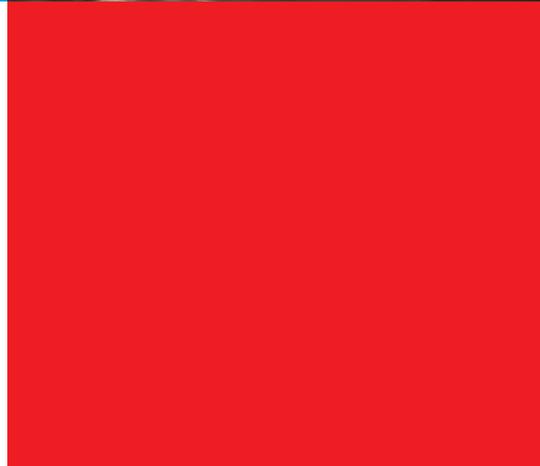




EMV's Strategic Plan 2020

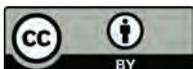


**Working in conjunction
with Communities,
Government, Agencies
and Business**





Authorised and published by Emergency Management Victoria
121 Exhibition Street, Melbourne, 3000
© State of Victoria 2017



You are free to re-use this work under a Creative Commons Attribution 4.0 licence, provided you credit the State of Victoria (Emergency Management Victoria) as author, indicate if changes were made and comply with the other licence terms. The licence does not apply to any images, photographs or branding, including Government logos.

ISBN 978-1-925549-50-8 (pdf/online)

Published month: November 2017

If you would like to receive this publication in an accessible format please email media@emv.vic.gov.au
This document is also available in Word and PDF format at emv.vic.gov.au

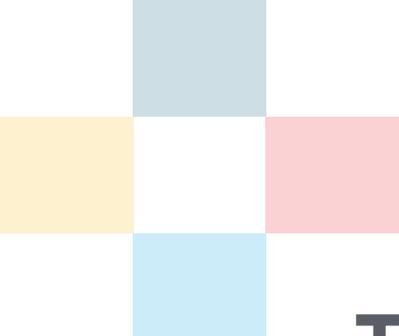


Table of Contents

03

Foreword

04

Strategic summary

05

Introduction

- 1.1 The reform journey of our sector
- 1.2 Emergency management legislation and leadership
- 1.3 The evolution of Emergency Management Victoria

11

Our role

- 2.1 Working as one with the community and sector
- 2.2 Our functions
 - Emergency Management Victoria
 - The Emergency Management Commissioner
 - Chief Executive
- 2.3 How we perform our functions
- 2.4 Our values and behaviours
- 2.5 Our relationships
- 2.6 Our key stakeholders
- 2.7 Victorian emergency management committee structure

17

Our operating environment
3.1 Challenges and opportunities

19

Our strategic focus
4.1 Our shared vision
4.2 Our 2020 strategic plan
4.3 Our strategic themes
4.4 Relationship with other initiatives
4.5 Our strategic priorities

25

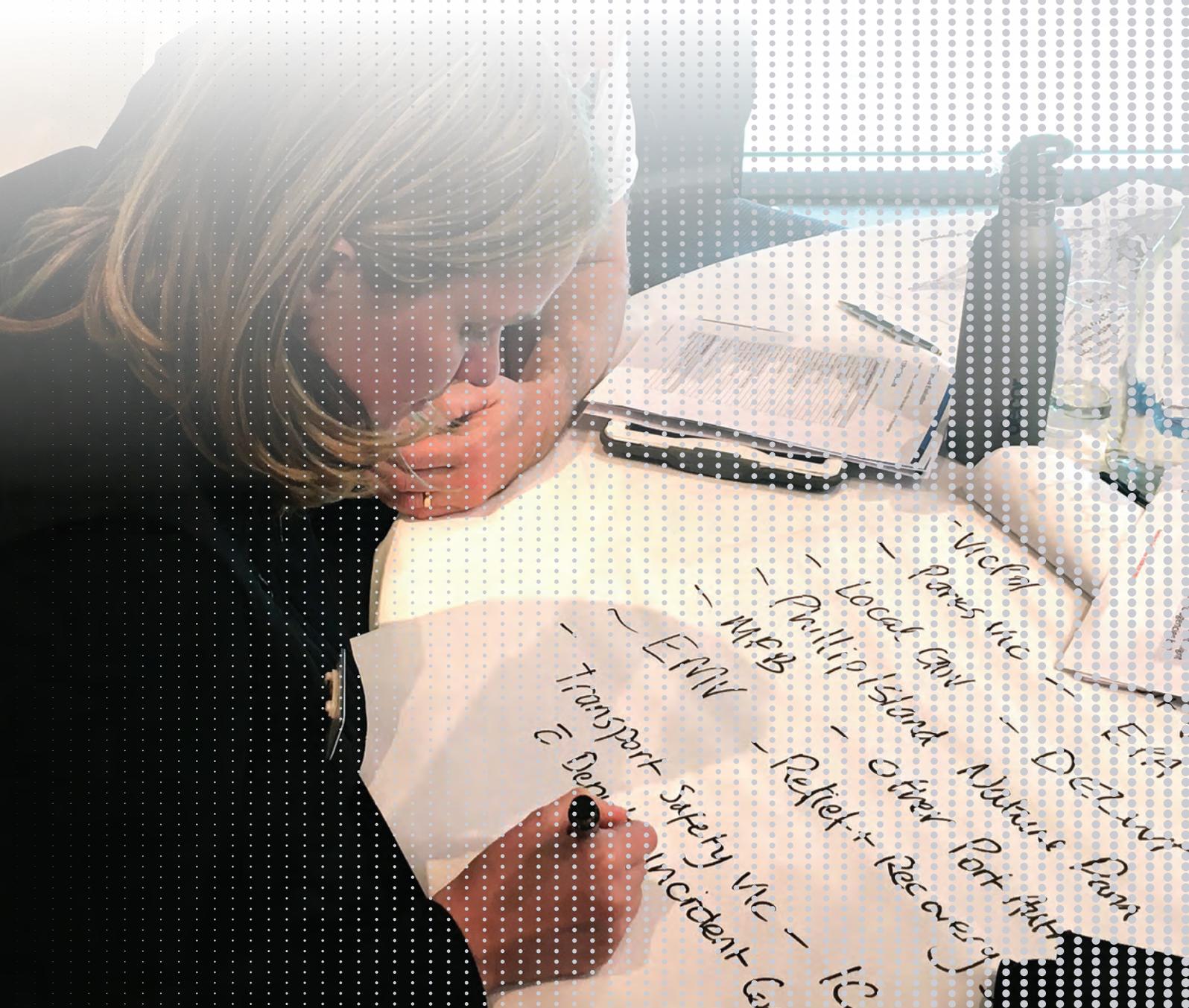
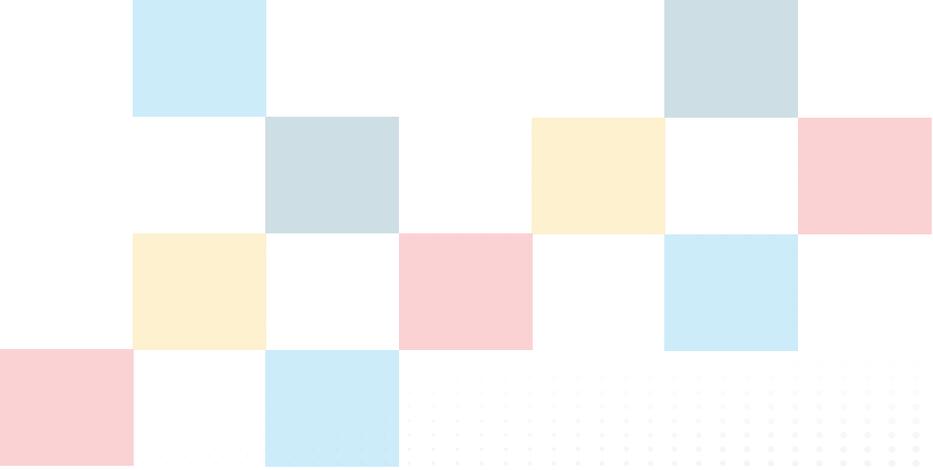
Our enablers
5.1 Our key organisational initiatives
5.2 People and culture

26

Strategy implementation
6.1 Oversight
6.2 How we measure our performance
6.3 Revision

27

Definitions





Foreword

When we consider what emergencies Victoria has faced in the past and the impacts on our emergency management sector and our communities, there is no doubt of our resilience, capability and willingness to do better.

