



Emergency Management Performance Standards

Version 2.0 December 2016

Working in conjunction
with Communities,
Government, Agencies
and Business

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Foreword

The Emergency Management Sector strives for the shared vision of “safer and more resilient communities” by reducing the likelihood and consequences of emergency events on the community and assets the community values, for example in built and natural environments.

The Emergency Management Commissioner’s central purpose is to foster a sustainable and efficient emergency management system to achieve this vision. To support this purpose, Section 48 of the *Emergency Management Act 2013* requires that the:

Emergency Management Commissioner must develop, and review from time to time, operational standards in relation to the performance by responder agencies of their functions¹.

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

In November 2015, the Emergency Services Leadership Group endorsed the Emergency Management Performance Standards for Capability and Response. They were developed in collaboration with, and form part of the operational approach for the following responder agencies:

- Country Fire Authority
- Metropolitan Fire Brigade
- Department of Environment, Land, Water and Planning
- Victoria State Emergency Service.

At the time of endorsing the Standards for Capability and Response, the Emergency Services Leadership Group decided that ideally performance standards should, wherever practicable, extend to the broader Emergency Management Sector and not just responder agencies. Hence, in 2016 the Standards for Risk and Resilience and Relief and Recovery have been drafted with this in mind. They have been developed with input from a broad cross section of the Emergency Management Sector.

The Capability and Response Standards will be expanded upon in the near future and updated to take the broader view.

All Standards are to be reviewed and revised annually and it is recognised that the areas of focus may change over time dependent on the areas of improvement identified.

They are a key tool for defining and measuring performance, which helps to foster an environment of continuous improvement in the delivery of services to the community.



Craig Lapsley PSM

Emergency Management Commissioner

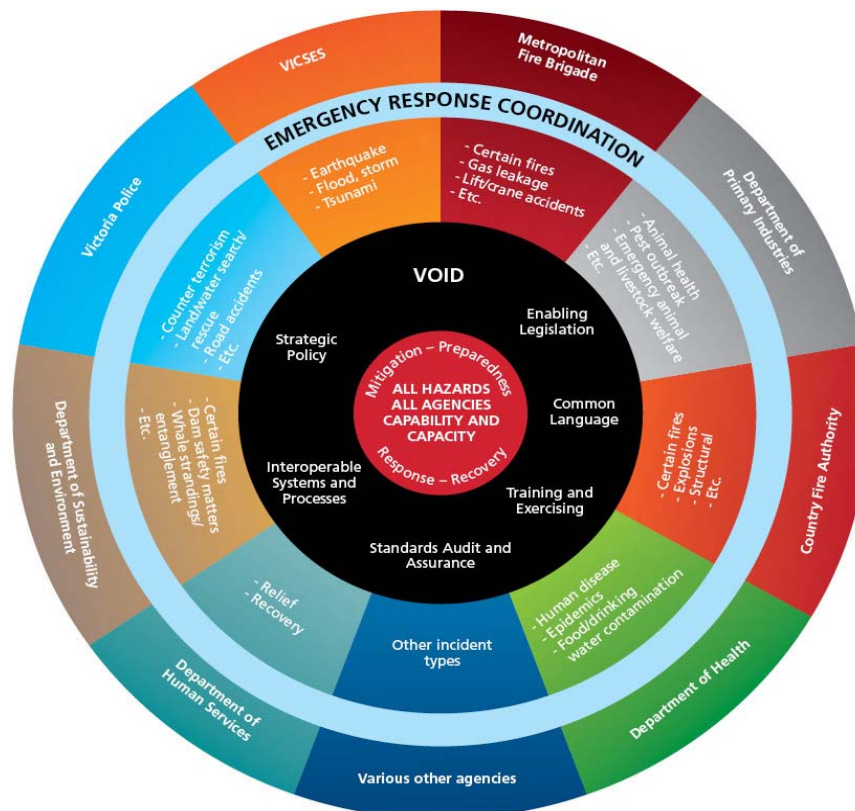
¹ *Emergency Management Act 2013, Section 48(1)*

SECTION 1: INTRODUCTION

Background

The Review of the 2010-11 Flood Warnings and Response: Final Report identified a void that existed in the emergency management (EM) arrangements at the time, defined as an absence of any overarching strategy or enabling policy framework to drive reform of the EM Sector (see Figure 1). This void reflected a 'siloed' approach where agencies focused on specific hazards with a lack of peripheral vision to consider whole of sector EM capability enhancement. One aspect of this void was a lack of performance standards "with which to hold control agencies to account, or for such agencies to aspire to"².

Figure 1: The emergency management framework void³.



To address this void, the then Fire Services Commissioner (FSC) authorised and published two 'Interim' Performance Standards relating to 'Incident Management' and 'Information and Warnings' in October 2012. These 'Interim' Performance Standards were replaced in December 2015 by the Emergency Management Performance Standards (Standards) December 2015.

The development of performance standards was identified as a project within the Fire Services Reform Action Plan 2013-16 (required by the *Fire Services Commissioner Act 2010*), under its strategic theme: Information and operational interoperability. The purpose was to develop standards to support organisational, information, operational and service interoperability with the outcome being to ensure that expectations are formalised, clear, fit for purpose and owned.

² Comrie, 2011, Review of the 2010-11 Flood Warnings and Response: Final Report, page 46

³ *ibid*

When the *Emergency Management Act 2013* (EM Act 2013) repealed the *Fire Services Commissioner Act 2010*, the requirement for the Emergency Management Commissioner (EMC) to develop performance standards for responder agencies was enshrined in legislation.

EMC must develop, and review from time to time, operational standards in relation to the performance by responder agencies of their functions (EM Act 2013, S48(1)).

The EM Act 2013 and other relevant legislation (relevant sections included in Attachment 1) requires the responder agencies to use their best endeavours to carry out their functions in accordance with the operational standards.

The need for standards relating to all hazards is also reflected in the Victorian Emergency Management Strategic Action Plan Update #1 2016-2019 (SAP), within the Governance theme.

SAP Action E4: Develop performance standards to guide effective and efficient governance and enable the sector to measure its performance. (Victorian Emergency Management Strategic Action Plan Update #1, 2016-2019, p. 10).

The SAP is a three year rolling plan that outlines state-wide strategic priorities, with corresponding actions, to support Victoria in achieving its vision of safer and more resilient communities. It is the overarching plan that will guide all-hazard, all-agency reform and gives the community confidence that progress is being made.

Process of Development

In order to effectively and efficiently meet the requirements of the applicable legislation and progress the development of the Standards, working groups have been formed comprising representatives of the EMC, responder agencies and Inspector-General for Emergency Management (IGEM). The initial working group established the structure of the standards and determined the functions. Where required, elements of the standard were delegated to and developed by multi-agency subject matter expert groups.

In accordance with the EM Act 2013, these Standards have been developed in consultation with the responder agencies, in a manner that is reasonable and with regard to the resources available to the organisation(s) in the performance of any functions to which the standard relates. Responder agencies have cooperated with the EMC in this consultation, consistent with the relevant subsections of legislation (see Attachment 1).

Purpose of the Document

The purpose of this document is to outline the standards for the key emergency management functions performed by the Victorian responder agencies and broader EM Sector, as applicable. This document represents a collaborative commitment by the sector to interoperability and continuous improvement.

The audience for this document is the Minister for Emergency Services, EMC, IGEM, State Crisis and Resilience Council (SCRC), Responder Agencies, the broader EM Sector, and the community.

Intent of the Standards

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

For the purpose of this document, a standard is defined as:

A document that defines the minimum requirements for products or services that are provided or delivered to the community.

The Standards establish the objectives and minimum requirements expected to be provided in order to:

- Ensure that minimum requirements for products and services are provided or delivered to the community
- Establish clear and consistent expectations that focus on achieving key outcomes to drive improvement
- Support agencies and the EM Sector to regularly monitor performance and demonstrate progress towards the shared vision.

The process of defining and measuring performance helps to foster an environment of continuous improvement in the delivery of services to the community.

Scope

In Scope

This document specifies the Standards developed by the EMC for the operational performance of key emergency management functions by EMV and responder agencies in Victoria, in accordance with the EM Act 2013.

As per the EM Act 2013, responder agencies are defined as:

- Country Fire Authority (CFA)
- Department of Environment, Land, Water and Planning (DELWP)
- Metropolitan Fire and Emergency Services Board (MFB)
- Victoria State Emergency Service (VICSES)
- any other agency prescribed to be a responder agency.

This document uses the term 'EM Sector' in the minimum requirements for each function. In this context, 'EM Sector' refers to Responder Agencies (i.e. CFA, DELWP, MFB and VICSES) and Emergency Management Victoria (EMV) as a collective. Therefore, the Standards describe the minimum requirements for these organisations collectively, which reflects the integrated and coordinated nature of delivering emergency management services to the community.

The Standards apply to the functions performed by the EM Sector within the following scope:

- Operational activity relating to the functions performed by responder agencies relevant to the Capability & Response element of emergency management
- Operational activity relating to the functions performed by the EM Sector relevant to the Risk & Resilience and Relief & Recovery elements of emergency management
- Activity relating to hazards for which the responder agencies are the control agency, including all Class 1 emergencies (e.g. fire, flood, rescue, storm, tsunami, hazmat and earthquake)
- Emergencies of all sizes and complexities
- All tiers of emergency (e.g. local, incident, regional and state levels).

Out of Scope

The following aspects are out of scope, although they may be influenced by these Standards and/or EM Sector operational performance:

- Non-operational or non-service delivery activity (e.g. human resources management)
- Hazards for which the responder agencies are not the control agency, including all Class 2 emergencies (e.g. transport, health, and security emergencies).

While not within the direct scope of this document, all communities, government, and business organisations have a role in emergency management. The critical contribution of these organisations may be influenced by the requirements outlined and has been recognised throughout this document where appropriate.

Over time, the Standards will be expanded beyond responder agencies and developed with key partner organisations to better reflect the broader approach taken to emergency management in Victoria. The Risk & Resilience and Relief & Recovery Standards included in this document have been written with this future intent.

Review

These Standards will be reviewed regularly to ensure they remain contemporary and meet the needs and expectations of the emergency management sector and the community. They will be reviewed on an annual basis or at the discretion of the EMC.

In accordance with the relevant legislation, these Standards will be reviewed in consultation with the responder agencies and broader EM Sector as appropriate, in a manner that is reasonable and with regard to the resources available to a responder agency in the performance of any functions to which the standard relates.

Application

The *Country Fire Authority Act 1958*, *Metropolitan Fire Brigades Act 1958*, *Victoria State Emergency Service Act 2005*, and the *Forests Act 1958* respectively, specify that each responder agency must use its best endeavours to carry out its functions in accordance with these Standards.

All responder agencies are encouraged to actively share innovative ideas and knowledge with other agencies to ensure consistent application and achieve objectives specified within the Standards.

