



Emergency Management Victoria

Strategic Action Plan

2023-26



Contents

Ministerial Foreword.....	3
Emergency Management Commissioner Foreword	4
Executive Summary	5
SAP Actions	6
Priority one: Work with Victorians to understand and reduce the risk of emergencies	7
Priority two: Strengthen our use of data, analytics, and intelligence to improve decision making	12
Priority three: Support communities to be prepared and recover well after emergencies	16
Priority four: Build a sustainable emergency management workforce that represents the people it serves.....	22
Priority five: Strengthen governance arrangements to improve accountability, cooperation, and participation.....	26
Implementation Monitoring of the SAP.....	30
Acknowledgements.....	31
Acronyms.....	32
Appendix 1: Contribution of SAP 2023-2026 actions to sector outcomes.....	33

Ministerial Foreword



The Emergency Management Strategic Action Plan 2023-26 (SAP 2023-26) provides the emergency management sector with clear goals that will guide projects and

reforms to achieve our shared vision of *Safer and More Resilient Communities*.

Victorians have experienced a number of major emergencies in recent years, including the 2019-20 bushfires, the COVID-19 pandemic, June 2021 Extreme Weather event and the 2022 October floods. While devastating, these events have demonstrated the unwavering commitment of our sector to keep communities safe, and our dedication to continuously improve so we can be better equipped to meet future challenges.

The SAP 2023-26 builds on the work done to deliver our shared priorities and outcomes outlined in the *Emergency Management Sector Outcomes Framework* and the *Strategic Roadmap 2022-28*. Departments and agencies will continue to work together to implement these strategic actions to keep our communities safe.

This plan highlights how we will work with communities to prepare for major emergencies and emerging risks, ensuring we are informed of their needs in preparation, response, and recovery.

Through specific actions outlined in this plan, we reinforce our commitment to safety in our workplaces so that we can continue to attract and retain skilled volunteers that better reflect the communities we serve. We also highlight our strong focus on our waterways and will implement the water safety action plan to address public water safety and prevent water-related drownings and injuries, which have had a devastating impact on our community.

We will improve the speed and quality of information through a new data strategy for the sector, improve our ability to identify and assess emergency risks across the state and build on the work we've done in the Australian Fire Danger Rating System implementation in Victoria. Importantly, we will also deliver on the Victorian Government's commitment to reform Victoria's triple zero service and emergency communications.

Through the collaborative efforts to implement these strategic actions and deliver the reforms outlined in the SAP 2023-26, we are better placed to work with communities to keep them safe.

Jaclyn Symes MP
Minister for Emergency Services

Emergency Management Commissioner

Foreword



The emergency management sector has faced significant challenges in recent years, which have tested us, our arrangements and how we work with communities to keep them safe.

These events provide us with valuable lessons and are an opportunity for us to reflect on what we have done right and what we can improve upon. Importantly, it's about how we can integrate responses and recommendations from various reviews and inquiries, and foster a culture of continuous improvement, working with our community to keep them safe.

For the time I've been in the role of Commissioner, one thing has been absolutely clear to me and that's the strong commitment of our emergency management agencies, departments, and staff, in working together to keep the community safe. For our volunteers, their commitment has never been compromised and we are thankful for all that you do to keep your local community safe.

Through the actions outlined in this Strategic Action Plan 2023-26 (SAP 2023-26), our sector will build on some of the great work done over past years and deliver better outcomes for our communities through all phases of emergencies.

We are focused on working with communities, building their understanding of emergencies, so that they can be better prepared for future risks and improve their resilience.

The establishment of a dedicated 24/7 workforce in the State Control Centre (SCC) has ensured operational capability and capacity to maintain a state of readiness and ability to issue a warning at a moment's notice.

Victoria is committed to continuing to strengthen a sustainable and agile SCC workforce, strengthening culture and wellbeing across the emergency management workforce.

The SAP is an important document that helps guide work in our sector and we are focused on delivering on those actions so that we can continue to work with, and better support, our community through future emergencies.

My thanks to all those involved in developing this action plan, and for the continued commitment to deliver on these actions over the next three years.

Rick Nugent APM
Emergency Management Commissioner

Executive Summary

Victoria's emergency management sector is committed to working together to deliver its shared vision of safer and more resilient communities. The Strategic Action Plan (SAP) 2023-26 reinforces this commitment as it outlines the strategic actions that government departments and agencies will deliver over the next three years. Actions to keep Victorian communities safer and better able to prepare for, respond to, and recover from emergencies and natural disasters, including extreme weather events exacerbated by climate change. It contains strategic actions that the sector considers most critical, as well as information about who will be delivering these actions and by when.