What has been missing over the years is the end to end system, or the enabler, to do this better and to do it better together as a sector and to work towards the Victorian emergency management vision of *“safer and more resilient communities”*.

Since 2014, Emergency Management Victoria’s (EMV) role has been to organise and oversee this system as we work towards our vision.

EMV works to ensure that the individual functions delivered by emergency management organisations are integrated – efficiently and effectively – to serve the community’s needs. EMV also works to ensure that cohesive planning and resilience efforts are driven and maintained before, during and after emergencies which help to keep communities safe.

A cohesive system can strengthen community resilience and health and wellbeing outcomes by ensuring Victorians have access to relief and early recovery services when an event happens.

The emergence of non-traditional emergencies such as marine, pandemic and urban fire and smoke events, mean we need to constantly ensure that our operating model provides for all-emergencies and all communities. Significantly, the trends we see today will have a big impact on the future of Victoria’s communities.

Against this backdrop, EMV’s Strategic Plan 2020 has adopted four strategic themes to guide its activity. Three of these themes are external facing and one deliberately focuses on the health and capability of our own organisation. This fourth strategic theme will ensure EMV is equipped to support the work across the other three themes. They include:

1. **Leading change** - to lead and coordinate the development and implementation of emergency management policy and reform, and deliver innovative, community focused outcomes
2. **Stewardship** - to guide and influence the ability of the emergency management sector, government and communities to continuously improve practice and sustain our collective capability

3. **System delivery** - to drive system integration across emergency mitigation, response, recovery, community information, resilience, connection, and consequence management
4. **High-performing organisation** - to be a resilient, learning, high-performing and inclusive organisation, capable of delivering on our obligations and aspirations.

We must recognise the significant contribution that has been made by our people, not only to the development of this Strategic Plan, but the actions and activities that bring it to life. We also wish to recognise the significant contribution of our key stakeholders and partners. These contributions collectively facilitate greater community connectedness and allow us to work towards realising the sector’s shared vision.

The achievements gained in community safety in the first three years of EMV cannot be overstated. Without our people, the organisation and the sector could not have achieved what it has up to this point, or look forward to 2020.

As an organisation and as a sector, we will be challenged by the unexpected and by changing priorities, some of which will be beyond our control. Our challenge has always been these changing priorities and how we respond to them. We must be able to adapt and reprioritise according to need.

Why we do this, how we do this, who we do this with and the values with which we do this is explored further in our Strategic Plan, which sets the direction for EMV until 2020. We are very pleased to share it with you.



Craig Lapsley

Emergency Management
Commissioner



Marisa De Cicco

Acting Chief Executive

Strategic summary

EMV has worked to develop four strategic themes to guide our activity over the next three years to 2020. These themes have been developed by staff and management and provide a framework for our efforts. Three of these themes are externally focused while the fourth looks internally, to cover our own capability and wellbeing.

Shared emergency management vision: Safer and more resilient communities			
EMV's strategic themes			
 <p>Leading Change</p>	 <p>Stewardship</p>	 <p>System Delivery</p>	 <p>High Performing Organisation</p>
Our strategic objectives			
Lead and coordinate the development and implementation of emergency management policy and reform to deliver innovative, community focused outcomes.	Guide and influence the ability of the emergency management sector, government and communities to continuously improve practise and sustain our collective capability.	Drive system integration across emergency mitigation, response, recovery, community information, resilience and connection, and consequence management.	Be a resilient, learning, high performing and inclusive organisation, capable of delivering on our obligations and aspirations.
Our community impact			
<i>Innovative, future focussed, and resilient communities supported by an agile emergency management sector.</i>	<i>Trusted partnerships across community, the sector and government, working to deliver sustainable emergency management state-wide.</i>	<i>Accessible, consistent, and responsive community centred state-wide services, coordinated across government.</i>	<i>We value and respect our staff, partners and community.</i>

Table 1. EMV's strategic themes, strategic objectives and community impact



Introduction

1.1 The reform journey of our sector

Emergency events are complex - creating chaos and challenging things we can normally control - and increasingly, they are becoming more intense and frequent.

Helping Victorians when they are at their most vulnerable is not something a single agency or service can manage on its own. A sector that brings together people, skills, resources and systems - the collective capability and capacity across organisations - works best to reduce the impact of emergencies on human life, communities, essential community infrastructure and the environment.

Emergency Management Victoria (EMV) works to organise and oversee this system to achieve this objective. EMV ensures that the individual functions delivered by emergency management organisations integrate - efficiently and effectively - to serve the community's needs, and that cohesive planning and resilience efforts are driven and maintained before, during and after emergencies to keep communities safe.

Ensuring this system is inter-linked and working effectively is a complex task, relying on collaboration and commitment across many proud, respected and capable organisations.

Victoria has learnt difficult and often painful lessons over many years; most recently from events such as the tragic 2009 Black Saturday fires, the 2010-11 floods and the Hazelwood coal mine fire.

These experiences and the reviews and inquiries that followed, highlighted the consequences of emergency management organisations working in silos, being stretched beyond capacity, and not being properly connected into a broader system of support.

Since the devastating mark left on Victoria by the Black Saturday fires, enormous transformation of the State's emergency management system has been taking place to strengthen the focus on communities and agencies working better together.

The Victorian Bushfires Royal Commission was clear - things needed to change. The Fire Services Commissioner role was created to coordinate bushfire planning and response, and other widespread reforms were initiated.

Although significant gains were made in the fire services, Victorians continued to feel the impact of other extreme weather events such as flood and heatwave. The 2010-11 floods were the worst Victoria

had ever experienced, with damage affecting over one third of the State.

Victoria's arrangements were further transformed following the recommendations of the 2010-11 Review of Flood Warnings and Response. This led to better coordination of *all hazards and emergencies*, not just fires, under the auspices of the Emergency Management Commissioner (superseding the role of Fire Services Commissioner).

A White Paper on Victorian Emergency Management Reform in 2012 continued to be the catalyst and foundational piece to drive transformation of the system, underpinned by the principle of resilience; that the capacity of a community to respond to, recover from, to rebuild and revitalise from emergencies is more important than the cause of it.

This led to the development of the *Emergency Management Act 2013*, which built reforms on the principles of community, collaboration and capability. This is at the heart of a 'resilience-based' approach that Victoria has since embraced.

To protect the Victorian community, we need to understand the resilience of the emergency management system by knowing our capability - the people, resources, governance, systems and processes needed to future-proof Victoria.

The path to Victoria's vision of safer and more resilient communities must continue if we are to best protect the State from the growing complexities and emerging challenges ahead.

Climate change is increasing the intensity, severity, duration and frequency of extreme weather events. Population change will see higher levels of growth in cities and regional centres than other parts of Victoria, which may experience decline. The emergence of new technologies are increasingly impacting on how services and infrastructure are used. In addition, a complex intersection between global and local issues will continue to shape the evolving security threat.

The key drivers and challenges are explored further in Section 3. However, helping Victorians work towards a better future means the emergency management sector must strengthen its foresight to understand the impact and consequences of current and future trends.

The emergency management system that exists today reflects Victoria's experiences and the communities that it serves. Major strides have been made over the last decade, which have resulted from hardship and loss, and further work is required.



1.2 Emergency management legislation and leadership

The *Emergency Management Act 2013* (the Act) sets the objective of an “all-hazards – all agencies” approach to emergency management, which has now matured to an “all communities, all emergencies” approach.

The objectives of the Act are to:

- a) foster a sustainable and efficient emergency management system that minimises the likelihood effect and consequences of emergencies, and
- b) establish efficient governance arrangements that:
 - i. clarify the roles and responsibilities of agencies, and
 - ii. facilitate cooperation between agencies, and
 - iii. ensure the coordination of emergency management reform within the emergency management sector, and
- c) implement an “all hazards—all agencies” approach based on networked arrangements and greater interoperability.

The Act, which established the role of the Emergency Management Commissioner and the organisation Emergency Management Victoria (EMV), commenced on 1 July 2014.

EMV is jointly led by the Emergency Management Commissioner and the Chief Executive (who is also the Deputy Secretary for Emergency Management, Department of Justice and Regulation).

These two leadership positions ensure that effective and efficient service delivery and accountability is occurring in an integrated way across the broader system. This enables the system to scale up, as needed, and draw on the capacity and capabilities - the people, resources, governance, systems and processes - needed to protect community safety.