These Standards are implemented on a 'without prejudice' basis to support overall performance standards development, including the development of robust performance criteria and measures. The application of these Standards is one part of a broader continuous improvement process, including adoption, compliance, monitoring and reporting arrangements.

These Standards do not replace the requirement for responder agencies to perform their legislated functions. Performance against these Standards is not intended to be used to the detriment of the responder agencies. Notwithstanding this, the 'best endeavours' requirement remains applicable to these Standards.

The Standards are intended to be read and applied in conjunction with:

- relevant legislation (relevant sections included in Attachment 1)
- Emergency Management Manual Victoria (EMMV)
- Monitoring and Assurance Framework for Emergency Management
- Emergency Management Performance Framework
- relevant government policy and procedures
- any other documents specified in the standards.

The Standards are effective as of the date of authorisation, Capability & Response became effective on 1 January 2016, the Risk & Resilience and the Relief & Recovery Standards will be applicable to responder agencies as of 1 January 2017, with application across the broader sector to be determined. Noting that some elements of the requirements are subject to the finalisation of specific documentation (e.g. Emergency Management Community Resilience Framework).

SECTION 2: CONTEXT

Victoria's Emergency Management Foundations

The EM Sector strives for the shared vision of “*safer and more resilient communities*” by reducing the likelihood and consequences of emergency events on the community and assets the community values (e.g. built and natural environments). The shared vision provides a description of the future state for the sector and acts as a direction for all other activity.

Shared vision: Safer and more resilient communities.

A major factor determining whether an emergency event has longer-term consequences is the level of ‘resilience’ of the community, which is the extent to which the community can anticipate the event, identify and mitigate the risks, respond to the event and recover after the event. Communities, government, agencies and business work in partnership to build community resilience through programs that reduce the likelihood, severity and consequences of emergencies. This is reflected in the shared goal, which describes the long-term outcomes required to achieve the vision of the sector.

Shared goal: A sustainable and efficient emergency management system that reduces the likelihood, effect and consequences of emergencies.

This shared goal can be broken into three more specific and measurable sub-goals:

1. Reduction in ‘likelihood’ of emergencies, where likelihood is defined as the chance that an emergency will occur
2. Reduction in effect of emergencies, where ‘effect’ is defined as the direct and immediate effect of an emergency in the ‘during’ or ‘response’ phase
3. Reduction in consequence of emergencies, where ‘consequence’ is defined as the indirect and longer term effects of emergencies in the ‘after’ or ‘recovery’ phase.

Communities, government, agencies and business share the responsibility of undertaking Victoria's emergency management functions to achieve the shared vision and goal.

Responder agencies are one important element of the sector and perform a range of functions that contribute to the shared vision and goal. The measurement of responder agency performance must be understood in the context of this broader shared responsibility.

Elements of Emergency Management

Emergency management activities are undertaken before, during or after an emergency. The structure of the sub-committees to the SCRC reflect these three phases of the emergency management system, while also broadly aligning with the concepts of prevention, response and recovery. The sub-committees are the peak advisory bodies to the SCRC on emergency management matters relating to the following elements:

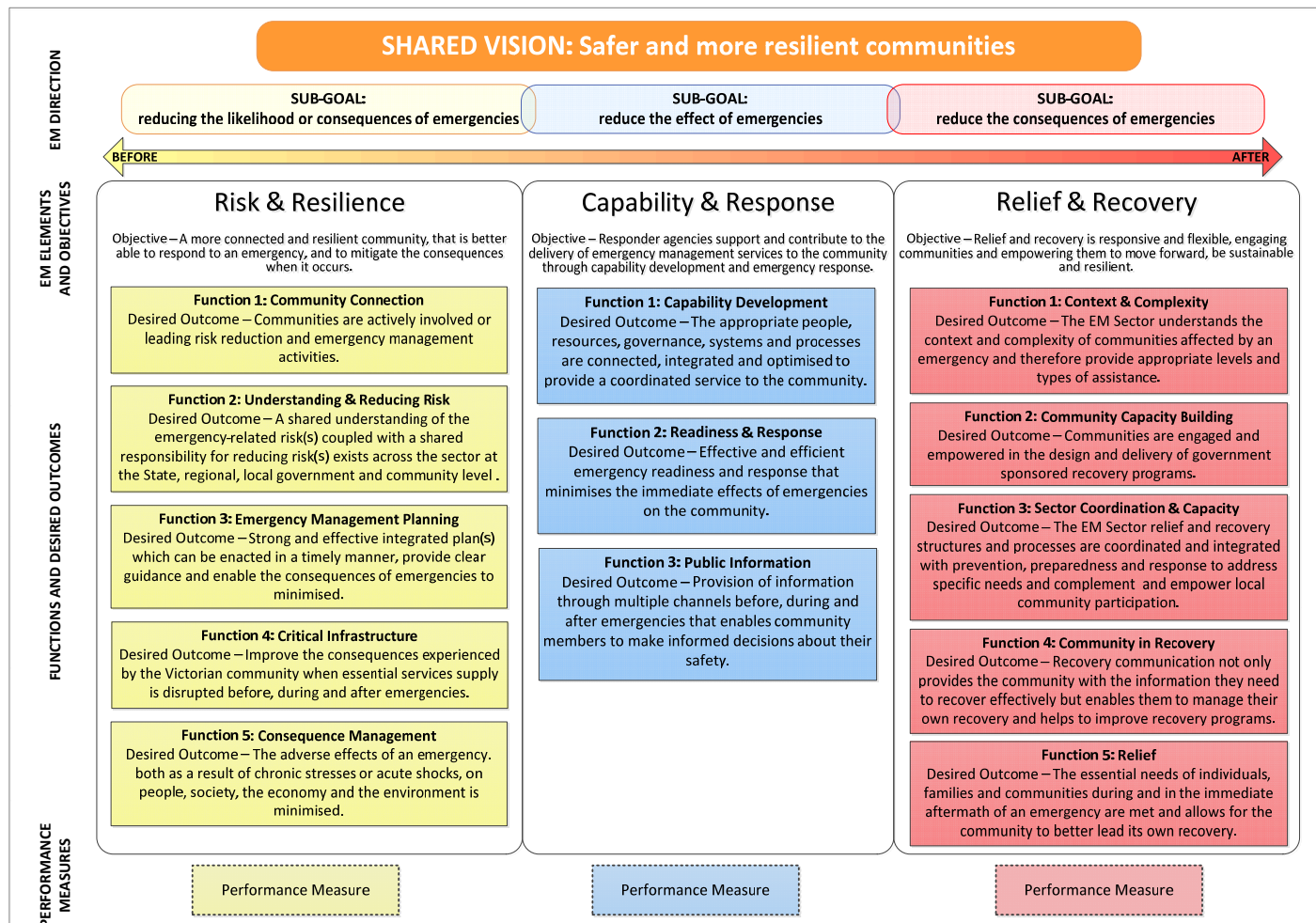
- Capability & Response
- Relief & Recovery
- Risk & Resilience

Each element has an objective and can be divided into key functions that describe a set of operational activities, as shown in Figure 2. While the functions are categorised into the elements for clarity and simplicity, all the functions are linked and overlap with each other; this integration is critical to achieve the shared vision of the sector. Each function has a desired outcome that describes how it contributes to the shared vision.

Emergency Management Performance Standards

The structure of the operational performance standards aligns with these elements. Aligning the Standards with the structure of the SCRC and sub-committees will allow for cross-government ownership and accountability for the Standards. In addition, evaluation of performance against the Standards can inform the ongoing development and delivery of the SAP, which is the responsibility of the SCRC in conjunction with the sub-committees.

Figure 2: Structure of performance standards across the elements of emergency management



The Role of Performance Standards

Performance standards are one component of a broader context of continuous improvement across the EM Sector, which can be described as a Plan – Do – Check – Adjust cycle (see Figure 3). The Monitoring and Assurance Framework for Emergency Management, developed by the IGEM in accordance with the *Emergency Management Act 1986* (EM Act 1986) and EM Act 2013, describes these four phases as:

- Plan – determining the objectives, clarifying roles and responsibilities and establishing success factors
- Do – organising activities to deliver on the objectives of the plan and implementing the plan
- Check – measuring performance against pre-determined success factors and reviewing to determine successes and areas for improvement
- Adjust (or Act) – taking action on lessons identified to drive continuous improvement.

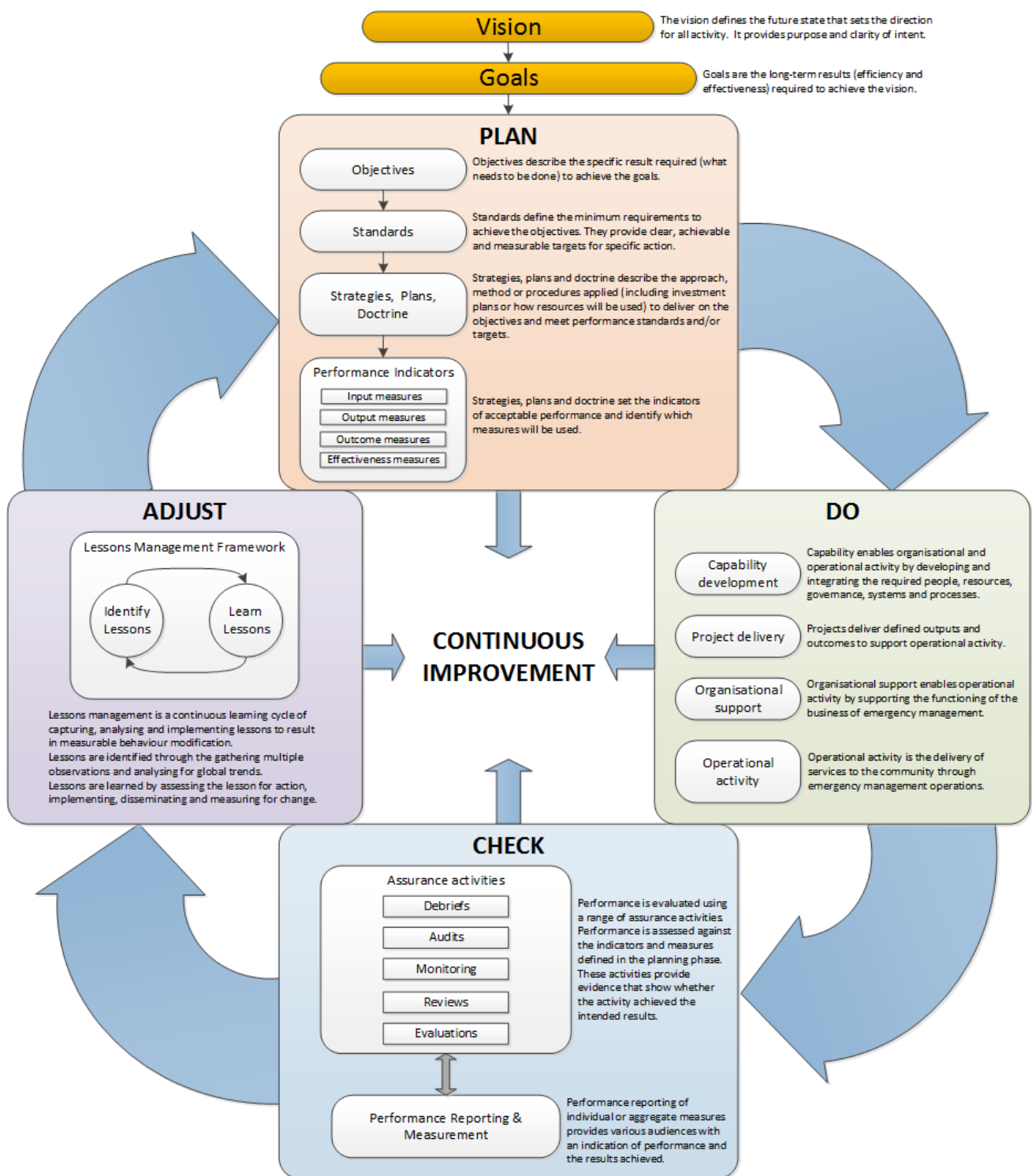
In the 'Plan' phase, the vision establishes the direction of all emergency management activity. Goals indicate what long-term outcomes are required in order to achieve the vision. Goals are specific and

measurable. Objectives are the high-level statements that describe the activities that need to be implemented to achieve the goals.

