



Barwon South West

Regional Strategic Fire Management Plan

Version 1 October 2011

To be used in conjunction with the Barwon South West Environmental Scan.

Foreword Vision and aspirations for the future

A message from the Chair

As Chair of the Barwon South West Regional Strategic Fire Management Planning Committee, it is my privilege to authorise the work of committee members and regional partners in this first Barwon South West Regional Strategic Fire Management Plan.

With the overall aim to protect human life from the risk of fire, this plan introduces a values based approach to optimise and continually improve decision making processes with the social, economic and environmental values of the region in mind.

This first version of the regional plan is a strategic document, designed to integrate existing fire management planning activities across multiple agencies and evolve on a continual basis. This integrated, multi agency approach will drive effective community engagement and best practice fire management planning to develop greater community resilience through an agreed vision, stronger leadership and greater cooperation at all levels.

The regional vision '**to engage with communities and build regional resilience**' is considered by the committee and current planning partners to be a high priority.

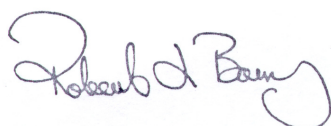
This vision includes, but is not restricted to fire management. It has the strength to span and support future legislative, institutional and cultural change, including the direction expressed in the Victorian Fire Services Reform Program and proposed 'all hazards, all agencies' approach.

As custodians of this plan, the committee will lead fire management planning across the region. This version of the plan focuses on regional bushfire priorities, whilst future versions will identify and consider regional communities and their values to become more resilient across all fire risk environments.

I believe that our regional stakeholders are in a unique position, building from a wealth of knowledge, strong networks and experience to further support and engage with regional communities. This greater partnership will enable agencies, partners and the community to collaborate, prioritise and treat risks, through the implementation of integrated plans at regional, municipal and local levels.

The development of integrated regional and municipal fire management plans across Victoria provides the opportunity to engage beyond the regional committee and supporting structures. These plans, processes and partners will link communities and government representatives through the Victorian Fire Services Commissioners office.

I believe that open relationships and sharing of knowledge between communities and fire and emergency networks throughout Australia and the world, will continually improve the delivery of these evolving plans.



Bob Barry AFSM
Chair
Barwon South West Regional Strategic Fire Management Planning Committee

This plan is not designed to sit on the shelf.

It is to be used and updated to evolve with the values of our regional community.

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1. Introduction

All fire and emergency management plans are to be developed and delivered on behalf of the Victorian Government and the community. With the primary aim to uphold the primacy of human life, this ten year plan also aims to optimise decision making processes to benefit the dynamic social, economic and environmental values of the region. In doing so, this Barwon South West Regional Strategic Fire Management Plan (the regional plan) supports the Barwon South West Regional Strategic Fire Management Planning Committee (the regional committee) to deliver Victorian State Government and community fire management priorities across the Barwon South West (BSW) region.

This first BSW regional plan integrates current Victorian policy and direction to identify and prioritise bushfire risk management activities at regional and local level. This work is currently limited to available information provided by the Victorian Fire Risk Register (VFRR) and Barwon South West Regional Environmental Scan 2011 (Environmental Scan).

A high priority for this region is to manage the bushfire risks associated with the Otway Ranges. The Department of Sustainability and Environment (DSE) is currently developing the landscape scale Barwon Otway Bushfire Management Plan (BOBMP) for the Otways in relevant areas of the Colac Otway, Corangamite and Surf Coast municipalities. This project is expected to influence future State, regional and local fire management planning and activity for many years. Other BSW regional bushfire risks are currently being managed through nine (draft) municipal based fire management plans.

Future versions of this regional plan will be required to advance policy and decision making processes whilst considering evolving regional values, priorities and expectations across bushfire, grassfire, structural fire and chemical risk environments. This greater challenge is planned to commence concurrently with the implementation of priority bushfire risk management actions (above), through the development revised versions of this regional plan and the accompanying Environmental Scan as a matter of urgency.

The regional committee recommends the use of the information and processes in this plan to support a values based, risk management approach for fire management across Victoria's BSW region. Success will be evidenced by effective partnerships, committed to appropriate resourcing to achieve continual improvement for regional fire management objectives.

This extraordinary challenge requires strong Government, agency and community leadership. As such the regional committee will support fire management agencies, stakeholders and the community to participate in integrating the values based, risk mitigation planning and continual improvement processes into everyday normal business.

Any comments and/or feedback about the regional plan can be forwarded to:

Fire Planning Network Manager
Barwon South West Region
PO Box 114
LORNE Vic 3232
E: jill.golland@ifmp.vic.gov.au

Table 1: Version control table

Version	Date	Prepared by	Description
Version 1	Sept 2011	Steve Cameron & Jill Golland for RSFMPC	Draft for comment
	Oct 2011	Steve Cameron & Jill Golland for RSFMPC	Revise draft
	Oct 2011	Jill Golland for RSFMPC	Edit and publish

1.1 Authorisation

Regional level authorisation

This version of the regional plan was endorsed on behalf of the Barwon South West Regional Strategic Fire Management Planning Committee by its Executive Committee on Wednesday 26th October 2011.

Implementation is the responsibility of all planning partners and the following signatures represent committee endorsement and agencies commitment to implement and continually improve this multi agency plan. This formal sign off process is in progress and will be forwarded to the SFMPC when completed.

Regional Manager/Director
Country Fire Authority

Regional Director
Dept of Sustainability and Environment

Regional Director
Parks Victoria

Regional Director
Dept of Human Services

Regional Director
Dept of Primary Industries

Regional Director
Dept of Planning & Community Development

Regional Director
Dept of Transport

Regional Director
Victoria State Emergency Service

Regional Divisional Commander
Victoria Police

Regional Director
Vic Roads

Executive Director
Barwon Water

Executive Director
Wannon Water

Regional Asset Manager
Powercor Australia

CEO
Glenelg Hopkins CMA

CEO
Corangamite CMA

CEO
Borough of Queenscliff

CEO
City of Greater Geelong

CEO
Colac Otway Shire

CEO
Corangamite Shire

CEO
Glenelg Shire

CEO
Moyne Shire

CEO
Southern Grampians Shire

CEO
Surf Coast Shire

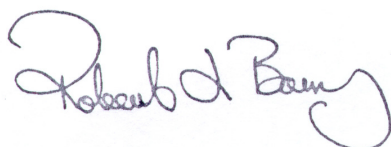
CEO
Warrnambool City Council

State level Authorisation

This plan has been endorsed by the Barwon South West Regional Strategic Fire Management Planning Committee and the State Fire Management Planning Committee in Victoria.

The following authorisation identifies commitment for implementation by these committees.

Presented to the State committee on behalf of the regional committee on 31st October, 2011.



Signed:

Date: 31st October 2011

Bob Barry

Chair

Barwon South West Regional Strategic Fire Management Planning Committee
Regional Manager
CFA Barwon South West Region

For and on behalf of the members of the Barwon South West Regional Strategic Fire Management Planning Committee.

**Endorsed by the State Fire Management Planning Committee on
day / month / year**

Signed:

Date:

Craig Lapsley

Chair

State Fire Management Planning Committee

For and on behalf of the members of the State Fire Management Planning Committee.

1.2 Consistent fire management for Victoria

State Fire Management Strategy 2009

The future direction for fire management in Victoria is outlined in the State Fire Management Strategy 2009 (State strategy). <http://www.ifmp.vic.gov.au>

This regional plan references and is consistent with the State Strategy, Integrated Fire Management Planning (IFMP) Framework and Planning Guide to provide opportunities for agency and community participation across the following five State Key Themes:

1. Planning together
2. Implementing collaboratively
3. Building knowledge
4. Building capacity
5. Using fire

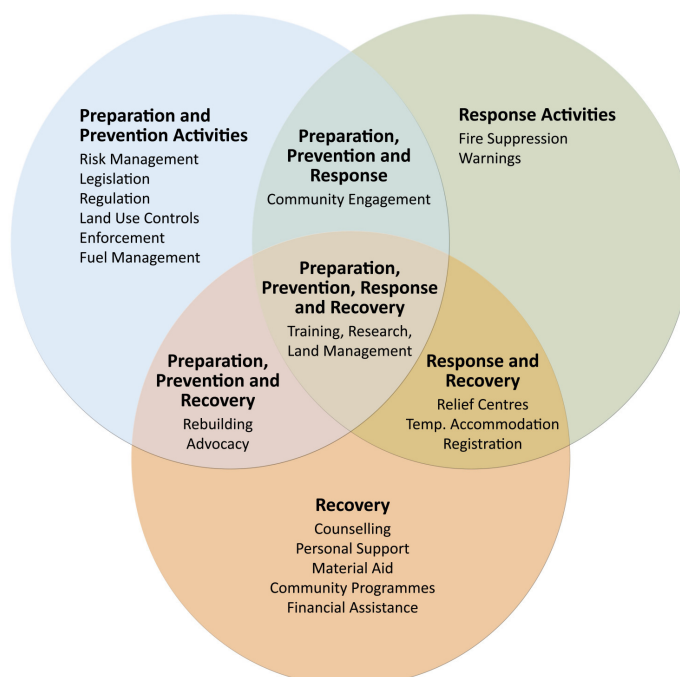
The consistent risk management approach for fire Prevention, Preparedness, Response and Recovery (PPRR) across Victoria is described in Table 2.

Table 2 PPRR definitions

Prevention	Focus resources on the underlying causes of fires and treating them
Preparedness	Ensuring the fire management sector and the community have plans and arrangements in place that are well practised addressing all fire risks
Response	Ensuring effective, appropriate fire fighting equipment and arrangements are in place and tested
Recovery	Helping to re-establish communities, businesses, infrastructure, buildings, biodiversity and ecosystem functionality

These State Key Themes and PPRR activities support the fire management planning processes identified in this regional plan. This level of regional integration is highly complex with competing needs and overlapping priorities represented in Figure 1.

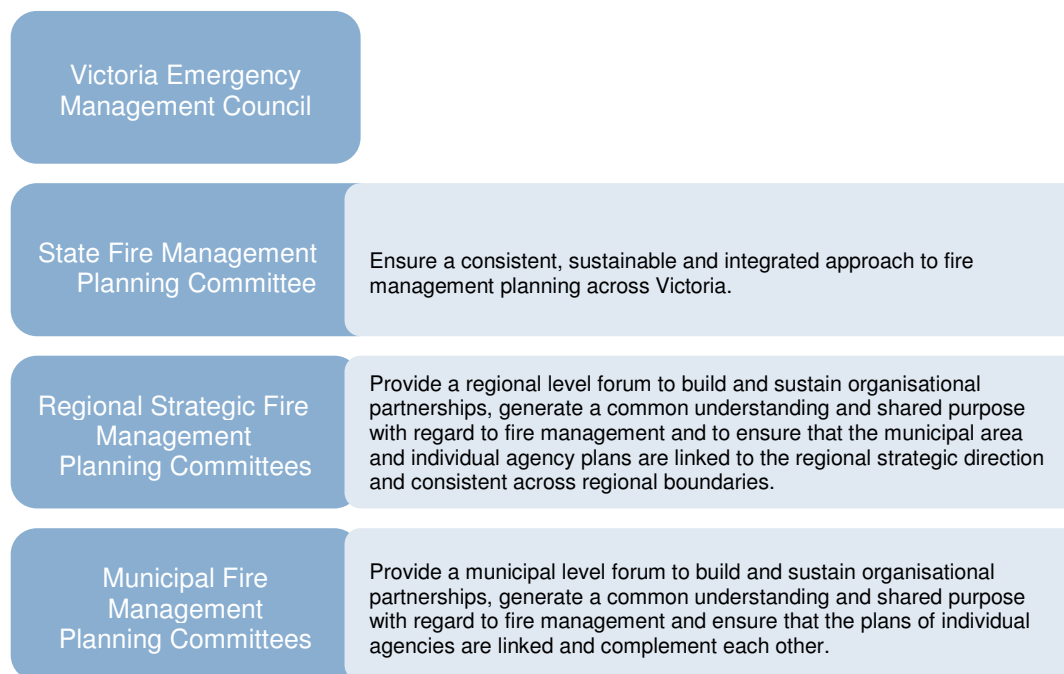
Figure 1. Overlapping PPRR activities



Committee structure and accountability

Consistent fire management planning throughout Victoria is based on the development and implementation of plans by planning committees at various levels. The committee roles and responsibilities are summarised in Figure 2 below.