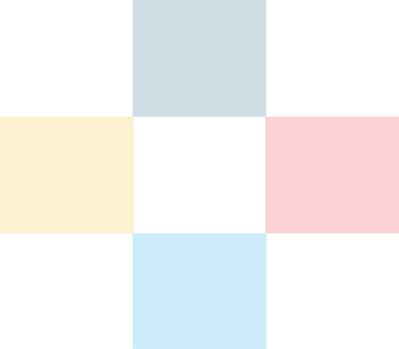
The Emergency Management Commissioner is responsible for coordinating the emergency management system’s readiness, preparedness, response and recovery for when Class 1 and 2 emergencies reach a level of significance where human life and property come under threat (major emergencies). While the Emergency Management Commissioner is not responsible for coordinating and controlling Class 3 emergencies, which are security related and managed by Victoria Police.

For major emergencies, the Commissioner leads the coordination of agencies, which have roles and responsibilities in managing the emergency, as well as ensuring control arrangements are in place.

The Commissioner is also responsible for managing the State Control Centre, consequence management and coordinating recovery for all emergencies. While Victoria Police oversees coordination and control during Class 3 (security) emergencies such as warlike or terrorist activities, the Emergency Management Commissioner oversees consequence management and relief and recovery arrangements for Class 3 emergencies.

The Commissioner also advises the Minister for Emergency Services during major emergencies, and is responsible for developing and maintaining operational standards and incident procedures for the performance of emergency management functions by response agencies. He also ensures Class 2 emergencies are appropriately managed.

Additionally, and on behalf of the State Crisis and Resilience Council, the Commissioner leads and promotes implementation of the emergency management Strategic Action Plan, a mechanism that helps drive emergency management reform.



The Commissioner is required, under the *Emergency Management Act 2013*, to have regard to the fundamental importance of the role of volunteers in the performance of emergency management functions in Victoria.

The Chief Executive is responsible for the day-to-day management of EMV and leading large-scale investment projects on behalf of emergency management organisations. This includes major procurement, communications and information systems, and emergency management planning processes, which can achieve greater efficiency and effectiveness in service delivery.

EMV's staff support the Commissioner and Chief Executive in fulfilling these functions. They also support the broader emergency management sector as it continues to develop and strengthen its own resilience and capability.

The roles of the Commissioner and the Chief Executive, through the support of EMV staff and other mechanisms such as the Strategic Action Plan, are significant enablers in driving transformation to a holistic, end-to-end, all-communities, all-emergencies system.

The emergency management system

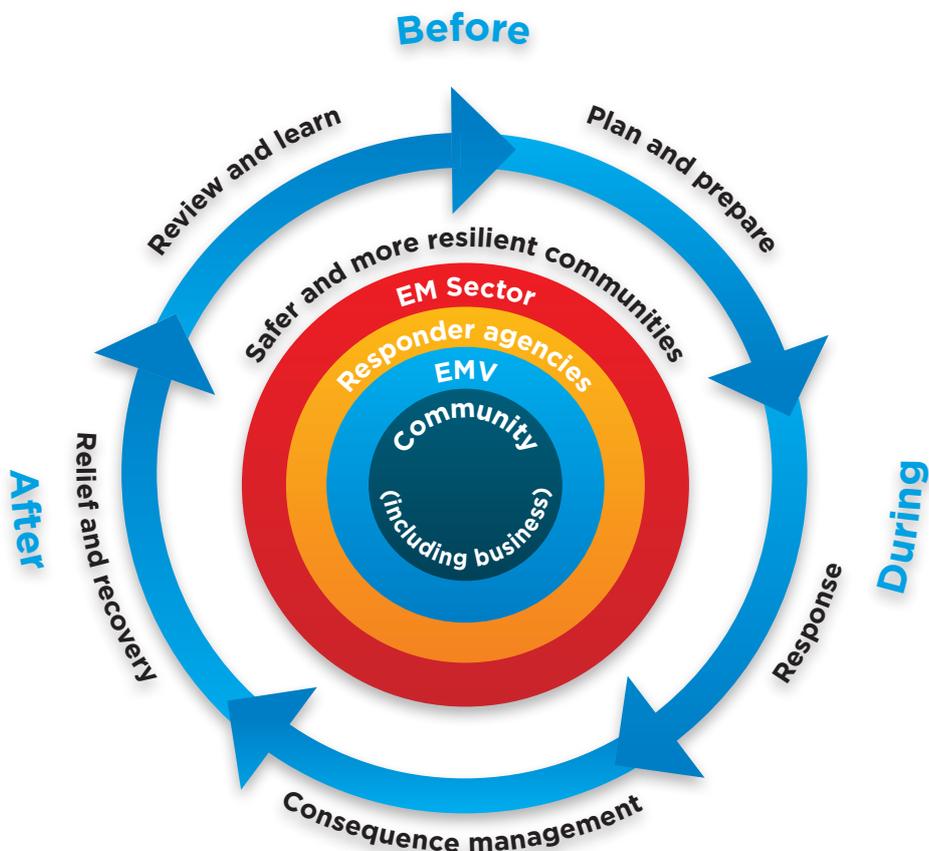
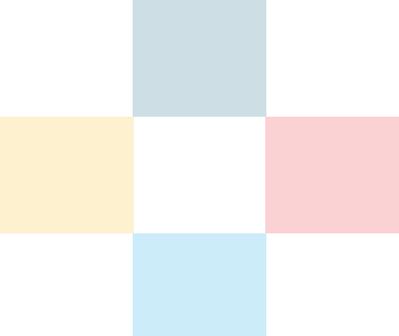


Figure 1. The EM sector comprises, organisations, departments, responder agencies and EMV. At its centre is the community. The sector works as one to deliver safer and more resilient communities.



1.3 The evolution of Emergency Management Victoria

Emergency Management Victoria has, since its inception in July 2014, achieved a range of important outcomes for Victoria in partnership with the emergency management sector.

The significance of these outcomes is further reinforced when we look at where we started from:

- Emergency management across the sector had a strong response focus
- There was limited emphasis on building community resilience, participation and shared responsibility
- The “all hazards-all agencies” philosophy was introduced via the *Emergency Management Act of 2013*; now known as “all communities all emergencies” approach
- There was little or no focus on “cross-cutting” strategies aimed at building sector and community capability, and
- The organisation had been created by bringing together people from up to eight different organisations. Our culture was in its infancy and there was no unified approach to doing business.

Being able to effect the changes required under the Act, and respond to expectations placed on EMV by Government and the community, has meant a shift away from a traditional emergency response-centric model - based on a **Command, Control and Coordination** way of operating - to a more community-centric, inclusive, resilience focussed model built on shared responsibility across the sector.

While there is often a focus on the direct effects of an emergency on physical safety and property; the complexity and chaos caused by the emergency can also have **Consequences** on the wider community, agency personnel, the economy, and the natural environment. Some consequences can still be felt well after the event has been controlled and can impact a community’s relief and recovery.

Effective **Communication** during emergencies is also as critical as ever, as emphasised repeatedly in recent inquiries and reviews into emergency management-related matters.

Community connection means understanding and connecting with trusted networks, trusted leaders and all communities, to support resilience and decision-making before, during and after the emergency.

Therefore, while the functions of Command, Control and Coordination remain important today - we believe our future system must be supplemented by a focus on **Consequence, Communication and Community**.

It is for these reasons that the combined ‘six C’s’ are leading to a massive shift in how we are approaching and building a modern emergency management system for Victoria. The ‘six C’s’ represent the future of emergency management - a holistic, future-looking model which spans the before, during and after continuum of managing emergencies.

This has been driven by the renewed focus on placing the community at the centre of everything we do, championed by EMV throughout the sector’s planned reform activities.

However, the evolutionary changes to the role of the Emergency Management Commissioner and EMV have also been driven in part by the nature of the emergencies, incidents and the challenges faced by the community and the emergency management sector.

As a tangible example, the role of EMV in supporting the sector has evolved since 2014, with emergencies now including events such as the 2016 thunderstorm asthma event and the Bourke Street incident.

The Emergency Management Commissioner has led the sector’s operations at the State Control Centre over increasingly lengthened activation periods, echoing the changing nature of events and challenges responded to by the sector. The Commissioner has also led significant transformation of the decision-making systems that support incident managers and Victorians in times of disaster and emergencies.