Standards describe the minimum requirements that are expected in order to show that the objective is being met. They also provide criteria that provide a basis for the measurement and assessment of performance.

Strategies, plans and doctrine specify how resources will be used to meet the performance standards and, therefore, deliver on the objectives and contribute to the goals. EM Sector organisations are responsible for developing plans, strategies and doctrine that align with the Standards and demonstrate a clear contribution to the overall EM Sector vision and goal. . In this sense, the Standards are not prescriptive and do not define how the EM Sector is to meet the required objectives. Initiatives and programs include the delivery of the SAP and the development of common doctrine, including standard operating procedures.

Performance criteria determine how performance will be evaluated to show whether the plans and strategies are achieving the intended results (i.e. the goals). This establishes the basis of the 'Check' phase, where the performance that occurs in the 'Doing' phase can be evaluated against the plans and adjusted where areas for improvement are identified.

Figure 3: Context of performance standards within the performance framework

SECTION 3: STANDARDS

Structure of Standards

Each standard outlines the following components:

- Element – the relevant emergency management element (e.g. Capability & Response)
- Function – the broad category of operational activities that contributes to the shared goal (e.g. Capability Development)
- Context – the context and scope of the functional area, the sub-functions this relates to and the links to other functional areas
- Desired Outcome – the overall desired impact, result or benefit or aspirational end state that will be achieved by effective delivery of the function. This describes what the EM Sector is working to achieve collectively, which supports an incremental process of continuous improvement
- Standard Objectives – the activities that need to be accomplished or implemented by EM Sector organisations. This describes the contribution of organisations towards to the desired outcome
- Minimum Requirements – the expectations, targets or standard of performance in order to show how the EM Sector should meet the objective. The minimum requirements are based on an understanding of the resources available to agencies in the performance of the functions to which the standard relates. The minimum requirements address the following areas:
 - principles and direction based on an understanding of community need or risk
 - application of principles and direction
 - operating system, including governance, agreements and plans
 - processes and procedures required
 - resources and people required
 - evaluation and review requirements
- Criteria – the basis for the assessment and measurement of performance by organisations against the minimum requirements for each function
- Assumptions – any underlying assumptions or supporting statements that support the understanding of the function or minimum requirements
- Related Doctrine – any relevant documents that are referenced in the standard or provide further guidance for the functional area (available through the Emergency Management Victoria website or Emergency Management Common Operating Picture (EM-COP)⁴).

⁴ EM-COP is a web-based information tool that provides access to current operational information, accessible via cop.em.vic.gov.au

ELEMENT – RISK & RESILIENCE

Safer and more resilient communities are connected communities.

They are healthy and knowledgeable, with the ability to assess, monitor and manage risks, while learning new skills and building on past experiences. The people have the capacity to identify problems, establish priorities and act, with the support of good infrastructure and services.

Safer and more resilient communities are flexible and resourceful, together with the capacity to accept uncertainty and proactively respond to change⁵.

Function 1: Community Connection

Context

Community connectivity is a two-way process between government agencies and communities that establishes the foundation for understanding of the communities before, during and after emergencies.

This function includes the following sub-functions:

- Understanding communities
- Building a shared understanding of risk(s), strengths and vulnerabilities
- Developing agreed and shared actions utilising local knowledge
- Ongoing connection and engagement to continue to learn, share and improve.

It is important to note that every community is different and that any system needs to be flexible and adaptive.

Desired Outcome

Communities are actively involved or leading risk reduction and emergency management activities.

Objective

Communities are appropriately engaged and more resilient, actively participating before, during and after emergencies.

Minimum Requirements and Criteria

Minimum Requirements	Criteria
1. EM Sector organisations align principles, priorities and governance arrangements to the Emergency Management Community Resilience Framework.	<ul style="list-style-type: none">a. Ensure all strategies, policies, plans, practices and procedures reinforce the culture of shared responsibility.b. Principles for community connectivity are defined collaboratively with the community, at the Municipality and Township level, and businesses and communicated with stakeholders.

⁵ Page 5, Community Based Emergency Management (Working together – before, during and after) May 2016

Minimum Requirements	Criteria
2. EM Sector adopts an integrated and consistent system for community engagement in order to facilitate 'two way communications' in accordance with the Emergency Management Community Resilience Framework, giving due consideration to the differences of communities.	<p>c. Shares relevant information, using designated technologies and tools, with communities and businesses before, during and after emergencies.</p> <p>d. Considers and includes local knowledge and leaders within decision making processes.</p>
3. EM Sector adheres to the governance arrangements that support community connectivity as outlined within the Emergency Management Community Resilience Framework.	<p>e. EM Sector organisations ensure strategies, policies, plans, practices and procedures involves appropriate community engagement and reinforces the culture of shared responsibility.</p> <p>f. EM Sector agencies share and leverage off each other's information, data and practices.</p>
4. EM Sector collectively shares responsibility for building community resilience through opportunities to lead and or participate in community resilience building, training and exercising.	g. EM Sector organisations work collaboratively with communities, government, agencies and businesses as partners to deliver programs that are consistent with the principles of shared responsibility.
5. EM Sector ensures the appropriate people and resources are available to deliver community resilience building programs.	<p>h. Agencies develop personnel to support and contribute to an integrated emergency management workforce to work with the community in developing and delivering resilience building programs.</p> <p>i. Resources (e.g. facilities, equipment, infrastructure, IT systems) are made available to support resilience building programs.</p> <p>j. Agencies share and leverage resources to strengthen and broaden expertise.</p>
6. EM Sector regularly evaluates resilience building programs.	<p>k. Exercises and programs are evaluated to ensure they meet their aims and strengthen community resilience.</p> <p>l. Processes are in place to ensure lessons learned from exercises, programs and emergencies are captured and shared with the community, government and business.</p> <p>m. Lessons learned evidence informs future decisions on community connectivity strategy and programs.</p>

Assumptions

This standard recognises the following assumptions:

- The Emergency Management Community Resilience Framework is currently in draft and due for completion and implementation in 2017. The aim of which is to 'develop a resilience framework incorporating guiding principles for shared responsibility and self-reliance in prevention, planning, response, relief and publications. Embed these principles in all tiers of emergency management plans'.

- Programs identify, articulate and agree program success factors at their inception in order to enable evaluation.
- Community, agencies and business refers to all EM agencies and partner organisations, municipal councils, and relevant levels of state government and business such as utilities and non-government organisations which provide aid and or support.

Related Documents

- Emergency Management Community Resilience Framework (draft)
- Community Based Emergency Management May 2016
- A modern emergency management system for Victoria 2015
- Safer Together – A new approach to reducing the risk of bushfire in Victoria 2015
- The Strategic Framework to Strengthen Victoria's Social Cohesion and the Resilience of its Communities 2015
- The Emergency Management Diversity and Inclusion Framework October 2016
- The Bushfire Safety Policy Framework 2013
- State Exercising Framework
- EM-LEARN Lessons Management Framework
- Victorian Bushfire Royal Commission Recommendations 2009
- Resilient Melbourne Strategy May 2016
- Victorian Emergency Management Capability Blueprint 2015-2025.

Function 2: Understanding and reducing risk

Context

Understanding and reducing emergency related risks requires assessment (identification, analysis and evaluation) and treatment to reduce the likelihood of adverse impacts to communities, through appropriate measures to reduce or eliminate the risk.

This function includes the following sub functions:

- Risk identification
- Risk analysis
- Risk evaluation.

This function is to be undertaken with the view to informing the Consequence Management function.

Desired Outcome

A shared understanding of the emergency related risk(s) coupled with shared responsibility for reducing risk(s) exists across the EM Sector at the State, regional, local government and community level.

Objective

Risk management arrangements are developed in a collaborative manner ensuring that the EM Sector at the State, regional, local government and community level clearly understands the emergency related risk(s) and how best to reduce these risk and/or their impact.

Minimum Requirements and Criteria

Minimum Requirements	Criteria
1. EM Sector organisations align to the principles, policies and governance arrangements in the Victorian EM Risk Framework.	a. EM Sector ensures risk identification and management is interconnected and coordinated to operate seamlessly at the State, regional, local government and community level. b. Governance arrangements are based on the principle of shared responsibility and includes all priority risks for the relevant level/area.
2. EM Sector organisations adopt principles and practices consistent with the Victorian Government Risk Management Framework.	c. EM Sector approach to risk management conforms to the State's risk management policy and practice and is consistent with the standards set by the State. d. EM Sector ensures risk management takes a holistic and inclusive community approach to accommodate differences in values, culture, social structure and linguistic diversity across Victoria.
3. EM Sector organisations participate in and contribute to the development of State, regional and municipal risk management studies.	e. Relevant stakeholders (community, agencies and business) are actively engaged to contribute to State, regional, local government and community level risk management activities.
4. EM Sector ensures integrated and consistent systems, practices, processes and tools for risk management are developed and used.	f. EM Sector organisations contribute to the development and promote the use of common processes and secure systems to enable a consistent approach to emergency risk management. g. EM Sector organisations implement and use appropriate systems and tools to share knowledge at the local level to raise awareness of emergency-related risk(s) and their potential impacts in the event of an emergency.
5. EM Sector ensures the appropriate people and resources are available to participate in risk management, including the development and implementation of risk mitigation strategies.	h. Agencies develop personnel to support and contribute to risk management, including measures to reduce risks at the State, regional, local government and community level. i. Resources (e.g. facilities, equipment, infrastructure, IT systems) are made available to support risk management, including mitigation.
6. EM Sector regularly evaluates the outcomes of risk assessments and risk mitigation strategies.	j. EM Sector regularly reviews, audits and evaluates policies, plans, procedures, systems and activities to ensure consistency with the principles of emergency risk management and community resilience. k. EM Sector uses evidence from monitoring and evaluation to inform future decisions on its strategy and programs.