The SAP 2023-26:

- fulfills the requirement under the *Emergency Management Act 2013*, for the State Crisis and Resilience Council (SCRC) to develop a rolling three-year Strategic Action Plan in consultation with the emergency management sector,
- responds to findings from multiple reviews and inquiries, including from Victoria's Inspector General for Emergency Management (IGEM), and
- provides assurance to Victorian communities that the emergency management sector is committed to continuous improvement and meaningful actions to support safer and more resilient communities.

This SAP has been developed in-line with the recently released:

- *Emergency Management Sector Outcomes Framework* (the Framework), which describes the outcomes that the emergency management sector seeks to achieve over time, and
- *Safer and More Resilient Communities: Strategic Roadmap for Emergency Management in Victoria 2022-28* (the Roadmap), which describes how we will deliver on the sector outcomes.

This SAP contains 42 actions that are aligned to the sector's five strategic priorities and twelve outcomes, with the help of a newly introduced SAP Development Tool. By doing so, the SAP 2023-26 provides a clear and actionable plan for achieving the sector's shared vision. By aligning our actions to our priorities and outcomes, we are better equipped to meet the challenges of today and tomorrow, while making the most effective use of our resources and delivering measurable outcomes together.

SAP Actions

Victorian Government departments and agencies have identified actions on which they are collaborating in response to the emergency management sector's overarching strategic priorities. These actions give the sector an opportunity to identify gaps in current processes and procedures, and work to ensure the gaps are improved.

The SAP builds on the extensive work across the sector to deliver on recommendations from reviews, inquiries, lessons learned from previous emergency events and operational reports. Many of the actions require collaboration across departments and agencies, highlighting the cooperation across the sector to meet common objectives for improvement.

The Roadmap sets out five strategic priorities to deliver the twelve sector outcomes and vision for safer and more resilient communities. The strategic priorities are:

1. Work with Victorians to understand and reduce the risk of emergencies.
2. Strengthen our use of data, analytics, and intelligence to improve decision making.
3. Support communities to be prepared and recover well after emergencies.
4. Build a sustainable emergency management workforce that represents the people it serves.
5. Strengthen governance arrangements to improve accountability, cooperation, and participation.

Please note: SAP numbers with an asterisk () are new actions.*



Priority one:

Work with Victorians to understand and reduce the risk of emergencies

What success will look like:

The sector has a clear understanding of the likelihood, severity, and potential consequences for future and concurrent emergencies. The Victorian Government will work with all levels of government to strengthen sharing of risk information and delivering risk reduction projects to protect and preserve life, minimise suffering, reduce impacts and recovery costs of emergency events, and unlock broader economic and social benefits for communities.

Achievements from the 2022-25 SAP:

- Victoria implemented the Australian Fire Danger Rating System, to provide an accurate and nationally consistent system for calculating and communicating information about fire danger.
- The Department of Health (DH) established the Syndromic Surveillance system to enhance the department's surveillance capability to detect public health epidemiology trends in the community for monitoring and response purposes. The system offers rapidly acquired data from Emergency Departments and Nurse On Call and provides a better understanding of the health impacts of emergencies such as epidemic thunderstorm asthma, smoke and drinking water contamination events.

No.	SAP action	The objective	Delivery date	Lead agency
1.1*	Review and refine the Australian Fire Danger Rating System (AFDRS) in Victoria	<p>This action will refine and extend the implementation of the AFDRS by:</p> <ul style="list-style-type: none"> reviewing and refining initial systems, products and processes developed for the launch of the AFDRS for the purpose of public fire danger ratings (Phase 1-3), and supporting the initiation of the Fire Ignition, Suppression, and Impact Indices (FISI) for fire prevention and industry regulation as well as agency readiness and initial response to fires (Phase 4). 	June 2024	EMV
1.2	Implementation of the Victorian Emergency Risk Assessment (VERA) project to provide a contemporary and systemic approach to identifying and mitigating state-level emergency risks	<p>This action will develop a revised VERA, based on a contemporary and systemic approach to identifying and assessing emergency risks across Victoria. Under this project, Emergency Management Victoria (EMV) will create a repeatable state emergency risk assessment process informed by partnerships with other states and territories.</p>	December 2023	EMV