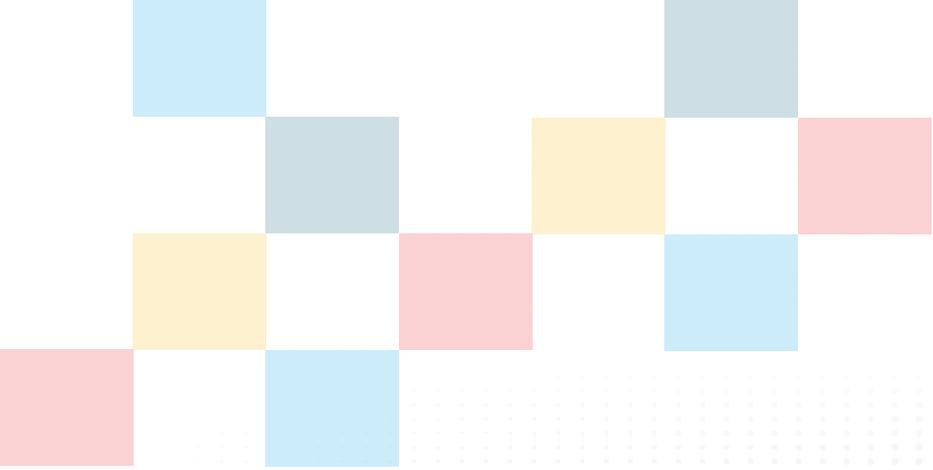
The systems include the development of an Emergency Management Common Operating Picture, enabling responder agencies, government departments, agencies, local government and community organisations to better support the Victorian community during an emergency. The Vic Emergency website and application are tangible and public facing examples of this; enabling the sector to work together and providing community with one place for information to help them make decisions about their own safety.

EMV’s journey since mid-2014 has been significant, which is recognised by this Strategic Plan and is summarised in the following table, along with our aspirations for 2020.

EMV's journey since inception is captured below, including our aspirations for the system, response and the organisation.

EMV at inception (mid-2014)	EMV at mid-2017	EMV aspirations for 2020
Emergency management system		
<ul style="list-style-type: none"> A strong response focus with limited attention given to recovery, resilience and risk mitigation 	<ul style="list-style-type: none"> A wide range of sector enabling strategies are now in place, focussing on community connectedness and resilience, volunteers, infrastructure and business resilience and sector capability Cross sector EM Governance structures in place and being enacted Community relief, recovery and resilience planning frameworks developed and being refined Performance standards being developed and implemented Emergency management systems, tools and information networks being developed to support preparedness, response and recovery As required under the EM Act, a Strategic Action Plan was developed and is being implemented to guide sector wide initiatives Resilience focus underpinning activities 	<ul style="list-style-type: none"> Emergency management is founded on community connectedness, resilience and shared responsibility A sustainable and efficient emergency management system is in place that minimises the likelihood, effect and consequences of emergencies Sector strategies are integrated and community focussed Systems, standards and tools support sector performance and capability, and mitigate community impacts
Emergency response		
<ul style="list-style-type: none"> An “all hazards-all agencies” philosophy is emerging but there was still a strong focus on fire as a hazard Standard Operating Procedures typically not adapted for specific hazards Limited exploitation of technology 	<ul style="list-style-type: none"> A shift in focus to “all communities, all emergencies” has occurred Standard Operating Procedures have been updated A range of risk and hazards have been documented, and sector capability strategies being developed to respond to these challenges The State Control Centre has been refurbished to improve interoperability Several technological solutions have been developed to improve community and sector connectedness Operating procedures are in place for consequence management 	<ul style="list-style-type: none"> Coordinated and integrated emergency management arrangements are in place and subject to continuous improvement The sector is highly capable during response, recovery and consequence management Enabling technologies continue to be exploited to enhance emergency management and community outcomes
EMV - The organisation		
<ul style="list-style-type: none"> Formed from up to eight different organisations No unifying culture and ways of doing business A focus on establishing the business and dealing with outcomes from multiple inquiries 	<ul style="list-style-type: none"> Extensive focus on external facing strategies, programs and plans Emerging plans to guide organisational effectiveness and sustainability Robust reporting regimes and certain business systems in place 	<ul style="list-style-type: none"> A resilient, learning, high performing, inclusive and diverse organisation, capable of effectively and efficiently delivering on our obligations and aspirations Our staff are highly skilled at engaging and working with the community and sector

Table 2. EMV's journey





Our role

2.1 Working as one with the community and sector

Relationships are critical for EMV's effectiveness. Our role is to lead emergency management in Victoria by working with communities, government, agencies and business to strengthen our overall capacity to withstand, plan for, respond to and recover from emergencies. In doing so we aim to:

- Maximise the ability of the emergency management sector to work together and achieve joined up outcomes that are community focused;
- Lead and facilitate key initiatives focused on system-wide reform with integrated policy, strategy, planning, investment and procurement;
- Ensure a stronger emphasis on shared responsibility, community resilience, consequence management and post emergency recovery activities;
- Embed emergency management across government, agencies and business; and
- Lead and coordinate emergency preparedness, response and recovery with the emergency management sector and community.

2.2 Our functions

Emergency Management Victoria

EMV has the following high-level functions, as defined under the *Emergency Management Act 2013*:

- to act as the agency responsible for the coordination of the development of the whole of government policy for emergency management in Victoria;
- to provide policy advice to the Minister in relation to emergency management;
- to implement emergency management reform initiatives given to Emergency Management Victoria by the Minister;
- to liaise with the Commonwealth Government on emergency management; and
- to provide support to the Emergency Management Commissioner to enable the Commissioner to perform their nominated functions.

The Emergency Management Commissioner

The role of the Emergency Management Commissioner is central to ensuring a sustainable and efficient emergency management system. The Emergency Management Commissioner is responsible for coordination of the sector's preparedness for, response to and recovery for Class 1 and Class 2 emergencies.

Section 32 of the *Emergency Management Act 2013* sets out the Commissioner's functions:

- responsible for coordination of activities of agencies with roles or responsibilities relating to class 1 and class 2 emergencies;
- ensure control arrangements are in place during class 1 and class 2 emergencies;
- manage the State Control Centre;
- responsible for consequence management and coordinating recovery for emergencies;
- providing information to the Minister on specified major emergencies;
- lead and promote the implementation of the Strategic Action Plan and fire service reform action plan; and
- develop and maintain operational standards and incident procedures for the performance of emergency management functions by responder agencies.

The Act also requires the Emergency Management Commissioner to have regard to the fundamental importance of the role of volunteers in the performance of emergency management functions in Victoria.

Chief Executive

EMV's Chief Executive is responsible to the Secretary of the Department of Justice and Regulation for the general management of EMV and the performance of its functions and activities. The Chief Executive also has specific functions in relation to the coordination of investment planning and strategic projects relating to communications and information systems.



2.3 How we perform our functions

Within EMV, we work to fulfil the functions of the organisation and the Commissioner in a seamless and coordinated manner.

Our Strategic Framework, detailed in Section 4, helps us to integrate this activity across the entire business. This framework demonstrates how these and other key functions align with our strategic themes and the vision of building safer and more resilient communities.

In carrying out these functions, we interact with key stakeholders. These interactions differ depending on the nature of the role we are fulfilling.

Importantly, we see the tasks of coordination, facilitation and collaboration underpinning all that we do and they are central to achieving our vision.

2.4 Our values and behaviours

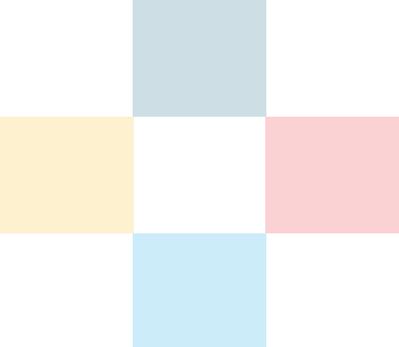
Values form the building blocks of how we interact with one another, the community and our key partners. At EMV, our values and behaviours are vital to our success, and underpin our strategic framework. Our values and behaviours are:

- **Leadership** - We show personal drive and inspire others to achieve shared goals as leaders of emergency management in Victoria
- **Accountability** - We work to clear objectives in a transparent manner
- **Integration** - We recognise the importance of building effective and cooperative relationships with our emergency management colleagues
- **Agility** - We respond quickly and effectively to dynamic situations and changing demands

Our behaviours are:

- Respect others
- Work as one
- Focus on the community
- Listen and communicate
- Acknowledge good and focus on opportunity

Our values and behaviours align with the Victorian public sector values, articulated under the *Public Administration Act 2004*. These include responsiveness, integrity, impartiality, accountability, respect, leadership and human rights – all of which underpin the behaviours that government and the community expect of public sector employees.