Assumptions

This standard recognises the following assumptions⁶:

- Risk management plans specify the approach, the management components and resources to be applied to the management of risks.
- Risk assessment is the overall process of risk identification, risk analysis and risk evaluation.

⁶ Risk Management Vocabulary – ISO/TMB WG on Risk management N 066 (ISO Guide73:2009)

- Risk mitigation is the measure(s) taken to reduce an undesired consequence.
- Hazards are the potential source of harm.
- Risk management framework is a set of components that provide the foundations and sector arrangements for designing, implementing, monitoring, reviewing and continually improving risk management processes throughout the sector.

Related Documents

- Victorian Government Risk Management Framework 2015
- Victorian Emergency Risk Management Framework (under development)
- EMMV
- Emergency Risks in Victoria 2014
- AS/NZS ISO 31000:2009 Risk Management – Principles and guidelines
- National Emergency Risk Assessment Guidelines (NERAG) 2014 – Handbook 10 (AEMI)
- Victorian Emergency Management Capability Blueprint 2015-2025
- State Exercising Framework.

Function 3: Emergency Management Planning

Context

Strong and effective planning is critical in preparing for emergencies of all kinds, providing a timely and co-ordinated response to emergency management events, and managing and mitigating the consequences of emergencies on the community.

Good emergency management planning includes:

- Integrated planning for the activities that occur before, during and after an emergency
 - Arrangements that provide for all likely hazards
 - Plans that provide for the roles and responsibilities of all relevant agencies
 - Governance structure that is clear and takes into account, the state, regional and municipal levels
 - Clear and transparent quality assurance and accountability mechanisms
- This function includes the following sub functions:
- Integrated planning for all hazards and all agencies (State, regional and municipal levels)
 - Governance arrangements.

Desired Outcome

Strong and effective integrated plan(s) which can be enacted in a timely manner, provide clear guidance and enable the consequences of emergencies to be minimised.

Objective

The EM Sector as a whole works across State, regional and municipal levels to develop and support the preparation and compliance with integrated and networked emergency management plans.

Minimum Requirements and Criteria

Minimum Requirements	Criteria
1. EM Sector defines the principles, priorities and governance arrangements that will enable integrated and consistent 'all hazard' planning.	a. Principles, priorities and governance arrangements are defined and communicated to all stakeholders, consistent with the <i>EM Act 2013</i> . b. Governance arrangements are based on the principle of shared responsibility and include all priority hazards for the relevant level/area.
2. EM Sector organisations participate in and contribute to the development of state, regional and municipal emergency plans.	c. Relevant stakeholders (community, agencies and business) are actively engaged and contribute to the development of emergency management plans.
3. EM Sector adopts an integrated and consistent system for the preparation of emergency management plans.	d. Emergency management plans developed conform to the requirements of the <i>EM Act 2013</i> and relevant guidelines. e. State, regional and municipal plans are all inclusive and consider the specific requirements of communities, agencies and business.
4. EM Sector develops and implements processes and procedures consistent with the State principles and priorities.	f. Procedures and processes are in place which ensure integrated emergency management planning occurs at the State, regional and municipal level.
5. EM Sector ensures that the appropriate people and resources are available to effectively prepare integrated emergency plans.	g. All relevant community, agencies and business provide suitably qualified and authorised individuals to participate in integrated emergency management planning.
6. EM Sector reviews and evaluates emergency management plans to inform continuous improvement.	h. Emergency management plans are exercised and evaluated to ensure they meet their aims and inform improvements. i. Review cycles as determined and are adhered to. j. Processes are in place to ensure lessons from exercises, and emergencies are captured and shared with stakeholders.

Assumptions

This standard recognises the following assumptions:

- Integrated planning provides for the efficient and effective allocation of resources for a range of emergency related risks / hazards, in a timely and coordinated manner. It enables the management of events and the management and mitigation of the consequences of emergencies on the community.
- Community, agencies and business in this instance refers to all EM agencies and partner organisations, municipal councils, and relevant levels of state government and business such as utilities and non-government organisations which provide aid and or support.

Related Documents

- Victorian Government Risk Management Framework 2015
- EMMV
- ISO 31000:2009 Risk Management Standard

- EM Act 2013
- EM Act 1986
- *Country Fire Authority Act 1958*
- *Metropolitan Fire Brigades Act 1958*
- *Victoria State Emergency Services Act 2005*
- *Local Government Act 1989*
- *Public Health and Wellbeing Act 2008.*

Function 4: Critical Infrastructure Resilience

Context

Victoria's critical infrastructure is infrastructure, including any premises, assets, goods, networks, supply chains, systems and communication systems, assessed or designated as necessary for maintaining Victoria's social and economic wellbeing. Critical infrastructure resilience is important for the health, safety and prosperity of the Victorian community. Building the resilience of critical infrastructure in Victoria is the responsibility of industry and government working in partnership⁷.

An all-emergency resilience approach, which includes terrorism, focuses on the likely consequences of a failure of a specific asset, network or infrastructure component and seeks to mitigate them. This recognises that different emergency events can have similar consequences on infrastructure.

Desired Outcome

Improve the consequences experienced by the Victorian community when critical infrastructure and essential services are disrupted before, during and after emergencies.

Objective

Build the resilience of Victoria's critical infrastructure to emergency risks.

Minimum Requirements and Criteria

Minimum Requirements	Criteria
1. EM Sector collaborates and supports industry to build critical infrastructure resilience.	a. Participate in government and/or industry-led critical infrastructure resilience building exercises that test roles and responsibilities across different emergencies. b. Participate in government and/or industry-led critical infrastructure resilience building events and networking activities.
2. EM Sector maintains and reviews the arrangements for critical infrastructure resilience.	c. Part 7A of the EM Act 2013 and associated Regulations are established, and reviewed and amended as required. d. Ministerial Guidelines for Critical Infrastructure Resilience are established, and reviewed and amended as required. e. Victoria's Critical Infrastructure Resilience Strategy is established, and reviewed and amended as required.

⁷ Page 5, Critical Infrastructure Resilience Strategy, 2015

Minimum Requirements	Criteria
3. EM Sector adopts and applies the State Emergency Response Plan for the roles of government departments and service providers in maintaining services to the community, as part of consequence management.	f. During major emergencies, the EM sector work together in teams that may include representatives of government departments and service providers, each performing a specific response, relief or recovery functions to ensure the continuity of their normal services to the community, as part of consequence management.
4. EM Sector monitors the performance of its policies and procedures that support critical infrastructure resilience	g. Plan, develop and participate in assurance activities to monitor the performance of critical infrastructure resilience policies, plans and procedures in order to fulfil its statutory and regulatory roles and responsibilities. h. Develop and implement plan(s) for capturing lessons learned and sharing findings.

Assumptions

This standard recognises the following assumptions:

- Protection and preservation of life is paramount, including the safety and welfare of emergency management personnel.
- “Major emergency” means:
 - a large or complex emergency (however caused) which:
 - has the potential to cause or is causing loss of life and extensive damage to property, infrastructure or the environment; or
 - has the potential to have or is having significant adverse consequences for the Victorian community or part of the Victorian community; or
 - requires the involvement of two or more agencies to respond to the emergency; or
 - a Class 1 emergency; or
 - a Class 2 emergency⁸.
- Victorian critical infrastructure is infrastructure, including assets, systems and networks necessary to maintain Victoria’s social and economic wellbeing, as defined in Part 7A of the EM Act 2013.

Related Documents

- Part 7A of the EM Act 2013
- Ministerial Guidelines for Critical Infrastructure Resilience
- Victorian Critical Infrastructure Resilience Strategy 2015
- State Emergency Response Plan, 1 August 2016.

Function 5: Consequence Management

Context

Consequence management refers to measures to protect public health and safety, restore essential services (critical infrastructure), and provide emergency relief to communities, businesses, and individuals affected by the consequences of emergencies. In essence it is the understanding of not

⁸ Page 6, EMMV Part 1

only the immediate consequences (death, destruction and displacement) but also needs to consider the ongoing consequences (livelihood, social wellbeing and economic sustainability) on a community as a result of an emergency and the treatment that will be applied.

Consequence management means the coordination of agencies, including agencies that engage the skills and services of non-government organisations, which are responsible for managing and or regulating the services or infrastructure which, is, or maybe, affected by a major emergency⁹.

This function includes the following sub functions:

- Emergency management systems (Regional and State)
- Emergency management teams
- Links to relief and recovery processes.

Desired Outcome

The adverse effects of an emergency, both as a result of chronic stresses or acute shocks, on people, society, the economy and the environment is minimised.

Objective

Minimise the adverse effects of consequences to the community caused by the interruption to the services or infrastructure as a result of a major emergency.

Minimum Requirements and Criteria

Minimum Requirements	Criteria
1. EM Sector defines the principles, priorities and governance arrangements that will enable consequence management.	a. Principles and priorities for consequence management are defined and communicated to stakeholders. b. Governance arrangements are based on the principle of shared responsibility and collaborative working arrangements.
2. EM Sector organisations participate in and contribute to the development of consequence management arrangements in accordance with the State's Consequence Management Framework.	c. Relevant stakeholders (community, agencies and business) are actively engaged and contribute to the development of consequence management arrangements at the State, regional, local government and community level.
3. EM Sector adopts and aligns its processes and procedures consistent with the State's Consequence Management Framework.	d. Policies and processes are in place which ensure integrated consequence management arrangements occurs at the State, regional, local government and community level.

⁹ Page 33 *Emergency Management Act 2013*

Minimum Requirements	Criteria
4. EM Sector adopts an integrated and consistent system for the preparation of consequence management arrangements.	<p>e. EM Sector organisations contribute to the development and promote the use of common and secure systems to enable a consistent risk-based approach to consequence management in accordance with relevant community, government and businesses strategies and policy.</p> <p>f. EM Sector organisations implement and use appropriate systems and tools to share knowledge at the local level to raise awareness of consequence management arrangements.</p>
5. EM Sector ensures that the appropriate people and resources are available to effectively participate in and contribute to consequence management.	<p>g. Agencies support and contribute to the development of arrangements to minimise the adverse consequences to users of services or infrastructure caused by the interruption to the services or infrastructure as a consequence of a major emergency.</p> <p>h. Resources (e.g. facilities, equipment, infrastructure, IT systems) are made available to support effective arrangements that will limit the consequences of disruption to the community.</p>
6. EM Sector reviews and evaluates consequence management plans / arrangements to inform continuous improvement.	<p>i. Monitors and reviews the performance of its policies, plans, procedures, and systems in order to fulfil its statutory and regulatory roles and responsibilities.</p> <p>j. Develops and implements processes to share and embed recommendations from lessons identified in order to drive continuous improvement.</p>

Assumptions

This standard recognises the following assumptions:

- Protection and preservation of life is paramount, including the safety and welfare of emergency management personnel.
- Resilience is the capacity of individuals, communities, businesses, institutions and systems to survive, adapt and grow, no matter what chronic stresses and acute shocks they experience.
- Chronic stresses weaken the fabric of the community on a daily or cyclical basis, they can include high unemployment, inefficient public transport system, endemic violence, food and water shortages each having the potential to increase vulnerability to emergency events. Whilst acute shocks are the sudden, sharp events that threaten a community (e.g. earthquakes, floods, fire, disease outbreaks and terrorist attacks).