Figure 2. State, regional and municipal committee structure & responsibilities



This committee structure allows for the appropriate delegation of State driven responsibilities including the Governments Implementation Plan in response to the Victorian Bushfire Royal Commission (VBRC).

It also provides a conduit for discussion and appropriate implementation of other initiatives such as Township Protection Plans (TPPs) and Neighborhood Safer Places – Place of Last Resort (NSPs).

A summary of TPPs and NSPs for this region is provided in Section 3. Regional fire management objectives (Table 7).

See also Attachment E: Maps
E1 Victorian regional boundaries;
E2 BSW municipal boundaries and
E3 TPP's relevant to this plan

1.3 Integrated fire management planning processes

Integrated fire management planning follows a seven stage planning cycle, represented in Figure 3 below. This process identifies values and manages risks whilst appropriately engaging stakeholders and the community to support decision making processes.

Figure 3. Integrated fire management planning process



Barwon South West regional application of IFMP processes

The application of this process to support timely decision making in this region will be achieved through the development of ‘BSW regional fire management planning calendars’.

Table 3 provides an example of a regional bushfire planning calendar cycle. Future calendars will be developed to manage overlapping priorities and planning cycles to guide decision making across all fire risk environments.

Table 3. BSW regional bushfire planning calendar (example)

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June
Environmental Scan												
Risk Assessment												
Analyse Values												
Decide												
Publish												
Deliver												
Monitor & Improve												

1.4 Barwon South West context and adaptive management approach

Regional context

This regional plan is consistent with the Victorian IFMP Framework, State Fire Management Strategy and the Barwon South West Regional Strategic Fire Management Planning Framework, all available at <http://www.ifmp.vic.gov.au>

These documents and this regional plan align a cascading hierarchy of expectations, key themes, planning processes and accountabilities for consistency between fire management plans at regional and municipal levels.

This approach aims to align all BSW fire management plans with other relevant fire management plans throughout Victoria.

For consistency across the State, this regional plan adopts the following purpose from the IFMP Framework and supporting documents:

Purpose of the plan

The intent of this regional is to provide a strategic focus for fire management planning in Victoria's BSW region. It provides strategic guidance regarding the implementation of IFMP and identifies clear and measurable risk based objectives and outcomes for effective fire management planning.

The purpose of the plan is to:

Promote:

- innovation and adaptation across Victoria's fire management sector to incorporate prevention, preparedness, response and recovery;
- long-term, strategic thinking; and vertical (state, regional and municipal levels); and
- horizontal integration (across organisations) of fire management planning.

Provide:

- direction, leadership, principles and high level process;
- outcome focussed fire management planning objectives that integrate regional, municipal level and local community planning; and
- clear strategic regional priorities.

Create:

- the capability for fire management planning to link to emergency management plans;
- a whole-of-government, fire management sector and community safety approach to fire;
- management planning that aligns to state government policy and direction;
- a culture which is inclusive of the community in fire management; and
- a cycle of continual improvement for fire management.

The plan is not about:

- operational planning and tactics, and
- pursuing the fundamental legislative mandate of each or any government agency.

Barwon South West Regional Vision, Mission and Aim

The regional committee has developed the following regional vision, mission and aim to provide leadership and direction whilst linking State, regional and local priorities:

Vision

Vision for the BSW region is

'To engage with communities and build regional resilience'

Mission

The mission for the committee is

'To provide leadership in fire management planning, identified by engaged communities and protected regional values'

Aim

The overall aim is to

'Protect human life from the risk of fire, whilst valuing the social, economic and environmental assets of the region'

Barwon South West strategic intent

This first version of the regional plan identifies regional assets and actions for priority bushfire risks, according to the Victorian Fire Risk Register and Environmental Scan.

<http://www.ifmp.vic.gov.au>

Future versions of the plan will identify changes in regional values for assets and treatments across bushfire, grassfire, structural fire and chemical risk environments.

Success in achieving the vision, mission and aim will be evidenced by examples of:

- Leadership at all levels
- Effective regional partnerships
- Strong community connectivity
- Agreed values and risk management priorities
- Goal setting and attainment
- Agreed strategic objectives and desired outcomes
- Innovation and adaptive management
- Effective review processes and continual improvement
- Published regional profiles and priorities
- Vertical and horizontal integration between state, regional and local levels
- Recorded levels of residual risk, and
- Cooperation in an all hazards, all agencies approach.

This plan will use values based planning and recognised risk management processes to uphold the primacy of human life whilst minimising the potential impacts of fire on the social, economic and environmental values of the region. Each regional value will be considered and strategically prioritised, to support municipal and local level planning and implementation to treat risks.

This process is designed to provide regional leadership, whilst referencing relevant Victorian legislation, policies and responsibilities, including those of the Victorian Fire Services Commissioner.

This version of the regional plan recognises that the Victorian Fire Services are undergoing a time of significant cultural and organisational change, as directed by the Fire Services Commissioner through the Victorian Fire Reform Program and Action Plan.

Vertical and horizontal integration processes aligning planning activities, goal setting and activity at regional, municipal and local levels will contribute toward a cascading integration of plans, for effective delivery of fire management outcomes.

Annual priorities will initially focus on managing seasonal bushfire risks, with a progression toward managing regional priorities across bushfire, grass fire, structural fire and chemical risk environments, adopting an all fire hazards approach.

A regional profile and development of regional risk performance indicators based on the success factors (above) will be used to measure the effectiveness of actions. Planning processes will also identify levels of residual risk for reporting purposes and further action as required.

This regional plan requires lead fire management agencies to work with regional partners, broader stakeholder organisations and the community, to identify regional values and treat priority risks on an ongoing basis.

Strengthened regional partnerships and effective stakeholder engagement processes are vital to support decision making processes for effective implementation and continual improvement. A targeted Stakeholder Engagement and Communication Plan based on the principles promoted by the International Association for Public Participation Australasia (IAP2) will be developed to support these processes.

Stakeholders are responsible for individual contributions and activities, with an expectation that fire management planning and effective treatment of risks will be progressively incorporated into regular business.

Adaptive management approach

This regional plan uses an adaptive management approach to introduce a structured and iterative process for optimal decision making that:

- simultaneously maximises one or more objectives
- accrues information to improve future management and decision making processes, and
- reduces uncertainty and builds resilience over time.

This approach will be used to achieve the best short term outcomes, based on current knowledge and information. Ongoing processes and the use of key learnings will support decision making processes and goal setting to inform longer term outcomes. This process is represented in Figure 4.

Figure 4. Adaptive management approach



This adaptive learning approach requires regional, organisational and individual plans to be developed, exercised, monitored, evaluated and improved to increase effectiveness over time. Leadership, innovation, collaboration and adaptive thinking will also be required to solve problems and fund actions to achieve the overall aim.

This regional plan adopts this approach to develop robust processes and supportive relationships that empower planning partners to achieve agreed outcomes beyond the remit of the committee and the life of this plan.

1.5 Regional values and fire management planning

Current stakeholders have identified initial regional social, economic and environmental values to support the values based risk management approach, using the People, Infrastructure, Public Administration, Environment and Cultural Heritage, and Economy (PIPE\$) process. Further information is contained in section 2 of this document.

State and regional integration is achieved through this process by underpinning the regional vision, mission and aim, with planning objectives and actions to deliver outcomes via the five key themes of the State Strategy.

Future strategic work is scheduled in Attachment B: Multi Agency Work Plan to provide opportunities for planning partners, broader stakeholders and the community to consider these values, develop actions and participate in processes to build regional resilience 'before during and after' bushfire events. Each action is to be 'SMART' (specific, measurable, attainable, realistic and timely) to support continual improvement and the ongoing effective delivery of strategic outcomes.

Recognised risk management processes and action implementation will be 'tenure blind', with each responsible authority and land manager expected to work in partnership to assess risks, develop treatments and deliver agreed outcomes. Each action will also be prioritised and decision making will be devolved to the most capable stakeholder level empowered to complete the task.

1.6 Key Drivers

Key drivers are to be considered when further developing the values based (PIPE\$) risk assessments and recommended actions.

These drivers identify current linkages with legislation and plans that are expected to change over time, as will stakeholder and community attitudes and expectations. These changes and future implications will be explored in detail and recorded in future versions of this plan to inform regional profiles and decision making processes.

Current key drivers are identified in Table 4 on the next page.

Table 4 Key drivers for fire management in BSW region

National level
<i>Environment Protection and Biodiversity Conservation (EPBC) Act 1999</i>
National Strategy for Disaster Resilience 2011
Regional Development Australia - Barwon South West
State Level
<i>Aboriginal Heritage Act 2006</i>
Bushfire Prone Areas - The Building Amendment (Bushfire Construction) Regulations 2011
Changing legislation and policy: Towards a more disaster resilient and safer Victoria. Green paper 2011
<i>Country Fire Authority Act 1958</i>
DSE Code of Practice for Fire Management on Public Land 2006
<i>Electricity Safety Act 1998</i> Electricity Safety (Bushfire Mitigation) Amendment 2010 Electricity Safety (Line Clearance) Regulations 2010
<i>Emergency Management Act 1986</i> Victorian Emergency Management Council State Fire Management Planning Committee
Energy and resources legislation bill 2010 (hazard trees)
Essential services commission
<i>Fire Services Commissioner Act 2010</i> Fire Services Reform Program and Action Plan Bushfire Safety Policy Framework October 2010 Landscape Planning Pilots Practices & Procedures 'Community Fire Refuges' 2011
<i>Flora and Fauna Guarantee Act 1988</i>
<i>Forest Act 1958</i>
Future Fire Management Project – Otway Pilot Study
<i>National Parks Act 1975</i>
State-wide policy and direction for Township Protection Plans (TPPs)
State policy and direction for Neighborhood Safer Places (NSPs)
VicRoads Road Bushfire Risk Assessment Guideline 2010 (Terramatrix)
Victorian Bushfire Royal Commission 2009 Victorian Bushfire Royal Commission recommendations – Implementing Governments Response to 2009 Victorian Bushfire Royal Commission (May 2011)
Regional level
Appropriate mitigation and adaptation to the potential impacts of climate change
Barwon Otway Bushfire Management Plan (BOBMP)
Barwon South West Regional Strategic Fire Management Planning Committee
Neighbouring regions strategic fire management plans
Regional Catchment Strategies - Corangamite Region and Glenelg - Hopkins Region
Regional Growth Plans - Greater Geelong Region (G21) and Great South Coast (GSC) - under development
Regional planning partner organisational plans and activities
Regional Strategic Plans - Greater Geelong Region (G21) and Great South Coast (GSC)
Regional VFRR priorities
Response to extreme fire weather events
Response to other compounding extreme events and emergencies
Municipal/local level
Alternative shelter options e.g. Lavers Hill, Carlisle River etc
BSW Neighborhood Safer Places (NSPs)
BSW Township Protection Plans (TPPs)
Municipal Fire Management Plans and Emergency Management Plans (x 9 Colac Otway, Corangamite, Geelong, Glenelg, Moyne, Queenscliffe, Southern Grampians, Surf Coast and Warrnambool)

1.7 Period of the Plan

The State strategy identifies a ten year planning horizon for all regional plans, including mid term (five year) and full term (ten year) review processes.

