shifts and personnel changes, to facilitate more effective and consistent handover and incident management practices.</p>	2021 Progress Report	Closed	IGEM notes that EMV is addressing improvements to handover processes through FSIP1 Actions 13.1 and 13.2.
FSIP1 Rec 14 Action 14.1	<p>The Inspector-General for Emergency Management recommends that Emergency Management Victoria – in consultation with relevant agencies – develop a system to manage personnel and asset deployments to all tiers of incident management to meet the needs of the emergency and support the health and wellbeing of personnel. Where appropriate and within occupational health and safety requirements, this may include:</p> <p>a) standardised shift rosters across agencies and incident management tiers</p> <p>b) a single or integrated platform to allow consistent recording of shift times and locations</p>	<p>Action 14.1</p> <p>EMV will work with the sector to examine the application and constraints of resource management, with a view to developing a standing state strategic resource plan. This review will include safety management systems and processes.</p>	2021 Progress Report	Complete	<p>EMV advised that no formal review was undertaken in relation to this action. EMV is approaching this action by including resourcing as a standing item in the rolling State Operations Plans available on EM-COP.</p> <p>EMV advised that, depending on the complexity of resourcing required to support operations, a more detailed stand-alone Strategic Resources Plan may be implemented for specific incidents. This will be determined on a case-by-case basis. For example, the State Strategic Resource Plan for 10–20 June 2021 provided resourcing guidance and noted potential resourcing issues and mitigations in relation to flooding events in Gippsland and Metropolitan areas and storm events in Loddon Mallee, Barwon South West and Hume regions across this period.</p> <p>IGEM notes that improvements to safety management systems and processes are being addressed through other actions.</p>
FSIP1 Rec 14 Action 14.2	<p>c) records of accreditation, qualification, training and currency.</p>	<p>Action 14.2</p> <p>EMV will as a priority, develop common incident resourcing principles to maximise deployment and</p>	2022 Progress Report	Closed	<p>Common incident resourcing principles</p> <p>IGEM's 2021 progress report noted that detailed standalone Strategic Resource Plans may be implemented for specific incidents depending on the complexity of resourcing required to support operations. Strategic Resource Plans specify that prioritisation occurs in accordance with the existing State Emergency Management Priorities, including protection of life and property, and protection of critical infrastructure.</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
		resourcing, along with a fit for purpose safety management system that can integrate information from across agencies.			EMV advised that no further activity is planned for this part of the action. The existing JSOP 3.09 – Resource Request Process guides the process of requesting resources for all major emergencies. Safety management system EMV advised that it no longer intends to create a sector-wide safety management system due to the various employment arrangements of agencies. IGEM notes that the recently established Safety Coordination and Capability Group provides a sector forum to promote a coordinated approach to safety management.
FSIP1 Rec 14 Action 14.3		Action 14.3 EMV will work with the sector to update and re-issue the multi-agency Fatigue Management Safety Fact Sheet and include fatigue management content within pre-season briefings.	2022 Progress Report	Closed	IGEM's 2021 progress report noted that EMV planned to reissue an updated fatigue management fact sheet before the 2021–22 summer season. IGEM understands that this did not occur and that EMV has no immediate plan to reissue an updated fact sheet. IGEM notes that the original fact sheet and agency-specific guidance remain available via EM-COP. EMV also hosts a fatigue management module on the EM Learning platform. IGEM also positively notes the establishment of Safety Coordination and Capability Group to address mutual safety issues, including fatigue management, across the sector. Pre-season briefings The 2021–22 pre-season preparedness briefings were held online, with a theme of Safety and Fatigue. Presenters were invited from all sector tiers and organisations, with many reinforcing messaging around safety and fatigue for emergency services staff and volunteers. The sessions were well attended by sector partners across a variety of organisations and sector roles. IGEM notes that key safety information reflecting the current operational environment is made available to agencies via the rolling State Operations Plan available on EM-COP.
FSIP1 Rec 14 Action 14.4		Action 14.4 As part of the development of a contemporary emergency management operating model identified in the response to the sector capability and capacity recommendation of the Review report, EMV will: <ul style="list-style-type: none">develop sector guidelines that optimise deployment; service delivery; employee health; and wellbeing. These guidelines will seek to enhance consistency where appropriate, while supporting an agile and diverse workforce.	2024 Progress Report	Closed	IGEM's 2022 progress report noted that there was scope for the development of sector guidelines to be included in proposals from the EMV-led Operating Model Review (refer to the progress summary for 10YOR Actions 4.3 and 4.6 for more information on the Operating Model Review). In August 2023 SCRC endorsed the Operating Model Review Implementation Plan which includes 4 projects aimed at building a workforce that fosters safer and more resilient communities over the next 5 to 10 years. IGEM notes that none of the 4 projects outlined in the Implementation Plan include the development of sector guidelines as envisaged by this action.
FSIP1 Rec 14 Action 14.5		Action 14.5 EMV will work with the sector to develop and implement a robust system for Occupational Health and Safety (OH&S) incident management.	2024 Progress Report	Complete	IGEM's 2022 progress report noted that EMV had developed a software system to provide an aggregated view of reported OH&S incidents and enable the identification and analysis of developing agency trends. IGEM also reported that the system underwent operational testing in 2021–22 to ensure that it provided up-to-date visibility and analysis of OH&S incidents during major events. This system is accessible via the sector's shared EM-COP platform. EMV has developed a functional checklist to assist multi-agency personnel to effectively navigate and use the system.
FSIP1 Rec 14 Action 14.6		Action 14.6 EMV will initiate research into interstate and international rostering and resourcing management arrangements, to identify potential improvements or alternative models to the	2022 Progress Report	Complete	IGEM's 2021 progress report noted that research and analysis into rostering and resource management arrangements of other jurisdictions would form part of the Operating Model Review being led by EMV. The progress summary for 10YOR Action 4.3 provides more information on the review. As part of the review, EMV engaged consultants to produce an Emergency Management Operating Model Review Consultation Report (November 2021). The consultation report includes extensive research on rostering and resource management arrangements in other jurisdictions to identify potential improvements to current Victorian arrangements and inform stakeholder input to the review.

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
		current Victorian arrangements.			<p>For example, the consultation report:</p> <ul style="list-style-type: none"> • benchmarks IMT capacity across comparable jurisdictions • provides case studies and analysis of IMT models and structures in overseas jurisdictions • profiles the use of mobile incident control centres in other jurisdictions • identifies alternative resourcing arrangements (including volunteer resourcing) and business and non-government organisation network models from other jurisdictions.
FSIP1 Rec 14 Action 14.7		Action 14.7 EMV will, in consultation with all agencies, develop consolidated fatigue management guidance to inform multi-agency incident operations.	2021 Progress Report	Closed	<p>EM-COP contains fatigue management guidelines and related documents for six agencies (CFA, DELWP, DJPR, EMV, FRV and VICSES). EMV advised that compliance with and approvals for the variation or extension of fatigue management requirements remains the responsibility of the individual and their agency.</p> <p>EMV advised that through its coordination role it will continue to ensure that the various applicable agency fatigue management guidelines and related documents are available during multi-agency emergencies.</p> <p>As per FSIP1 Action 14.3, EMV plan to issue a revised fatigue management fact sheet accessible to all agencies ahead of the 2021–22 summer season.</p>
FSIP1 Rec 15 Action 15.1	The Inspector-General for Emergency Management recommends that Emergency Management Victoria collaborate with the emergency management sector to develop a capacity model that considers current and future: a) career and volunteer emergency management personnel requirements b) identified and trained personnel for surge requirements c) emergency risks and climate scenarios.	Action 15.1 EMV has appointed critical roles following the response to the 2019–20 fire season. The creation of the Cross-Border and Preparedness Operations Manager and a Strategic Communications Manager are part of the first steps in addressing gaps identified.	2021 Progress Report	Complete	<p>EMV has appointed a Cross-Border and Preparedness Operations Manager and State Strategic Communications Manager to help address staffing gaps.</p> <p>At the time of reporting, the Cross-Border and Preparedness Operations Manager has begun work on assessing existing cross-border mutual aid agreements for emergency management (refer to FSIP1 Action 16.1 on page 124 of IGEM's 2021 report).</p>
FSIP1 Rec 15 Action 15.2		Action 15.2 EMV and sector partners have been and will continue to utilise the Victorian Preparedness Framework to assess the capability and inform capacity requirements required to plan for, withstand and recover from emergencies.	2024 Progress Report	In progress	<p>The VPF (2022 Update) describes the 21 core capabilities and associated critical tasks needed to manage emergencies in Victoria. These core capabilities and critical tasks set the foundation for how the state prepares for, responds to, and recovers from emergencies.</p> <p>The VPF is available at emv.vic.gov.au/victorian-preparedness-framework</p> <p>The EMV-led Emergency Management Capability and Capacity Project uses the VPF to provide a baseline view of capability across the sector.</p> <p>The VPF includes a process to estimate capability for each core capability and compare the estimated capability against predetermined targets. The process then considers where additional capability and capacity might be found to address any gaps – for example, through state, interstate, or international arrangements, or through volunteer contributions.</p> <p>EMV and sector organisations progressed the assessment of 5 capabilities during the reporting period:</p> <ul style="list-style-type: none"> • Fire Management and Suppression – led by CFA • Fatality Management – led by the Victorian Institute of Forensic Medicine • Search and Rescue – led by FRV and VicPol • Operational Management – led by EMV • Critical Transport – led by DTP. <p>EMV has developed a summary report template to provide a consistent view of findings across completed assessments.</p> <p>In November 2022 SCRC noted the first 3 summary reports for Fire Management and Suppression, Fatality Management, and Search and Rescue.</p> <p>EMV has faced continued challenges obtaining comprehensive data for the Operational Management assessment, which remained ongoing as of December 2023.</p> <p>DTP commenced the Critical Transport assessment in mid-2023. In April 2024 a draft of the Critical Transport assessment was circulated to EMCCSC members for review and feedback.</p> <p>More assessments are either scheduled or under consideration to start in the second half of 2024 – Economic Recovery (led by DJSIR) and Social Recovery, Built Recovery and Relief Assistance (all led by ERV).</p> <p>Action status</p> <p>IGEM recognises that preparedness, response, and recovery capability is shared widely across the sector. This means each capability assessment is a complex piece of work that depends on the availability and input of a number of agencies.</p> <p>Initial work to properly understand sector capability predates IGEM's Phase 1 report. EMV has significantly improved the rigour of the capability assessment methodology from its initial form, as IGEM has noted in previous progress reports (including for SAP 2019–22 Action 4.4).</p>