Related Documents

- EM Act 2013 Part 4, Division 4 – Consequence Management
- The Emergency Management Diversity and Inclusion Framework October 2016
- Victorian Emergency Management Capability Blueprint 2015-2025
- State Exercising Framework
- EM-LEARN Lessons Management Framework
- Resilient Melbourne Strategy May 2016.

ELEMENT – CAPABILITY & RESPONSE

Function 1: Capability Development

Context

Capability development is the activity of developing and integrating the people, resources, governance, systems and processes required to achieve emergency management outcomes.

Integrated capability development is an essential part of the emergency management system and works to:

- Drive improved public value by working as one
- Maximise utilisation of capability and capacity
- Embrace continuous improvement, innovation and research
- Enhance partnerships and shared responsibilities
- Commitment to leadership at all levels.

This function includes the following sub-functions:

- Doctrine and systems development
- Facility and infrastructure management
- Training and exercising
- Accreditation and capability deployment.

Desired Outcome

The appropriate people, resources, governance, systems and processes are connected, integrated and optimised to provide a coordinated service to the community.

Objective

Responder agencies develop, support and contribute to the overall capability and capacity of people, resources, governance, systems and processes required across the sector.

Minimum Requirements and Criteria

Minimum Requirements	Criteria
1. EM Sector defines the principles and future capability and capacity requirements based on a clear understanding of the risk to the community.	a. Capability Blueprint and principles are developed, in place and adhered to. b. Emergency management service delivery model to manage existing and future risk is defined. c. The current and future sector capability and capacity requirements are identified and communicated to all stakeholders.
2. EM Sector organisations integrate the sector requirements into their long and short term organisational capability and capacity requirements.	d. Long and short term sector capability and capacity requirements are integrated into agency plans and priorities. e. Agency capability and capacity gaps are regularly identified and addressed as appropriate, as determined by each agency, through capability development programs.

Minimum Requirements	Criteria
3. EM Sector adopts an integrated and consistent system for delivering capability development programs in line with the principles.	<p>f. The State Training Framework and State Exercising Framework is adopted and applied.</p> <p>g. Current capabilities are leveraged through connected partnerships across communities, government, agencies and business (e.g. joint training and development, cross utilisation of resources, etc.).</p> <p>h. A consistent and interoperable system is adopted and applied to guide the acquisition, accreditation, and maintenance of capabilities (e.g. skills, equipment, and infrastructure).</p>
4. EM Sector develops and implements processes and procedures to regularly develop and test capabilities.	<p>i. Policies and processes are in place which ensure interoperability and accessibility to capability development programs across agencies.</p> <p>j. Processes and procedures are in place that create opportunities for experience-based skill development (e.g. exercises, coaching and mentoring).</p> <p>k. Capability development processes and procedures acknowledge the safety and welfare of personnel as paramount.</p>
5. EM Sector ensures the appropriate people and resources are available to deliver the required capability development programs.	<p>l. Agencies support and contribute to an integrated workforce to deliver capability development programs for the sector.</p> <p>m. Resources (e.g. facilities, equipment, infrastructure, IT systems) are made available to support the delivery of capability development programs for the sector.</p>
6. EM Sector regularly evaluates capability development programs.	<p>n. Exercises and programs are evaluated to ensure they meet their aims and inform improvements.</p> <p>o. Processes are in place to ensure lessons from exercises, training programs and emergencies are captured and shared with stakeholders.</p>

Assumptions

This standard recognises the following assumptions:

- Protection and preservation of life is paramount, including the safety and welfare of emergency management personnel
- The capability of the EM Sector is defined as “our collective ability to reduce the likelihood and consequences of an emergency before, during and after” (Victorian Emergency Management Capability Blueprint 2015-2025). The elements of capability are: people, resources, governance, systems, and processes
- The development of capability described in this standard includes the concept of capacity, which is defined as “the extent to which the core elements of capability can be sustained, before, during and after an emergency”
- A sector approach to identifying capability and capacity requirements will reduce duplication of capability development programs and ensure development programs are integrated
- The term ‘capability development program’ applies to the arrangements for developing any element of capability (i.e. people, resources, governance, systems and processes)
- Skill development programs will be most effective if they recognise the importance of experience-based learning and development. This relies on gaining foundational knowledge and skills through training courses and builds on this through approaches that support personnel to learn from others and gain practice and experience in a role
- Operational doctrine includes both shared sector wide doctrine and agency specific doctrine

- Individuals perform to best endeavours - where all that is prudent and reasonable is done in the circumstances to produce the desired result and make a positive contribution to the obligation.

Related Documents

- Victorian Emergency Management Capability Blueprint 2015-2025
- State Fire and Emergency Services Training Framework
- State Exercising Framework
- EM-LEARN Lessons Management Framework.

Function 2: Readiness and Response

Context

Readiness and response is the combination of processes, decisions and actions taken to resolve all types, scales and complexity of emergencies. The aim of these activities is to minimise and stabilise the immediate effects on a community to reduce the impact of emergencies on the community.

Emergency readiness ensures the sector can rapidly identify, evaluate, and react to a wide spectrum of emergencies. Agencies maintain a base level of readiness through business as usual arrangements in order to respond to emergencies at any time. Readiness arrangements are scalable and can be elevated when a significant emergency can be reasonably expected, such as a flood prediction, planned community event or bushfire danger period.

Response is a function delivered by agencies, both individually and collectively, in accordance with legislative and planning frameworks. Planned and timely response is critical to ensure an effective and coordinated response is delivered to communities affected by emergencies.

This function includes the following sub-functions:

- Readiness arrangements
- EM systems at state, region and incident tiers of emergency management
- Command, control and coordination arrangements at state, region and incident tiers of emergency management
- Incident management during readiness and response.

Desired Outcome

Effective and efficient emergency readiness and response that minimises the immediate effects of emergencies on the community.

Objective

Responder agencies develop, implement and maintain an interoperable system of work that ensures the efficient and effective delivery of readiness and response services to the community.

Minimum Requirements and Criteria

Minimum Requirements	Criteria
1. EM Sector establishes principles, priorities and governance arrangements to guide readiness and response to achieve the needs of the community.	<ul style="list-style-type: none"> a. Principles for emergency readiness and response are defined and communicated to all stakeholders. b. State control priorities are defined and communicated to all stakeholders. c. The state's emergency management arrangements are defined for all emergencies at all tiers (i.e. incident, region and State). d. The principles of Australasian Inter-service Incident Management System (AIIMS) are adopted and applied when managing emergency incidents of all types, scales and complexity.
2. EM Sector adopts and applies the sector principles, priorities and governance arrangements.	<ul style="list-style-type: none"> e. The state control priorities are taken into account and actioned during the planning for and management of any emergency incident. f. The command, control and coordination arrangements in the State Emergency Response Plan (SERP) inform the planning, preparedness and response activities for emergencies of any size and complexity.
3. EM Sector adopts and uses agreed arrangements, plans and structures for emergency readiness and response.	<ul style="list-style-type: none"> g. Sector principles and state control priorities are taken into account when developing, establishing and implementing operational arrangements and plans. h. Incident management structures and processes are used to integrate the response activities and disparate resources of multiple agencies. i. Readiness arrangements are elevated in line with predetermined triggers, such as when a significant emergency can be reasonably expected informed by an understanding of the risk (e.g. flood prediction or bushfire danger period).
4. EM Sector adopts and uses processes and procedures consistent with the state principles and priorities.	<ul style="list-style-type: none"> j. Safety processes and procedures are established, applied and monitored. k. Effective and efficient information sharing processes are established and applied to support shared situational awareness and sound operational decision making. l. Appropriate systems, policies, processes, doctrine are established and implemented to enable interoperability. m. Incidents are managed in accordance with the relevant operational doctrine, including any Joint Standard Operating Procedures (JSOPs).
5. EM Sector ensures the appropriate people and resources are available to effectively manage incidents.	<ul style="list-style-type: none"> n. Agencies develop personnel to support and contribute to an integrated emergency management workforce to perform incident management functions. o. Personnel perform the roles they are accredited and/or endorsed for within the parameters of the established arrangements and processes. p. Resources (e.g. facilities, equipment, infrastructure, IT systems) are made available and used to support personnel to undertake their roles across the sector.

Minimum Requirements	Criteria
6. EM Sector reviews and evaluates performance during and after emergencies to inform continuous improvement.	<p>q. A consistent integrated process is developed and adopted to ensure operational monitoring, debriefing and review activities are conducted as required.</p> <p>r. Lessons from readiness and response operations are captured, analysed and shared with stakeholders to inform improvements and reassessment of priorities.</p>

Assumptions

This standard recognises the following assumptions:

- Protection and preservation of life is paramount, including the safety and welfare of emergency management personnel
- Each agency has different business as usual arrangements and triggers for readiness and response activities
- Support agencies also engage in readiness and response activities, including elevated activation levels in periods of readiness
- Shared situational awareness, understanding of risk and sound operational decision making will result in improved safety of all personnel and provision of information to the community
- A more effective and efficient response to an emergency will minimise the consequences for a community
- Readiness and response supports the shared vision of community through:
 - building a greater capacity to protect homes, businesses and livelihoods
 - minimising damage to communities and infrastructure
 - being better placed to save lives and reduce the personal trauma and hardship that can accompany severe emergency events
 - having effective arrangements in place to manage the risks facing the State
 - assisting people to be safe in the face of adversity and uncertainty.
- Individuals perform to best endeavours – where all that is prudent and reasonable is done in the circumstances to produce the desired result and make a positive contribution to the obligation.

Related Documents

- State Emergency Response Plan (SERP – EMMV Part 3)
- Australasian Inter-service Incident Management System (AIIMS) Manual
- Fundamentals for Emergency Management (Class 1 Emergencies).

Function 3: Public Information

Context

Public information is the provision of information, alerts and warnings to the public about a potential or actual emergency situation before, during and after the emergency that enables community members to make informed decisions about their safety.

The public information function is a critical feature of any emergency management activity that requires a mix of skills, tools and services. Public information is one element of an integrated public safety campaign, and predicated upon a principle of shared responsibility for safety with communities.

This function includes the following sub-functions:

- Warning education
- Communications systems
- Public information channels.