Annual review processes will be conducted to support the adaptive management approach, effective communication and continual improvement processes in this plan. Further details are identified in Section 6. Continual improvement, plan reporting and review processes and MERI framework.

The mid term (5 year) review will support the ongoing annual review processes, focussing on mid term success and key learnings. Recommendations from this review will assist to improve delivery of regional priorities for the remaining five years. This mid term review may be brought forward due to changes in legislation, policy, new research, community and stakeholder feedback, or information gained through the plan's adaptive learning approach.

This plan is designed to empower decision making and influence outcomes beyond the prescribed plan timeframes. Therefore the full term 10 year review should aim to determine the overall success of the regional plan and the potential for the adaptive management approach to inform decisions beyond the life of the current planning horizon.

1.8 Stakeholder analysis and identification

A priority for fire and emergency management committees is to share knowledge and information, to support broader regional stakeholders and the community to become resilient across all risk environments.

The current planning partners and stakeholders identified in Table 5 on the next page have collaboratively developed this regional plan to identify regional values and manage priority bushfire risks.

A targeted Stakeholder Engagement and Communication plan will be developed to accompany this regional plan and progress this work. These documents will reference the principles promoted by the International Association for Public Participation Australasia (IAP2 <http://www.iap2.org.au>) to build capacity through greater community engagement and participation. This participation will seek to build on regional strengths, opportunities, challenges, funding opportunities, key learnings and indicators of success. This approach will engage regional partners, broader stakeholder networks and the community to participate and advance the values based decision making processes.

Stakeholders will be responsible for individual contributions and participation, with an expectation that fire management planning processes and risk treatments will be progressively incorporated into regular organisational activities.

Success factors to measure effective stakeholder and community engagement and communication in this regional plan will be measured by Key Performance Indicators (KPI's) such as:

- New/strengthened regional partnerships
- Stakeholder and community connections and relevance
- Effective stakeholder engagement processes and participation
- Quantity and quality of stakeholder and community feedback, and
- Demonstrated business, attitudinal and behaviour change.

Table 5 Stakeholder & Engagement Matrix (Endorsed April 2011)

Level of Engagement				
Primary Stakeholders	Attend all RFSMPC Meetings	Participate in RFSMPC projects	Receive Minutes	Receive Regional Communiqué
CFA	✓	✓	✓	✓
DSE	✓	✓	✓	✓
Parks Victoria	✓	✓	✓	✓
Municipalities	✓	✓	✓	✓
Victoria Police	✓	✓	✓	✓
Water Authorities	✓	✓	✓	✓
Powercor	✓	✓	✓	✓
Catchment Management Authorities	✓	✓	✓	✓
Telstra	✓	✓	✓	✓
Vic Roads	✓	✓	✓	✓
DHS	✓	✓	✓	✓
DPI	✓	✓	✓	✓
DPCD	✓	✓	✓	✓
SES	✓	✓	✓	✓
DEECD	✓	✓	✓	✓
Forest Owners Conference	✓	✓	✓	✓
Secondary Stakeholders	Attend RFSMPC meetings as required	Participation in RFSMPC Projects as required	Minutes as required	Receive Regional Communiqué
Building Commission	✓	✓	✓	✓
Aboriginal Affairs Victoria	✓	✓	✓	✓
Ambulance Vic	✓	✓	✓	✓
Indigenous Groups/ Traditional Owners	✓	✓	✓	✓
Dept of Transport	✓	✓	✓	✓
V Line	✓	✓	✓	✓
Vic Track	✓	✓	✓	✓
ARTC	✓	✓	✓	✓
Committees of Management	✓	✓	✓	✓
Tertiary Stakeholders	Chair/ Delegate & E. O. meet as required	Involved/informed RFSMPC Projects as required	Receive Minutes	Receive Regional Communiqué
Tourism Providers	✓	✓		
Industry Groups	✓	✓		
Public Interest Groups	✓	✓		
VFF	✓	✓		
Chamber of Commerce	✓	✓		
Media	✓	✓		

2. Environmental scan outcomes informing fire management planning

Environmental Scan

This regional plan has been prepared referencing the data, trends, projections and information contained in the Environmental Scan <http://www.ifmp.vic.gov.au>, prepared to support the values based approach for managing bushfire risk.

Both documents are designed to work in partnership and will continually evolve through regular updates. Updated information will identify changes in regional values and risk management profiles to inform BSW fire management planning decisions and continual improvement processes. Information from the Environmental Scan used in developing this plan includes the PIPE\$ process contained in section 3 Regional fire management objectives.

Limitations

Feedback obtained through initial stakeholder engagement processes during the development of this regional plan identifies major differences in stakeholder use and application of these documents.

For example, some stakeholders support the current detailed approach linking the State policy and framework to regional and local action through the action plan. Other more advanced stakeholders however, require more strategic objectives and integrated actions to achieve desired outcomes, with less emphasis on policy direction.

This feedback suggests that some organisations and stakeholders still require enhanced levels of support to build capacity, where others may not be challenged by current processes and may stall at regional level.

BSW Response

It is a priority for the regional committee to commence greater stakeholder engagement and participation processes, to better understand and challenge stakeholder needs.

This information will be captured in revised versions of both this regional plan and Environmental Scan and also provides the opportunity to better integrate each of the nine BSW draft municipal based fire management plans that are being drafted at this time.

Lead agencies have committed to support and resource the regional committee to develop appropriate new versions by 31 October 2013.

3. Regional fire management objectives

3.1 Priority regional risks

A regional committee workshop in 2009 developed the following five BSW bushfire priorities using VFRR data:

1. High Risk Townships
2. Critical Essential Service Assets
3. Tourism/Major Events
4. Key Rural Industries, and
5. Major Transport Corridors

These priorities have informed municipal level fire management planning processes to date.

A subsequent committee workshop on 6 September 2011 reviewed this information and identified the following priority regional values at risk from bushfire following the PIPE\$ model:

P - People

- Community assets. Including community houses, hospitals, schools caravan parks, accommodation facilities, and commercial outlets
- Townships. Including coastal, hinterland and urban (interface)
- Vulnerable communities. , such as tourists older people, disabled people, absentee homeowners, Aboriginal and Torres Strait Islanders (ATSI) and Culturally and Linguistically Diverse (CALD)

I - Infrastructure

- Essential services. Including water and energy supply, telecommunications and sewerage systems
- Hospitals and social infrastructure
- Regionally significant roads and bridges

P - Public Administration

- Capability and capacity for agencies, councils and service providers to be maintained before during and after bushfire events
- Health services
- Cross agency planning and response

E – Environment and Cultural Heritage

Natural environment

- National Parks including indigenous flora, fauna and sites of significance
- Water Quality e.g. water catchments and environmental systems for ecological benefits and potable use
- Listed/significant environmental assets including RAMSAR wetlands,
- threatened species and communities, regionally significant wetlands etc...

Cultural Heritage

- Indigenous heritage sites
- European heritage sites
- Historic townships

\$ - ECONOMIC

- Major industries
- Farming
- Road, rail, shipping ports and airports

Initial strategic objectives linking the aim with current priorities for implementation are outlined in Attachment B: Multi Agency Work Plan. Further detailed work is also scheduled to identify the risks to regional values 'before, during and after' bushfire events. This information is to be further developed in partnership with regional, municipal and local stakeholders for integration into future iterations of regional and municipal level plans.

These future plans are expected to challenge the current processes, identified regional values and risk management decisions at all planning levels. This will require continuity of resources committed to IFMP processes, particularly as plans progress to deliver outcomes across all fire risk environments.

3.2 Fire management and the treatment of risk

This regional plan references the Australian Standard AS/NZS ISO 31000:2009 Risk Management Principles and Guidelines and IFMP Risk Management Facilitator Guidelines to align IFMP processes. This alignment is identified in Table 6.

Table 6. IFMP alignment with AS/NZS ISO 31000:2009

TABLE 3. IFMP ALIGNMENT WITH AS/NZS ISO 31000:2009	
Stage of the IFMP planning cycle	Relevant aspect of the AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines
Engagement Plan	Communicate and consult
Environmental Scan	Establish the context
Risk Assessment > Analyse	Identify the risk > Analyse the risk > Evaluate the risk
Decide > Publish	Determine and document treatment options
Deliver	Treat the risk
Monitor and Improve	Monitor and review

3.3 Risk analysis and modelling

The following information identifies current regional bushfire risk analysis and modelling information. Future versions of this plan will build on this information to improve current processes and consider risk analysis and modelling across all fire risk environments.

Current bushfire risk analysis is primarily undertaken through VFRR processes at municipal level. Attachment A: Risk management register contains collated VFRR data for each of the nine BSW municipalities according to identified priority bushfire risks.

Other government priorities such as Township Protection Plans (TPP's) and Neighborhood Safer Places – Places of Last Resort (NSP's) influence these processes. Table 7 below provides and a summary of TPP's and NSP's for BSW region.

Table 7. Barwon South West TPP's and NSP's as at October 2011

Municipality	TPP's	NSP's
Borough of Queenscliffe	1	0
Colac Otway Shire	13	0
Corangamite Shire	3	0
City of Greater Geelong	6	0
Glenelg Shire	4	1
Moyne Shire	1	5
Southern Grampians	6	3
Surf Coast Shire	6	7
Warrnambool City	0	8
Total	40	24

Other significant bushfire risks to be considered – Otway Ranges

The BSW region is implementing priority risk based planning for bushfires in the Otway Ranges through the development of the Barwon Otway Bushfire Management Plan (BOBMP).

The BOBMP is being developed as a pilot project complementing the delivery of IFMP at regional and local levels. This adaptive risk based planning process evaluates bushfire risks through spatial modeling to test the reduction of bushfire risk through various management practices. The modeling assesses bushfire risks across private and public land in relevant areas of the Colac Otway, Corangamite and Surf Coast municipalities (see Attachment E: Map E4 Property impact modeling).

This landscape scale plan managed by DSE and Parks Victoria is being developed to minimise the risk of bushfire to regional values with a view for further application in other priority areas in Victoria. It is expected that this type of planning will be used to plan and treat similar scale bushfire risk environments including areas such as the Dandenong Ranges. This modelling may also assist IFMP processes to support and expand analysis across other fire risk environments.

Further development of models and support tools to support decision making processes across all fire risk environments is a priority for BSW region. Table 8 on the next page identifies a range of current fire behaviour models being used.

Limitations

Current fire and emergency planning methodologies, including prevention, preparedness, response and recovery (PPRR) are limited in supporting our adaptive management approach. Alternative planning processes and risk management techniques are required to support stakeholders and their values to become more resilient, particularly in times of changing regional activities, trends and behaviours.

BSW Response

The committee has determined to use a values based approach to identify regional values within a risk management context based on the PIPE\$ model (as above).

This approach will build on current information to develop further comprehensive risk management processes for all fire risk environments to meet the Australian Standard AS/NZS ISO 31000:2009. It also provides the opportunity to explore and develop more appropriate and alternative communication methods to engage stakeholders and the broader community to participate in decision making and continual improvement processes.

Wherever possible, visual aids including maps and aerial photos will be used to identify regional priorities, changing regional profiles and the effectiveness of treatments over time. This combined effort will require additional skills and resources, but is considered the cornerstone in empowering this plan and stakeholders to advance.