1.3	Improve cyber support for Victoria's critical infrastructure and essential services	This action will update Victoria's cyber incident management plan for public sector critical infrastructure providers. We will deliver programs of work under Victoria's Cyber Strategy 2021 to support critical infrastructure cyber resilience and update Victoria's State Emergency Management Plan (SEMP) Cyber Security Sub Plan, including accounting for Commonwealth Security of Critical Infrastructure reforms.	October 2023	DGS
1.4	Enhance climate-related hazard and risk assessment capabilities to inform water infrastructure planning, design, and investment decisions	This action will build capability and improve hazard and risk assessment options available for the water sector to better inform water infrastructure planning, design, and investment decisions. Under this action the Victorian Government will also improve data accessibility for the water sector.	December 2026	DEECA
1.5	Delivering Victoria's Bushfire Management Strategy	This action will deliver a whole of sector Bushfire Strategy to guide land and fire management in a changing climate and to drive future delivery of key bushfire risk management programs with communities. It will build on the success of the delivery of the Safer Together program, which continues to work with high-risk bushfire communities to identify and deliver programs that support community resilience.	March 2024	DEECA

1.6	Review of bushfire risk management performance targets through the Office of Bushfire Risk Management (OBRM)	<p>This action includes providing advice to government on:</p> <ul style="list-style-type: none"> Options for new targets (life and property and ecosystem resilience targets) to guide the Department of Energy, Environment and Climate Action's (DEECA's) fuel management program. A roadmap to expand bushfire risk management targets across agencies and tenures. 	August 2024	DEECA
1.7*	Implement the Water Safety Action Plan 2022-25	This action will deliver a range of initiatives to address key priorities in public water safety, and prevent water related drownings and injury.	June 2025	EMV
1.8	Update planning schemes to include new provisions aimed at reducing urban heat exposure	<p>This action will support climate change adaptation by updating planning provisions to help reduce exposure to urban heat, based on the most current advice from relevant natural resource and emergency management authorities. This action is part of the Built Environment Climate Change Adaptation Action Plan 2022–26. This action also supports the Health and Human Services Adaptation Action Plan 2022–26's key risk of heat health and the impacts of urban heat.</p>	June 2024	DTP

1.9	Enhance engagement and partnerships with community and sector to increase trust and confidence and to enable effective, targeted public health behaviour change interventions	This action will support the continuation of Local Public Health Units to expand to deliver regional public health prevention and reduce health risks.	December 2025	DH
-----	---	--	---------------	----



Priority two:

Strengthen our use of data, analytics, and intelligence to improve decision making

What success will look like:

Delivery of up-to-date technology that will help the sector predict, plan for, and promptly respond to, future emergencies. Data that the emergency management sector has is secure, meaningful, and is used in a way that fosters community trust. Forecasting and predictive analysis to understand hazards and potential impacts allow the sector to strengthen understanding of communities needs and improve the quality of decision-making during emergencies.

Achievements from the 2022-25 SAP:

- Strengthened emergency management digital systems and technology to ensure the systems are secure, fit-for-purpose and maximise efficiency and effectiveness.
- Victoria enhanced the State's community warning capability through upgrades to the national Emergency Alert telephony platform and delivered upgrades to the VicEmergency App to better service Culturally and Linguistically Diverse (CALD) communities.

No.	SAP action	The objective	Delivery date	Lead agency
2.1	Maintain the information and warnings capability to the sector and community in support of emergency preparedness, response, and recovery	Negotiate with the Commonwealth and states and territories to determine the future of Emergency Alert systems. This action will also deliver a pilot of the Vic Emergency App to better service CALD communities and commence a discovery phase for the next generation of the Emergency Management Common Operating Picture (EM-COP).	August 2025	EMV
2.2	Make better use of public health data to generate intelligence and agile decision making and ensure that the investment delivers outcomes that matter to Victorians	This action will build on DH's Syndromic Surveillance program which provides epidemiological community trends, observation data and other Emergency Management related data sources including state-based observation and reporting data, real time hospital admissions and ambulance data.	December 2025	DH

2.3	Implement the sector's Emergency Management Operational Communications Program, with the longer-term aim of transitioning communications to a national Public Safety Mobile Broadband service to improve emergency response and sector interoperability	This action will see the continued delivery of the State's Emergency Management Operational Communications Program which delivers communications (radio, paging, data) upgrades to first responder agencies that are contemporary, resilient, fit-for purpose and affordable.	December 2025	EMV
2.4	Upgrade VicTraffic to support transport users and emergency response units to move around the road network safely and confidently during an emergency	This action will upgrade current systems and operational processes under the VicTraffic initiative to provide accurate information during disruptions and state-of-emergency situations and contribute to community resilience. It will address findings from the Inspector-General for Emergency Management's Inquiry into the 2019-20 Victorian fire season – Phase 1 report, and the recommendations of the Royal Commission into National Natural Disaster Arrangements.	June 2024	DTP