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					<p>However, IGEM has concerns about the pace at which the assessments are being completed. IGEM considers this work fundamental to the sector having a current and comprehensive baseline understanding of its own capability and very important for informing investment, forward planning, and strategic decision-making.</p> <p>For this reason, IGEM encourages the sector to work collectively to complete the remaining assessments expediently, and to consider any necessary changes to the current approach to achieve this.</p>
FSIP1 Rec 15 Action 15.3		<p>Action 15.3</p> <p>Local Government Victoria will continue its work with local government authorities to implement its Councils and Emergencies Project. This multi-year project utilises the Victorian Preparedness Framework to model capability and capacity of local government in emergency management.</p>	<p>2022 Progress Report</p>	<p>Complete</p>	<p>Local Government Victoria – a division of DJPR – is addressing this action through the third and final stage of the Councils and Emergencies Project.</p> <p>Previous phases of the project have clarified the emergency management responsibilities and activities of local government (Phase One) and assessed the emergency management capability and capacity of councils (Phase Two).</p> <p>Phase Three, which is now also complete, involved engagement with councils and other emergency management sector organisations to identify potential actions to address the local government capability and capacity gaps identified during Phase Two.</p> <p>In 2021 DJPR procured a consultant to run engagement sessions and interviews with councils and sector organisations. Based on these sessions, the consultant produced a draft report that:</p> <ul style="list-style-type: none"> confirmed the capability and capacity issues councils face in carrying out their emergency management responsibilities across the five VPF core capability elements: people, resources, governance, systems and processes (refer to IGEM 2022 progress report, page 99, Figure 4 for examples) identified potential actions to address the issues. <p>In September 2021 DJPR provided the draft report to councils and agencies for their review and facilitated a forum to update council CEOs on the project and to discuss the findings of the consultation report. DJPR incorporated feedback received from councils and the CEO forum into the report.</p> <p>On 18 November 2021 the EMCCSC noted the consultation report and endorsed the completion of the Councils and Emergencies Project. On 2 December 2021, the SCRC noted the consultation report, the project closure report, and the completion of the project.</p> <p>Councils and Emergencies Project implementation</p> <p>DJPR originally planned to produce a standalone local government capability and capacity framework and action plan. However, in consultation with MAV, DJPR decided that embedding priority actions into the SAP 2022–25 would provide the best mechanism for all departments and agencies to work together to ensure their successful delivery.</p> <p>SCRC approved the SAP 2022–25 on 11 August 2022, including actions directly related to local government capability and capacity.</p> <p>DJPR plan to provide a final briefing to the next EMCCSC meeting, scheduled for September 2022, to advise about the arrangements for ongoing delivery of the SAP local government actions now that the Councils and Emergencies Project has concluded.</p> <p>IGEM has a legislated function to monitor the implementation of the SAP under Section 64(1)(e) of the EM Act 2013.</p>
FSIP1 Rec 15 Action 15.4		<p>Action 15.4</p> <p>The sector, supported by EMV's leadership, commits to:</p> <ul style="list-style-type: none"> Adapting emergency management training and accreditation programs in the lead-up to the 2020–21 fire season to maintain delivery during COVID-19 response restrictions, including eLearning and eBriefing processes. This approach will be reviewed with a view to informing the longer-term approach detailed below. 	<p>2021 Progress Report</p>	<p>Complete</p>	<p>EMV adapted its training and accreditation processes in line with COVID-19 restrictions ahead of the 2020–21 summer season as follows:</p> <ul style="list-style-type: none"> All pre-season briefings were undertaken online via the sector's EM Learning platform. A total of 1394 individuals completed the eLearning briefing materials and 1077 individuals attended 16 live webinars. The webinar recordings were viewed 1987 times in total. Users provided positive feedback on the online briefing program format. Accreditation panels moved to online formats. In total 32 new accreditations were issued along with 35 reaccreditations. <p>IGEM considers that this action has been implemented with regard to activities ahead of the 2020–21 fire season, with the longer-term approach being addressed through FSIP1 Action 15.5.</p> <p>EMV also continues to work with the sector to improve its incident management accreditation and training systems (refer to 10 Year Review Action 4.4 on page 45 of IGEM's 2021 progress report).</p>
FSIP1 Rec 15 Action 15.5		<p>Action 15.5</p> <p>The sector, supported by EMV's leadership, commits to:</p> <ul style="list-style-type: none"> Commencing a review of the current training 	<p>2022 Progress Report</p>	<p>Complete</p>	<p>Refer to the progress summary for 10YOR Action 4.4 for information on the review and development of the action plan.</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
		and accreditation program for incident management personnel and critical emergency management roles, that informs an action plan supporting the building and sustainment of the sector's capability requirements into the future.			
FSIP1 Rec 15 Action 15.6		Action 15.6 The sector, supported by EMV's leadership, commits to: <ul style="list-style-type: none"> Recruiting the necessary resources to manage seasonal risks in the lead-up to the 2020–21 season and including this within the EMC's annual attestation 	2021 Progress Report	Complete	The <i>Assurance Report for the 2020–21 Season</i> (November 2020) prepared for the EMC and provided to the then Minister for Police and Emergency Services noted that the recruitment, onboarding and training of summer support staff had been completed.
FSIP1 Rec 15 Action 15.7		Action 15.7 The sector, supported by EMV's leadership, commits to: <ul style="list-style-type: none"> Working with agencies to develop and document the services and supports they bring to the management of emergencies. This will provide clarity in respect to community expectations and responsibilities. 	2021 Progress Report	Complete	EMV led the development of the first SEMP which came into effect on 30 September 2020 (refer to 10YOR Action 2.2 on page 33 of IGEM's 2021 progress report). The roles and responsibilities section of the SEMP provides detailed information on the services and supports agencies bring to emergency management, providing clarity to the community. The first EMV-led review of the SEMP is currently being finalised (refer to FSIP1 Action 12.7 on page 106 of IGEM's 2021 progress report) and the next review is scheduled to conclude after the 2022–23 summer season, enabling updates to agency roles and responsibilities to be reflected in future versions of the SEMP. REMPCs and MEMPCs have an ongoing role in documenting in their own plans (REMPs and MEMPs) the services and supports provided by agencies at the regional and municipal levels. The Statement of Assurance required to accompany an emergency management plan through approval requires the plan preparer to confirm the plan includes relevant roles and responsibilities.
FSIP1 Rec 15 Action 15.8		Action 15.8 As part of the development of a contemporary emergency management operating model identified in the response to the Review, EMV will work with the sector to review workforce needs, to inform the design of a capability model that incorporates strategic recruitment, accreditation and retention, in paid and volunteer workforces. This model will focus on new opportunities to educate the sector, providing leadership development pathways for all personnel. This review will also identify	2024 Progress Report	Closed	IGEM's 2022 progress report noted that there was scope for the design of a capability model to be included in proposals from the EMV-led Operating Model Review (refer to the progress summary for 10YOR Actions 4.3 and 4.6 for more information on the Operating Model Review). In August 2023 SCRC endorsed the Operating Model Review Implementation Plan which includes 4 projects aimed at building a workforce that fosters safer and more resilient communities over the next 5 to 10 years. While none of the 4 projects directly involve the development of a capability model, IGEM notes that if fully implemented, the sector is expected to benefit from a range of significant improvements to its capacity and capability. IGEM will continue to monitor implementation of the Operating Model Review projects through 10YOR Actions 4.2 and 4.7, and SAP 2023–26 Action 4.1.

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
		investment required in infrastructure, systems, governance and processes.			
FSIP1 Rec 15 Action 15.9		Action 15.9 EMV will work with responder agencies to ensure that the assets, tools and equipment required to effectively and safely respond to bushfire emergencies in a changing climate and physical environment are identified and incorporated in future business cases.	2021 Progress Report	Complete	IGEM notes this action is an affirmation of existing business-as-usual activity. EMV work with emergency service organisations within the Department of Justice and Community Safety portfolio to identify key priorities for funding as part of the annual Victorian State Budget process. As this activity reflects existing practice and forms part of EMV's ongoing business-as-usual work IGEM does not intend to monitor implementation progress of this action in future reporting cycles.
FSIP1 Rec 15 Action 15.10		Action 15.10 EMV will work with climate scientists to undertake a review of emergency risks under climate scenarios across a range of hazard types to inform future capacity requirements.	2024 Progress Report	Complete	Under 10YOR Action 2.6 EMV has completed a range of hazard-specific risk assessments for the 2023 VERA Review project. Refer to the progress summary for 10YOR Action 2.6 for more information. EMV had planned to work with DEECA and the Commonwealth Scientific and Industrial Research Organisation to incorporate climate change data into the risk assessments. This work did not progress due to time and capability constraints. Instead, the consultants engaged by EMV for the 2023 VERA Review Project incorporated available climate data into the data packs for relevant risk assessments.
FSIP1 Rec 16 Action 16.1	The Inspector-General for Emergency Management recommends that Emergency Management Victoria works with the emergency management sector and relevant emergency management entities in New South Wales and South Australia to identify and address key cross border operational and resource management issues. This engagement should aim to enhance interoperability and maximise the capability and capacity of agencies to work together during emergencies along Victoria's borders.	Action 16.1 EMV has appointed a dedicated Cross-Border and Preparedness Operations Manager since the end of the 2019-20 fire season, whose immediate priorities are to assess existing cross-border mutual aid agreements for emergency management.	2021 Progress Report	Complete	EMV has appointed a Cross Border and Preparedness Operations Manager to lead work within EMV to assess existing cross-border emergency management mutual aid agreements. EMV has begun collating all cross-border arrangements in a database and has contacted the five non-metropolitan REMPCs (Barwon South West, Gippsland, Grampians, Hume and Loddon Mallee) for assistance with the database's development. Once complete, the database will be placed on EM-COP and will assist REMPCs and the EMC in identifying agreements that can be utilised during emergencies. In terms of the assessment component of this action, EMV has prepared a checklist that will be used to complete a gap analysis of existing cross-border agreements.
FSIP1 Rec 16 Action 16.2		Action 16.2 EMV will lead a sector review to ensure cohesive and consistent warnings and advice messages are broadcast along borders.	2022 Progress Report	Complete	Sector review IGEM's 2021 progress report noted the completion of two consultants reports in June 2021: <ul style="list-style-type: none"> Cross Border Communication in Natural Disasters: Situation Report (June 2021) – provides an overview of the information needs of cross border communities and provides options for future consultation with cross border communities on communications issues. Cross Border Communication Literature Review (June 2021) – summarises recent relevant inquiries, research, and submissions from individuals, community groups and local government on cross border communication issues. EMV engaged with sector partners and councils along Victoria's borders on the review, including holding two sector workshops on cross border communications in September 2021 – one involving fire agencies from Victoria, NSW and South Australia, and the other involving state emergency services from these states. EMV provided the Cross Border Communication in Natural Disasters: Situation Report to the Victorian Cross Border Commissioner's office for consideration to inform future cross border MoUs. Australian Warning System and Australian Fire Danger Rating System IGEM notes that implementation of the new Australian Warning System and Australian Fire Danger Rating System in Victoria and neighbouring states supports the issuing of consistent warnings and advice messages to border communities. EMV is leading the implementation of both systems in Victoria. For more information refer to the progress summary for FSIP1 Action 12.6 and the following websites: australianwarningsystem.com.au and cfa.vic.gov.au/warnings-restrictions/total-fire-bans-and-ratings/about-fire-danger-ratings Related activity To further ensure cohesive and consistent warnings and advice messages are broadcast along borders, EMV has: <ul style="list-style-type: none"> worked with emergency management sector partners to develop the new role of Cross Border Emergency Management Liaison Officer. The key accountabilities of the role include connecting public information and public liaison teams to ensure consistency of