Table 8 Fire Behaviour Models

Product Name	Details
CSIRO Bushfire House Survival Meter	<p>Andrew Wilson 1987 The House Survival Meter (HSM) was designed in 1987 following 1983 Ash Wednesday fires.</p> <p>The HSM provides a guide to the probability of a house surviving a bushfire based on six significant factors.</p> <p>These factors cover aspects of both expected fire behaviour and the conditions of the house in question.</p> <p>Two factors give a measure of the expected severity of the fire under dangerous weather conditions:</p> <ul style="list-style-type: none"> • Fine fuel load around the house • Slope to windward of the house. <p>Other factors relate to the conditions of the house:</p> <ul style="list-style-type: none"> • if the house is attended during the fire • wall cladding material (e.g.: weatherboard, brick) • roof covering material (e.g.: tile or wood shingle) • combustible fuel near the house (e.g. fibrous-barked trees, wood heaps, sheds, brush fencing within 40 metres of the house).
House Ignition Likelihood Index	<p>Tolhurst & Howlett 2003. The House Ignition Likelihood Index (HILI) was designed to quantify the level of fire attack on a house under specific topographic, fuel & weather conditions. It assesses the individual and combined effect of surface, elevated and bark fuels on the ember attack, radiation load, convective load and potential flame contact for the local topographic conditions, based on a 1 in 50 year fire event.</p>
Phoenix Rapid Fire	<p>Bushfire CRC, Dr Kevin Tolhurst & Dr Derek Chong. The computer program calculates the potential spread of fire across the landscape under different weather & fire suppression scenarios.</p>
Project Vesta: Fire in dry Eucalypt Forest: Fire Structure, fuel Dynamics and Fire Behaviour	<p>JS Gould, WL McCaw, NP Cheney, PF Ellis, IK Knight, AL Sullivan, CSIRO 2008. Project Vesta was a comprehensive research project to investigate the behaviour and spread of high-intensity bushfires in dry eucalypt forests with different fuel ages and understorey vegetation structures. The project was designed to quantify age-related changes in fuel attributes and fire behaviour in dry eucalypt forests typical of southern Australia.</p> <p>The four main scientific aims of Project Vesta were to: quantify the changes in the behaviour of fire in dry eucalypt forest as fuel develops with age (i.e. time since fire); characterise wind speed profiles in forest with different overstorey and understorey vegetation structure in relation to fire behaviour; develop new algorithms describing the relationship between fire spread and wind speed, and fire spread and fuel characteristics including load, structure and height; and develop a National Fire Behaviour Prediction System for dry eucalypt forests.</p>
Tolhurst 2009	<p>Report on assessing defensible space around houses in bushfire prone environments</p>
Urban Risk Profiling Tool	<p>Evaluation of the of the structural urban risk profiling tool by IFMP. Profiling by Geotech Information Services. Originally developed for the MFB, to assist in targeting community programs and risk reduction strategies along with strategic planning for location of fire stations. The State Fire Management Planning Committee have agreed to support further development of the tool so it can be used across the state for Integrated Fire Management Planning.</p> <p>The tool will be map based and have two major aspects:</p> <ol style="list-style-type: none"> 1. Profile an area, showing levels of risk by environment, allowing agencies to generate maps to a small area level to identify localised geographic risk concentrations, specific high risk facilities, and associated intelligence. 2. provide users with additional layers of data information on: <ul style="list-style-type: none"> • Key Demographic and Industry Groups Identified in the Analysis of Drivers • Hazardous Material Storage Sites • Cultural & Heritage Sites • Specific High Risk Facilities that fall outside the standard classification within this tool • Point File Data identifying specific facilities within the healthcare, special accommodation, group accommodation, education, community and public assembly environments. Additional intelligence (such as bed numbers and facility size) provided where available.
VicRoads Bushfire Risk Assessment	<p>VicRoads & Terramatrix “<i>Road Bushfire Risk Assessment Guideline</i>”</p>

4. Engagement and communications

An integral part of this regional plan will be the development of a targeted Stakeholder Engagement and Communication Plan. This accompanying plan scheduled for development in Attachment B: Multi Agency Work Plan will be developed according to the following values, practices and spectrum promoted by International Association for Public Participation Australasia:

IAP2 Core Values

1. The public should have a say in decisions about actions that could affect their lives
2. Public participation includes the promise that the public's contribution will influence the decision
3. Public participation promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision
5. Public participation seeks input from participants in designing how they participate
6. Public participation provides participants with the information they need to participate in a meaningful way, and
7. Public participation communicates to participants how their input affected the decision.

IAP2 Spectrum

Inform

Provide appropriate detailed and accurate information to assist stakeholders develop a shared understanding of the complexity of issues, alternatives and possible solutions.

Consult

Utilise stakeholder expertise and diversity to obtain input into analysis, alternatives and develop key decisions.

Involve

Work directly with the suite of key stakeholders throughout the various processes to ensure key issues and intent are understood and considered.

Collaborate

Partner with key stakeholders in each aspect of decision making. This includes the development of alternatives, identification of contributions and the prioritisation of actions with a clear understanding of the responsibilities of each stakeholder.

Empower

Foster and promote transparent and accountable processes that allow each stakeholder organisation to empower themselves through key actions and the implementation of responsibilities.

5. Fire management risk strategies

Planning partners will use the vision, mission and aim to develop fire management strategies that link and achieve short, medium and long term goals across the State strategy five key themes. These goals are to be designed, actioned and reviewed to achieve aggregated objectives and agreed outcomes in Attachment B: Multi Agency Work Plan. Avoidance goals may also be required to minimise undesirable outcomes for competing values.

This information will be articulated in the BSW Annual Priorities Document as part of the Stakeholder Engagement and Communication Plan, for distribution to planning partners, broader stakeholders, community and government.

This process will initially operate around bushfire seasons to inform the treatment of regional bushfire and grassfire risks. Future development and review cycles may change as all fire management risks are integrated to align with budget and business processes. Future versions of this plan will identify clear objectives and actions to meet short medium and long term goals that will be scheduled to achieve organisational needs and the overall regional aim.

The following information provides a guide for goal setting and sequencing to develop effective fire management risk strategies, objectives and outcomes for this regional plan. Current agreed BSW objectives and corresponding actions, outputs, KPI's and review processes are identified in Attachment B: Multi Agency Work Plan.

Short term goals (1- 2 years)

Short term goals are to identify annual priorities to inform risk management treatments at municipal/local level.

Medium term goals (3 - 5 + years)

Medium term goals are more challenging, complex and strategic in nature, requiring planning activity across the regional landscape. Decisions are to inform the development and implementation of short term goals whilst considering medium and the long term outcomes.

Long term goals (10 + years)

Long term goals are aspirational, based on long term projections and trends. These should inform and be informed by the progression of short and medium term goals and may evolve to become more achievable over time.

6. Continual improvement, plan reporting and review processes

Continual improvement, plan reporting and review processes in this regional plan will follow the nationally recognised Monitoring Evaluating, Reporting and Improvement (MERI) framework to inform future reviews.

The MERI framework and processes are often used in Natural Resource Management (NRM) strategies, plans and projects to support management and continual improvement of human, social, natural, physical and financial assets. This is particularly relevant to this regional plan, as NRM projects often apply a similar values based approach to manage risks.

The MERI framework and processes in this plan will be used to assess the impact, appropriateness, effectiveness, efficiency and legacy of policies and programs and a process to promote accountability.

The purpose of the MERI Framework is twofold as it:

- explains the overarching conceptual framework for evaluating programs with an emphasis on learning, improvement and accountability, and
- is intended to guide the development and implementation of program-level and investment-level evaluation plans.

Evaluation is an essential component of planning and management and must be considered at every stage of investment and program planning and implementation. The purpose of the MERI Framework is to reinforce, review and refine natural management and investment strategies and practices to ensure that adaptive management occurs as part of continual improvement.

MERI processes provide a model for assessing program performance, by understanding the current state and change in assets against planned immediate, intermediate and longer-term outcomes over time. It also provides opportunities to improve program and project design to improve decisions and delivery at key points throughout the life of the strategy or policy.

Short, medium and long term monitoring and review processes (identified in 1.7 Period of the Plan) are to provide qualitative and quantitative data and recommendations to minimise negative impacts and improve positive outcomes.

A comprehensive MERI program for this plan will be developed as an action in the Multi agency work plan. This MERI program will identify processes to link, review and improve the objectives and actions toward meeting the Aim, Vision, and Mission. It will also identify support for leadership and participation to be actively promoted, appropriately recognised and evidenced by key performance indicators via appropriate audit processes once developed.

An attitude toward 'safe fail' rather than 'fail safe' goals and actions will best enable effective evolution, capturing and sharing key learnings from 'what has worked' and 'what needs work', to inform the values based continual improvement processes.

Pre and post treatment risk assessments must be completed and documented to the appropriate standard for potential auditing purposes will also be used to enhance MERI processes.

7. Attachments and maps

Attachment A: Risk Management Register

Attachment B: Multi Agency Work Plan

Attachment C: Statutory Audit Obligations

Attachment D: Stakeholder Engagement and Communications Plan

Attachment E: Maps

Attachment F: Terminology used in this plan

Attachment G: Acronyms used in this plan

Attachment H: Bibliography

Attachment I: Acknowledgements

Attachment A: Risk Management Register

Asset Sub Type	Asset Sub Class	Definition	Municipality	Asset Name(s)	Priority Rating	Method of Assessment or I.D	Treatments for Assets rated 1A to 2C
Human Settlement	Residential	Residential areas including urban bushland interface areas and rural properties were considered in the VFRR Residential Context as residential assets meeting the following criteria; 1/ CFA precincts 'township and suburban living' risk type of 50 dwellings 2/ Density/Lot sizes of 1 to 4 hectares 3/ ABS Towns in Time 2006 on population (approximately 200 people) 4/ Wildfire Management Overlay (WMO) or Bushfire Prone Area Building Code 5/ Community hub or Congregation point.	Colac Otway	Forrest; Lavers Hill; Beech Forest; Skenes Creek; Wye River; Kennett River	1B	A risk assessment model was used to determine consequences to human settlement assets. This model takes into account vegetation type, slope and separation distance to produce a threat priority rating for each asset (where 1x represents an 'extreme threat', 2x is 'very high', 3x 'high' and 4/NA are of a low priority rating)	Community Education/ Engagement Community Fire Guard Fire Ready Victoria Public Awareness -Powercor Tourism Fire Awareness Burn Programs Crown Land Fuel Reduction Fuel Hazard Management Road & Rail Vegetation Management Fire Management Zones Power line clearance Roadside vegetation management Patrol/Inspection Hazard Identification Fire Hazard Mapping Project Fire Plug Installation & Maintenance Fire access tracks & roads Traffic Diversion Plans Township Protection Plans Fire Operations Plan
			Corangamite	Timboon; Port Campbell	1B		
			Geelong	Breamlea	1B		
			Glenelg	Nelson; Bolwarra; Cape Bridgewater	1B		
			Surf Coast	Anglesea Interface; Aireys Inlet Interface; Fairhaven; Moggs Creek; Lorne Interface; Anglesea	1B		
			Warrnambool	Woodford & Brushfield	1B		
			Geelong	Anakie	1C		
			Colac Otway	Birregurra; Carlisle River; Barwon Downs; Beeac	2A		
			Corangamite	Princetown	2A		
			Geelong	Point Lonsdale; Lower Bluff; Ceres; Indented Head – St Leonards	2A		
			Glenelg	Portland Nth West	2A		
			Moyne	Peterborough North	2A		
			Queenscliff	Point Lonsdale & Narrows	2A		
			Surf Coast	Lorne; Aireys Inlet; Bellbrae South	2A		
			Colac Otway	Cressy	2C		
Geelong	Lara North East & Wallington	2C					
Moyne	Port Fairy Coast	2C					