2.5*	Further enhance our data and analytics capabilities to improve emergency management decision making through the ongoing implementation of the Emergency Management Data Strategy	This action relates to the implementation of the Emergency Management Data Strategy. It aims to strengthen the data and analytics capabilities across the emergency management sector. It will foster improved collaboration and information flow by leveraging the data sources, technology, and techniques available to enhance the speed and quality of decision-making processes in the sector.	2027	EMV
2.6*	Understanding current inadequacies in existing road infrastructure - Flood disasters	The project will identify key roads and drainage structures on the road network which have exacerbated flood impacts from high intensity rainfall events, to inform key infrastructure modifications in the future.	June 2026	DTP
2.7*	Planning and Investigation of key flood prone transport routes in North Central Victoria	This project will identify key transport routes affected by flooding within the North Central Catchment Authority and the Department of Transport and Planning (DTP) - Loddon Mallee Region. The mapping and reports produced will improve our understanding of the flood risk to the transportation network and update our processes.	July 2026	DTP

Priority three:

Support communities to be prepared and recover well after emergencies

What success will look like:

The sector has identified opportunities to strengthen resilience in communities, by ensuring that communities have access to the information and resources required to prepare for and recover from emergencies. The sector has strengthened their partnership with local government to identify vulnerabilities and interdependencies in critical infrastructure assets and systems to reduce risks, impacts and consequence for communities before, during and after emergency events.

Achievements from the 2022-25 SAP:

- Improved the resilience of communication networks in regional towns that are at risk of being isolated from public communications during bushfires, supported by the implementation of NBN satellite facilities to provide resilient public Wi-Fi facilities and improving mobile towers by implementing permanent on-site generators and transportable generators.
- Victoria promoted improvements to the Disaster Recovery Funding Arrangements (DRFA) through the Commonwealth review. Victoria developed a new claims management system and introduced improvements to the Victorian DRFA guidelines such as the day labour.

No.	SAP action	The objective	Delivery date	Lead agency
3.1	Improve understanding of people's behaviour in emergencies to promote better community and business outcomes	This action will develop a framework for understanding community behaviours during emergencies. It will provide increased awareness of behavioural drivers and responses for panic buying during emergencies. It will also support collaborative efforts to counter misinformation in emergencies, so people can make decisions based on accurate information.	March 2024	DJSIR
3.2	Build cross sectoral partnerships and leverage the learnings from COVID-19 and behavioural insights to influence specifically identified community segments towards healthier behaviours	This action will develop new and strengthen existing public health Engagement and Partnerships to address health equity by building on the relationships and networks with priority communities and sector partners established throughout the COVID-19 response.	June 2024	DH

3.3	Support the design and implementation of research-informed school-based education programs that engage children and youth as genuine participants in emergency management (with an initial focus on bushfire).	This action will support children and youth to understand and reduce the risk of emergencies through the development of cross-sector, multi-stakeholder collaborative partnerships between schools, emergency management agencies and local communities. For example, the refresh of Fire Safe Kids program and the scaling up of a recent trial of bushfire education for upper primary students.	June 2025	CFA
3.4	Deliver the Emergency Management Plan Exercising Project	This action will deliver the Emergency Management Plan Exercising Project which will implement four community-centred scenario exercises with emergency management partners to explore catastrophic events, complex responses (such as evacuations) and operations under the shared responsibility model.	June 2024	EMV

3.5	Promote continuous improvements to the Disaster Recovery Funding Arrangements (DRFA)	<p>This action will help make it easier for the sector to access financial assistance after a disaster by actively contributing to the Commonwealth review of the DRFA. This work includes streamlining approval processes under categories C and D of the DRFA including the development of 'off-the-shelf' packages to assist with the prompt activation and delivery of assistance measures. EMV and Emergency Recovery Victoria (ERV) will continue to advocate with the Commonwealth for other improvements where appropriate. This action will see a continuation of activities to improve sector understanding and literacy of DRFA finalisation of a new claims management system that will provide step by step claim guidance, expanding the pool of claim assessors that guide councils throughout the claims journey, and introducing improvements to Victorian application of the national arrangements.</p>	June 2024	DJCS
3.6*	Develop principles and tools to support improved efficiency and clarity in the activation of relief and recovery programs	<p>Work with relief and recovery sector partners to agree the catalogue of relief and recovery programs, and develop principles and tools to support the delivery and allocation of funding, so that councils, agencies and providers can plan for and deliver services with greater speed and certainty.</p>	June 2024	ERV