2.5 Our relationships

Our relationships are the enduring interactions we have with our stakeholders. Healthy relationships across the emergency management sector are essential to achieving the vision of building safer and more resilient communities.

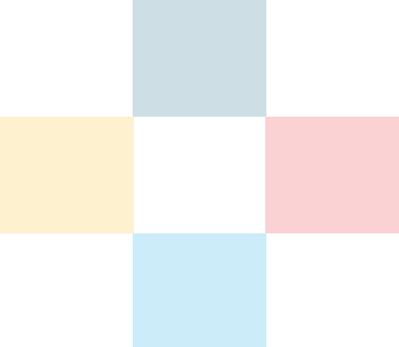
Other important relationship considerations are set out in the Emergency Management Act, which requires us to:

- have regard to decisions made by the State Crisis and Resilience Council;
- collaborate and consult with the emergency management sector; and
- have regard to the fundamental importance of the role that volunteers play in the performance of emergency management functions in Victoria.

Our goal is to create enduring connections with our community and key stakeholders. This is critical to ensuring the broader resilience we aspire to. We aim to underpin our relationships with our values of leadership, accountability, integration and agility. We have many initiatives which focus on building our relationships and community connections. Some examples are shown in the following diagram.



Figure 2. EMV's relationships and connections



2.6 Our key stakeholders

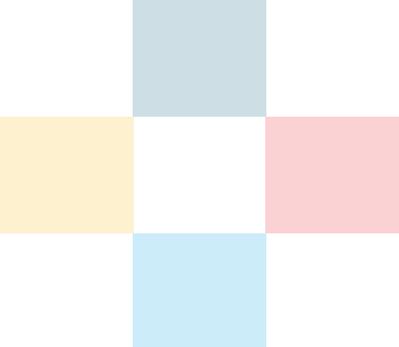
EMV has over 60 key stakeholders with whom we have an on-going relationship. These stakeholders are crucial to our long-term success.

They range from the Minister for Emergency Services, to the Victorian community, through to specific agencies and organisations with whom we work to provide a coordinated approach to emergency management.

Our stakeholders include, but are not limited to:

Community groups	Government	Agencies	Business
Individuals	Departments	Not-for-profits	Non-government organisations
Volunteers	Colleagues	Academia	Industry
General public	Clients	Peak organisations	Regulators
Boards	Regional bodies	Lobby groups	Media

Figure 3. Gives an indicative snapshot of just some of the stakeholder types EMV interacts with.

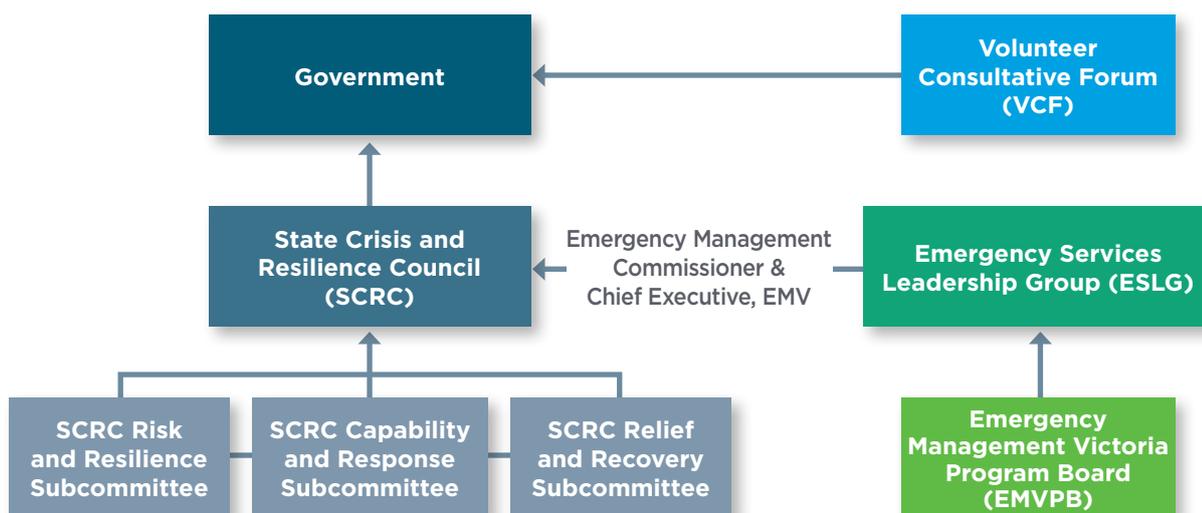


2.7 Victorian emergency management committee structure

This diagram describes EMV’s key governance arrangements and relationships. The Emergency Management Commissioner and Chief Executive of EMV have accountabilities under the Act to government and the State Crisis and Resilience Council (SCRC). This is supported by

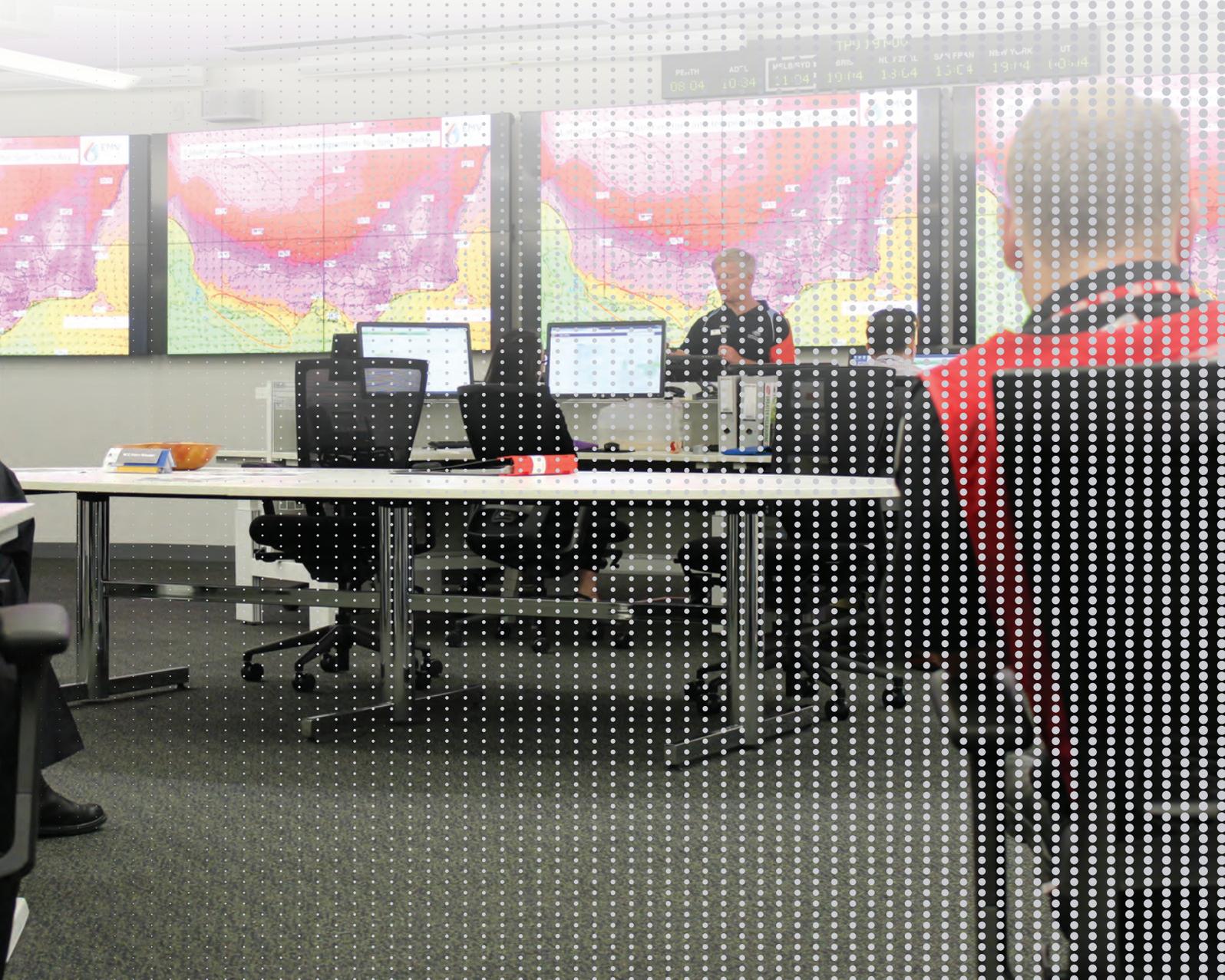
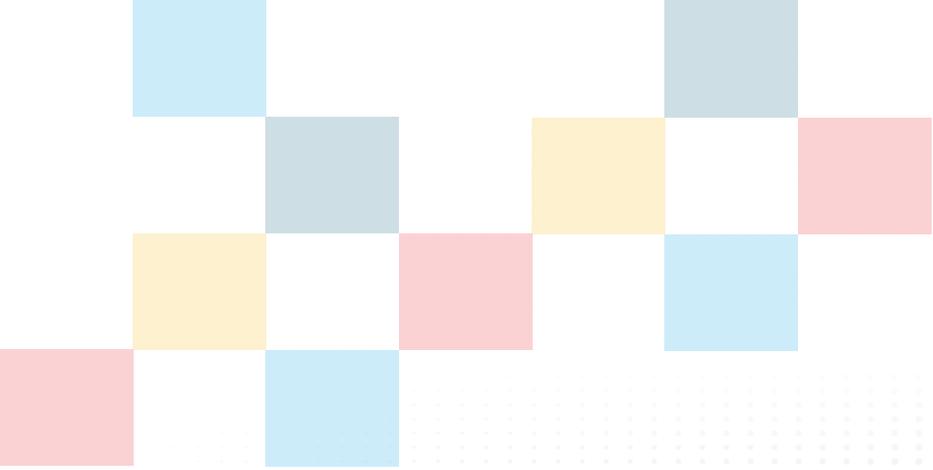
subcommittees, the Emergency Services Leadership Group, Volunteer Consultative Forum and our Program Board.