Asset Sub Type	Asset Sub Class	Definition	Municipality	Asset Name(s)	Priority Rating	Method of Assessment or I.D	Treatments for Assets rated 1A to 2C
Human Settlement	Other	Assets that do not fit the 5 step criteria outlined within the 'VFRR Residential Context' classification in this table will be considered as 'vulnerable localities' and fall under the 'Other' sub class.	Colac Otway	Scouler & Clifton rd; Alice Ct & Telfords rd; Kawarren; Johanna	1B	A risk assessment model was used to determine consequences to human settlement assets. This model takes into account vegetation type, slope and separation distance to produce a threat priority rating for each asset (where 1x represents an 'extreme threat', 2x is 'very high', 3x 'high' and 4/NA are of a low priority rating)	Community Fire Guard Fire Awareness Program Agricultural Management Burn Program Crown Land Fuel Reduction Fuel Hazard Management Road & Rail Vegetation Management Fire Management Zones Power line clearance Roadside vegetation management Patrol/Inspection Hazard Identification Fire Hazard Mapping Project Fire Plug Installation & Maintenance Fire access tracks & roads Traffic Diversion Plans Township Protection Plans
			Corangamite	Timboon Interface & Lismore Interface	1B		
			Glenelg	Narrawong Nth	1B		
			Sthn Grampians	Dunkeld Nth	1B		
			Surf Coast	Bambra & Big Hill	1B		
			Colac Otway	Yeodene & Barangarook;	1C		
			Colac Otway		2A		
			Corangamite	Darlington; Glenormiston; Port Campbell Interface; Curdievale; Hawksnest Rd; Pomborneit/Pombo Nth	2A		
			Geelong	Stephens Parade & Staughton Vale	2A		
			Surf Coast	Pennyroyal Valley	2A		
	Moyne	Illowa & Crossley	2C				
Asset Sub Type	Asset Sub Class	Definition	Municipality	Asset Name(s)	Priority Rating	Method of Assessment or ID	Treatments for Assets rated 1A to 2C
Human Settlement	Special Fire Protection	A vulnerable congregation of people in a particular location at one time including: Schools Child care centres Hospitals (including hospitals for the mentally ill or mentally disordered) Hotels, motels and other tourist accommodation Homes or other establishments for mentally/physically incapacitated persons State Environmental Planning Policy –	Colac Otway	Melba Gully Day Visitor Site; Cape Otway Light Station Day Visitor Site; Triplet Falls Day Visitor Site; Maits Rest Day Visitor Site; Blanket Bay Camping Ground; Hopetoun Falls Day Visitors Site; Aire Valley Reserve Day Visitors Site; Shelly Beach Day Visitors Site; Beauchamp Falls Camping Ground; Marriners Falls Day Visitor Site; Stevensons Falls Camping Ground; Fork Paddock Camping Ground; Grey River Picnic Area; Lake Elizabeth Camping Ground; Goat Track Camp Ground; Otway Fly; Johanna Beach 2nd Car Park Camp Ground;	1B	'Special Fire Protection' assets were considered inherently more vulnerable to a bushfire due to mobility capacity, knowledge or other issues relating to their inhabitants, (e.g. the elderly, infirm, children or tourists) and therefore stricter requirements for vulnerability assessment and priority rating were applied.	Emergency Management Plans Community Education & Engagement Fire Ready Victoria Burn Program Crown Land Fuel Reduction Fuel Hazard Management Routine Asset Site Maintenance Roadside Vegetation Management Patrol/Inspection Fire Protection Plans Traffic Diversion Plans Bushfire Emergency Self Assessment Fire Access Roads & Tracks

		Seniors Living Retirement Villages		Johanna Camping Ground; Lavers Hill District Preschool; Lavers Hill P12			
			Sthn Grampians	Rocklands Camp Ground & Grampians Camp Grounds	1A		
			Corangamite	Great Ocean Road; Brucknell Scout Camp; Camperdown Caravan Park; Lake Tooliorook Camping Area; Deep Lake Camping Area; Sth Beach- Lake Bullen Merri	1B		
			Geelong	Baanya Biama Camp; Hot Shots Paint Ball; Ocean Grove New Years Eve Event;	1B		
			Glenelg	Kelkendi Camp; Edgerley House; Glenelg School Bus Routes; Bolwarra PS; Nelson Caravan Park; Shelley Beach	1B		
			Sthn Grampians	Mt Bepcha Fire Tower; Mt Rouse Fire Tower; Mt Dundas Fire Tower; Grampians Retreat School Camp & MBC	1B		
			Surf Coast	Lorne Foreshore Caravan Parks; Herberts Camp Ground; Big Hill Camping Ground; Hammonds Rd Camping Ground; Great Ocean Road; Falls Festival	1B		

Attachment B Multi Agency Work Plan

Key Theme 1 Planning together

State, regional, municipal and local fire management plans will be linked with a common purpose and a consistent assessment of risk. These plans will be prepared in consultation with those most affected and will be available to the community.

Barwon South West Region

Vision: To engage with communities and build regional resilience

Aim: Protect human life from the risk of fire, whilst optimising benefits for the social, economic and environmental values of the region

Barwon South West regional integrated planning principles:

- The Barwon South West Regional Strategic Fire management Plan and nine municipal based plans are to be integrated
- State priorities and regional community values are to be considered and integrated into the planning and implementation processes
- Risk based treatments must identify and minimise negative impacts toward social, economic and environmental values
- Planning actions are to be completed at the lowest appropriate level with the support of the other levels
- Opportunities for effective engagement, appropriate participation and communication are to be maximised

No.	BSW objective	Action	Output	Timeframe 2011	Responsible/ agency	KPI/Measure	Complete	Comments/Feedback
1	Better informed fire management planning	Develop Environmental Scan	BSW Environmental Scan	Jun - Aug	BSW RSFMPC Supported by SFMPST	By Oct 31	yes	Notional annual review date
		Regional and municipal risk assessment	VFRR data	March - Aug	VFRR		yes	Further work beyond VFRR in progress. Other support tools required for other fire risk environments
		Id values and risks to develop annual priorities	BSW Annual Priorities Document	September	RSFMPC	September 30	yes	Consider short, medium and long term goals
		Develop integrated Regional Plan and Municipal based plans						
	BSW Regional strategic Fire Management Plan and 9	State to receive draft Barwon South West Regional Strategic Fire Management Plan and 9 linked	Draft Barwon South West Regional Strategic Fire Management Plan and 9	31 October 2011	BSW RSFMPC; MFMP's (x9) Supported by	All draft plans complete and submitted by due date.	Yes	On target

	municipal based plans to be recognised by State Government and the Community	municipal based plans for review	municipal based plans.		SFMPST			
		State review committee to analyse plans and provide feedback.	Draft Barwon South West Regional Strategic Fire Management Plan and 9 municipal based plans updated ready for community consultation.	TBA by SFMPC	SFMPC BSW RSFMPPC; MFMPPC's (x9) Supported by SFMPST	All updated draft plans complete and ready for further consultation		Due date for final draft and consultation period to be set.
1.2	Confirm integration of regional and Municipal Plans	Review, analyse and test the integration of planning processes and deliverables for effective vertical and horizontal linkages	Recommendations report	TBA	BSW SFMPST and all BSW Planning coordinators	Recommendations to identify strengths and areas to improve integration between plans at all levels		Concurrent objective
		Develop MERI processes	10 year MERI plan	Feb – July 2012				
		Committees to consider and adopt recommendations as required	Revise regional and municipal plans to include recommendations and MERI processes	TBA	BSW RSFMPPC MFMPPC's (x9) Supported by SFMPST	Updated version of the regional and municipal plans complete		
1.3	Integrate community values and input	Engage communities to participate and contribute to planning process	Community feedback report	TBA	BSW RSFMPPC MFMPPC's (x9) Supported by SFMPST	Initial 1st annual community consultation process complete		Report is to identify how effective the feedback represents the community, in regard to planning process and outcomes
		Committees to	Revise regional	TBA	BSW	Revised draft plan		

		consider and adopt recommendations as required	and municipal plans to include additional information and recommendations		RSFMPC MFMPCC's (x9) Supported by SFMPST	ready to be considered for adoption		
		Revised Regional and municipal based plans .	Final current versions of plans produced		RSFMPC MFMPCC's (x9)	Final first version of the plans complete		
		Plans submitted to SFMPC	Plans available as public documents	By June 2012	RSFMPC MFMPCC's (x9)	Plans published and available on websites		Annual cycle complete
1.4	Determine Annual priorities	Annual VFRR review information to be prioritised for BSW region	Regional VFRR priorities document. 9 municipal VFRR priority documents	31 October 2011	VFRR team, Regional Committee, Municipal based committees and SFMPST	All VFRR reviews complete. Data to be prioritised and included in draft plans for review by the due date.	Yes	VFRR process scheduled for review. BSW process to consider other values based approach and apply risk management processes to confirm/identify other regional priorities and treatments
		Confirm annual priorities according to conditions and risk management process	BSW Annual Priorities document	November 2011	Regional Committee, Municipal based committees and SFMPST	Annual regional priorities integrated into regional municipal and local implementation plans for action		Annual cycle
		Communicate priorities and level of residual risk	BSW Communiqué and report to State Committee and appropriate media release	November 2011	SFMPST	Information produced and released Any formal responses received, recorded and actioned		Annual cycle
		Support implementation of annual priority risk treatments for	Reports as required	November – March	Fire agencies and Municipalities	Actions implemented at appropriate levels		Annual cycle

		summer period						
		Improve planning by capturing key learnings from work, incidents emergencies/events.	Report of key successes, failures and areas to improve	All year. Particularly bushfire season	Regional Committee, Municipal based committees and SFMPST	Relevant information available to influence plan and environmental scan		Annual cycle
		Update regional profile	Updated Regional Strategic Fire Management Plan and Environmental Scan	March – April	SFMPST and lead agencies	New Regional Profile available		Annual cycle
		Review annual priorities and process for next 12 month period	BSW Annual Priorities document	June – September	Regional Committee, Municipal based committees and SFMPST	Annual regional priorities integrated into regional municipal and local implementation plans for action Residual risk		Annual cycle
		Develop stakeholder engagement and communication plan	Targeted plan for all stakeholders including the regional community	December 2011- June 2012	SFMPST	Integrated: IAP2 process, and Municipal and consultation processes		
		Develop short medium and long term goals based on stakeholder and community feedback	Updated annual priorities document and		Regional Committee, Municipal based committees and SFMPST	Regional profile produced Residual risk reported		
		Develop annual priorities calendars	BSW Calendars for bushfire, grassfire, structural fire and chemical risk environments	2012 -2013	Regional Committee, Municipal based committees and SFMPST	Integrated cycles and sequencing for all fire risk environments complete		
		Review current BSW Plan and processes	Report			Audit and review process complete Recommendations report complete		