Desired Outcome

Provision of information through multiple channels before, during and after emergencies that enables community members to make informed decisions about their safety.

Objective

Responder agencies and agencies involved in relief services provide timely, relevant and tailored public information to the community in anticipation of, or in response to, an emergency through the appropriate resources, systems and processes.

Minimum Requirements and Criteria

Minimum Requirements	Criteria
1. EM Sector defines the principles and protocols that guide the provision of public information based on an understanding of the needs of the community.	a. Principles and protocols for public information are defined and communicated to all stakeholders, consistent with the national approach to public information. b. Protocols for public information are based on the principle of shared responsibility and an understanding of the life cycle of an incident (e.g. initiation, closure).
2. Agencies adopt and apply the sector principles and protocols for the provision of public information.	c. The Victorian Warnings Protocol is adopted and applied. d. Communities are informed regarding warning systems and procedures likely to be used during emergencies, including the methods for disseminating public information and the responsibilities of the community to take action based on the information provided.
3. Agencies contribute to the development and implementation of common arrangements and systems to support the dissemination of public information.	e. Consistent and integrated systems and information sharing platforms are developed and adopted (e.g. authorising channels, dissemination methods). f. Arrangements are in place to enable the monitoring of public information and the sharing of incident data in a timely manner. g. Arrangements are in place to support resulting actions by communities concurrent with the dissemination of public information (e.g. community access, egress and impacts of traffic management requirements). h. Arrangements are in place to manage the consequences of warnings (e.g. likely community response, impact on systems and services).
4. Agencies establish and use processes and procedures consistent with the sector principles and protocols for public information.	i. Common systems and processes are developed, adopted and used to provide a consistent and integrated approach to the provision of information throughout the life cycle of an incident. j. Decision making and authorisation processes reinforce the criticality of timely warnings to the community. k. Policies and procedures that address the differing needs of communities (e.g. culturally and linguistically diverse, hearing and vision impaired individuals) are developed and adopted.

Minimum Requirements	Criteria
5. Agencies ensure the appropriate people, resources, facilities, and equipment are available to deliver the required public information in an integrated and coordinated approach.	l. Agencies develop personnel to support and contribute to an integrated workforce to perform public information functions. m. Personnel perform the public information roles they are accredited and/or endorsed for within the parameters of the established arrangements and processes. n. Resources (e.g. facilities, equipment, infrastructure, IT systems) are made available and used to support personnel to undertake their public information roles across the sector.
6. Agencies evaluate the provision of public information to inform continuous improvement.	o. A consistent process is developed and adopted to ensure operational monitoring, debriefing and review activities regarding public information are conducted as required. p. Lessons regarding public information are captured reviewed, analysed and shared with stakeholders to inform improvements.

Assumptions

This standard recognises the following assumptions:

- Protection and preservation of life is paramount, including the safety and welfare of emergency management personnel
- The provision of public information during an emergency is one element of an integrated public safety campaign, and predicated upon a principle of shared responsibility for safety with communities
- An incident has a life cycle that must inform how public information is developed and disseminated to support understanding and determining consequences and risks to life, property and the environment
- A comprehensive range of education, advice and preparedness programs and systems enables individuals and communities to understand and take appropriate action when provided with emergency information and warnings
- In the initial stages of some emergencies, particularly those of sudden onset, it is possible that little or no warnings may be provided to the community. It is therefore essential that community education, awareness raising activities and advice is undertaken and maintained
- Community members who receive appropriate public information are more likely to make informed decisions and take appropriate actions
- Informed decisions prompt desired actions that improve community safety in emergencies
- Individuals perform to best endeavours – where all that is prudent and reasonable is done in the circumstances to produce the desired result and make a positive contribution to the obligation.

Related Documents

- Victorian Warnings Protocol (EMMV Part 8, Appendix 10)
- Emergency Broadcaster Memorandum of Understanding
- Public Information Monitoring and Evaluation Framework.

ELEMENT - RELIEF & RECOVERY

‘Both relief and recovery begin when an emergency occurs and many response, relief and recovery activities are undertaken concurrently. Typically, relief is provided during and in the immediate aftermath of an emergency. Recovery is generally a longer term process for affected individuals and communities.’¹⁰

In the aftermath of an emergency, communities are required to adapt to the new and constantly changing environment in which they find themselves. For many people, it is a process that will challenge them and can be as confronting as the emergency itself. Successful relief and recovery is responsive and flexible, engaging communities and empowering them to move forward, be sustainable and resilient.

Contemporary relief and recovery practice focuses on community-led and community-based approaches for a number of reasons. Placing communities at the centre of the relief and recovery process is intended to empower those people who are best placed to identify their local needs and priorities. At the same time, it helps individuals, families, neighbourhoods and communities to regain their sense of identity, agency and dignity, which are often damaged by the disaster and its aftermath.

Frequently, relief and recovery activities focus on building a community’s capacity. This process empowers and engages affected individuals and communities, promoting self-sufficiency and, where possible, supporting communities to meet their own relief and recovery needs.

Utilising local trusted networks, organisations and businesses in the recovery process is vital to building capacity at a time when it is needed most. It helps to restore the lifelines of a community, and by doing so it supports long-term, sustainable outcomes. Because these structures and relationships are familiar, well established and trusted, they also encourage community participation.

A more connected and resilient community is also better able to respond to an emergency, and to mitigate the consequences when it occurs.

The objective of emergency recovery programs is to help communities reach a point where they are sustainable and resilient. By achieving these outcomes government and agencies can withdraw from the recovery process and allow the community to manage its own ongoing recovery. The following standards for relief and recovery reflect these outcomes.

Function 1: Relief

Context

Relief is the provision of material aid and emergency medical care necessary to save and preserve life and enable individuals, families and communities to meet their basic needs for shelter, clothing, water, food and social connection. It also includes the early stages of the recovery process once these immediate welfare needs are met. Therefore, the delivery of relief services in Victoria should ensure that:

- Emergency affected communities receive essential support to meet their basic and immediate needs
- Relief assistance is delivered in a timely manner, in response to emergencies
- Relief promotes community safety, and minimises further physical and psychological harm
- Relief services cater for community diversity, vulnerabilities and accessibility into service delivery
- Relief is adaptive and based on continuing assessment of needs
- Relief supports and enables community responsibility and resilience
- Relief is well coordinated, with clearly defined roles and responsibilities

¹⁰ Page 4 Section 1.3 Definitions of the EMMV Part 4

- Relief services are integrated with prevention, preparedness, response and recovery arrangements.

Desired Outcome

The essential needs of individuals, families and communities during and in the immediate aftermath of an emergency are met in a timely, efficient and effective manner.

Objective

The EM Sector has effective arrangements and partnerships that enables it to meet the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency.

Minimum Requirements and Criteria

Minimum Requirements	Criteria
1. EM Sector provides emergency affected communities with the essential support required to meet their basic and immediate needs.	a. Relief services are effectively coordinated, managed and communicated. b. Where appropriate, relief centres are established, staffed and equipped to be accessible and effectively provide for basic and immediate needs. c. Temporary housing options are identified and communicated to those unable to return to their primary place of residence. d. Reunification of family and friends is facilitated in a timely and effective manner during and/or following an emergency.
2. EM Sector relief assistance promotes community safety and minimises further physical and psychological harm.	e. Community safety principles are integrated into the provision of relief services. f. Services are adapted on the basis of assessment and monitoring of community need.

Assumptions

This standard recognises the following assumption:

- The Emergency Management Diversity and Inclusion Framework will be enacted, the broad scope of which includes:
 - Embracing diversity and driving inclusion in the sector; and
 - Connecting with Victoria's diverse communities.

Related Documents

- Emergency Management Community Resilience Framework
- Emergency Management Diversity and Inclusion Framework October 2016
- Modern Emergency Management System 2015
- National Principles for Disaster Recovery
- National Disaster Recovery Monitoring and Evaluation Framework
- EM Act 2013
- State Emergency Recovery Plan
- Community Recovery Handbook
- Local Government Disaster Recovery Toolkit
- The Relief Handbook.

Function 2: Context and Complexity

Context

Successful recovery is based on an understanding of the community context and acknowledgment of the complex and dynamic nature of emergencies and communities.

Therefore, recovery should:

- Appreciate the risks faced by communities
- Acknowledge existing community strengths and capacity, including past experiences
- Be culturally sensitive, free from discrimination and recognise and respect differences
- Support those who may be more vulnerable; such as people with disabilities, the elderly, children, and those directly affected
- Recognise that information in regards to known impacts is limited at first and changes over time
- Recognise that affected individuals and communities have diverse needs, wants and expectations, which are immediate and evolve rapidly
- Understand that quick action is required to address immediate needs is both crucial and expected
- Understand that emergencies lead to a range of effects and impacts that require a variety of approaches; they can also have long-term legacies
- Understand that conflicting knowledge, values and priorities among individuals, communities and organisations may create tensions
- Understand that emergencies create stressful environments where grief or blame may also affect those involved
- Understand that existing community knowledge and values may challenge the assumptions of those outside the community.

Desired Outcome

The EM Sector understands the context and complexity of communities affected by an emergency and therefore provide appropriate levels and types of assistance.

Objective

Community profiles and impact assessment provide an understanding of context and complexity and inform recovery programs that reflect long term community goals and changing needs.

Minimum Requirements and Criteria

Minimum Requirements	Criteria
1. EM Sector understands the context and complexity of the community, and the impacts of emergencies, in planning and implementing recovery programs.	<ol style="list-style-type: none"> a. Community profiles provide the sector with an understanding the strengths, vulnerabilities, values, diverse needs of, and risks faced by, impacted communities. b. Local community knowledge is effectively incorporated into pre and post incident recovery planning through engagement with community members and organisations, and local businesses. c. Recovery programs are tailored to the unique characteristics of each community and reflect and articulate its medium and long term goals. d. Recovery programs are continually evaluated and revised, reflecting the changing needs of the community.

Minimum Requirements	Criteria
2. EM Sector assesses the impacts of emergencies in a way that contributes to an understanding of the community context and effectively informs recovery programs.	e. Impact assessment processes reflect a shared understanding of the data requirements before, during and after an event. f. Impact assessment presents a complete, connected and evolving picture of community needs following an event. g. Impact assessment data is continually updated and consolidated as well as contextualised by local community knowledge.
3. EM Sector supports those who may be more vulnerable and recognises and respects differences.	h. Community profiles, impact assessments and recovery planning considers the needs of vulnerable people. i. Recovery programs are culturally sensitive, free from discrimination and recognise and respect differences.

Assumptions

This standard recognises the following assumptions:

- A community can be based upon geography (i.e. place, township, locality etc.), or by communities of interest (i.e. faith, function, ethnicity, background, club etc.)
- Community profiles may take many forms and consist of information collected in a variety of ways. However, community profiles are built through engagement with communities
- Impact assessment is a process, relying on collated, compared and analysed data from multiple agencies and government departments at the local, regional and State tiers
- The Emergency Management Diversity and Inclusion Framework will be enacted, the broad scope of which includes:
 - Embracing diversity and driving inclusion in the sector; and
 - Connecting with Victoria's diverse communities.