3.7*	Develop a business case for the state-wide roll out of the Person-Centred Emergency Preparedness model for Victorians with disability	As part of the national emergency management reform agenda, this innovative and evidence-based project will deliver on an identified gap to reduce disaster risk for people with disability by building involvement and agency in developing their emergency preparedness plans across the whole of Victoria.	June 2024	DFFH
3.8*	Deliver energy resilience systems to support communities during power outages	This action will build greater resilience in regional Victorian locations that are highly susceptible to power outages under high-impacts events, such as storms and bushfires, delivering a range of solutions such as stand-alone power systems and microgrids.	December 2024	DEECA
3.9	Develop a shared responsibility planning toolkit for people most at risk in emergencies	This action will deliver a contemporary, shared responsibility planning toolkit that supports state and local government, peak bodies, non-government agencies and other key emergency management and community stakeholders to prepare the Victorian community to respond to any emergency over the next decade.	December 2023	DFFH

3.10*	Review the provision of psychosocial supports during and after emergencies	This action will review arrangements to coordinate and deliver psychosocial supports during and after emergencies including the provision of Psychological First Aid to individuals immediately following an emergency, through to the longer-term psychosocial support for both individuals and communities throughout recovery.	June 2024	DFFH
-------	--	---	-----------	------



Priority four:

Build a sustainable emergency management workforce that represents the people it serves

What success will look like:

The Victorian Government has built a sustainable workforce that supports staff and volunteer health, wellbeing, and development. Access to the emergency workforce is continually adapting to ensure the emergency management sector is a safe, inclusive, and flexible workplace. The emergency management sector has designed new and creative ways to attract and retain skilled volunteer workers to assist with responding to state emergency events.

Achievements from the 2022-25 SAP:

- Victoria progressed the Emergency Management Operating Model Review, including the development of an implementation plan.
- Improvements were made to the State Control Centre (SCC) to establish a dedicated 24/7 workforce, which ensures the SCC has capability, capacity, and the resources to maintain a state of readiness to keep Victorians safe.
- Continued work was done to strengthen the culture and wellbeing across the emergency management workforce, with the focus on improving diversity and strengthening collaboration across agencies.

No.	SAP action	The objective	Delivery date	Lead agency
4.1*	Deliver the Emergency Management Operating Model Review Implementation Strategy and Pilot Phase	This action will progress implementation of the findings of the Operating Model Review to deliver a more secure, reliable, and efficient model for the 'core' of the emergency management workforce.	June 2024	EMV
4.2	Build a sustainable, agile, and capable SCC workforce	This action will ensure the SCC has the capability, capacity, and resources to maintain a state of readiness and respond to keep Victorians safe. It includes delivery of a sustainable and dedicated 24/7 workforce that seamlessly integrates with surge workforce partners to deliver the best outcomes and meet the needs of the Victorian community.	June 2024	EMV
4.3	Develop learning and development opportunities focusing on introductory and leadership capabilities that meet the needs of the EM workforce	This action will implement sector wide emergency and incident management education, learning and development, and an exercising capability uplift, including the Learning Reform Action Plan (LRAP).	June 2027	EMV

4.4	Implement the Aviation Strategic Action Plan	This action will clarify current emergency management aviation capability, responsibilities, and governance arrangements. It will review and ensure a functioning safety management system and fit-for-purpose training and competency management. It will develop an outcomes-based Monitoring, Evaluation and Reporting Framework for aviation, and undertake a Capacity Planning and Strategic Capability Review.	June 2024	DEECA and EMV
4.5	Develop and implement tangible activities in conjunction with the Municipal Association of Victoria (MAV), councils and EMV to support and build council capacity and capability in emergency management	This action will see close collaboration with MAV and councils to develop and deliver tangible actions and guidance to support councils to undertake their emergency management responsibilities. Further work will be undertaken to streamline administrative burdens and scope opportunities to deliver tailored local government training for statutory emergency management roles.	June 2024	DGS and MAV
4.6	Foster a resilient and fit-for-purpose public health workforce that supports system resilience and sustainability, building on learnings from COVID-19	This action will deliver DH capability, capacity, and resources to maintain a state of readiness and respond to all emergencies, particularly Class 2 public health emergencies, and an appropriately trained, diverse and multidisciplinary workforce that meets the needs of DH's operational responsibilities.	2025	DH

4.7	Strengthen the culture and wellbeing across the workforce by improving diversity and tackling negative behaviours, and increasing collaboration between agencies	This action will deliver strengthened culture and wellbeing across the emergency management workforce through continued participation in the Diversity and Inclusion Leadership Committee and its associated projects, working to strengthen collaboration across our emergency services organisations.	2025	EMV
4.8	Support our volunteers with the training and equipment they need to keep our communities safe	<p>This action will deliver:</p> <ul style="list-style-type: none"> • a professional development program to strengthen capability, including training in floods, storms, landslides, incident management and leadership, • condition assessments of VicSES facilities and priority maintenance, • replacement vehicles, including rescue trucks, and • support for volunteers dealing with complex people and behaviours. 	June 2024	VicSES