		Implement recommendations	Update plans and processes		Regional Committee, Municipal based committees and SFMPST	Evidenced in updated plans and organisational business/processes /policies and tested for effectiveness		
1.5	Integrate all risk environments	Develop new version of Regional Plan and Environmental Scan.	Version 2 for both documents	Nov 2011 – Oct 2013	Regional Committee, Municipal based committees, lead agencies, and SFMPST	Full integration of regional and municipal plans including community expectations, strategic objectives and desired outcomes		Required asap
		Develop Structural fire risk environment assessment processes	TBA		SFMPC and lead agencies	TBA		Required asap
		Develop Chemical fire risk environment	TBA	2012-2013	SFMPC and lead agencies	TBA		required prior for 2012 planning cycle
		Develop all hazards all agencies approach		2012 -2015	SFMPC and lead agencies	TBA		Indicative timeframe only
1.6	Determine effectiveness of linked municipal plans	Undertake audit and review process	Comprehensive report and recommendations for 9 municipal footprints	2014	Regional Committee, Municipal based committees, lead agencies, and SFMPST	Report complete with stakeholder/ community feedback and recommendations		
1.7	Strengthen delivery of state regional and local initiatives toward achieving the aim.	Undertake renewal/replacement process for municipal based plans or equivalent	Replacement/new versions	2015	Regional Committee, Municipal based committees, lead agencies, and SFMPST	New plans/versions to strengthen delivery of state, regional and local include stakeholder and community consultation		

1.8	Determine effectiveness toward achieving aim and vision	Undertake mid term review with heads of power, stakeholders and community	5 year Progress report	2016	SFMPC BSW RSFMPC	Report complete with stakeholder/ community feedback and recommendations		Determine mid term effectiveness of BSW plan and processes in achieving vision
1.9	Strengthen delivery of state regional and local initiatives toward achieving the aim.	Review planning processes across BSW region	Updated process for BSW	2017	SFMPC BSW RSFMPC	New plans/versions to strengthen delivery of state, regional and local include stakeholder and community consultation		Undertake renewal/replacement process for municipal based plans or equivalent
1.0.1	Complete 5 - 10 year cycles	Integrate recommendations from mid term review	Update planning processes, plans and business practices	2017 - 2021	SFMPC BSW RSFMPC	Evidenced in updated plans and organisational business/processes /policies and tested for effectiveness		
1.0.2	Determine effectiveness in achieving aim and vision	Undertake full term review	Complete 10 year report	2021	SFMPC BSW RSFMPC;	Report complete with stakeholder and community feedback and recommendations		
1.0.3	Determine new approach	Develop new planning horizon and processes	New planning initiative complete	2021	SFMPC	Communicate outcomes of review and new strategic intent		

Key Theme 2 Implementing Collaboratively

The fire management sector will implement the activities agreed to in the plans by preparing programs designed to include the common needs of those most vulnerable and affected by the adverse impacts of fires.

Barwon South West Region

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Aim: Protect human life from the risk of fire, whilst optimising benefits for the social, economic and environmental values of the region

Barwon South West regional integrated implementation principles:

- Actions of the Barwon South West Regional Strategic Fire management Plan and the nine municipal based plans are to be collaboratively implemented
- State priorities and regional community values are to be collaboratively considered and integrated into implementation actions.
- Implementation of risk based treatments must identify and minimise negative impacts toward social, economic and environmental values
- Implementation actions are to be completed at the lowest appropriate level with the support of the other levels
- Residual risks are to be identified, recorded and measured for continual improvement planning and further implementation
- Opportunities for collaboration through effective engagement, appropriate participation and communication are to be maximised

No.	BSW Objective	Action	Output	Timeframe	Responsible/ agency	KPI/Measure	Complete	Comments/Feedback
2.1	Integrate and support State, regional and local priorities for implementation	Develop and implement targeted Stakeholder Engagement and Communications	Targeted Stakeholder Engagement and Communications Plan Regional plan Version 2	Jan 2012 – Oct 2013	Regional Committee, Municipal based committees, lead agencies, and SFMPST			Concurrent objective with 4.1
2.2	Effective collaboration to validate values and bushfire risks	Confirm current values and level of risk with key stakeholders	Validated and updated values and risk profile produced	Jan 2012 – Oct 2013	RSFMPC; MFMPC's supported by SFMPST	qualitative and quantitative data to appropriately represent BSW Community		Initial capture of information to be used in later engagement processes to measure effectiveness & inform cont improvement
2.3	Effective collaboration to inform future planning	Consider scenarios for before during and after bushfire events	Individual documents as required	Jan 2012 – Oct 2013	All planning partners	Identify and record short medium and long term goals by Oct 2013		
		Confirm agreed	Revised regional	Jan 2012 –				

		desired outcomes	plan	Oct 2013				
		Support/treat risks at most appropriate level	Revised regional and municipal plans	Jan 2012 – Oct 2013	Lead agencies			
		Confirm impact on values and new level of risk	Revised regional plan	Jan 2012 – Oct 2013		Consider short medium and long term impacts		
		Capture and record key learnings to improve future planning and implementation	Revised regional plan	Ongoing	TBA	TBA		Refer MERI process when developed
		Continue maintenance or alternative treatments	Revised regional and local actions	As required	TBA	TBA		
		Review priority risks and treatments using values based approach across all fire risk environments.	Integrated regional and municipal based plans	Jan 2012 – Oct 2013	TBA	TBA		see 1.5
2.4	Reduce the risk to communities and regional values with the least negative impact	Develop and implement community based program	Updated Targeted Stakeholder Engagement and Communications Plan	2013 -2021	TBA	TBA		
2.5	Collaboratively review and confirm regional priorities	Develop and implement community based program	Updated Targeted Stakeholder Engagement and Communications	2013 -2021	TBA	TBA		

			Plan					
2.6	Continually improve and communicate key learnings	Develop and implement community based program	Updated Targeted Stakeholder Engagement and Communications Plan	2013 -2021	TBA	TBA		

Key Theme 3 Building Knowledge

The fire management sector will share information and interact with academic and professional institutions, other jurisdictions and communities, in order to build knowledge.

Barwon South West Region

Vision: To engage with communities and build regional resilience

Aim: Protect human life from the risk of fire, whilst optimising benefits for the social, economic and environmental values of the region

Barwon South West regional integrated knowledge management principles:

- Knowledge is considered to be a management and community resource
- New information is to be received as an offer for consideration at the appropriate level.
- Stakeholder and community engagement is a priority to share knowledge and build capacity to develop resilience
- The most appropriate methods and technologies will be used to share and receive knowledge and information.
- Opportunities to enhance communities connectivity through effective engagement, participation and appropriate communication is to be maximised

No.	BSW Objective	Action	Output	Timeframe	Responsible/ agency	KPI/Measure	Complete	Comments/Feedback
3.1	Improve regional and local decision making capabilities via access to quality information and data	Research Best Management Practice for bushfire	Regional report	Jan - Dec 2012	Lead agencies and SFMPST	Include local regional state national and international research and examples		
		Develop interactive BSW regional knowledgebase	Web based interactive portal	Jan - Dec 2012	SFMPST	Accessible to all stakeholders and the broader community.		Consider current IFMP, regional CCMA and other models. Opportunities exist to link with state, national and international networks
		Research Best Management Practice across all fire risk environments and	BSW research priorities document	June 2012 – June 2014	Lead agencies and research partners	Develop research priorities Across all fire risk environments		
		Develop BSW regional resilience	BSW Regional	2014 -2015	Lead agencies and	To consider and inform		Include regional resilience profile and

		profile and scorecard	Scorecard		research partners	other regional indicator processes eg proposed SW sustainability index and others		scorecard in environmental scan
3.2	Continually improve these processes and information to include all fire risk environments	Support lead agencies and research partners in continual improvement processes	Updated BSW research priorities document	2015 - 2021	SFMPC BSW RSFMPC Lead agencies and research partners	Complete research projects. Evidence of research benefits change		

Key Theme 4 Building Capacity

The capability of the fire management sector and the community will be built by applying knowledge and continual improvement principles in an environment that allows for innovation and change.

Barwon South West Region

Vision: To engage with communities and build regional resilience

Aim: Protect human life from the risk of fire, whilst optimising benefits for the social, economic and environmental values of the region

Barwon South West regional principles for building capacity:

- Capacity is enhanced by connectivity, engagement and participation
- Opportunities to build organisational capacity through strengthened partnerships is paramount
- Decisions are to empower stakeholders and communities to build capacity and develop resilience

No.	BSW Objective	Action	Output	Timeframe	Responsible/ agency	KPI/Measure	Complete	Comments/Feedback
4.1	Build regional capacity and resilience	Develop and implement targeted Stakeholder Engagement and Communications	Targeted Stakeholder Engagement and Communications Plan Regional plan Version 2	Jan 2012 – Oct 2013	Regional Committee, Municipal based committees, lead agencies, and SFMPST			
		Develop BSW regional bushfire resilience profile process	BSW regional bushfire resilience profile and scorecard	2012 -2014	TBA	Profile to include capacity and resilience before during and after events		Further partner and community support and comment required
		Develop integrated agency and community capacity building program		2014 -	TBA	TBA		Further partner and community support and comment required
		Develop Regional resilience indicators profile and scorecard across all	Updated	2015	Regional Committee, Municipal based	Evidence of current capacity levels for agencies		Further partner and community support and comment required

		risk environments			committees, lead agencies, and SFMPST	and communities across all fire risk environments		
		Resource and implement capacity building and behavior change programs	TBA	2015 - 2021	TBA	TBA		Further partner and community support and comment required
		Review and update profile, planning processes and plans as per recommended process when developed	TBA	2015 -2021	TBA	TBA		
		Continually improve integrated agency and community capacity building programs as required	TBA	2015 -2021	TBA	TBA		

Key Theme 5 Using Fire

Fire will be used to support the health of our natural, economic, social and cultural environments.

Barwon South West Region

Vision: To engage with communities and build regional resilience

Aim: Protect human life from the risk of fire, whilst optimising benefits for the social, economic and environmental values of the region

Barwon South West regional principles for using fire:

- Fire has been part of the Barwon South West landscape for thousands of years*.
- Well researched and planned burning poses less risk to values than not burning at all
- Decisions regarding burning objectives and outcomes will be collaborative to support the BSW values and risk management approach
- Use of fire is to be considered in combination with other appropriate risk mitigation activities, to develop integrated risk management programs that optimise outcomes for the regional social, economic and environmental values
- The effectiveness of the integrated risk management programs and residual risks are to be identified, recorded and measured for continual improvement planning and further implementation
- Opportunities for effective engagement, appropriate participation and communication about the use of fire are to be maximised

No.	BSW Objective	Action	Output	Timeframe	Responsible/ agency	KPI/Measure	Complete	Comments/Feedback
5.1	Use fire to protect and enhance values whilst minimising the risk to priority regional assets	Develop monitoring and evaluation program	BSW report on current burning programs	2012 - 2013	Regional committee DSE Future Fire team Research institutions, SFMPST	Include landscape and local burning programs		Program to be ongoing
		Support landscape e.g. BOBMP and local burning programs to improve short term outcomes	TBA	2012 – 2013	Regional committee DSE Future Fire team Research institutions, SFMPST			
		Analyse effectiveness and return on investment	BSW report	2013 -2015	Regional committee DSE Future			

		of current programs to achieve the overall aim			Fire team Research institutions, SFMPST			
		Identify potential to affect other regional social economic and environmental values	BSW report	2013 -2015	Lead agencies			As above
		Undertake comprehensive assessment of stakeholder and community perceptions toward impacts of burning on other regional values	To be included in targeted stakeholder engagement and communication plan	2015	Lead agencies and the community	Include social economic and environmental assessment		
		Identify conflicts and opportunities to improve		2015 – 2021	Lead agencies and the community			
		Work with regional and local stakeholders to continually improve to optimise outcomes for burning programs and other regional values	BSW regional burning information/program	2015 -2021	Lead agencies and the community	Include business, events tourism etc...		
		Communicate outcomes to stakeholders and the community	To be included in targeted stakeholder engagement and communication plan	ongoing	Regional committee DSE Future Fire team Research institutions, SFMPST			
		Continue to engage with stakeholders	To be included in targeted	ongoing	Regional committee	Integrate key learnings into		

		and the community to maximise participation, improve knowledge and reduce risks	stakeholder engagement and communication plan and knowledgebase		DSE Future Fire team Research institutions, SFMPST	knowledgebase and planning processes to continually improve use of fire		
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Attachment C: Statutory audit obligations

This plan follows the MERI framework and is designed to meet statutory obligations including the Country Fire Authority (CFA) and State Emergency Service (SES) review and auditing processes.