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
<p>FSIP1 Rec 16 Action 16.3</p>		<p>Action 16.3</p> <p>EMV will work closely with relevant stakeholders in Victoria, New South Wales, South Australia and Tasmania to implement improvements in emergency preparedness and response, including formalising procedures for deployment of liaison officers across borders.</p>	<p>2024 Progress Report</p>	<p>Complete</p>	<p>warnings and advice, incident messaging and community information (refer to FSIP1 Action 16.3).</p> <ul style="list-style-type: none"> led work to update the Victorian Warning Arrangements in 2021 which include considerations for issuing and managing community warnings across borders. <p>Participation in emergency management committees</p> <p>EMV continues to engage with the following cross-border emergency management committees:</p> <ul style="list-style-type: none"> Tri-State Emergency Management Cross Border Liaison Committee Upper Murray Cross Border Fire Coordinating Committee Eastern Coordinating Committee. <p>These committees cover both New South Wales and South Australian borders and have an interoperability focus. EMV provided IGEM with committee meeting minutes demonstrating a focus on improvements in emergency preparedness and response.</p> <p>Cross Border Emergency Management Liaison Officer</p> <p>IGEM's 2022 progress report noted that EMV was developing a new role of Cross Border Emergency Management Liaison Officer (CB EMLO) to assist incident management teams in neighbouring jurisdictions.</p> <p>EMV has since finalised the position description for the CB EMLO and presented it to the SCT for endorsement in July 2023. EMV has also circulated the position description to cross-border committees for consideration and implementation and to relevant REMPCs.</p> <p>The CB EMLO will provide a link between Victorian emergency management agencies and arrangements and the neighbouring jurisdiction's IMT.</p> <p>Other related activity</p> <p>EMV updated the SEMP in 2023 to include the role of the Victorian Cross Border Commissioner (CBC). The role of the CBC is to work with border residents, businesses, and community organisations to identify cross border issues, advocate for change to cross-border anomalies, and capture cross-border opportunities in respect of Victoria's borders.</p> <p>The CBC has been added as a standing invitee to several state response meetings, such as the State Emergency Management Team.</p> <p>EMV has also established the Cross Border Unit (previously the Cross Border and Preparedness Unit) to assist Victorian agencies and stakeholders strengthen cross-border relationships with their interstate counterparts and advocate for cross-border communities in emergency agreements and policies.</p>
<p>FSIP1 Rec 16 Action 16.4</p>		<p>Action 16.4</p> <p>Prior to the 2020-21 fire season, EMV will work with the Department of Jobs, Precincts and Regions and the Victorian Cross-Border Commissioner to clarify emergency management roles and responsibilities of the Victorian Cross-Border Commissioner. Building on this, the EMC will partner with the Cross-Border Commissioner to strengthen interstate relationships in relation to emergency management arrangements.</p>	<p>2022 Progress Report</p>	<p>Complete</p>	<p>Victoria's Cross Border Commissioner works with residents, businesses and community organisations along the state's borders to identify and advocate for change. The Cross Border Commissioner is retained administratively as part of DJPR and works with interstate counterparts, including the NSW Cross Border Commissioner. IGEM notes that a MoU with NSW is now in place. The Cross Border Commissioner will also work with the inaugural South Australia Cross Border Commissioner, who is expected to be appointed in late 2022. For more information refer to rdv.vic.gov.au/about-rdv/cross-border-commissioner</p> <p>The Cross Border Commissioner's emergency management roles and responsibilities</p> <p>IGEM's 2021 progress report noted initial work on this action by both EMV and DJPR, culminating in a report with recommendations on the Cross Border Commissioner's emergency management roles and responsibilities. DJPR's Cross Border Emergency Management Arrangements Reference Group endorsed the report on 13 July 2021.</p> <p>DJPR provided the report to the EMC on 15 November 2021. The EMC replied on 11 February 2022, confirming EMV's support for its four recommendations and noting that (in line with a recommendation from the report) the role of the Cross Border Commissioner would be incorporated as appropriate in the next version of the SEMP.</p> <p>EMV provided IGEM evidence of meetings between the Cross Border Commissioner and the EMC (the subject of another recommendation from the report), and between the Cross Border Commissioner's office and EMV's Cross Border and Preparedness Unit.</p> <p>The other recommendations relate to the Cross Border Commissioner's membership on key sector committees and the role's promotion as a subject matter expert on cross border community issues for consultation by emergency management planning and recovery committees.</p> <p>Strengthening interstate relationships</p> <p>EMV provided IGEM with information on one example of its ongoing work to address the second element of this action – partnership between the EMC and the Cross Border Commissioner to strengthen interstate relationships in relation to emergency management arrangements.</p> <p>The New South Wales and Victoria MoU for Cross-Border Collaboration (2019–21) reflects the commitment of both jurisdictions to strengthen collaboration. It is specifically designed to address a range of cross border issues, with each state commissioner playing an integral role in implementing the MoU.</p> <p>Sitting under the MoU are a series of work plans, including one for a cross border approach to safe and resilient communities, with actions for implementation by agencies in both states, including EMV and NSW emergency management agencies.</p> <p>EMV provided IGEM with evidence of its engagement with the Cross Border Commissioner's office on the emergency management actions in the work plan. A number of the work plan actions relate to the program of interstate work being led by EMV's Cross Border</p>

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					and Preparedness Unit and correspond to progress of other FSIP1 Recommendation 16 actions. IGEM understands that an extension to the MoU is currently being arranged between both state governments
FSIP1 Rec 16 Action 16.5		Action 16.5 The EMC will continue to strengthen the interests of Victoria through representation on the Commissioners and Chief Officers Strategic Committee in relation to the Arrangement for Interstate Assistance.	2022 Progress Report	Complete	Commissioners and Chief Officers Strategic Committee The CCOSC of AFAC was established in 2013 to provide jurisdictional consideration and representation of emergency service operational matters focused on interstate and international resource sharing. CCOSC is also a coordinating group for the sharing of jurisdictional resources. The EMC represents Victoria on CCOSC, which meets formally three times a year. Arrangement for Interstate Assistance The Arrangement for Interstate Assistance is a key framework for sharing fire and emergency service resources between Australian states and territories, and New Zealand. As core doctrine, CCOSC meetings regularly consider a range of matters related to the arrangements.
FSIP1 Rec 16 Action 16.6		Action 16.6 EMV and the sector will identify cross-border risks and opportunities through the Regional and Municipal Emergency Management Planning processes.	2024 Progress Report	In progress	Regional Emergency Management Planning The Guidelines for Preparing State, Regional and Municipal Emergency Management Plans state that REMPs are designed to provide a clear set of arrangements to contextualise the SEMP and the other plans within the region. Among other requirements, REMPs: <ul style="list-style-type: none"> establish arrangements to manage emergency events that may cross regional boundaries or state borders identify and plan for cross-agency/cross-boundary/cross border training and exercising opportunities identify and plan for cross-agency/cross-boundary/cross border community engagement and education opportunities. IGEM's 2022 progress report noted that the REMPs published in November 2020 included a section on cross-border considerations. Since then, all 8 REMPs have been updated with their respective sections on cross-border considerations retained. IGEM notes that there is an opportunity for REMPs to reference the RERA process as a part of their risk assessment considerations, especially as it is underpinned by the same methodology as VERA. Refer to the progress summary for 10YOR Action 2.6 for more information on the VERA Review Project. EMV's Cross Border Unit assists REMPCs in establishing connections with their interstate counterparts, as well as with cross-border agreements. The Cross Border Unit also provides an update at REMPC meetings on recent cross-border developments and key initiatives such as the 'Ask the Border' Question. Municipal Emergency Management Planning The Guidelines for Preparing State, Regional and Municipal Emergency Management Plans state that MEMPs will contain similar considerations and arrangements as those outlined in REMPs. However, they will be specific to the municipal district and be more operational and tactical in nature than REMPs. At the time of reporting, a majority of the MEMPs have been reviewed, updated, and approved. The updated MEMPs for the municipalities along state borders include a section on planning for cross-border events. Refer to the progress summaries for 10YOR Action 2.5 and FSIP1 Action 10.2 for more information on MEMPs. EMV advised that the Guidelines for Preparing State, Regional and Municipal Emergency Management Plans will be updated in 2024 to ensure they remain fit-for-purpose as a practical tool, and provide clear guidance and support to the emergency management planning process.
FSIP1 Rec 16 Action 16.7		Action 16.7 EMV commits to undertaking scenario exercises with cross-border emergency management partners to foster interoperability and stronger relationships between states.	2024 Progress Report	In progress	Cross-border exercises In 2023 EMV participated in the following cross-border exercises: <ul style="list-style-type: none"> Upper Murray Committee joint exercise (August 2023) – which involved testing cross-border doctrine and expanding existing working relationships with rural fire services. Eastern Border Committee joint exercise (December 2023) – which involved 3 group exercises around communications, equipment familiarisation, and plantation fire awareness. EMV continues to maintain the Cross Border and Preparedness Calendar on the EM-COP platform to assist sector partners in the identification and planning of exercises. EMV advised that it has sought approval from cross-border committees to commence a centralised collection of all cross-border exercise documents to share learnings, encourage consistent cross-border practices, and avoid duplication of exercises. Cross-border training network IGEM's 2021 and 2022 progress reports noted that EMV's Cross Border and Preparedness Unit met the National Emergency Management Agency (formerly Emergency Management Australia) to explore the possibility of establishing a cross-border training network. EMV has since advised that no further progress has been made towards the establishment this network, and that it intends to further support established cross-border committees. Refer to the progress summary for FSIP1 Action 16.3 for more information on EMV's