Related Documents

- Emergency Management Community Resilience
- Emergency Management Diversity and Inclusion Framework October 2016
- Modern Emergency Management System 2015
- National Principles for Disaster Recovery
- National Disaster Recovery Monitoring and Evaluation Framework
- EM Act 2013
- State Emergency Recovery Plan
- Community Recovery Handbook
- Local Government Disaster Recovery Toolkit
- Impact Assessment Guidelines for Class 1 Emergencies 2015
- Community based planning trial.

Function 3: Community Capacity Building

Context

Community capacity involves empowering and engaging individuals and communities to promote self-sufficiency and, where possible, meet their own relief and recovery needs.

Successful recovery is responsive and flexible, engaging communities and empowering them to move forward, and to be sustainable and resilient and, therefore, should:

- Place communities at the centre of Victoria's relief and recovery model

- Seek to include the needs and wants of a broad cross section of the affected community(ies)
- Allow effected individuals, families and communities to manage their own recovery
- Use and develop community knowledge, leadership and resilience
- Recognise that communities may choose different paths to recovery
- Build strong partnerships between communities and those involved in the recovery process.

Desired Outcome

Communities are engaged and empowered in the design and delivery of government sponsored recovery programs.

Objective

The EM Sector engages with and supports communities to plan for and manage their own recovery.

Minimum Requirements and Criteria

Minimum Requirements	Criteria
1. EM Sector places communities at the centre of the recovery process enabling those affected by an emergency to actively plan and participate in their recovery.	a. Recovery programs and governance structures enable individuals, families and communities to manage their own recoveries. b. Contributions of community members is evident in pre and post event recovery planning. c. Recovery plans articulate medium to long term goals and the success of recovery programs is measured against those goals. d. Recovery plans consider the needs of community members not engaged in the recovery process.
2. EM Sector empowers the community so that through recovery the community builds on existing capacity and resilience.	e. Through the recovery process, community capacity and resilience is improved. f. Communities demonstrate the ability to adapt to challenges and opportunities. g. The EM Sector investigates and implements a system for measuring resilience and community capacity.
3. EM Sector partners collaborate effectively with community organisations and local businesses.	h. Partnerships demonstrate a contribution towards increasing community capacity and resilience. i. EM Sector actively fosters local leadership and partnerships between communities and those involved in the recovery process before, during and after emergencies.
4. EM Sector regularly evaluates community capacity building programs.	j. Recovery programs are evaluated to ensure they meet their aims and strengthen community resilience. k. Processes are in place to ensure lessons learned from exercises, programs and emergencies are captured and shared with the community, government and business. l. Lessons learned evidence informs future decision on community capacity building strategy and programs.

Assumptions

This standard recognises the following assumptions:

- A community can be based upon geography, or by other connections and different social systems (e.g. common interests, function, ethnic background or faith.)

- Sections of a community or individuals within a community may be empowered to a greater or lesser extent through the recovery process, whether by choice or some other factor beyond the sector's control.

Related Documents

- Emergency Management Community Resilience Framework
- Modern Emergency Management System 2015
- National Principles for Disaster Recovery
- National Disaster Recovery Monitoring and Evaluation Framework
- EM Act 2013
- State Emergency Recovery Plan
- Community Recovery Handbook
- Local Government Disaster Recovery Toolkit.

Function 4: Sector Coordination and Capacity

Context

Successful recovery requires a planned, coordinated and adaptive approach based on continuing assessment and, therefore, should:

- Reflect well-developed planning and impact assessment
- Demonstrate an understanding of the roles, responsibilities and authority of other organisations and coordination across agencies
- Be part of an emergency management approach that integrates with response and contributes to future prevention and preparedness
- Utilise relationships created before, during and after the emergency
- Have clear decision-making and reporting structures
- Be flexible and take into account changing community needs and pressures
- Respond to emergent risks and take advantage of new opportunities.

Desired Outcome

The EM Sector relief and recovery structures and processes are coordinated and integrated with prevention, preparedness and response.

Objective

The EM Sector coordinates recovery activities to address specific recovery needs and this coordination is underpinned by evidence, pre-planning, relationship building and effective communication.

Minimum Requirements and Criteria

Minimum Requirements	Criteria
1. EM Sector has a clear understanding of recovery arrangements and those outside the sector have confidence in those arrangements.	a. Recovery arrangements and accountabilities are clearly articulated and followed. b. EM Sector has clear, transparent and effective decision making and reporting structures that are understood by relevant stakeholders. c. Recovery plans clearly articulate roles and responsibilities.
2. EM Sector works together across the spectrum of prevention, preparedness, response and recovery.	d. Recovery arrangements are integrated with risk, response and consequence management arrangements.
3. EM Sector capacity is supplemented through effective collaboration and partnerships.	e. Partnerships and collaborations contribute to and support surge capacity.
4. EM Sector regularly evaluates its recovery capability and capacity and the effectiveness of its coordination.	f. Exercises and programs are evaluated to ensure they meet their aims and strengthen the sectors recovery capability and capacity. g. Processes are in place to ensure lessons learned from exercises, programs and emergencies are captured and shared with the community, government and business. h. Lessons learned evidence informs future decision making and are reflected in recovery programs and plans. i. Evaluation of recovery programs informs prevention, preparedness and response.

Assumptions

This standard recognises the following assumptions:

- Recovery arrangements include national, State, regional and local recovery arrangements
- Recovery arrangements also include: governance and planning arrangements including the roles and responsibilities set out in the State Relief and Recovery Plan; the State Control Centre, Victoria's Natural Disaster Financial Arrangements, the Commonwealth's Natural Disaster Relief and Recovery Arrangements etc.

Related Doctrine

- Emergency Management Community Resilience Framework
- Modern Emergency Management System 2015
- National Principles for Disaster Recovery
- National Disaster Recovery Monitoring and Evaluation Framework
- EM Act 2013
- State Emergency Recovery Plan
- Community Recovery Handbook
- Local Government Disaster Recovery Toolkit
- Victorian Emergency Management Capability Blueprint 2015-2025.

Function 5: Communication

Context

Successful recovery is built on effective communication with affected communities and other stakeholders and recovery should therefore:

- Ensure that all communication is relevant, timely, clear, accurate, targeted, credible and consistent
- Recognise that communication with a community should be two-way, and that input and feedback should be sought and considered over an extended timeframe
- Ensure that information is accessible to audiences in diverse situations, addresses a variety of communication needs, and is provided through a range of media and channels
- Establish mechanisms for coordinated and consistent communication with all organisations and individuals
- Acknowledge specific community focus points when planning communications and engagement
- Key recovery messages are repeated because information is more likely to reach community members when they are receptive.

Desired Outcome

Recovery communication not only provides the community with the information they need to recover effectively but enables them to manage their own recovery.

Objective

The EM Sector establishes governance processes and communication channels that facilitates clear, timely, accurate and relevant two-way communication.

Minimum Requirements and Criteria

Minimum Requirements	Criteria
1. EM Sector delivers effective recovery communication.	a. Governance, reporting and coordination arrangements provide for relevant, timely, clear, accurate, consistent and targeted information. b. Recovery communication is built on community participation, and responds to community needs. c. Information provided by the community is captured and incorporated into recovery planning. d. Communications arrangements are incorporated in recovery planning and evaluation.
2. EM Sector's recovery communication is tailored to the needs of the community.	e. Communication is built on the understanding of the community and its diversity, and the effects of the emergency. f. Communication is socially inclusive and delivered through a broad range of local channels.

Assumptions

This standard recognises the following assumptions:

- Communication channels may include television, radio, print media, social media, community meetings, community noticeboards, workshops, however throughout recovery there will ideally be one key channel where all information is stored and provided through (i.e. a website or webpage).

Related Documents

- Emergency Management Community Resilience Framework
- Modern Emergency Management System 2015
- National Principles for Disaster Recovery
- National Disaster Recovery Monitoring and Evaluation Framework
- EM Act 2013
- State Emergency Recovery Plan
- Community Recovery Handbook
- Local Government Disaster Recovery Toolkit
- Red Cross's Communicating in Recovery
- Emergency Management Diversity and Inclusion Framework 2016.

SECTION 4: PERFORMANCE ASSURANCE

Evaluating performance is important to ensure that emergency management services are delivered effectively and efficiently. This allows for continuous improvement of services and provides evidence about the priorities for resource allocation. Sharing performance results aims to improve accountability, transparency, and shared learning across the sector. Performance evaluation is represented by the 'Check' phase of the Plan – Do – Check – Adjust cycle, shown in Figure 3.

Consistent with the Monitoring and Assurance Framework for Emergency Management, evaluation and assurance supports a culture of continuous improvement by:

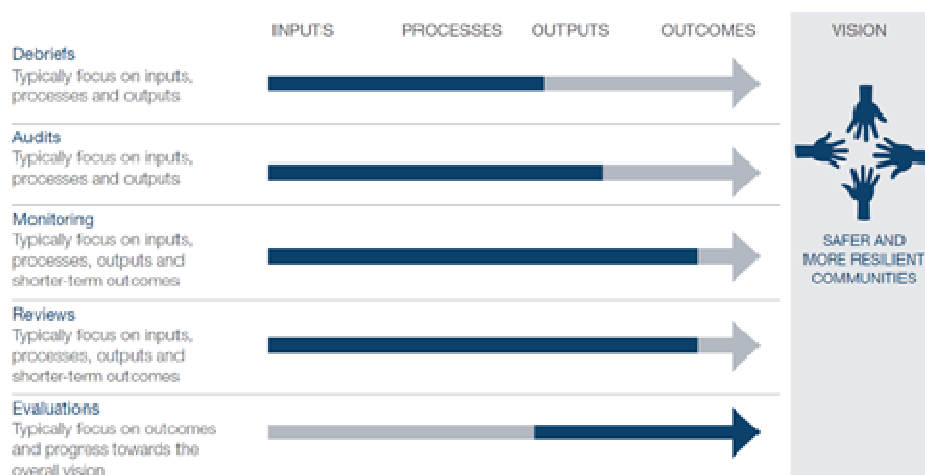
- sharing results of assurance activities and information on contemporary, better practice in emergency
- focusing on systems of work – and not individuals – to ensure that assurance is non-adversarial
- understanding that the sector requires time, resources, and the opportunity to identify and implement sustainable solutions.

Assurance Activities

Assurance activities are undertaken at various levels in order to measure and assess capacity, capability and performance. Assurance activities assess performance against standards, performance criteria, relevant legislation, policy, or agency performance criteria. This provides a level of assurance of emergency management effectiveness and efficiency.