All reviews can be scheduled in the multi Agency work plan to compliment current and future regional and municipal auditing processes as required.

The integrated planning processes outlined in this plan provide a platform to support the committee and regional planning partners to prepare and continually improve before, during and after review and auditing processes are complete.

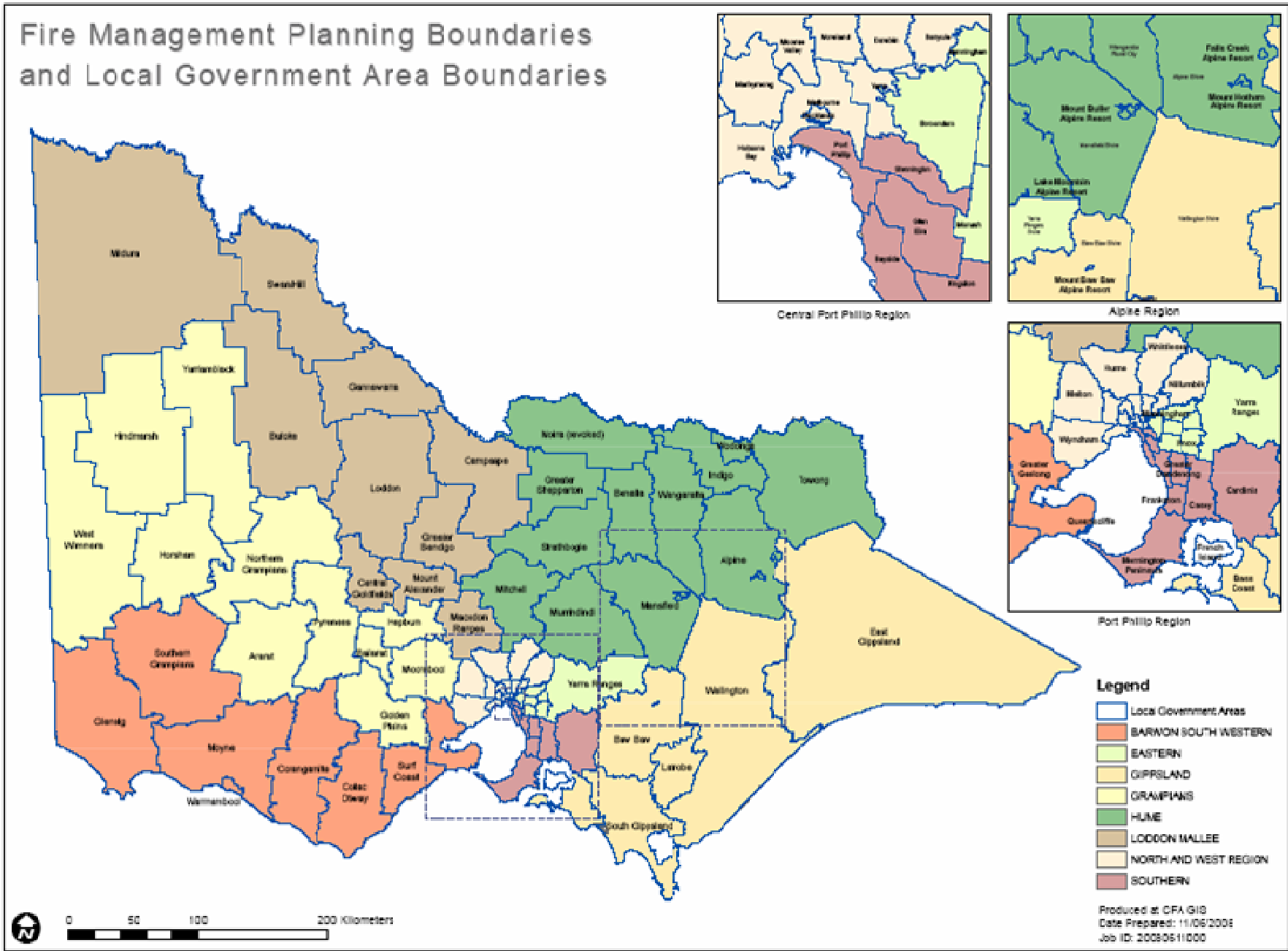
This proactive approach underpins auditing processes to meet obligations whilst further driving continual improvement.

Auditing results and planning responses will be appropriately communicated to the Government, planning partners, stakeholders and the broader community as required.

Attachment D: Stakeholder engagement and communications plan

To be developed

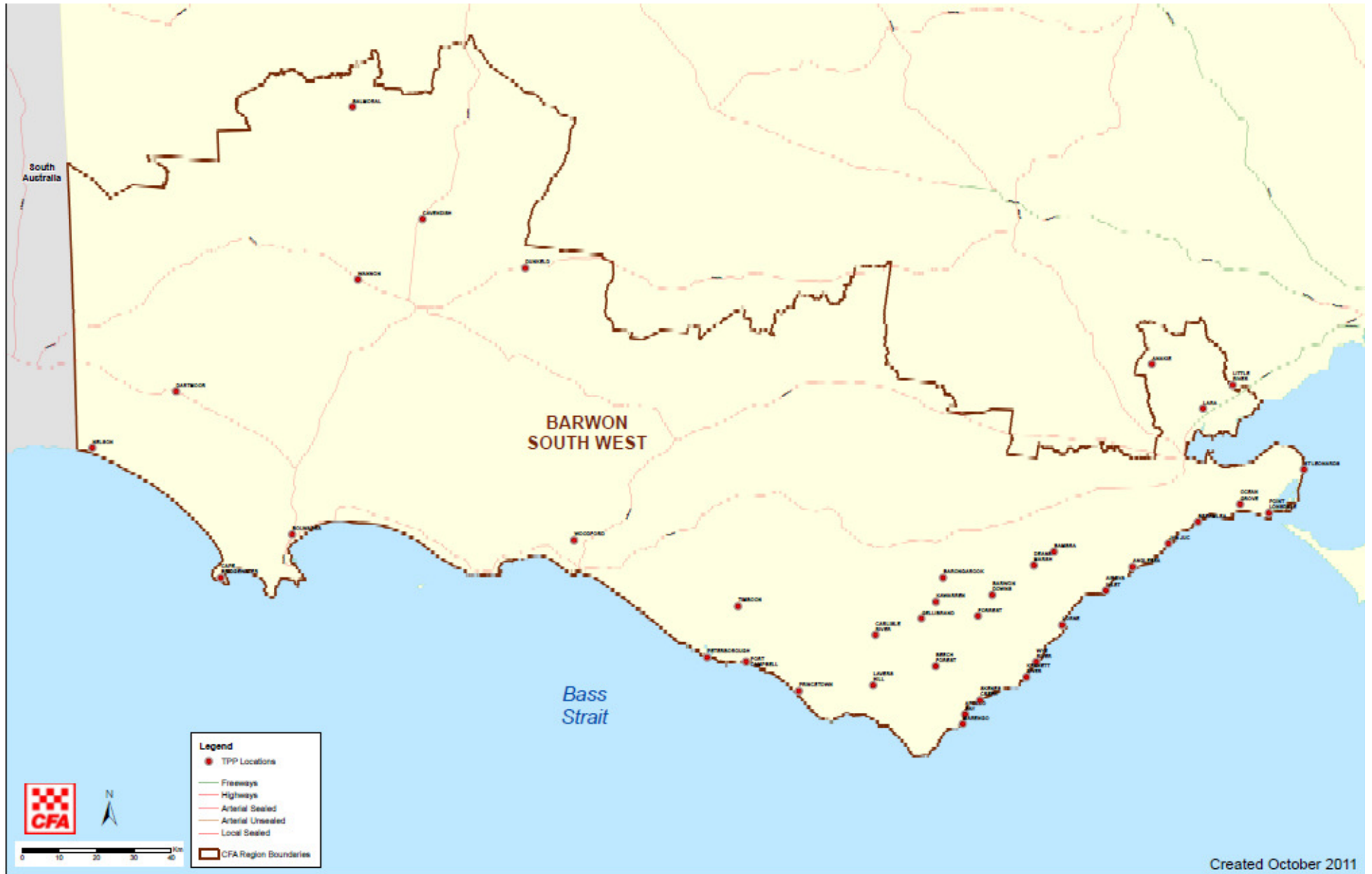
Attachment E: Map E1 Fire Management Planning Boundaries including Local Government Areas



Attachment E: Map E2 Barwon South West Region



Attachment E: Map E3 Barwon South West Region Township Protection Plans

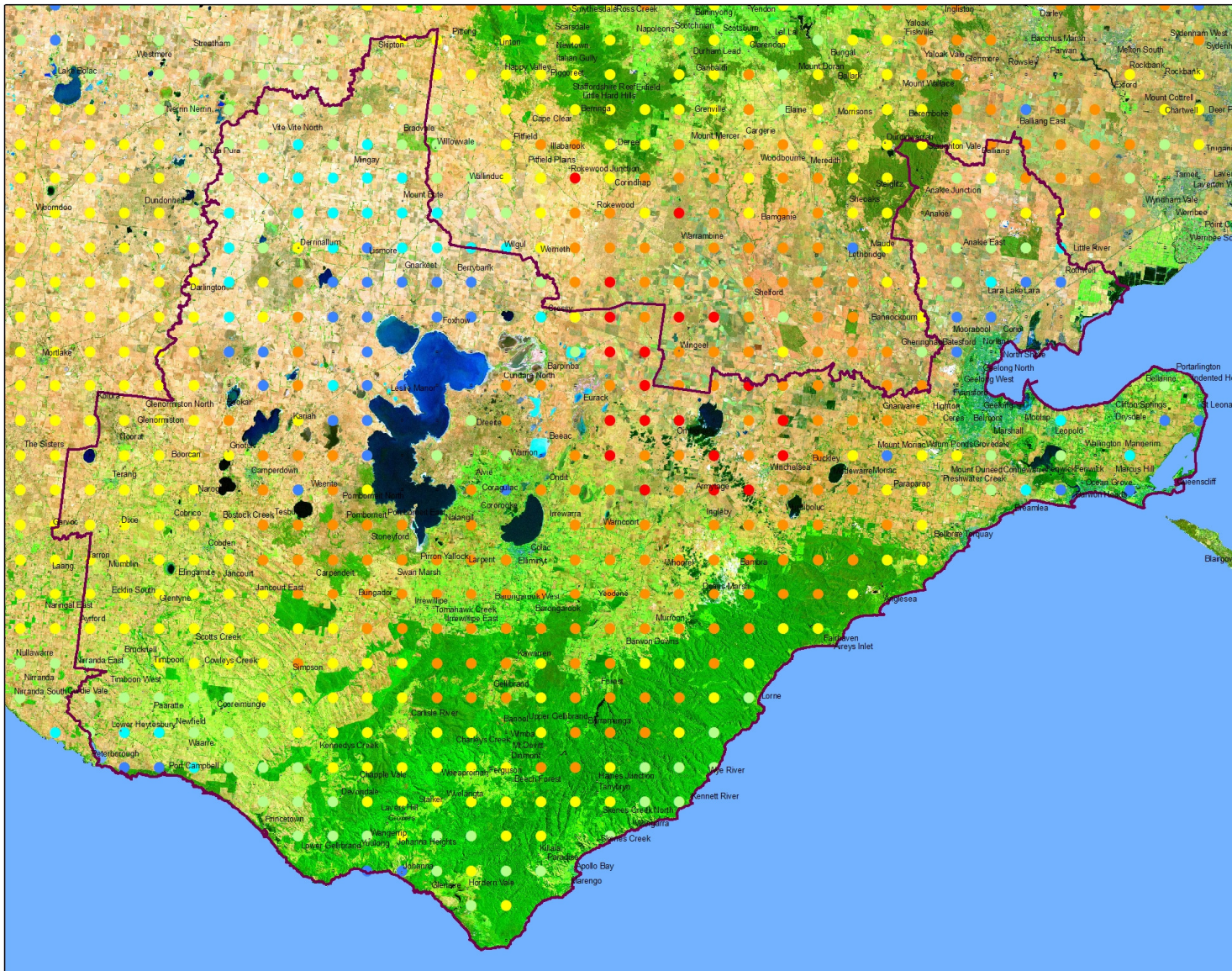


Attachment E: Map E4 Property Impact Modelling

Barwon-Otway - Potential Property Impact of Modelled Severe Bushfire Ignitions

Map Produced: Oct 2011

Department of Sustainability and Environment



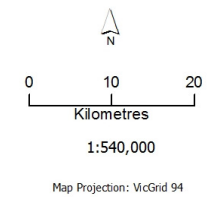
Legend

Barwon-Otway

Modelled Fire Ignitions Potential Property Impact

- Nil
- Low
- Medium
- High
- Very High

Bushfires modelled using Phoenix-Rapidfire
 MAX RISK SCENARIO:
 WEATHER: 1983 ASH WED
 NO FIRE HISTORY
 MAX FOREST FUELS,
 GRASS 5 t/ha at 100%Cur