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					engagement with these committees. IGEM will revisit this action in its next progress report to provide an update on future cross-border exercises and the centralisation of exercise documents.
FSIP1 Rec 16 Action 16.8		Action 16.8 Victoria will work with other states to ensure interoperability of systems and standardised tools as far as possible, to support cross border assistance.	2024 Progress Report	In progress	<p>Cross Border Emergency Management Framework</p> <p>IGEM's 2021 and 2022 progress reports noted EMV's intention to develop a Cross Border Emergency Management Framework. EMV has since worked with cross-border committees and agencies to modernise the following pre-existing agreements as part of the Framework:</p> <ul style="list-style-type: none"> • Eastern Cross Border Operational Guidelines for First Response (November 2023) • MoU between CFA and NSW Rural Fire Service (August 2022). <p>EMV advised that remaining agreements will be added to EM-COP as they are updated to make them more accessible.</p> <p>Other related activity</p> <p>EMV is an active member of the Resource Managers Group which is chaired by the Australasian Fire and Emergency Service Authorities Council National Resource Sharing Centre. The Group facilitates information flow and resource sharing with other states and territories to increase interoperability and cross-border assistance during emergencies.</p> <p>EMV has also updated the SEMP in 2023 to include the role of the CBC to provide greater clarity of its role and purpose in an emergency (refer to the progress summary for FSIP1 Action 16.3 for more information on the CBC).</p>
FSIP1 Rec 17 Action 17.1	The Inspector-General for Emergency Management recommends that Emergency Management Victoria – in collaboration with the emergency management sector – develop and implements processes to ensure greater dissemination and improved understanding of information for all Victorians, and visitors to Victoria in an emergency event. This should consider but not be exclusive to individuals who:	Action 17.1 EMV will enhance the VicEmergency app and website to better accommodate needs of CALD communities ahead of the 2020–21 fire season.	2024 Progress Report	In progress (overdue)	<p>VicEmergency is a centralised app and website (emergency.vic.gov.au) to find Victorian emergency information and warnings. The app and website have a real-time map display showing incidents across the state. Users can also access preparedness and recovery information related to emergencies.</p> <p>In July 2021 the EMV program board endorsed a VicEmergency Uplift project concept brief to support CALD communities and improve accessibility.</p> <p>IGEM's 2022 progress report noted that this action was initially planned for completion ahead of the 2020–21 fire season, however EMV advised that activity was being expanded to better accommodate the needs of multicultural communities. On 30 June 2022 SCRC approved a revised due date for this action of April 2023.</p> <p>Since then, EMV has engaged consultants to develop of proof of concept and design a pilot of the VicEmergency app with enhancements to its accessibility and user interface. The pilot app received a Better Future Gov Design Award in May 2023.</p> <p>The pilot app includes the following features:</p> <ul style="list-style-type: none"> • translations of real-time messages and warnings in Arabic and simplified Chinese, using a combination of artificial intelligence and human translation • the ability to recognise if a screen reader is being used and the option for all information to be presented in list format to support the use of screen readers • a simplified interface to help users quickly and easily find the information they need in emergencies. <p>EMV tested the pilot app with community members to determine whether enhancements better accommodate the needs of multicultural communities. EMV advised that extensive testing was also undertaken with Vision Australia to achieve a AA rating under the Web Content Accessibility Guidelines, and that the commitment to achieve this critical accessibility rating was the cause of the additional time required in the project.</p> <p>EMV also advised that a report on the pilot's outcomes is expected to be finalised by June 2024 and that it plans to share learnings from the pilot at future conferences and stakeholder events.</p> <p>IGEM will continue to monitor the progress of this action in its next progress report. IGEM also notes that SAP 2023–26 Action 2.1 includes VicEmergency app upgrades to better service CALD communities.</p>
FSIP1 Rec 17 Action 17.2		Action 17.2 Before the 2021–22 financial year, EMV - in collaboration with agencies - will review and update the Victorian Warning Protocol, Joint Standard Operating Procedure 4.01– Public Information and Warnings, and other guidelines and documentation, to incorporate the findings of the IGEM Inquiry.	2022 Progress Report	Complete	<p>In June 2022 SCRC approved a revised date for this action of June 2022.</p> <p>EMV updated the Victorian Warning Protocol (now known as the Victorian Warning Arrangements) in August 2021 and JSOP 4.01 – Public Information and Warnings in October 2021.</p> <p>The Victorian Warning Arrangements provide emergency response agencies with coordinated and consistent direction for providing information and warnings to the Victorian community and are available at emv.vic.gov.au/responsibilities/victorias-warning-system/victorian-warning-arrangements</p> <p>All JSOPs are available at files-em.vic.gov.au/public/JSOP/EMV-JSOP.htm</p> <p>Joint Standard Operating Procedure 4.02</p> <p>As part reviewing and improving doctrine, in July 2022 EMV published a new JSOP 4.02 – Public Information and Warnings for Class 2 Emergencies.</p> <p>JSOP 4.02 provides guidance to all control agency personnel, and those supporting agency personnel in disseminating public information and warnings during the response to and recovery from Class 2 emergencies. The JSOP sets out that warnings are to be</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
					<p>accessible by being provided through multiple channels and written in plain language.</p> <p>Other guidelines and documentation</p> <p>EMV maintains a hierarchy of doctrine from authorising environments (such as the EM Act 2013, SEMP and SEMP sub-plans) to procedural documents (such as JSOPs). EMV advised that it reconsiders the documents in the hierarchy when a review or inquiry highlights changes for public communication.</p> <p>EMV provided IGEM with two examples of other guidelines and documentation it has reviewed and updated in response to IGEM's Phase 1 report:</p> <ul style="list-style-type: none"> • SCC Public Information Concept of Operations – reviewed in March 2022 – outlines the structure and roles of the State Control Centre (SCC) new full-time public information function. The SCC public information function focuses on gathering, assembling, and disseminating timely, tailored and relevant information, to support and encourage appropriate responses and proactive measures in communities that are directly or likely to be affected by an incident or emergency. • Guides for Warning Issuers – EMV has created guides for issuers to provide clarity on the warning levels and associated actions advised for different hazard types and to align with the new AWS (refer to FSIPI Action 16.8). <p>IGEM notes that the revised documents do not directly reference vulnerable communities or tourists, however Phase 1 report Recommendation 17 does relate to 'all Victorians'. IGEM further notes that other actions under Recommendation 17 cater for these groups.</p>
<p>FSIPI Rec 17 Action 17.3</p>		<p>Action 17.3</p> <p>Victoria will continue to take the lead in working with other states and territories to agree to, and seek national funding for, enhancements to the Emergency Alert platform. These enhancements will allow translation into languages other than English to better reach CALD communities.</p>	<p>2024 Progress Report</p>	<p>Closed</p>	<p>IGEM's 2022 progress report noted that translation requirements for the Emergency Alert platform were to be discussed at the September 2022 Emergency Alert High Level Group meeting.</p> <p>EMV has since advised that this meeting did not occur and that no further work has been undertaken with states and territories to seek national funding for enhancements to the Emergency Alert platform.</p>
<p>FSIPI Rec 17 Action 17.4</p>		<p>Action 17.4</p> <p>The Victorian Government will investigate options for disseminating critical information across a range of emergencies in multiple languages, building on lessons learned from both the bushfires and COVID-19 pandemic. Enhancements will improve translation capabilities (such as better pre-formed messaging and using more symbols where appropriate) and accessibility, including text-to-voice opportunities.</p>	<p>2024 Progress Report</p>	<p>In progress (overdue)</p>	<p>Refer to the progress summary for FSIPI Action 17.1 for information on how EMV is addressing this action through the VicEmergency Uplift project.</p> <p>EMV provided IGEM with a copy of its draft VicEmergency pilot app report as evidence of the enhancements made to the app's translation capabilities and the accessibility of the user interface design layout.</p> <p>In February 2024 EMV translated a range of materials into Mandarin/Simplified Chinese, Punjabi, Karen, and Vietnamese for a Catastrophic fire danger rating level.</p> <p>EMV advised that an additional pack of translated materials for the Extreme fire danger rating level is currently under development.</p> <p>IGEM will continue to monitor this action alongside FSIPI Action 17.1 and provide an update in its next progress report.</p>
<p>FSIPI Rec 17 Action 17.5</p>		<p>Action 17.5</p> <p>Victoria will look to partner with the Commonwealth and target its \$37.1 million package to strengthen telecommunications resilience in socially and geographically isolated communities in bushfire and disaster-prone areas. This could include</p>	<p>2024 Progress Report</p>	<p>Complete</p>	<p>DGS has partnered with the Commonwealth Government to support the Strengthening Telecommunications Against Natural Disasters (STAND) program. The program aims to strengthen telecommunications resilience in socially and geographically isolated communities in bushfire and disaster-prone areas.</p> <p>Satellite community Wi-Fi facilities</p> <p>Under the STAND program, the Commonwealth Government allocated \$7 million to deliver 2,000 STAND National Broadband Network (NBN) satellite community Wi-Fi services nationally. This includes 344 sites in Victoria.</p> <p>Satellite community Wi-Fi facilities provide communities with an additional layer of redundancy for communications during emergency events when commercial NBN fixed and mobile networks fail.</p> <p>By August 2022, 343 of the 344 satellite community Wi-Fi facilities had been installed, while one site in Morwell was abandoned.</p> <p>Mobile Network Hardening Program</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
		investment in upgrading alternative power sources and improving NBN satellite services in rural and country fires services and designated evacuation areas.			<p>In January 2020 the Commonwealth Government announced the \$18 million Mobile Network Hardening Program (MNHP) as part of the STAND program. The MNHP aims to increase the resilience of Australia's mobile telecommunication networks to help prevent, mitigate, and manage outages during bushfires and other natural disasters, through grants to deploy upgrades to mobile telecommunications infrastructure.</p> <p>Phase 1 of the MNHP provided funding to mobile carriers to improve network resilience by upgrading battery backup power at base stations funded under the Commonwealth Government's Mobile Black Spot Program. Phase 1 of the MNHP delivered 94 resilience upgrades across Victoria.</p> <p>The scope of Phase 2 of the MNHP originally involved the delivery of 132 resilience upgrades by mobile carriers with 74 of these upgrades co-funded by the Victorian Government. The former DJPR engaged with the former Bushfire Recovery Victoria (BRV), EMV and the EMC to identify Victorian communities of interest for inclusion in Phase 2.</p> <p>Since then, the Commonwealth Government informed DGS that 7 of the 132 Victorian site upgrades have been cancelled and removed from the MNHP. Four of the 7 sites are jointly funded by the Commonwealth and Victorian governments, while the remaining 3 sites are solely funded by the Commonwealth Government. As a result, the total number of Victorian site upgrades under the MNHP has reduced to 125.</p> <p>The Victorian Government completed its contracting requirements for Phase 2 of the MNHP in March 2023. This also completed its role in supporting the rollout of the MNHP. From this point, contractual arrangements between the Commonwealth Government and the mobile carriers determine implementation, including the site rollout delivery schedule.</p> <p>In January 2024 the Commonwealth Government advised DGS that 69 Victorian site upgrades have been completed and that the remaining sites are expected to be upgraded by December 2024.</p> <p>DGS intends to continue to monitor the implementation progress of Phase 2 of the MNHP via quarterly reporting from the Commonwealth Government and mobile carriers.</p> <p>IGEM notes that SAP 2022–25 Action 3.2 related to improving the resilience of communications networks and communities in bushfire and disaster-prone areas.</p>
FSIP1 Rec 17 Action 17.6		Action 17.6 To support dissemination and improved individual and community awareness of the impacts, disruptions and closures to the road network due to emergencies, DoT will seek funding to upgrade and modernise the VicTraffic App. This will enable integration with existing modern digital platforms to create centralised, up-to-date disruption information and journey planning; meet surge demand during emergencies; and support individuals and communities to make timely decisions about their safety, including those unfamiliar with road networks.	2024 Progress Report	In progress	<p>VicTraffic (traffic.vicroads.vic.gov.au) is the official VicRoads traffic information platform. It lets users view real-time travel times on freeways around Melbourne, see traffic alerts for all of Victoria, and view upcoming roadworks and events likely to impact their travel (refer to Figure 2 on page 95 of IGEM's progress report).</p> <p>On 1 January 2023 the former Department of Transport became DTP following machinery of government changes.</p> <p>Delivery of the VicTraffic Project is overseen by the VicTraffic Project Control Board and comprises 4 streams, 2 of which are completed:</p> <ul style="list-style-type: none"> • VicTraffic front-end website uplift (completed) • VicTraffic Strategic Re-platform • VicTraffic back-end replacement • Content Management System (CMS) implementation (completed). <p>This progress summary provides an overview of implementation activity across the 4 streams during 2022–23.</p> <p>VicTraffic uplift</p> <p>In August 2022 work commenced to uplift the existing VicTraffic digital channels and improve their functionality to support the community.</p> <p>In March 2023 DTP released an updated version of the VicTraffic website. Key changes include:</p> <ul style="list-style-type: none"> • upgrades to the application programming interface to improve site responsiveness and user navigation • expanded search capabilities • an increased icon library • location-based personalisation • new filter options enabling users to view the most relevant and up-to-date roadworks. <p>The VicTraffic website is also now a progressive web app which means it can look and behave the same way as a regular app. As a result, DTP decommissioned the VicTraffic app on 29 August 2023.</p> <p>VicTraffic Strategic Re-platform</p> <p>DTP has commenced the VicTraffic Strategic Re-platform project to deliver enhanced and robust road closure and disruption information to communities during an emergency event.</p> <p>DTP advised that it has completed the development phase to re-platform VicTraffic to upgrade the website's technology stack and develop a new presentation layer accessible to users.</p> <p>DTP is currently completing the testing phase and the site is due to go live in mid-June 2024.</p> <p>Key enhancements include:</p> <ul style="list-style-type: none"> • Watchlists and watch areas – users will be able to save incidents and receive timely updates, empowering them to make informed travel decisions. Furthermore, users will be able to create personalised watch areas to stay updated on incidents affecting their

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
					<p>home or workplace, aiding in both emergency preparedness and daily commutes.</p> <ul style="list-style-type: none"> • Notifications – users will be able to receive notifications on items of interest to them, even while not using the app. • Interstate incidents – VicTraffic will provide information for all New South Wales and South Australian incidents, providing comprehensive and real-time information for travellers crossing borders. • More road information – VicTraffic will include all Victorian roads including council, forest, park roads, and emergency service access. • Accessibility improvements – development has taken accessibility into consideration to ensure customers with all abilities can access these features. <p>VicTraffic back-end replacement</p> <p>This stream intends to replace DTP’s VicTraffic back-end system (SITREP) with the new Road Incident Database (RID) to enable faster and more accurate road traffic data collection.</p> <p>The RID will enable:</p> <ul style="list-style-type: none"> • integration of new base maps and road databases to include all Victorian roads across DTP-owned, council-owned, as well as state and forest roads • a new data structure to allow the grouping of incidents and road impacts to support faster access to information during an emergency • user management and workflow tools for better collaboration in business-as-usual and surge/emergency situations • use of the latest mapping technologies to select and visualise points and road sections on a map for accurate data input • a personalised home page to support faster operational processes and workflows • updated customer communication processes and templates to ensure a consistent message is shared with the public • working with local councils for creation of incidents within their jurisdiction into a centralised system to ensure all information is available in one spot during an emergency. <p>DTP is currently working with a consultant on development build and testing of the RID, with rollout scheduled for August 2024. DTP intends to engage with councils to provide training prior to the RID’s release. It will provide additional support to facilitate council adoption of the RID from September 2024.</p> <p>Content Management System</p> <p>In May 2023 DTP commenced work with a supplier to deliver a new CMS to enable VicTraffic and other DTP websites to be internally managed from a centralised system that supports operational efficiencies. The new CMS was implemented in June 2023.</p> <p>IGEM will revisit this action in its next progress report to provide an update on the VicTraffic Strategic Re-platform and rollout of the RID. IGEM is also monitoring upgrades to the VicTraffic platform through SAP 2023–26 Action 2.4.</p>