These arrangements support the Emergency Management Commissioner and EMV in fulfilling their strategy obligations, provide a forum for engagement with volunteers and a framework for accountable decision making.

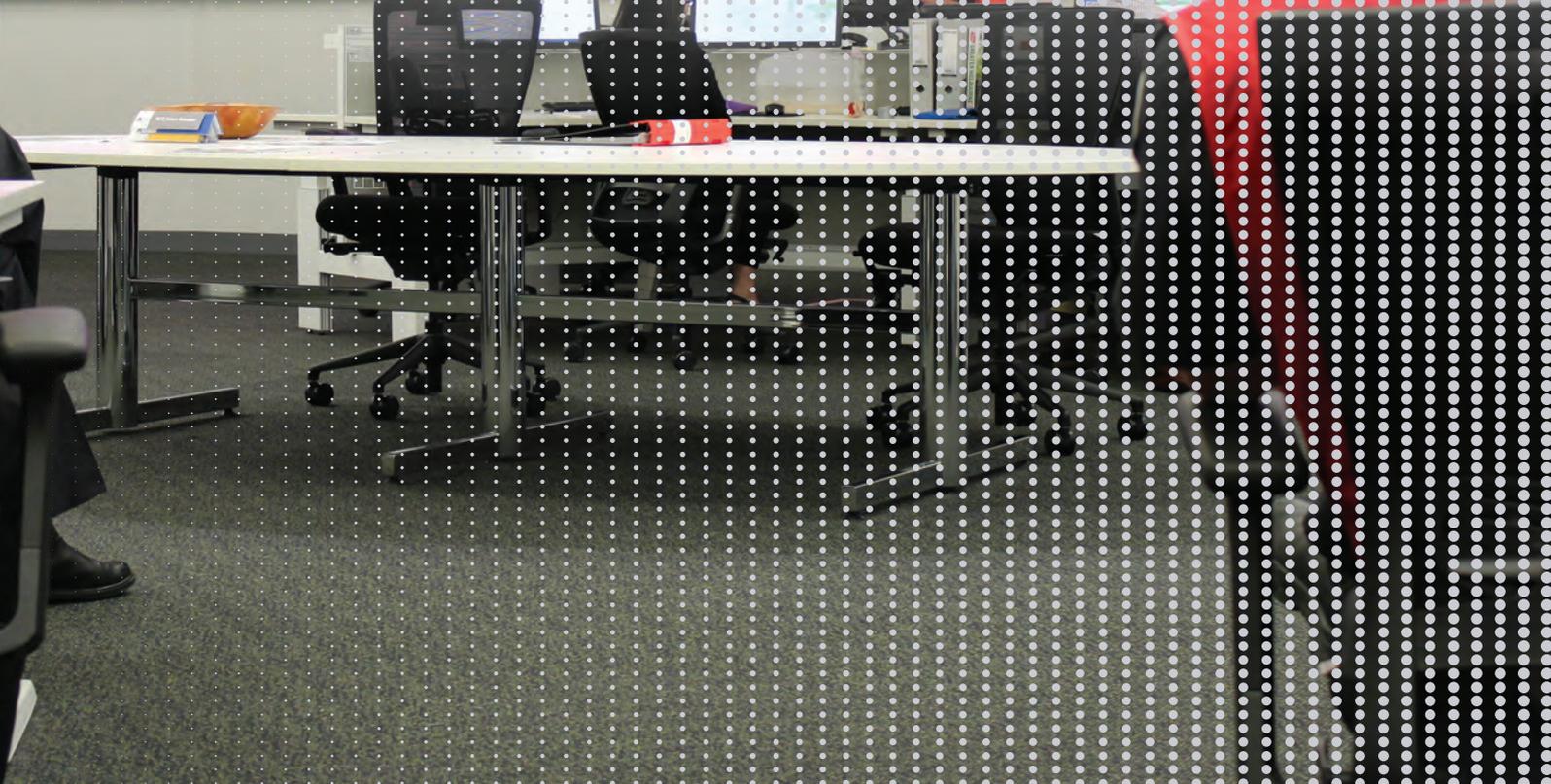
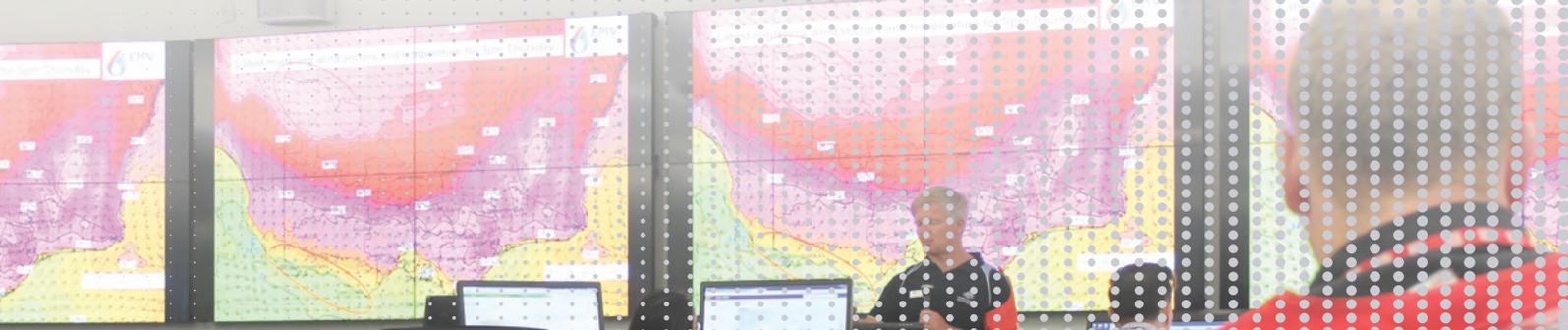


A range of working groups implement programs of works on behalf of the Subcommittees which can be time limited.

Figure 4. This diagram describes EMV’s key governance arrangements and relationships.