Priority five:

Strengthen governance arrangements to improve accountability, cooperation, and participation

What success will look like:

The emergency management sector has made continuous improvements to governance arrangements, ensuring roles and responsibilities are clearly understood by the workforce, lines of accountability are clear, and people feel empowered to deliver what is required. The workforce is inclusive and reflective of the communities it serves, to ensure Victorians have opportunities to shape, influence and inform decisions that affect them. The sector has continued to build on supporting community-led approaches to emergency management, where communities are able to apply local skills, knowledge and experience they have to take ownership of decisions made in their communities.

Achievements from the 2022-25 SAP:

- Victoria established Emergency Recovery Victoria as the dedicated and permanent entity responsible for state and regional recovery coordination and state relief coordination.
- The Department of Health (DH) delivered two new State Emergency Management Plan (SEMP) sub-plans; the Health Emergencies Sub-Plan and the Viral Respiratory (Pandemic) Sub-Plan. The Health Emergencies Sub-Plan outlines the arrangements and roles and responsibilities for managing health emergencies and emergencies with health impacts in Victoria. It provides guidance on mitigation, planning, response, relief, and recovery. The Viral (Respiratory) Pandemic Sub-Plan outlines the arrangements for managing the consequences of pandemics caused by respiratory viruses in Victoria.

No.	SAP action	The objective	Delivery date	Lead agency
5.1*	Fire Services Command Staff	Delivery of additional Command Staff positions to support Fire Rescue Victoria (FRV) and the Country Fire Authority (CFA) in providing operational and management support, including administrative, training, community safety and fire safety support.	June 2025	FRV
5.2	Reforming Victoria's triple zero service	Delivering on the Victoria Government's commitments to reform Victoria's triple zero service and emergency communications. Thirty-six actions will be delivered to embed reforms across call taking and dispatch, managed services and technology services supporting state-wide triple zero services.	June 2025	DJCS
5.3	Reforming Victoria's fire services	Operationalising and embedding of the Victorian Government's 10-year program of reform across Victoria's fire service. CFA, FRV and the Department of Justice and Community Safety (DJCS) are responsible for the delivery of the 41 actions outlined in the Minister for Emergency Services Year Two to Five Fire Services Implementation Plan.	June 2030	DJCS

5.4*	Further development of relief and recovery coordination standard operating procedures (SOPs)	Following the completion of recovery coordination SOPs in 2022, this project aims to ensure a comprehensive, accurate and fit-for-purpose set of SOPs that clarify roles, responsibilities and procedures is available to promote confidence in the relief and recovery system.	June 2024	ERV
5.5	Deliver a legislative review of fuel management to support more effective planning and interoperability	<p>This action will deliver a review of the legislative framework for fuel management and consider legislative change to:</p> <ul style="list-style-type: none"> • enable more effective planning and delivery of bushfire management across different land tenures and responsible agencies, • support greater interoperability, and • ensure all firefighters (including volunteers) have sufficient legal protections when carrying out fuel management. 	December 2024	DEECA and EMV
5.6	Increase Victoria's capability and capacity to manage large-scale, prolonged, complex biosecurity emergencies in the context of increasing threats from exotic plant and animal diseases	This action will strengthen Victoria's biosecurity system, supporting mitigation of increasing biosecurity risks and supporting growth opportunities for the state. It will include exercises to improve understanding of governance and consequence management for major biosecurity emergencies as well as initiatives to improve surge workforce arrangements.	June 2024	DEECA

5.7	Deliver a sustainable and resilient health system that can scale quickly and act locally by connecting with all Victorian communities	<p>This action will build on the Health SEMP Sub-Plans delivered in 2022. The sub-plans are supported by a maturing emergency management framework that enables rapid scaling and enables the resources of the Victorian Public Service to be leveraged when required.</p> <p>This action supports an established network of Local Public Health Units which allow for more localised engagement and partnership and place-based prevention, regulation and response programs.</p>	June 2024	DH
5.8*	Clarify and embed recovery sector governance, business processes and escalation pathways	Agree structure and purpose of recovery governance with partners (including State Recovery Coordination Committee (SRCC) endorsement), operationalise this governance and regularly review arrangements to ensure they are fit-for-purpose.	June 2024	ERV



Implementation Monitoring of the SAP

SCRC is responsible for monitoring the implementation of the work programs in the SAP and ensuring that the Minister is regularly briefed on implementation progress. Departments and agencies that lead SAP actions are responsible for ensuring implementation, and for approving changes to SAP actions, including changes to scope, title, and schedule. The *Emergency Management Act 2013* also requires the IGEM to monitor and report to the Minister on the implementation of the SAP (Section 64(1)(e)).