Inquiry into the 2019–20 Victorian fire season: Phase 2 report

Rec and Action	Details	Action	IGEM report	Status	Summary of implementation
<p>FSIP2 Rec 1</p>	<p>The Inspector-General for Emergency Management recommends that Emergency Management Victoria and the entity referred to in Recommendation 13, or otherwise responsible government department – in consultation with the emergency management sector – establish policies and platforms to improve operational and personal information sharing between relief and recovery organisations. These policies and platforms should enable:</p> <p>(a) timely and comprehensive sharing of data related to impacts and consequences of emergencies</p> <p>(b) increased ability to provide streamlined and proactive relief and recovery support services and financial assistance to affected individuals, families, businesses and community groups.</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	<p>2024 Progress Report</p>	<p>In progress</p>	<p>ERV has advised IGEM that it is co-leading the implementation of FSIP2 Recommendation 1 with DJCS.</p> <p>ERV and DJCS have undertaken several activities to improve operational and personal information sharing between relief and recovery organisations, increasing the ability to provide streamlined relief and recovery support services to affected communities and individuals.</p> <p>ERV data sharing project</p> <p>ERV commenced a data sharing project to establish a practical and realistic approach to data sharing with partners across relief and recovery.</p> <p>ERV provided IGEM with an internal report that contains an analysis and roadmap for enhancing data sharing practices at ERV. It also includes an audit of ERV's current data sharing environment, which identified key areas for improvement and focus for strategic planning in 2023–24.</p> <p>Impact Assessment Strategic Project</p> <p>Victoria's Impact Assessment Operating Model aims to provide timely, accurate, and comprehensive information to departments, agencies, and councils to inform decision-making and the planning of relief and recovery programs.</p> <p>In August 2022 the EMC released impact assessment guidelines⁵⁹ for the planning and conduct of impact assessments following emergency events.</p> <p>Since then, ERV and DJCS have commenced the Impact Assessment Strategic Project to enhance the state's processes and systems. The discovery phase of the project began in August 2023 and involved consultation with over 20 agencies across 40 workshops focused on current and future state processes.</p> <p>ERV provided IGEM with a report, developed following consultation with stakeholders, that outlines recommended options for a future Impact Assessment Operating Model.</p> <p>ERV and DJCS have started the implementation phase of the project with activities scheduled to continue in 2024–25, subject to funding.</p> <p>ERV Customer Relationship Management System Review</p> <p>In May 2020 the former BRV (now ERV) implemented a Customer Relationship Management (CRM) system to support individuals affected by the 2019–20 bushfires. The CRM system administers ERV's interactions with clients, typically using data analysis to study large amounts of information.</p> <p>ERV commenced a review of its CRM system to address issues around inconsistent use and reporting. A series of workshops were held with users during July and August 2023 to understand how the CRM system supports ERV programs and user requirements in its current state, and provide recommendations for prioritised change to systems and processes.</p> <p>In response to the recommendations, ERV developed 2 CRM user guide modules in December 2023 to provide users with a foundational understanding of the platform, and introduced a Unique Client Identifier to streamline customer recognition across services.</p> <p>ERV advised that the CRM is now the 'single source of truth' for recovery programs it delivers, where de-identified data can be shared with external providers to drive better outcomes for individuals and communities.</p> <p>Emergency Recovery Hotline and ERV Concierge</p> <p>The Emergency Recovery Hotline (1800 560 760) and ERV Concierge are examples of event-specific programs delivered by ERV in the past to support information-sharing.</p> <p>The Emergency Recovery Hotline and ERV Concierge provide accessible entry points for affected individuals from communities impacted by major emergencies. They provide information about available relief and recovery services, and coordinate access to recovery programs.</p> <p>The core functions of the Emergency Recovery Hotline and ERV Concierge include:</p> <ul style="list-style-type: none"> • consolidating recovery information from recovery lead agencies and making it available to callers • connecting users to programs, services, and supports that facilitates their long-term recovery • providing eligible users with access to the dedicated Recovery Support Program. <p>Recovery Support Program</p> <p>The Recovery Support Program offers impacted individuals access to a Recovery Support Worker who acts as a single point of contact to assist them in their recovery journey.</p> <p>The Recovery Support Worker provides individuals with trauma-informed service navigation, information, and advice, and also aids with completing required paperwork and access to financial support. Refer to the progress summary for FSIP2 Recommendation 6 for more information on the Recovery Support Program.</p> <p>IGEM will revisit this recommendation in its next progress report to provide an update on the Impact Assessment Strategic Project.</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
FSIP2 Rec 2	<p>The Inspector-General for Emergency Management recommends that Emergency Management Victoria and the entity referred to in Recommendation 13, or otherwise responsible government department – in collaboration with the relevant relief and recovery organisations:</p> <p>(a) identify the core capabilities required for operational relief and recovery roles at state, regional and incident levels</p> <p>(b) coordinate capability development opportunities to develop a consistent level of capability in relief and recovery for relevant agencies at the state, regional and incident levels.</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	<p>2024 Progress Report</p>	<p>Complete</p>	<p>IGEM's Phase 2 report found that there was a shortage of dedicated relief and recovery capability and capacity across government organisations in Victoria. IGEM also noted a lack of consistent leadership capability during operational periods to ensure relief and recovery priorities were considered as part of the overall response.</p> <p>To address this recommendation, EMV and ERV have undertaken a variety of activities to identify core capabilities required for operational relief and recovery roles, including updating the SEMP and VPF. EMV and ERV have also helped coordinate capability development opportunities through initiatives such as the Emergency Management Sector Training and Capability Development Model and improvements to surge workforce capabilities.</p> <p>Identifying core capabilities</p> <p><i>State Emergency Management Plan</i></p> <p>The SEMP, first released in September 2020, contains provisions for the mitigation of, response to and recovery from emergencies, and specifies roles and responsibilities in relation to emergency management. The SEMP also provides detailed information to demonstrate Victoria's emergency management capability by aligning agency roles and responsibilities with the core capabilities and critical tasks in the VPF.</p> <p>The SEMP has undergone 2 comprehensive reviews – first in 2021 and again in 2023. It was also updated in 2022 to reflect the establishment of ERV on 17 October 2022.</p> <p>The intention of the 2023 SEMP review was to clarify agency roles and responsibilities including all agencies involved in relief and recovery. As part of this review, agencies were required to review their alignment to the VPF and update their activity statements accordingly.</p> <p>SCRC approved the updated SEMP at its meeting on 29 November 2023 which is available at emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp</p> <p><i>Victorian Preparedness Framework</i></p> <p>The VPF was updated in 2022 and describes 21 core capabilities and related critical tasks required to manage emergencies in Victoria. The VPF includes core capabilities relating to Relief Assistance, Economic Recovery, Built Recovery, Social Recovery, and Natural and Cultural Heritage Rehabilitation.</p> <p>Capability development opportunities</p> <p><i>Capability frameworks</i></p> <p>ERV has developed an internal Capability Framework for its staff that describes what capability means in the context of relief and recovery and sets out ERV's approach to capability development.</p> <p>The Capability Framework highlights critical functions delivered by ERV, supported by an overview of the skills, knowledge, behaviours, experience, and education needed to deliver each function effectively. ERV staff can use the Capability Framework to support development of individual performance and development plans, while teams and divisions within ERV can use it to design and deliver broader capability development initiatives.</p> <p>ERV has also provided input into the development of the National Disaster Recovery People Capability Framework, which is pending endorsement by the Australia-New Zealand Emergency Management Committee. The draft Framework informed the development of ERV's internal Capability Framework.</p> <p><i>Improving surge workforce capabilities</i></p> <p>ERV advised that it has trialled an event response workforce plan that offers guidance on ways to quickly mobilise surge resources and an emergency event response workforce by providing response planning tools, clear processes, structures, and templates for requests.</p> <p>The plan is structured around 2 workforces:</p> <ul style="list-style-type: none"> • a surge workforce – to manage the short-term increase in work (up to 3 months) • an emergency event response workforce – to deliver longer term community support (more than 3 months). <p>ERV has arrangements in place with DJCS (DJCS Surge Workforce model) to secure additional personnel from across the department (or from other agencies) to support recovery coordination and service delivery, if required. This includes consideration of how the Victorian Public Service Commission's Rapid Response Pilot may complement the DJCS Surge Workforce model.</p> <p><i>Training and capability development activities</i></p> <p>ERV is a member of the EMV-led Learning and Development sub-committee of EMCCSC. The sub-committee has finalised a sector training and capability development schedule for 2024.</p> <p>ERV advised that these opportunities will contribute to strengthening sector capability and capacity to enable a more effective emergency response, including relief and recovery.</p> <p>ERV is also one of 9 members of the EMCCSC that has committed to fund the new Emergency Management Sector Training and Capability Development Model established on 1 July 2023. The model aims to meet the needs of the sector and agencies across the entire spectrum of emergency management, including relief and recovery (refer to FSIP1 Action 13.5 for further information on the Training and Capability Development Model).</p> <p>In July 2023 EMV added the 'Introduction to the Victorian Relief and Recovery Arrangements' online training module to the EM Learning</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
					<p>platform. ERV contributed to the module's development which aims to provide a foundational understanding of relief and recovery and its place in Victoria's emergency management arrangements.</p> <p>ERV advised that it is currently working with EMV to explore whether access can be provided to a broader set of stakeholders. It also advised that the activity described in this recommendation will continue to be addressed as part of its business-as-usual operations.</p> <p>IGEM notes that SAP 2023–26 Action 4.3 relates to the development of learning and development opportunities focusing on introductory and leadership capabilities that meet the needs of the emergency management workforce.</p>
<p>FSIP2 Rec 3</p>	<p>The Inspector-General for Emergency Management recommends that the Department of Jobs, Precincts and Regions works with the entity referred to in Recommendation 13, or otherwise responsible government department and/or Municipal Association of Victoria, councils and local relief and recovery organisations to provide centralised capability development opportunities to increase local capability and capacity to plan and deliver on their relief and recovery responsibilities:</p> <p>(a) for emergencies of variable scale, complexity and duration</p> <p>(b) in a manner that caters to the needs of diverse communities.</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	<p>2024 Progress Report</p>	<p>In progress</p>	<p>IGEM's Phase 2 report found that, despite councils having critical roles in relief and recovery and known capacity constraints, there were limited centralised capability development opportunities to increase skill and knowledge consistency across councils and facilitate municipal resource sharing.</p> <p>DGS has undertaken a significant program of work since the 2019–20 fire season to support councils in undertaking their emergency management responsibilities, including through various SAP actions.</p> <p>This activity has included clarifying the emergency management roles and responsibilities of councils and understanding their existing emergency management capability levels through the Councils and Emergencies Project (2017–2021). For more information refer to localgovernment.vic.gov.au/resilience-and-emergency-management/emergency-management</p> <p>In 2023 DGS and MAV led updates to the council role statement in the roles and responsibilities section of the SEMP. The updates provide an increased level of detail around council roles and responsibilities and address legacy issues regarding the role of councils in emergency management.</p> <p>EMV published the current version of the SEMP that includes these updates in December 2023.</p> <p>DGS and MAV advised that further joint work is planned to update the position descriptions for the legislated council emergency management roles of Municipal Emergency Management Officer and Municipal Recovery Manager, and further expand the high-level council role statement in the SEMP.</p> <p>The Victorian Government provides \$4.89 million each year through the Municipal Emergency Resourcing Program to support rural, regional, and outer-metropolitan councils to plan and prepare for emergencies.</p> <p>In November 2023 MAV, DGS, EMV and the Municipal Emergency Management Enhancement Group (MEMEG) met to discuss upcoming training and development opportunities for councils, including access to new recovery courses.</p> <p>The MEMEG Chair is now an observer of the Learning and Development sub-committee of EMCCSC. This provides a mechanism for MAV and the MEMEG Chair to promote opportunities for council training.</p> <p>Other relevant MAV-led activity during the reporting period includes:</p> <ul style="list-style-type: none"> • delivery of the 2022–23 summer preparedness briefings in October 2022, in partnership with DJCS, for local government emergency management practitioners and communications staff • contribution to the development of the Relief and Recovery Coordination SOP (October 2022), in collaboration with EMV and ERV, to provide clarity on key state and regional relief and recovery operational structures, arrangements, and activities following an emergency event ahead of the 2022–23 high-risk weather season (for more information refer to 10YOR Actions 5.3 and 5.4) • development of a guidance document on registration processes at relief centres to support councils and agencies to work together to coordinate relief efforts (February 2024), which also includes a reminder to plan for the needs of CALD communities. <p>DGS advised IGEM that it is not funded to deliver specific programs to support councils. However, it remains committed to developing council capability through advocacy for council access to state-led training and intends to undertake activity in this area in future.</p> <p>IGEM will revisit this recommendation in its next progress report to provide an update on work to increase local capability and capacity to plan and deliver on relief and recovery responsibilities.</p>
<p>FSIP2 Rec 4</p>	<p>The Inspector-General for Emergency Management recommends that Emergency Management Victoria and the entity referred to in Recommendation 13, or otherwise responsible government department develop and resource an ongoing strategy to coordinate spontaneous volunteers that can be activated before, during or after emergencies.</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	<p>2024 Progress Report</p>	<p>In progress</p>	<p>ERV, in collaboration with EMV, is addressing this recommendation through the Spontaneous Workforce and Partnerships project – one of 4 projects established to support the implementation of the EMV-led Operating Model Review. Refer to the progress summary for 10YOR Actions 4.3 and 4.6 for more information on the Operating Model Review and implementation plan.</p> <p>IGEM is also monitoring progress on the implementation of the Operating Model Review through SAP 2023–26 Action 4.1.</p> <p>Spontaneous Workforce and Partnerships project</p> <p>SCRC endorsed the Operating Model Review Implementation Plan in August 2023 which includes the Spontaneous Workforce and Partnerships project. This project is intended to address one of the recommendations from the Operating Model Review – that ERV, in partnership with EMV and sector stakeholders, coordinate the co-design of a program of work to unlock the potential of spontaneous and non-affiliated volunteers during the relief and recovery phase of emergency management.</p> <p>A co-design process was undertaken with sector representatives to inform the approach to implementation of the recommendation.</p> <p>As part of this work, ERV and EMV intend to implement a program of work that supports the enhanced enablement of spontaneous volunteers in Victoria's emergency management arrangements through 3 phases:</p> <ul style="list-style-type: none"> • Phase 1 – establish the capabilities required • Phase 2 – identify partners • Phase 3 – finalise arrangements for long-term performance.