The Monitoring and Assurance Framework for Emergency Management shows how different assurance activities provide various types of data that can be used to evaluate, assess and report on performance (see Figure 4). Agencies perform many assurance activities at the tactical and operational levels for their own performance assessment. IGEM and EMV also perform assurance activities, particularly focused on the sector or system level.

Figure 4: Linkages between assurance activities, inputs, processes, outputs, outcomes and vision
(Source: IGEM, Monitoring and Assurance Framework for Emergency Management, p. 9)



These Standards provide performance criteria, which define the specific and observable activity expected to achieve the minimum requirements. The performance of responder agencies in each function will be measured or assessed against the criteria set out in the standards to show whether the plans, strategies and doctrine when enacted are achieving the intended results (i.e. the desired outcome).

Performance Measures

Some performance criteria can be quantified into measurable units that provide information about processes, products and services. Different types of measures are used to assess different elements of performance.

Of the large collection of data collected by agencies for performance review purposes, the Victorian Government requires a subset of this data for input into a range of reporting systems. The measurement of responder agency performance is used to inform multiple purposes (e.g. Budget Paper 3 Output Targets, Report on Government Services; refer to outcome of measures project when available).

For the purposes of reporting against these Standards, agencies will need to provide information on the actions they are taking to implement the standards and a succinct set of measures will be used to assess responder agency performance. The definitions and business rules to support the measures are will be provided for in the Emergency Management Performance Framework.

Reporting

In order to monitor performance against these Standards and to indicate the sector's progress towards achieving the desired outcomes, responder agencies are required to report on the actions taken to comply with the performance standard and the progress being made towards achieving the minimum requirements and criteria.

Capability & Response Standards were released on 1 January 2016 for the commencement of reporting on 1 July 2016 for responder agencies. The Standards for Risk & Resilience and Relief & Recovery will be released on 1 January 2017 with reporting against these Standards to commence on 1 July 2017 by responder agencies. Performance against the Standards will be assessed through two types of reporting: measures and actions.

Reporting actions

In addition, each agency will submit a written report detailing the action the agency has taken in the preceding 6 months to comply with the minimum requirements of each standard as it relates to the agency's emergency management functions (Attachment 2). The report will include information regarding any factors that have restricted or contributed to compliance with each standard and any proposed action to maintain or improve compliance with each standard. The first written report outlining the actions taken by each individual agency to ensure compliance will be for the period 1 January to 1 July 2016 (i.e. report due 30 July 2016) and every six months thereafter. Note that the first report is against Capability & Response standards only, the first time the expanded standards for Risk & Resilience, and Relief & Recovery will be reported on will be 30 July 2017.

This reporting will fulfil the legislative requirement included in the *Country Fire Authority Act 1958*, *Metropolitan Fire Brigades Act 1958*, *Victoria State Emergency Service Act 2005* and the *Forests Act 1958* respectively, which specify that each agency must, at the expiration of each period of 6 months, report in writing on the action it has taken during the preceding 6 months to comply with the performance standards. The legislation requires that a copy of the report prepared by each agency must be given to the EMC.

EMV Strategy and Performance Team will coordinate the collection and aggregation of these written reports. The EMV Capability Development and Standards Team will analyse the reports, in the context of the relevant measures data. The consolidated information will be provided to the EMC and the IGEM to inform any required continuous improvement measures.

Reporting measures

Performance against relevant measures will be obtained from the quarterly reporting detailed in the Emergency Management Performance Framework (template to be provided). The first report of performance against the measures will be for the first quarter of the 2017-18 Financial Year (i.e.

report due early October 2017) and every quarter thereafter. Not all responder agencies will report against all measures (e.g. DELWP only to report on the number of personnel with accreditation in a DELWP fire role).

EMV Strategy and Performance Team will coordinate the collection and aggregation of this measures data to reduce the administrative burden on agencies and maximise the use of data.

Attachment 1 – Relevant Legislation

The authority for the development of the Standards for responder agencies is taken from various sections of legislation, as summarised in Table 1.

Table 1: Applicable Legislation

Legislation	Section	Summary
<i>Emergency Management Act 2013</i>	32 (1) (j)	EMC functions and powers – develop and maintain operational standards for the performance of emergency management functions by responder agencies.
	48 (1)	EMC must develop, and review from time to time, operational standards in relation to the performance by responder agencies of their functions
	48 (2)	The EMC must consult with the responder agencies and Emergency Management Victoria in developing or reviewing the standards
	48 (3)	A responder agency must cooperate with the Emergency Management Commissioner in any consultation under subsection (2)
	48 (4) (a)	The EMC must develop or review a standard in a manner that is reasonable
	48 (4) (b)	In developing or reviewing a standard, have regard to the resources available to a responder agency in the performance of any functions to which the standard relates
	48 (5)	Performance standards in force under section 19 of the Fire Services Commissioner Act 2010 immediately before the commencement of section 77 are to be taken to be operational standards developed under this section
	49 (a) (i) (ii) (iii)	The EMC must give the operational standards developed to the responder agency, EMV and the Inspector-General for Emergency Management
	49 (b)	Publish the operational standards on the EMV website
	35 & 36	Access to information. No constraints on access to information
<i>Country Fire Authority Act 1958</i>	64 (1) (a)	The Inspector-General for Emergency Management is to develop and maintain a monitoring and assurance framework for emergency management, including outcome measures, against which the capacity, capability and performance of the emergency management sector is to be assessed
	6D 6DA (1) (2)	The Authority must use its best endeavours to carry out its functions in accordance with the operational standards The Authority must, at the expiration of each period of 6 months, report in writing on the action it has taken during the preceding 6 months to comply with the operational standards and provide a copy of the report to the EMC

<i>Metropolitan Fire Brigades Act 1958</i>	7AC	The Board must use its best endeavours to carry out its functions in accordance with the operational standards
	7AD (1) & (2)	The Board must, at the expiration of each period of 6 months, report in writing on the action it has taken during the preceding 6 months to comply with the operational standards and provide a copy of the report to the EMC
<i>Victoria State Emergency Service Act 2005</i>	5(4)	The Authority must use its best endeavours to carry out its functions in accordance with the standards
	5(5)	The Authority must, at the expiration of each period of 6 months, report in writing on the action it has taken during the preceding 6 months to comply with the operational standards and provide a copy of the report to the ESC
<i>Forests Act 1958</i>	61 E	The Secretary must use its best endeavours to carry out its functions in accordance with the operational standards
	61 EA (1) & (2)	The Secretary must, at the expiration of each period of 6 months, report in writing on the action it has taken during the preceding 6 months to comply with the operational standards and provide a copy of the report to the EMC

Document information

Document details

Criteria	Details
TRIM ID:	CD/16/433401*
Document title:	Emergency Management Performance Standards
Document owner:	Craig Lapsley, Emergency Management Commissioner

Version control

Version	Date	Description	Author
V1.0	25/11/2015	Standards for Capability and Response approved and endorsed	Claire Cooper & Deborah Hodgson
V2.0	30/12/2016	Approved and endorsed	Deborah Hodgson

Document approval

This document is approved by:

Name	Title	Organisation
Craig Lapsley	Emergency Management Commissioner	Emergency Management Victoria

This document is endorsed by:

Name	Title	Organisation
Neil Robertson, on behalf of the Emergency Services Leadership Group	EMV Chief Executive, Chair of the Emergency Services Leadership Group	Emergency Management Victoria

Audience

The audience for this document is for the Emergency Management Commissioner, EMV Chief Executive, Emergency Services Leadership Group, responder agency Chief Officers, responder agency personnel and all organisations within the sector to describe the performance requirements of the sector. This document is managed by the EMV Capability Development and Standards Team.

Reference material

Abbreviations

Acronyms	Description
CFA	Country Fire Authority
DELWP	Department of Environment, Land, Water and Planning
DEDJTR	Department of Economic Development, Jobs, Transport and Resources
DHHS	Department of Health and Human Services
EM Act 2013	<i>Emergency Management Act 2013</i>
EM Act 1986	<i>Emergency Management Act 1986</i>
EMMV	Emergency Management Manual Victoria
EMV	Emergency Management Victoria
ESLG	Emergency Services Leadership Group
ESTA	Emergency Services Telecommunications Authority
IGEM	Inspector-General for Emergency Management
LGV	Local Government Victoria
MAV	Municipal Association of Victoria
MFB	Metropolitan Fire Brigade
Red Cross	Australian Red Cross, member of the International Red Cross Red Crescent Movement
SCRC	State Crisis and Resilience Council
SERP	State Emergency Response Plan
VicPol	Victoria Police
VICSES	Victoria State Emergency Service

Definitions

Unless otherwise stated below, terms used in this standard have the same meaning as those contained within the *Emergency Management Manual Victoria Part 8 – Glossary* and the definitions contained within Joint Standard Operating Procedures.

The following definitions are applicable to these standards:

Terms	Description (to be confirmed)
Adoption	Taken up as own
Appropriate	Fit for purpose in respect of the individual agency and or sector
Best endeavors	All that is prudent and reasonable in the circumstances to produce the desired result and make a positive contribution to the obligation
Compliance	Action in accordance with
Criteria	Specific, observable characteristics that can be assessed or measured to show the quality or quantity of aspects of the organisation, its resources, its process, or the results of its activities
Effective	Adequate to accomplish a purpose
Efficiency	The cost and/or productivity associated with an output or an outcome
Emergency management sector	All the organizations that have a role in emergency management activities, including communities, business, government and agencies. In the context of this document, 'EM Sector' refers to responder agencies and EMV as a collective
Functions	Activities that are carried out by the emergency management responder agencies to achieve their mission and legislated responsibilities
Informed	Having or prepared with information or knowledge; apprised of a situation
Input	The resources used to produce the service or activity
Interim standard	An authorized standard which is yet to have all requirements and criteria finalised
Maintain	Keep in existence
Major Emergency	<p>"Major emergency" means:</p> <ol style="list-style-type: none"> 1. a large or complex emergency (however caused) which: <ol style="list-style-type: none"> a. has the potential to cause or is causing loss of life and extensive damage to property, infrastructure or the environment; or b. has the potential to have or is having significant adverse consequences for the Victorian community or part of the Victorian community; or c. requires the involvement of two or more agencies to respond to the emergency; or 2. a Class 1 emergency; or 3. a Class 2 emergency¹¹.
Measure	A standard unit used to express the size, amount, or degree of performance
Monitor	Ongoing assessment of progress towards the delivery of inputs, processes, outputs, and shorter-term outcomes

¹¹ Page 6, EMMV Part 1

Outcome	Effectiveness or impact of an service or activity and whether program goals are being met
Output	The services or activities produced
Optimised	Make the best or most effective use of a situation or resource
Performance	Execution or accomplishment
Responder agencies	As per the EM Act 2013, responder agencies include: CFA, DELWP, MFB, VICSES and any other agency prescribed to be a responder agency
Resources	Assets that provide capacity to respond
Standard	A document that defines the minimum requirements for products or services that are provided or delivered to the community