PEATH	AD'L	MELBYD	BRIS	MLZC'L	SPYEPAN	NEWYORK	UT
08:04	10:34	11:04	10:04	13:04	13:04	19:14	6:04



Our operating environment

3.1 Challenges and opportunities

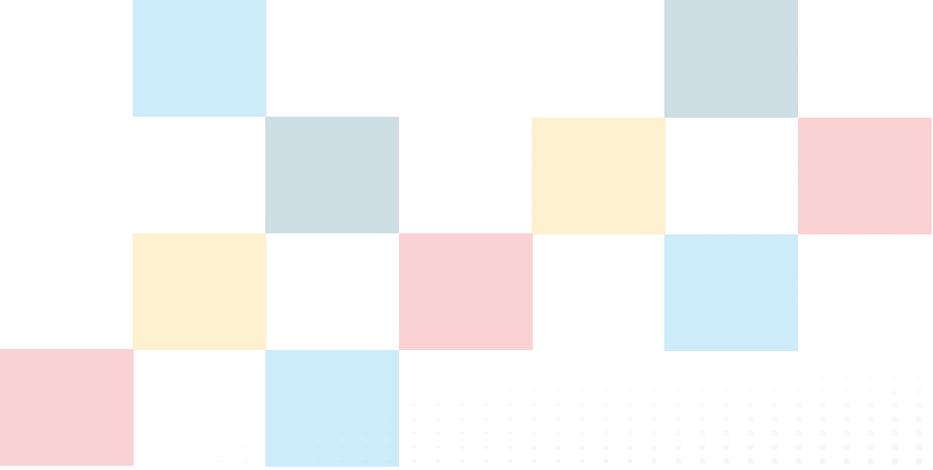
The history of the reform journey may set the scene for how we got here, but the future challenges and opportunities for EMV and the emergency management sector continue to evolve locally and globally.

Some of the key drivers and their potential implications for emergency management in Victoria and EMV as an organisation are summarised in the following table.

This Strategic Plan seeks to ensure it is cognisant of, and adequately responds to, these issues over the next three years and beyond.

Challenge / opportunity	Potential implications for emergency management in Victoria
Demographic and social	
<ul style="list-style-type: none"> • Rapid population growth • Changing urban settlement patterns • Greater community diversity • Reduced social cohesion • Changing societal practices and norms • Chronic diseases • Greater mobility of people around the globe • Greater use and acceptance of technology 	<ul style="list-style-type: none"> • An increase in the nature and consequence of emergencies • Peri-urban communities at greater exposure to certain hazards • Increases in hard surfaces as the population grows, increasing flooding risk • Reduced community resilience • Greater risk of pandemics due to people's mobility around the globe • Opportunities to connect communities via technology • The potential impact of societal changes on volunteerism
Environmental	
<ul style="list-style-type: none"> • Climate change • Reduction in biodiversity 	<ul style="list-style-type: none"> • An increase in the frequency and scale of natural hazardous events and shocks (fire, flood, storms and so forth) • An increase in the nature and frequency of bio-hazards due to climate change • The impact of larger hazardous events such as fire, on biodiversity
Economic and infrastructure	
<ul style="list-style-type: none"> • Resource scarcity • Highly optimised linear supply chains • Infrastructure under stress • Economically and socially disadvantaged groups in the community • New economic and business models 	<ul style="list-style-type: none"> • Socially and economically disadvantaged groups are more vulnerable to hazards and emergencies • The vulnerability of infrastructure to emergencies, which can limit the effectiveness of emergency response and consequence management • The vulnerability of supply chains to emergencies • The opportunity to take advantage of the "sharing economy" for consequence management (e.g. use of Airbnb for housing the displaced)
Technology	
<ul style="list-style-type: none"> • Proliferation of enabling technology (e.g. social media, artificial intelligence, virtualisation, Internet of Things, drones) • Increased cyber threats 	<ul style="list-style-type: none"> • Opportunities to exploit these enabling technologies to increase resilience and improve emergency responses and consequence management • Increased cybercrime and related disruption

Table 3





Our strategic focus

4.1 Our shared vision

To foster a sustainable and efficient emergency management system in Victoria, a shared vision of “safer and more resilient communities” has been embraced by the organisation and key stakeholders.

This Strategic Plan is an important document for all at EMV as it helps us to define our contribution to this shared vision. The plan’s successful delivery requires a high level of commitment and alignment across all our staff, along with strong collaboration with our partners in the emergency management sector.

As such, our plan sets out our purpose and common goals for ensuring we play our part in building a sustainable and efficient emergency management system in Victoria.

4.2 Our 2020 strategic plan

This plan identifies our key priorities over the next three years and how these priorities are linked to other key planning initiatives, such as the Strategic Action Plan, Safer Together Plan, the Climate Change Framework and Adaption Plan, Plan Melbourne, the Regional Growth Plans, and the Jobs for Victoria Plan.

The key priorities identified in this plan include strategies that seek to continue the transformation of our emergency management system, increase the capability of our sector and people, drive a community centered approach to our services, and enhance our engagement with the sector, the community and our people.

Our people are integral to the implementation and achievement of this plan. As a result, this plan is supported internally by the Plan for our People and our Culture, our Stakeholder Engagement Plan, and a plan to improve how we manage projects, procure, and manage our finances. These enablers will support our people in delivering on our strategic initiatives, and in working with our sector, the community and business partners.

This plan and its key priorities also informs our annual business planning, budgeting and performance management processes. The details of how we will deliver our key initiatives, and measure our effectiveness of doing so, are contained in these supporting documents.

This plan has been prepared with significant input from the people across EMV and input from key stakeholders. There has been extensive engagement

via workshops, steering committees and individual contributions to formulate this plan. EMV’s Executive Leadership Team are committed to overseeing its successful implementation and in supporting our people as part of that.

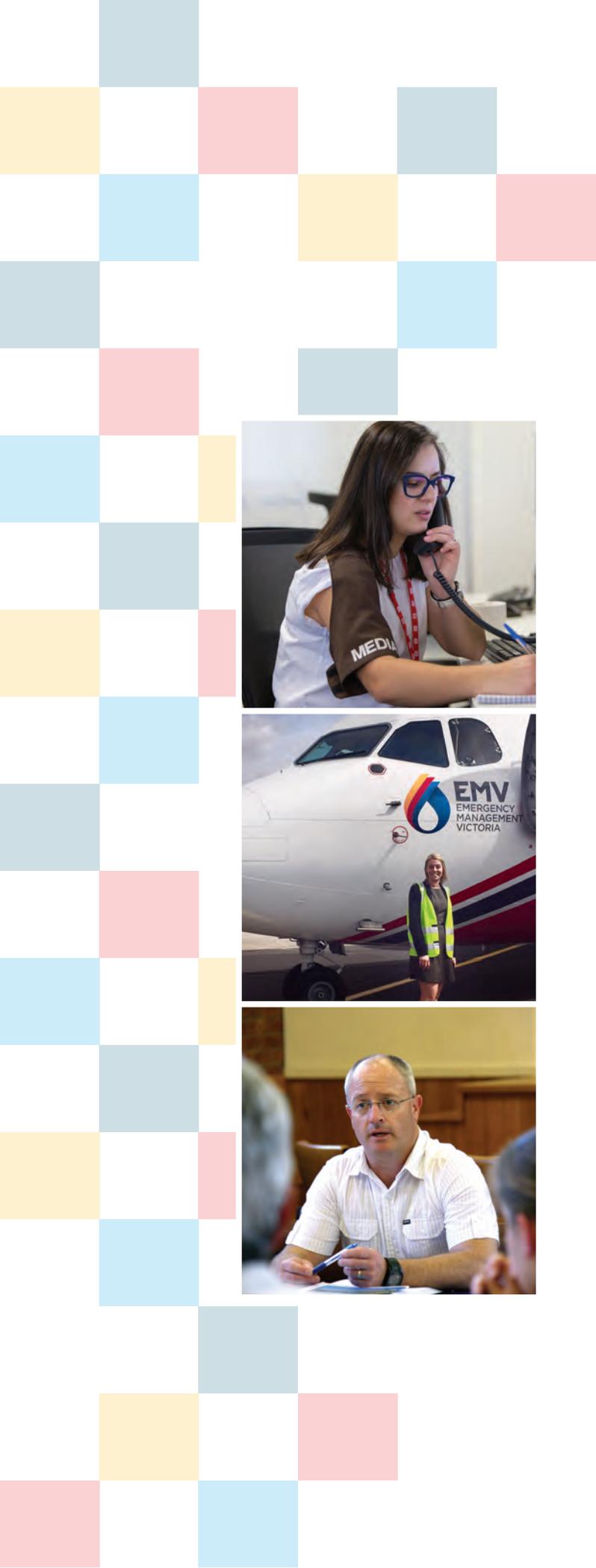
The EMV strategic plan focuses on how our organisation will:

- contribute to the shared emergency management vision of “safer and more resilient communities”
- meet our obligations as prescribed in the *Emergency Management Act (2013)*
- implement a structured approach to articulating our priorities and achievement of our outcomes
- interact with and coordinate across our many partners within the emergency management landscape. This includes the part we play in important initiatives such as the Strategic Action Plan, and
- ensure our own organisation is healthy, adaptable and resilient in order to support the significant effort required to achieve the above outcomes.