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					<p>The Spontaneous Volunteers and Partnerships Implementation Team, comprising of representatives from ERV and EMV, has been established to provide oversight of the project.</p> <p>Phases 1 and 2 of the project are funded and expected to be delivered by June 2024. Phase 3 funding is intended to be sourced through the Victorian Budget process.</p> <p>ERV advised that it has selected Disaster Relief Australia as the preferred organisation to coordinate spontaneous volunteers for the 2023–24 high-risk weather season.</p> <p>IGEM will revisit this recommendation in its next progress report to provide an update on the Spontaneous Workforce and Partnerships project.</p> <hr/> <p>CASE STUDY: SPONTANEOUS VOLUNTEERS AFTER THE OCTOBER 2022 VICTORIAN FLOODS</p> <p>Following the October 2022 Victorian floods, ERV worked with Disaster Relief Australia (DRA) to coordinate spontaneous volunteers through volunteering programs, and other local community organisations with volunteers, to assist with homes inundated with water.</p> <p>ERV conducted a case study of this work which found that:</p> <ul style="list-style-type: none"> • DRA effectively managed volunteers on behalf of a range of stakeholders, as well as government • the DRA partnership supported the clean-up program by assisting community members to access clean-up services, such as moving flood-damaged household items to the kerbside for collection. 															
<p>FSIP2 Rec 5</p>	<p>The Inspector-General for Emergency Management recommends that the entity referred to in Recommendation 13, or otherwise responsible government department, works with the emergency management sector to develop a recovery funding model that enables:</p> <p>(a) timely estimation of recovery costs based on the impact of the emergency</p> <p>(b) consistency in government-based recovery support for organisations, councils, communities, businesses and individuals</p> <p>(c) short, medium and long-term recovery planning and resourcing</p> <p>(d) immediate local recovery progress by reducing administrative funding impediments for local organisations while retaining appropriate accountability mechanisms for expenditure.</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	<p>2024 Progress Report</p>	<p>In progress</p>	<p>ERV advised that the determination of recovery costs following an emergency is subject to a variety of factors. These include the political, fiscal, and social environment at the time of the event. ERV informed IGEM that these factors influence recovery funding availability which determines the level of investment available to address recovery needs.</p> <p>ERV advised that it uses program evaluations and learnings from past events, along with available impact information and consultation with recovery partners at all levels of government, to help to inform recovery costs.</p> <p>Government-based recovery support</p> <p><i>Disaster Recovery Funding Arrangements</i></p> <p>Disaster Recovery Funding Arrangements (DRFA) are cost sharing arrangements between the Commonwealth, state, and territory governments to support certain relief and recovery activities following an eligible disaster.</p> <p>DRFA measures consist of 4 categories under which financial assistance is provided to state and local governments, communities, regions, sectors, businesses, not-for-profit organisations, and individuals:</p> <p>Table 20: Disaster Recovery Funding Arrangements categories (Source: DJCS)</p> <table border="1" data-bbox="1478 1171 2795 1957"> <thead> <tr> <th>Category</th> <th>Description</th> <th>Provision</th> </tr> </thead> <tbody> <tr> <td>Category A</td> <td>Assistance to individuals to alleviate personal hardship or distress arising as a direct result of a disaster.</td> <td>Category A assistance is provided automatically by the states without requiring approval from the Commonwealth Government.</td> </tr> <tr> <td>Category B</td> <td>Assistance to the state, and/or local governments for the restoration of essential public assets and certain counter-disaster operations. 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It is intended to be in addition to assistance under Categories A and B and is usually considered once the impacts of the disaster on affected communities have been assessed.</td> <td>Category C assistance is requested from the states and requires agreement from the Prime Minister.</td> </tr> <tr> <td>Category D</td> <td>Exceptional circumstances assistance beyond Categories A, B and C. Category D assistance is generally considered once the impact of the disaster has been assessed and specific recovery gaps identified.</td> <td>Category D assistance is requested by the states and requires agreement from the Prime Minister.</td> </tr> </tbody> </table> <p>Victoria has worked with the Commonwealth Government and other jurisdictions to develop 'off-the-shelf' category C and D packages</p>	Category	Description	Provision	Category A	Assistance to individuals to alleviate personal hardship or distress arising as a direct result of a disaster.	Category A assistance is provided automatically by the states without requiring approval from the Commonwealth Government.	Category B	Assistance to the state, and/or local governments for the restoration of essential public assets and certain counter-disaster operations. Category B assistance also covers assistance to small businesses, primary producers, not-for-profit organisations and needy individuals through concessional loans, subsidies, or grants	Category B assistance is provided automatically by the states without requiring approval from the Commonwealth Government.	Category C	Assistance for severely affected communities, regions or sectors and includes clean-up and recovery grants for small businesses and primary producers and/or the establishment of a Community Recovery Fund. Category C assistance is only made available when the impact of a disaster is severe. 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					<p>to enable quick activation of assistance measures</p> <p>Victoria is working with the Commonwealth Government on a review of DRFA to address recommendations from the Royal Commission into National Natural Disaster Arrangements Report to ensure funding arrangements are fit-for-purpose, appropriately targeted, and accessible in the context of more frequent and severe natural disasters.</p> <p>As part of this review, a Victorian User Reference Group comprising council representatives has been established with the aim of providing feedback on updates to DRFA guidelines.</p> <p>In July 2023 EMV introduced a new claims management system to support DRFA that provides step-by-step claims guidance to councils. The introduction of the system was supported by training, including 3 council drop-in sessions, provision of user guides, and 'how to' videos on system processes.</p> <p>More information on the new system is available at emv.vic.gov.au/how-we-help/disaster-recovery-funding-arrangements-drfa/disaster-recovery-funding-arrangements-drfa-claims/a-new-claims-management-system-for-drfa</p>
<p>FSIP2 Rec 6</p>	<p>The Inspector-General for Emergency Management recommends that the entity referred to in Recommendation 13, or otherwise responsible government department, leads the development of a comprehensive, person-centred, trauma-informed recovery financial assistance system that establishes:</p> <p>a) clear and transparent overview of grant and financial assistance eligibility requirements</p> <p>b) flexibility in the timing of application processes</p> <p>c) a streamlined application process for individuals, families, businesses and community recovery groups</p> <p>d) proactive outreach from relevant government agencies to affected individuals, families, businesses and community recovery groups to facilitate and encourage receipt of financial assistance where eligible.</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	<p>2024 Progress Report</p>	<p>Closed</p>	<p>ERV has continued to build on former similar recovery support programs to help affected communities and individuals navigate support services during large-scale emergencies. It has also established governance arrangements to provide oversight and identify opportunities for improvement.</p> <p>ERV Recovery Support Program</p> <p>The Recovery Support Program was activated by ERV to support the recovery of individuals and families affected by the October 2022 floods.</p> <p>The Program offers impacted individuals access to a Recovery Support Worker to provide trauma-informed information and advice, and act as a single point of contact. This includes referrals to sources of support such as financial counselling, mental health or specialist case management supports. They also assist with paperwork and access to financial support.</p> <p><i>Flexible funding</i></p> <p>The Program also provides agencies with flexible funding to allow Recovery Support Workers to help clients meet extraordinary recovery needs in a more timely manner or when these needs are unable to be met through other local, state or national programs.</p> <p>ERV advised that flexible funding is an important component of the Program, as it allows providers to support its service users by coordinating access to services or supports for items where:</p> <ul style="list-style-type: none"> the needs are urgent there is no clear program or financial assistance available to meet service user need the need is unique or unconventional, and meeting the need provides a significant difference to service user wellbeing. <p>ERV shared with IGEM the Recovery Support Program Guidelines provided to agencies following the October 2022 floods and December 2023 severe weather event. These included examples of how flexible funding can and cannot be used.</p> <p>Governance of grants and financial assistance programs</p> <p>ERV has proposed the establishment of an internal committee to provide overarching governance for all ERV-led grants programs, provide subject matter expertise and strategic advice in relation to management of government grants, and oversee individual ERV grant programs.</p> <p>ERV has provided IGEM with a draft Terms of Reference for the internal committee. ERV advised that it will be reviewed as part of a wider operational governance process.</p> <p><i>Grant program evaluations</i></p> <p>ERV commissioned a consultant to conduct an evaluation of 2 of its grant programs – the Community Recovery and Resilience Grants program and Aboriginal Culture and Healing Grants program. This is intended to ensure lessons can be captured, implemented, and used to improve the design, planning, and implementation of future disaster recovery grants programs.</p> <p>The consultant engaged with council employees and Aboriginal community organisations (including Traditional Owners groups and Aboriginal Community-Controlled Organisations), as well as the NSW Reconstruction Authority, and Emergency Recovery and Management (South Australia) for comparison of community recovery grants.</p> <p>ERV provided IGEM with a copy of the December 2023 evaluation report which outlines findings and recommendations against key evaluation questions.</p> <p>Recommendation status</p> <p>IGEM notes ERV's advice that it has limited scope to develop a sector-wide recovery financial assistance system as grant guidelines are developed by the entity responsible for administering the program, in accordance with the requirements of Commonwealth Government and state funding providers. Therefore, IGEM considers this recommendation to be partially implemented and closed.</p>
<p>FSIP2 Rec 7</p>	<p>The Inspector-General for Emergency Management recommends that Emergency Management Victoria and / or the entity referred to in Recommendation 13, or otherwise responsible government department, work with councils and</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation</i></p>	<p>2024 Progress Report</p>	<p>In progress</p>	<p>ERV is addressing this recommendation through a variety of initiatives undertaken via the DJCS Emergency Management Communications team, Regional Joint Public Information Committees (RJPIC), and the Recovery Lead Agencies Communications Working Group.</p> <p>DJCS Emergency Management Communications team</p>