A new approach to implementation monitoring was approved by SCRC in 2022, which aims to streamline monitoring and reporting, to allow for greater focus on implementation of work programs. This new approach continues to ensure that there are adequate levels of oversight by SCRC on the implementation of actions.

Under the new arrangements and in accordance with the Strategic Action Plan Reporting Protocols for the SCRC, action leads are required to report on the progress of their actions in three ways:

1. All action leads are required to contribute to a simple report to SCRC that will be produced for each meeting, which will include a high-level status update of their action/s, allowing SCRC to raise any concerns or queries. The SCRC Secretariat will request the updates ahead of each SCRC meeting, using a form that SCRC endorsed in November 2022.
2. Action leads are encouraged to submit papers to SCRC on their actions at appropriate times in, to ensure SCRC members are adequately consulted during key junctures of implementation.
3. All action leads are required to report and provide evidence to IGEM for their annual implementation progress report.

IGEM now monitors implementation on a financial year basis, aligning with the current budget cycle.

Acknowledgements

Emergency Management Victoria was delegated by the State Crisis and Resilience Council to facilitate the development of the Emergency Management Strategic Action Plan Update 2023-26.

The development of the 2023-26 SAP would not have been possible without the leadership from the emergency management sector, members of the SCRC, and its sub-committees. The support from SAP action leads and project owners provided valuable input and guidance throughout the process.

EMV would like to express sincere gratitude to the following departments and agencies for their continued leadership and support through the SAP development process:

- Country Fire Authority
- Department of Education
- Department of Energy, Environment and Climate Action
- Department of Families, Fairness and Housing
- Department of Government Services
- Department of Health
- Department of Jobs, Skills, Industry and Regions
- Department of Justice and Community Safety
- Department of Transport and Planning
- Emergency Management Victoria
- Emergency Recovery Victoria
- Triple Zero Victoria
- Fire Rescue Victoria
- Municipal Association of Victoria
- Victoria State Emergency Service

Acronyms

Acronyms	Description
AFDRS	Australian Fire Danger Rating System
CALD	Culturally and Linguistically Diverse
CFA	Country Fire Authority
DEECA	Department of Energy, Environment and Climate Action
DFFH	Department of Families, Fairness and Housing
DGS	Department of Government Services
DH	Department of Health
DJCS	Department of Justice and Community Safety
DJSIR	Department of Jobs, Skills, Industry and Regions
DRFA	Disaster Recovery Funding Arrangements
DTP	Department of Transport and Planning
EM-COP	Emergency Management Common Operation Picture
EMV	Emergency Management Victoria
ERV	Emergency Recovery Victoria
ESO	Emergency Service Officer
FRV	Fire Rescue Victoria
IGEM	Inspector General for Emergency Management
LRAP	Learning Reform Action Plan
MAV	Municipal Association of Victoria
OBRM	Office of Bushfire Risk Management
RCNDA	Royal Commission into National Natural Disaster Arrangements
SAP	(Emergency Management) Strategic Action Plan
SCC	State Control Centre
SCRC	State Crisis and Resilience Council
SEMP	State Emergency Management plan
SOP	Standard Operation Procedure
VERA	Victorian Emergency Risk Assessment
VicSES	Victoria State Emergency Service

Appendix 1:

Contribution of SAP 2023-2026 actions to sector outcomes

The following table and figures provide an overview of how each SAP action relates to the sector outcomes and identify the actions that have the potential for delivering the greatest number of outcomes. All information provided in this section has been collected directly from departments and agencies using EMV's SAP Development Tool. The Tool has enabled all action leads to link their actions to the sector priorities and outcomes.

Sector Outcomes:

- **O1.** Victoria's emergency management system reduces the risk and impact of emergencies on business, industry, and our environment
- **O2.** Victorians are empowered to proactively manage their own emergency risks
- **O3.** Victorians are actively involved in decisions that affect them
- **O4.** Victoria invests in the resilience of our infrastructure
- **O5.** Self-determination of Traditional Owners and First Nations Peoples is recognised and supported
- **O6.** Victorians can access emergency management programs and services that are person-centred, equitable and inclusive
- **O7.** Victoria's emergency management system is timely and responsive
- **O8.** Victorians' lived experiences with emergencies and best practice inform continuous improvement
- **O9.** Victorians are supported by a sustainable and agile workforce that represents the people it serves
- **O10.** Victorians are supported by a workforce that is safe
- **O11.** Victoria's arrangements are integrated, responsive and provide clear accountability
- **O12.** Victorians are supported by a well-resourced and innovative emergency management sector