Disclaimer: Information on this map has been sourced from modelling using Phoenix - Rapidfire - bushfire characterisation tool (developed by the University of Melbourne and Bushfire Cooperative Research Centre). The State of Victoria does not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for error, loss or damage which may arise from reliance upon it. (c) The State of Victoria Department of Sustainability and Environment 2011



Attachment F: Terminology used in this plan

Acceptable risk	The level of potential losses that a society or community considers acceptable, given existing social, economic, political, cultural, technical and environmental conditions
Asset based approach	To identify, protect and enhance assets whilst minimising risks to its value. See also values based approach
Assets and values	Recognised features of the built, natural and cultural environments. Built assets may include buildings, roads and bridges; structures managed by utility and service providers; or recognised features of private land, such as houses, property, stock and crops and associated buildings and equipment. Natural assets may include forest produce, forest regeneration, conservation values including vegetation types, fauna, air and water catchments. Cultural values may include recreational, Indigenous, historical, archaeological and landscape values
Assumption	A conclusion that is reached based on the information available at the time
Capability	The sum of expertise and capacity
Capacity	The power, ability, or possibility of doing something
Collaboration	Where two or more people/organisations work together to achieve common goals
Community	A group of people with a commonality of association and generally defined by location, shared experience or function
Community based Disaster risk management	A process that seeks to develop and implement strategies and activities for disaster preparedness (and often risk reduction) that is locally appropriate and locally 'owned'
Consequence	Outcome or impact of an event
Context	The circumstances or facts that surround a particular situation
Critical Infrastructure	Critical infrastructure includes those services, physical facilities, supply chains, information technologies and communication networks that, if destroyed, degraded or rendered unavailable for an extended period, would significantly impact on the social or economic well-being of the community Includes: <ul style="list-style-type: none">• telecommunications• electrical power systems• gas and oil storage and transportation• banking and finance• transportation• water supply systems (and sewerage). Adapted from Critical Infrastructure Advisory Council (CIAC)
Demography	The statistical study of all populations
Elements at risk	The population, buildings and civil engineering works, economic activities, public services, infrastructure and so on, exposed to sources of risk
Emergency	An event, actual or imminent, that endangers or threatens to endanger life, property or the environment, and that requires a significant and coordinated response

Essential service	A service (including the supply of goods) provided by the electricity, gas, ports, grain, rail, water and any other industry prescribed for the purpose of this definition
Event	Occurrence of a particular set of circumstances. An incident or situation that occurs in particular place during a particular interval of time
Fire management sector	All agencies and organisations involved in fire management (i.e. fire agencies, government departments, utilities and local government)
Frequency	A measure of the number of occurrences per unit of time
Goal	The result of achieving aggregated strategic objectives and outcomes
Hazard	A source of potential harm or situation with a potential to cause loss. A potentially damaging physical event that may cause loss of life or injury, property damage, social and economic disruption or environmental degradation
Impact	See consequence
Integrated	To combine plans, planning processes and the delivery of outcomes through one unified system
Leadership	Effective leadership is the ability to successfully integrate and maximise available resources within the internal and external environment for the attainment of organizational or societal goals. 'leadership is a great quality to have'
Leadership group	A subgroup of the broader committee comprising the risk category, technical knowledge and experience
Likelihood	Used as a general description of probability or frequency – can be expressed qualitatively or quantitatively
Loss	Any negative consequence or adverse effect – financial or otherwise
Mission command	A style of leadership that promotes subsidiarity and initiative through decentralised decision making processes and freedom to act within defined constraints
Mitigation	Measures taken in advance of a disaster, aimed at decreasing or eliminating its impact on society and the environment
Monitor	To check, supervise, critically observe or measure the progress of an activity, action or system on a regular basis in order to identify change from the performance level required or expected
Objective	A defined method or action used to meet the aim and deliver an outcome
Organisation	A group of people and facilities with an arrangement of responsibilities, authorities and relationships
Outcome	A clearly defined result within this strategy
Partner	Primary level stakeholders and organisations identified in the Regional Strategic Fire Management Plan and accompanying Stakeholder Engagement and Communications Plan
Practicable	What is realistic to achieve in the context of: <ul style="list-style-type: none"> • the severity of the hazard or risk in question • the state of knowledge about that hazard or risk and any ways of removing or mitigating that hazard or risk • the availability and suitability of ways to remove or mitigate that hazard or risk • the cost of removing or mitigating that hazard or risk

Preparedness	Arrangements to ensure that in the event of an emergency, all those resources and services that are needed to cope with the effects can be efficiently mobilised and deployed
Prevention	Regulatory and physical measures to ensure that emergencies are prevented, or their effects mitigated
Probability	A measure of the chance of occurrence expressed as a number between 0 and 1 ‘Frequency’ or ‘likelihood’ rather than ‘probability’ may be used in describing risk. The likelihood of a specific outcome, as measured by the ratio of specific outcomes to the total number of possible outcomes. Probability is expressed as a number between zero and unity – zero indicating an impossible outcome and unity indicating an outcome that is certain. Probabilities are commonly expressed in terms of percentage e.g. the probability of throwing a six on a single roll of a die is 1 in 6, or 0.167, or 16.7 per cent.
Recovery	The coordinated process of supporting emergency affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being
Residual risk	Risk remaining after implementation of risk treatment
Resilience	The capacity of a system, community or society potentially exposed to hazards to adapt, by resisting or changing in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organising itself to increase its capacity for learning from past disasters for better future protection and to improve risk reduction measures
Response	Actions taken in anticipation of, during and immediately after an emergency, to ensure its effects are minimised and that people affected are given immediate relief and support
Risk	The chance of something happening that will have an impact on objectives. The probability of harmful consequences resulting from interaction between natural or human-induced hazards and vulnerable conditions
Risk analysis	Systematic process to understand the nature of, and deduce, the level of risk
Risk assessment	The overall process of risk identification, analysis and evaluation
Risk criteria	Terms of reference by which the significance of risk is assessed
Risk evaluation	Process of comparing the level of risk against risk criteria
Risk identification	The process of determining what, where, when, why and how something could happen
Risk management	The culture, process and structures that are directed towards realising potential opportunities while managing adverse effects
Risk management Process	The systematic application of management of policies, procedures and practices to the tasks of communicating, establishing context, identifying, analysing, evaluating, treating, monitoring and reviewing risk
Risk reduction	Actions taken to lessen the likelihood, negative consequences, or both, associated with a risk
Risk register	A listing of risk statements describing sources of risk and elements at risk, with assigned consequences, likelihoods and levels of risk

Risk treatment	Process of selection and implementation of measures to modify risk. The term 'risk treatment' is sometimes used for the measures themselves
Source of risk	Source of potential harm
Stakeholders	Those people and organisations who may affect, be affected by, or perceive themselves to be affected by, a decision, activity or risk
Strategy	A plan of action designed to achieve a particular goal
Subsidiarity	Devolve decision making to the lowest capable level
Susceptibility	The potential to be affected by loss
Theme	A broad idea, message, or lesson
Tactic	A tactic is a conceptual action to achieve a specific objective, achieved by the delivery of one or more tasks or risk management treatments
Tolerable risk	A risk within a range that society can live with so as to secure certain net benefits. It is the range of risk regarded as non-negligible and needing to be kept under review and reduced further if possible
Treatment	An existing process, policy, device, practice or other action that acts to minimise negative risk or enhance positive opportunities. The word control may also be applied to a process designed to provide reasonable assurance regarding the achievement of objectives
Treatment (adequacy) assessment	Systematic review of processes to ensure that controls are still effective and appropriate
Urbanisation	The physical growth of urban areas from rural areas, as a result of population migration to an area
Values	Assets identified as having special significance and/or value for the region
Values based approach	To identify, protect and enhance assets of significant value, whilst minimizing risks to those and/or other assets
Vision	The desired or intended future state of a specific organisation or enterprise in terms of its fundamental objective and/or strategic direction
Vulnerability	The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards

Attachment G: Acronyms used in this plan

AAV	Aboriginal Affairs Victoria
ARTC	Australian Rail Track Corporation
BOBMP	Barwon Otway Bushfire Management Plan
BPA	Bushfire Prone Area
BSW	Barwon South West region
CEO	Chief Executive Officer
CFA	Country Fire Authority
CMA	Catchment Management Authority
DEECD	Department of Education and Early Childhood Development
DHS	Department of Human Services
DPCD	Department of Planning and Community Development
DPI	Department of Primary Industries
DSE	Department of Sustainability and Environment
EMMV	Emergency Management Manual Victoria
ES	Environmental Scan
IFMP	Integrated Fire Management Planning
IAP2	International Association for Public Participation
LGA	Local Government Authority
MOU	Memorandum of Understanding
MERO	Municipal Emergency Resource Officer
MFMP	Municipal Fire Management Plan
MFMP	Municipal Fire Management Planning Committee
MFPO	Municipal Fire Prevention Officer
MRM	Municipal Recovery Manager
NSP (- PLR)	Neighbourhood Safer Places - Places of Last Resort
PV	Parks Victoria
RSFMP	Regional Strategic Fire Management Plan
RSFMPC	Regional Strategic Fire Management Planning Committee
SECP	Stakeholder Engagement and Communications Plan
SES	State Emergency Service
SPIRACS	SP AusNet Integrated Response and Contingency System
SFMPC	State Fire Management Planning Committee
TPP	Township Protection Plan
VAHR	Victorian Aboriginal Heritage Register
VBRC	Victorian Bushfires Royal Commission
VFF	Victorian Farmers Federation
VFRR	Victorian Fire Risk Register
VicPol	Victoria Police
WMO	Wildfire Management Overlay

Attachment H: Bibliography

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Continual improvement processes; Continual vs continuous; Risk management;
Adaptive learning; Goal theory; Mission command; Cynefin framework

Attachment I: Acknowledgements

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Jamie Crowe, Wannon Water
Jamie Threader, Australian Rail Track Corporation Ltd
Jared Scott, Barwon Water
Jill Golland, State Fire Management Planning Support
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