Rec and action	Recommendation	Action	IGEM report	Status	Summary of implementation
	<p>government to refine an operational relief and recovery public communications strategy that:</p> <p>(a) ensures time-critical response and safety information is clear and concise</p> <p>(b) provides a centralised information point for time-critical relief and early recovery information.</p>	<p><i>directly against the recommendations</i></p>			<p>In late 2023 the communications teams from ERV and EMV merged into a single team within the DJCS Emergency Management Group called Emergency Management Communications.</p> <p>During an emergency, the team is required to coordinate whole-of-Victorian Government emergency communications supporting the Victorian Government, EMC, relevant agencies, departments, and other key stakeholders.</p> <p>The team has developed a surge workforce plan (the Surge Operating Model) that allows for appropriate communications resourcing and outlines what resources will be required and how those resources can be engaged during and after a major emergency event in Victoria.</p> <p>Regional Joint Public Information Committees</p> <p>ERV can utilise RJPICs to share and coordinate information with key communications stakeholders in emergency management regions – typically during relief and early recovery from major events. The primary objective of RJPICs is to ensure a consistent and shared regional approach for the delivery of relevant, clear, effective, and targeted relief and recovery communications.</p> <p>In November 2022 ERV utilised RJPICs in the Hume and Loddon Mallee regions in response to the October 2022 Victorian floods. Membership included representatives from Victorian Government departments, emergency service organisations, aid organisations, and local councils.</p> <p>Recovery Lead Agencies Communications Working Group</p> <p>In September 2023 ERV established the Recovery Lead Agencies Communications Working Group to ensure a unified, efficient, and coordinated communication response for the Victorian Government’s recovery efforts. It aims to improve clarity, streamline messages, identify gaps and opportunities, improve processes, and enhance the effectiveness of recovery communications from various agencies. Membership of the Working Group includes communications representatives from government departments involved in relief and recovery.</p> <p><i>Relief and Recovery Communications Framework</i></p> <p>The Working Group has developed a draft Relief and Recovery Communications Framework which outlines the arrangements in place following a state emergency.</p> <p>The draft Framework includes a focus on timely, coordinated, and relevant information for communities as well as the importance of having a centralised information point.</p> <p>Since its establishment, the Working Group has also undertaken activities to:</p> <ul style="list-style-type: none"> • improve relief communications procedures with the SCC Public Information Team • share and resolve communications issues related to recovery • collaborate on recovery communications content for the 2023–24 Victorian storms and floods. <p>ERV advised that the draft Framework is currently being reviewed by Victorian Government departments.</p>
<p>FSIP2 Rec 8</p>	<p>The Inspector-General for Emergency Management recommends that Emergency Management Victoria and the entity referred to in Recommendation 13, or otherwise responsible government department, coordinate ongoing education campaigns to increase public awareness of community roles and responsibilities during periods of emergency relief and recovery.</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	<p>2024 Progress Report</p>	<p>In progress</p>	<p>ERV is addressing this recommendation by providing community-focused recovery resources via its website, participating in MEMPCs and REMPCs, utilising RJPICs, and conducting community outreach activities.</p> <p>ERV website</p> <p>ERV launched its new website (vic.gov.au/emergency-recovery-victoria) following its establishment in October 2022. Refer to FSIP2 Recommendation 13 for more information on the establishment of ERV.</p> <p>ERV’s website includes:</p> <ul style="list-style-type: none"> • up-to-date, community-focused recovery information on recent Victorian emergency events • a link to the Emergency Recovery Resource Portal which provides a central point of access to key recovery resources and guidance for the disaster recovery workforce to better enable community recovery and resilience practices • a ‘Stories of Community Recovery’ section containing case studies and insights from the community following an emergency event. <p>The website also includes resources to increase awareness of the roles and responsibilities within community recovery such as the:</p> <ul style="list-style-type: none"> • Community Recovery Toolkit (April 2023) which provides practical advice on recovery processes, approaches, and tools to support each step of the community recovery process (refer to Figure 3on page 112 of IGEM's 2024 progress report). For more information on the Toolkit refer to the progress update for FSIP2 Recommendation 15. • ERV Recovery Framework (June 2023) which details ERV’s role, the principles that underpin recovery work, and the desired outcomes for communities. The Framework also includes a section on community recovery. <p>Municipal and Regional Emergency Management Planning Committees</p> <p>ERV advised that it is extending its community outreach through its membership on a number of MEMPCs, all REMPCs, and via its role as co-chair (with DFFH) on Regional Relief and Recovery sub-committees.</p> <p>Through its collaboration with MEMPCs, ERV contributed to the integration of the Aboriginal Culture and Healing (ACH) recovery pillar from the ERV Recovery Framework to increase awareness of Aboriginal self-determination in the context of relief and recovery activities. IGEM understands that this initiative aims to heighten awareness and foster stakeholder engagement in understanding community roles and responsibilities during emergency relief and recovery.</p>

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					<p>Refer to the progress summary for FSIP2 Recommendation 14 for further information on the integration of ACH into regional recovery activities.</p> <p>Regional Joint Public Information Committees</p> <p>In November 2022 ERV utilised RJPICs in the Hume and Loddon Mallee regions in response to the October 2022 Victorian floods. The primary objective of these RJPICs was to minimise information overload and confusion experienced by communities and individuals in the aftermath of the floods, enabling them to make well-informed decisions regarding their relief and recovery needs. Refer to the progress summary for Phase 2 Recommendation 7 for more information on RJPICs.</p> <p>Community outreach activities</p> <p>The Community Liaison Unit within EMV's Public Information Team is responsible for managing community expectations by providing relevant and current incident information and engaging in 2-way communication with stakeholders. The Unit communicates incident information through various engagement methods including facilitating community meetings, door-knocking, and writing and distributing community newsletters. IGEM will revisit this recommendation in its next progress report to provide an update on ERV's coordination of education campaigns to increase public awareness of community roles and responsibilities during periods of emergency relief and recovery.</p>
<p>FSIP2 Rec 9</p>	<p>The Inspector-General for Emergency Management recommends that the Emergency Management Commissioner strengthen the State Emergency Management Plan and supporting operational arrangements in accordance with his legislative obligations to ensure the roles and responsibilities of the State Emergency Relief Coordinator and the State Relief and Recovery Team are clear.</p> <p>These documents should enable:</p> <p>a) appropriate communication and tasking between the state, regional and incident/local tiers in relation to relief priorities</p> <p>b) clear accountability and reporting arrangements for senior operational leaders including the Emergency Management Commissioner, State Response Controller and State Recovery Coordinator.</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	<p>2024 Progress Report</p>	<p>In progress</p>	<p>During this reporting period, ERV led work to reform state tier relief and recovery governance arrangements to remove duplication and improve clarity of accountabilities.</p> <p>State Relief and Recovery Team</p> <p>Since 2021, Victoria's emergency management arrangements have had 2 relief and recovery governance committees – the State Relief and Recovery Team (SRRT) and the State Recovery Coordination Committee (SRCC). SRRT focused on relief and early recovery during operational periods under the supervision of the SCC, while SRCC was responsible for medium to longer-term recovery. During 2022–23, the role of SRRT was reviewed to provide clarity on its purpose, value add, scope and governance to ensure that it remained fit-for-purpose. As a result of the review, SRRT was renamed to the State Emergency Relief Team (SERT) in December 2023, with a revised focus on state relief coordination during both operational and non-operational periods. During operational periods, SERT is responsible for providing detailed situational awareness on relief needs and activities and coordinating state relief agencies, including government and non-government relief stakeholders. During non-operational periods, SERT will focus on state relief planning. Early recovery coordination responsibilities of SRRT have transferred to SRCC to avoid duplication and ensure that recovery is managed within a single forum. The SRCC Terms of Reference were updated in November 2023 to reflect the transfer of responsibilities.</p> <p>State Emergency Relief Coordinator</p> <p>The SERC chairs SERT and is responsible for leading state strategic priorities for relief and early recovery in partnership with key stakeholders. This role supports the EMC in the coordination of statewide relief activities for Class 1, Class 2, and security emergencies. The SERC also provides strategic advice to the EMC on progress, risks, and emerging issues related to relief activities and/or early recovery activities. The SERC works closely with the State Recovery Coordinator, State Response Controller, and State Consequence Coordinator. During operational periods, the SERC will provide a brief to the SCT on behalf of SERT via the State Relief Controller.</p> <p>Updates to the State Emergency Management Plan</p> <p>The SEMP was last updated in 2023. Updates relating to SERT and SRCC have been added to the SEMP Review Issues Register to ensure that it is considered in the next review of the SEMP. IGEM will revisit this recommendation in its next progress report to provide an update on the incorporation of these amendments in a future iteration of the SEMP.</p>
<p>FSIP2 Rec 10</p>	<p>The Inspector General for Emergency Management recommends that Emergency Management Victoria lead the development of relief arrangements to achieve greater clarity of roles, reporting and accountability in relief across state, regional and incident tiers. These arrangements should:</p> <p>(a) incorporate local knowledge and leverage local capabilities in the development of these arrangements</p> <p>(b) be used to develop training opportunities and materials to increase relief capability across the sector, with a particular focus on capability development of operational leaders</p> <p>(c) coordinate multi-agency exercises to practise and refine these relief arrangements.</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	<p>2024 Progress Report</p>	<p>In progress</p>	<p>Responsibility for the implementation of this recommendation formally transferred from EMV to ERV in January 2024. ERV is responsible for coordinating state and regional recovery efforts, and state relief efforts, while DFFH is responsible for coordinating regional relief efforts. To address this recommendation, ERV has identified several opportunities to work with agencies and the Victorian community to strengthen relief and recovery arrangements and promote greater clarity of roles and responsibilities.</p> <p>Incorporating local knowledge</p> <p>ERV has place-based teams across Victoria that work closely with councils and communities to support its state relief function. These teams also participate in MEMPCs and REMPCs to ensure alignment to ERV's Recovery Framework and across state, regional, and municipal levels of government. Through its collaboration with MEMPCs, ERV contributed to the integration of the ACH recovery pillar from the ERV Recovery Framework to increase awareness of Aboriginal self-determination in the context of relief and recovery activities.</p> <p>Increasing relief capability across the sector</p>

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					<p><i>Relief and Recovery Coordination Standard Operating Procedures</i></p> <p>In October 2022 ERV developed the Relief and Recovery Coordination SOP. The purpose of the SOP was to provide clarity on key state and regional relief and recovery operational structures, arrangements and activities following an emergency event ahead of the 2022–23 high-risk weather season.</p> <p>Refer to the progress summary for 10YOR Actions 5.3 and 5.4 for more information on the Relief and Recovery Coordination SOP.</p> <p>ERV advised that there continues to be opportunities to improve the relief coordination model, and that it notes the importance of system-level coordination with lead agencies before, during, and after an event to deliver on the benefits these opportunities provide.</p> <p>ERV informed IGEM that it will re-assess the feasibility of progressing these improvement opportunities within its current resourcing baseline and will continue to work with the sector to seek opportunities to enhance local, regional, and state relief capabilities.</p> <p>Multi-agency exercises</p> <p>In August 2023 ERV participated in a DEECA-led exercise that examined whole-of-Victorian Government roles and responsibilities during an emergency animal disease (EAD) outbreak. The exercise also aimed to gain a deeper understanding of how statewide and regional control structure, consequence management, and relief and recovery would work during an EAD event.</p> <p>The exercise identified the need for an EAD Relief and Recovery Plan to guide agencies on what needs to be delivered, by who, and to what groups. The exercise also called for the establishment of a formal EAD relief and recovery interdepartmental planning sub-committee to develop the plan.</p> <p>ERV chairs and coordinates the cross-departmental EAD Relief and Recovery Sub-Committee, whose Terms of Reference were approved by the EAD Interdepartmental Committee in October 2023.</p> <p>ERV advised that this work also provides the opportunity to inform how relief and recovery is coordinated for other low-likelihood, high-consequence events.</p>
FSIP2 Rec 11	<p>The Inspector-General for Emergency Management recommends that the Department of Jobs, Precincts and Regions work with the Municipal Association of Victoria and councils to build contingencies into emergency relief centre planning to ensure places of shelter are inclusive, recognise diversity and are better placed to support all displaced people in circumstances of:</p> <p>(a) community isolation</p> <p>(b) prolonged emergencies</p> <p>(c) community-led activation of centres.</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	2024 Progress Report	In progress	<p>DGS intends to address this recommendation through activity it is undertaking for SAP 2023–26 Action 4.5 – develop and implement tangible activities in conjunction with MAV, councils, and EMV to support and build council capacity and capability in emergency management.</p> <p>DGS advised that following the delivery of SAP 2023–26 Action 4.5, it plans to undertake more detailed work around emergency relief centres including the preparation of statewide guidance on operational requirements, allowing councils to provide inclusive emergency relief centres that support a range of displaced people.</p> <p>DGS and MAV advised that they sought nominations from relevant departments, agencies, and councils in February 2024 to participate in the ‘Understanding Psychological First Aid’ course scheduled for 26 April 2024. It is anticipated that upon course completion, participants will be more confident in their understanding of Psychological First Aid principles and will be able to use these skills in crisis situations, including at emergency relief centres.</p> <p>Relevant MAV-led activity during the reporting period includes:</p> <ul style="list-style-type: none"> advocacy for a review of current relief policy and planning guidance, including the 2013 Emergency Relief Handbook to include up-to-date guidance about delivering relief services in various contexts. development of a guidance document on registration processes at relief centres to support councils and agencies to work together to coordinate relief efforts (February 2024). The guidance document also prompts councils to consider how they can best support the needs of CALD communities including the provision of culturally safe places at emergency relief centres to assist non-English speaking community members to register and access services. <p>IGEM will revisit this recommendation in its next progress report to provide an update on how DGS and MAV are building contingencies into emergency relief centre planning to ensure shelters are inclusive, recognise diversity, and are better placed to support all displaced people.</p>
FSIP2 Rec 12	<p>The Inspector-General for Emergency Management recommends that Emergency Management Victoria and the entity referred to in Recommendation 13, or otherwise responsible government department:</p> <p>(a) coordinate the development of agreed systems, processes and partnerships that can be activated as soon as potential emergencies are anticipated to ensure greater coordination and management of donated goods</p> <p>(b) incorporate public communication strategies to mitigate the donation of goods as much as possible and socialise appropriate donating channels as defined in the arrangements.</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	2024 Progress Report	In progress	<p>ERV is addressing this recommendation by engaging an external provider to act as Victoria’s coordinator for donated goods during an event that requires state coordination.</p> <p>In December 2023 ERV signed a 2-year contract with its preferred provider, with the possibility of an extension by one year. The contract allows ERV to use the provider’s online donation management system which directs public and corporate donors to areas of need by displaying a searchable list of goods and services required by vulnerable people.</p> <p>ERV advised that the provider’s existing partnerships with local governments and their stakeholders will enable timely mobilisation of local organisations, promoting efficient and effective recovery while helping to build community resilience and social capital.</p> <p>ERV has commissioned the development and implementation of a communications strategy that aims to educate the community on the impacts of unrequested items, promote responsible donation processes, and ultimately prevent unrequested items from being sent to emergency-impacted communities.</p> <p>IGEM will revisit this recommendation in its next progress report to provide an update on ERV’s work to ensure greater coordination and management of donated goods. IGEM will also provide an update on the development of a communications strategy to mitigate the donation of goods and support appropriate donating channels as defined in Victoria’s emergency management arrangements.</p>
FSIP2 Rec 13	The Inspector-General for Emergency Management	<i>As an implementation plan</i>	2024	Complete	In October 2021 the Victorian Government committed to the design of a dedicated recovery entity with a statewide, all-emergencies