SAP Action	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12
1.1 Review and refine the Australian Fire Danger Rating System (AFDRS) in Victoria												
1.2 Implementation of the Victorian Emergency Risk Assessment (VERA) project to provide a contemporary and systemic approach to identifying and mitigating state-level emergency risks												
1.3 Improve cyber support for Victoria's critical infrastructure and essential services												
1.4 Enhance climate-related hazard and risk assessment capabilities to inform water infrastructure planning, design and investment decisions												
1.5 Deliver Victoria's Bushfire Management Strategy												

SAP Action	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12
1.6 Comprehensive review of bushfire risk management performance targets through the Office of Bushfire Risk Management (OBRM)												
1.7 Implement the Water Safety Action Plan 2022-25												
1.8 Update planning schemes to include new provisions aimed at reducing urban heat exposure												
1.9 Enhance engagement and partnerships with community and sector to increase trust and confidence and to enable effective, targeted public health behaviour change interventions												

SAP Action	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12
2.1 Maintain the information and warnings capability to the sector and community in support of emergency preparedness, response and recovery												
2.2 Make better use of public health data to generate intelligence and agile decision making and ensure that the investment delivers outcomes that matter to Victorians												
2.3 Implement the sector's Emergency Management Operational Communications Program, with the longer-term aim of transitioning communications to a national Public Safety Mobile Broadband service to improve emergency response and sector interoperability												
2.4 Upgrade VicTraffic to support transport users and emergency response units to move around the road network safely and confidently during an emergency												

SAP Action	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12
2.5 Further enhance our data and analytics capabilities to improve emergency management decision making through the ongoing implementation of the Emergency Management Data Strategy												
2.6 Understanding current inadequacies in existing road infrastructure - Flood disasters												
2.7 Planning and Investigation of key flood prone transport routes in North Central Victoria												

SAP Action	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12
3.1 Improve understanding of people's behaviour in emergencies to promote better community and business outcomes												
3.2 Build cross sectoral partnerships and leverage the learnings from COVID-19 and behavioural insights to influence specifically identified community segments towards healthier behaviours												
3.3 Support the design and implementation of research-informed school-based education programs that engage children and youth as genuine participants in emergency management (with an initial focus on bushfire).												
3.4 Deliver the Emergency Management Plan Exercising Project												
3.5 Promote continuous improvements to the Disaster Recovery Funding Arrangements (DRFA)												

SAP Action	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12
3.6 Develop principles and tools to support improved efficiency and clarity in the activation of relief and recovery programs												
3.7 Develop a business case for the state-wide roll out of the Person-Centred Emergency Preparedness model for Victorians with disability												
3.8 Deliver energy resilience systems to support communities during power outages												
3.9 Develop a shared responsibility planning toolkit for people most at risk in emergencies												
3.10 Review the provision of psychosocial supports during and after emergencies												

SAP Action	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12
4.1 Deliver the Emergency Management Operating Model Review Implementation Strategy and Pilot Phase												
4.2 Build a sustainable, agile, and capable State Control Centre (SCC) workforce												
4.3 Develop learning and development opportunities focusing on introductory and leadership capabilities that meet the needs of the EM workforce												
4.4 Implement the Aviation Strategic Action Plan												
4.5 Develop and implement tangible activities in conjunction with the Municipal Association of Victoria (MAV), councils and EMV to support and build council capacity and capability in emergency management.												

SAP Action	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12
4.6 Foster a resilient and fit-for-purpose public health workforce that supports system resilience and sustainability, building on learnings from COVID-19												
4.7 Strengthen the culture and wellbeing across the workforce by improving diversity and tackling negative behaviours, and increasing collaboration between agencies												
4.8 Support our volunteers with the training and equipment they need to keep our communities safe												

SAP Action	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12
5.1 Fire Services Command Staff												
5.2 Reforming Victoria's triple zero service												
5.3 Reforming Victoria's fire services												
5.4 Further development of relief and recovery coordination standard operating procedures (SOPs)												
5.5 Deliver a legislative review of fuel management to support more effective planning and interoperability												
5.6 Increase Victoria's capability and capacity to manage large-scale, prolonged, complex biosecurity emergencies in the context of increasing threats from exotic plant and animal diseases												

SAP Action	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12
5.7 Deliver a sustainable and resilient health system that can scale quickly and act locally by connecting with all Victorian communities												
5.8 Clarify and embed recovery sector governance, business processes and escalation pathways												