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	<p>recommends that the Victorian Government establish a permanent and comprehensive entity dedicated to recovery management with the authority, capability, capacity and resourcing to coordinate the planning and delivery of recovery functions for all emergencies.</p>	<p><i>was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	<p>Progress Report</p>		<p>focus in response to FSIP2 Recommendation 13.</p> <p>On 17 October 2022 BRV transitioned to ERV, a permanent and dedicated recovery agency focused on building stronger and more resilient individuals, communities, and regions through community recovery.</p> <p>ERV leads state and regional recovery coordination and state relief coordination on behalf of the Victorian Government and works in partnership with all levels of government, businesses, and not-for-profit organisations.</p> <p>ERV functions as a standalone business unit within a broader DJCS Emergency Management Group. It is designed to fit within the existing Victorian emergency management governance arrangements. This enables ERV to engage and coordinate across government.</p> <p>ERV has place-based teams across Victoria to work closely with councils and communities to deliver on its responsibilities which include:</p> <ul style="list-style-type: none"> operational relief and recovery coordination leading and coordinating recovery strategy, policy, planning, and investment across the emergency management sector providing assurance that community recovery needs are managed delivering recovery services as required (including state-coordinated clean-up operations). <p>In June 2023 ERV released its Recovery Framework which outlines the 8 principles that underpin ERV's approach to recovery, and the desired outcomes for impacted communities.</p> <p>ERV's approach to recovery builds on the SEMP, identifying 5 lines of recovery – 4 that align to the SEMP recovery environments (social, economic, built, and natural) plus an additional specific line of recovery for Aboriginal Culture and Healing (refer to Figure 4 on page 119 of IGEM's 2024 progress report).</p> <p>The Recovery Framework and further information on ERV's work is available at vic.gov.au/emergency-recovery-victoria</p>
<p>FSIP2 Rec 14</p>	<p>The Inspector-General for Emergency Management recommends that the entity referred to in Recommendation 13, or otherwise responsible government department, work with councils, relevant recovery organisations and communities to develop clear roles and responsibilities for:</p> <p>(a) the management and coordination of recovery across the continuum of all aspects of recovery (strategy, planning, operational and ongoing)</p> <p>(b) recovery service delivery to ensure that local service delivery organisations and community networks can be quickly activated to support individuals, families, businesses and communities.</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	<p>2024 Progress Report</p>	<p>Complete</p>	<p>In October 2022 ERV was established as the dedicated government body for state and regional recovery coordination and state relief coordination in Victoria (refer to the progress update for FSIP2 Recommendation 13 for more information).</p> <p>Since then, ERV has carried out the following activities to implement this recommendation.</p> <p>Management and coordination of recovery</p> <p><i>Updates to the State Emergency Management Plan</i></p> <p>The SEMP was first comprehensively reviewed in 2021, and in 2022 it was updated to reflect the establishment of ERV.</p> <p>The SEMP underwent its second comprehensive review in 2023 to clarify agency roles and responsibilities including all agencies involved in relief and recovery. As part of the SEMP review, agencies were required to review their alignment to the VPF and update their activity statements accordingly.</p> <p>Refer to the progress summaries for FSIP2 Recommendation 2 and FSIP1 Action 15.2 for more information on the SEMP reviews and VPF, respectively.</p> <p><i>ERV Recovery Framework</i></p> <p>In June 2023 ERV published its Recovery Framework which details its role, the principles underpinning recovery work, and the desired outcomes for communities. The Framework recognises that recovery is a long process that requires planning in phases across multiple levels – community, municipal, state, and national (refer to Figure 5 on page 120 of IGEM's 2024 progress report for more information on recovery phases).</p> <p><i>Regional teams</i></p> <p>ERV has regional place-based teams across Victoria to work closely with councils and communities. These teams also participate in MEMPCs. ERV advised this has allowed it to strengthen the recovery section of MEMPCs by linking them to ERV's Recovery Framework and the 5 lines of recovery – including ACH. Refer to the following case study for further information on the integration of ACH into regional recovery activities.</p> <p>Also refer to the progress summary for FSIP2 Recommendation 15 for further information on Aboriginal community-led recovery.</p> <hr/> <p>CASE STUDY: EMBEDDING ABORIGINAL CULTURE AND HEALING INTO REGIONAL RECOVERY</p> <p>Following the October 2022 Victorian floods, ERV established the Hume Regional Recovery Committee (RRC) to coordinate recovery and assist with local planning and advocacy for impacted communities.</p> <p>ERV played a key role in embedding Aboriginal Culture and Healing within the Hume RRC – marking the first time such elements were included in regional governance and reporting processes.</p> <p>ERV conducted a case study of this work which found that:</p> <ul style="list-style-type: none"> agency leads and other partners in recovery benefited from clear coordination, governance, and communication at the regional level agency leads working with the same Aboriginal Community Controlled Organisations (ACCOs) and Traditional Owner groups received updates on impacts, early recovery needs, and resourcing, allowing for data consolidation. This provided better provision of recovery services for the Hume region by streamlining recovery programs and reducing over-engagement for Traditional Owner

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					<p>groups and ACCOs</p> <ul style="list-style-type: none"> the establishment of the Hume RRC resulted in the region being better positioned to advocate for the needs of Traditional Owner groups and ACCOs, and tailor recovery programs to their needs. <p>ERV advised that the Hume RRC improved awareness of community and individual roles and responsibilities in the context of relief and recovery activities.</p> <hr/> <p><i>Regional Recovery Handbook</i></p> <p>In November 2023 ERV developed a draft internal Regional Recovery Handbook to provide practical guidance to ERV regional staff and ensure a consistent approach to recovery responsibilities in preparedness, readiness, response and recovery, as well as transition out of recovery.</p> <p>The draft Handbook includes templates for event-specific regional and municipal recovery plans, including templates to analyse recovery needs across the 5 recovery lines. It also provides guidance on the transition to recovery process to ensure a seamless transition in disaster management between the response and recovery phases. ERV advised that the Handbook will be finalised by June 2024.</p> <p>The Relief and Recovery Coordination SOP provides relief and recovery guidance for the sector. For more information on the SOP, refer to 10YOR Action 5.3.</p> <p>Recovery service delivery</p> <p>ERV is working across government to coordinate and develop a common understanding of programs that may be required following an event to address important recovery needs. ERV advised that this work will inform advice to the government following an event to ensure that disaster relief and recovery needs are being met.</p> <p><i>ERV Capability Framework</i></p> <p>In December 2023 ERV developed a Capability Framework which sets out its approach to improving capability to effectively deliver its responsibilities. The Framework includes a section on surge workforce capability development to effectively deliver key functions and meet the needs of impacted communities.</p> <p>Complementing this work, the DJCS Emergency Management Communications team (which includes ERV and EMV) has commenced surge structure scenario planning under the Surge Operating Model. This model outlines what communications resources will be required and how those resources can be engaged during and after emergencies.</p> <p>Refer to the progress summary for FSIP2 Recommendation 7 for more information on the Surge Operating Model.</p>
<p>FSIP2 Rec 15</p>	<p>The Inspector-General for Emergency Management recommends that the entity referred to in Recommendation 13, or otherwise responsible government department work with councils and communities before, during and after emergencies to strengthen:</p> <p>(a) a common understanding of community-led recovery</p> <p>(b) the role of communities in recovery planning</p> <p>(c) the support, training and resources required to enable community-led recovery.</p>	<p><i>As an implementation plan was not released for Phase 2 recommendations, IGEM monitors implementation directly against the recommendations</i></p>	<p>2024 Progress Report</p>	<p>Complete</p>	<p>In May 2022 the former BRV developed a discussion paper on community recovery that analysed the insights, challenges, and potential solutions emerging from research and consultation conducted in response to this recommendation.</p> <p>The discussion paper highlighted that a fixed definition of 'community-led recovery' would be seen as too prescriptive and not flexible enough to accommodate the range of approaches required to cover different needs within communities following emergencies.</p> <p>ERV has since shifted from use of the term 'community-led recovery' to 'community recovery' and has undertaken the following activities to address this recommendation.</p> <p>Common understanding of community recovery</p> <p><i>Community Recovery Framework</i></p> <p>ERV has developed an internal-facing Community Recovery Framework that describes ERV's approach to community recovery based on the principles set out in the ERV Recovery Framework. This approach recognises that the path to recovery will be different for each community and each emergency.</p> <p>The role of communities in recovery planning</p> <p><i>Community recovery governance and planning processes</i></p> <p>IGEM notes that ERV and local councils can assist communities to establish their own recovery governance and planning processes. This may include formally constituted Community Recovery Committees (refer to the following case study for further information), the establishment of dedicated community recovery groups, or the use of existing community groups to support the community's recovery journey.</p> <p>ERV has place-based teams across Victoria and participates in MEMPCs and REMPCs, allowing ERV to work collaboratively with councils and the communities they serve. ERV advised that these arrangements contribute to a common understanding of how communities can identify their own distinct preferences for self-organising, as well as how they can engage in broader council-led municipal recovery efforts.</p> <p>Refer to the progress summaries for FSIP2 Recommendations 8 and 14 for more information on ERV's work with MEMPCs and REMPCs.</p> <hr/> <p>CASE STUDY: ROCHESTER COMMUNITY RECOVERY COMMITTEE</p> <p>Following the October 2022 floods, the Victorian Government agreed to establish a Rochester Recovery Taskforce to oversee and coordinate the rapid delivery of relief and recovery to the Rochester community.</p> <p>ERV facilitated collaboration between the Taskforce and the Rochester Community Recovery Committee (CRC) by:</p>