4.3 Our strategic themes

To give life to the Victorian emergency management vision of “*safer and more resilient communities*”, we have adopted four strategic themes to guide our activity. Three of these themes are externally facing, and one deliberately focuses on the health and sustainability of our own organisation. As such, this strategic theme focusses on ensuring EMV can robustly support the work across the other three themes.

1. **Leading change** - to lead and coordinate the development and implementation of emergency management policy and reform, and deliver innovative, community focused outcomes
2. **Stewardship** - to guide and influence the ability of the emergency management sector, government and communities to continuously improve practice and sustain our collective capability
3. **System delivery** - to drive system integration across emergency mitigation, response, recovery, community information, resilience and connection, and consequence management



4. **High-performing organisation** - to be a resilient, learning, high performing and inclusive organisation, capable of delivering on our obligations and aspirations.

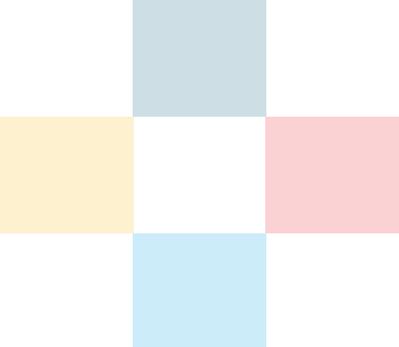
These themes align with our responsibilities under the Emergency Management Act, respond to the opportunities and challenges that face us, and provide us with the clarity we need to play our part in building safer and more resilient communities.

We have created a framework around these strategic themes to give clarity and structure to what we do. The framework sets for each theme, our objectives, the associated impact or value for the Victorian community, our key functions, and key initiatives for the next three years.

4.4 Relationship with other initiatives

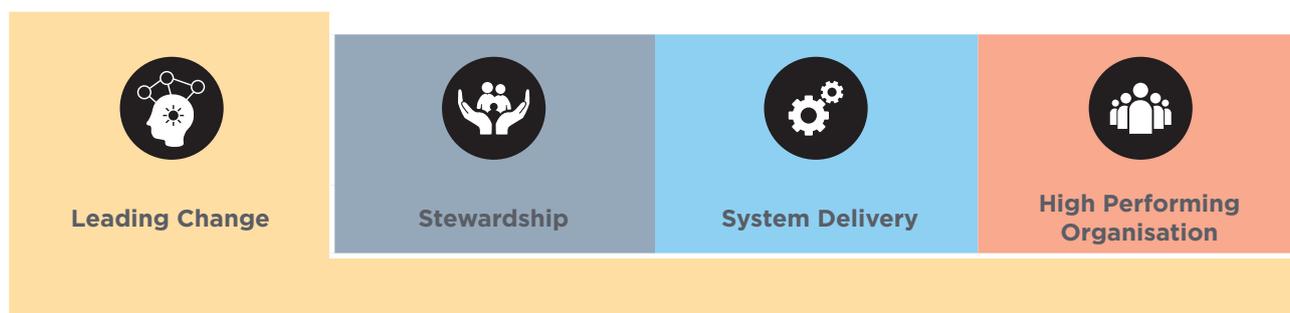
EMV's Strategic Plan 2020 links to a range of different documents and activities:

- It is shaped and guided by the Whole of Victorian Government (WOVG) outcomes as they relate to emergency management, as well as the Government's public sector values
- It is supported by the Department of Justice and Regulation, which assists EMV with corporate services such as procurement, project management, financial management, and people management
- It guides EMV's own planning frameworks such as the annual budgeting process, business unit plans and performance management regimes
- It supports the Strategic Action Plan (SAP) by ensuring EMV is well placed to fulfil its obligations under the SAP, and
- It helps guide a range of EMV led strategies, which can be either outward facing across the emergency management sector, or have an internal focus on the sustainability of EMV.



4.5 Our strategic priorities

Our strategic priorities are set out under each of our strategic themes. These are expanded on the following few pages.



Building resilience

- Develop and implement the **Victorian Fire Management Strategy**. This strategy will take an integrated approach to mitigation, preparedness, response, consequence management and recovery, as well as being state-wide
- Implement the **Community Resilience Framework for Emergency Management**, which is a key foundation strategy for EM in Victoria
- Implement the **Resilient Recovery Strategy**
- Develop an **Emergency management long-term strategy** that describes the future state for emergency management in Victoria in 2030
- Develop a **Climate Readiness Plan** (including a Climate Readiness Assessment of key emergency management agencies)

Supporting people in emergency management – building capability

- Progress the strategic initiatives for supporting and growing **volunteering**, which underpins emergency management in Victoria
- Continue to implement the **Emergency Management Diversity and Inclusion Framework**
- Continue to develop the **Emergency Management Capability Framework** and implement the **Emergency Management Sector Workforce Strategy**
- Develop a transformational **Emergency management leadership model**
- Fiskville redress/ Emergency responders program

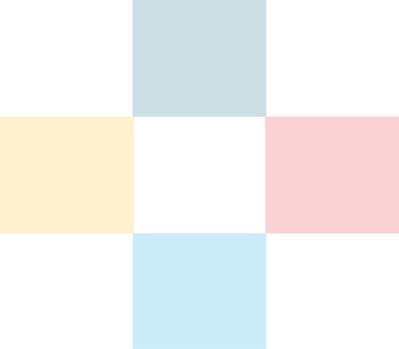
Sustaining infrastructure

- Develop the **Next Generation SCC** model
- Implement the **ICC-RCC Strategic Review**
- Develop an emergency management aviation strategy
- Prepare and commence implementation of an **Emergency Management Investment and Assets Strategy**

Governance

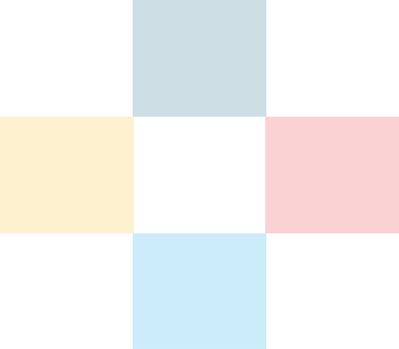
- Continue to develop the State Emergency Response Plan and sub plans

Table 4



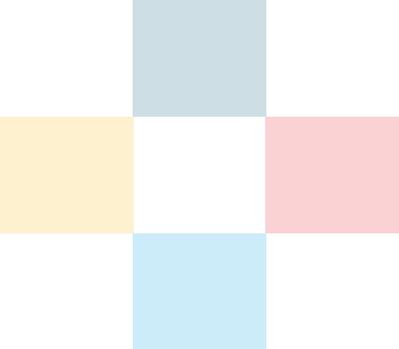
 <p>Leading Change</p>	 <p>Stewardship</p>	 <p>System Delivery</p>	 <p>High Performing Organisation</p>
<p>Building resilience</p> <ul style="list-style-type: none"> Continue to implement the Critical Infrastructure Resilience Strategy Continue to develop and implement the EM Partnership Framework <p>Supporting people in emergency management – building capability</p> <ul style="list-style-type: none"> Continue to operationalise the Victorian Emergency Management Institute to progress emergency management learning and development across the State Implement the Victorian Preparedness Framework to ensure more robust emergency response, recovery and consequence management Refine and embed the EM Learn Framework <p>Sustaining infrastructure</p> <ul style="list-style-type: none"> Community/Essential Assets Framework <p>Governance</p> <ul style="list-style-type: none"> Implement and undertake a review of the Strategic Action Plan and refine and embed the Emergency Management Outcomes Framework Further refine the emergency management grants program to support strategic outcomes Support and contribute to WOVG Taskforce work – including Cladding, Coolaroo and Stawell 			

Table 5



 <p>Leading Change</p>	 <p>Stewardship</p>	 <p>System Delivery</p>	 <p>High Performing Organisation</p>
<p>Building resilience</p> <ul style="list-style-type: none"> • Continue to embed and improve coordination of relief and recovery • Further refine and embed community-based emergency management • Develop and embed impact assessment model • Refine and embed emergency management consequence management <p>Supporting people in emergency management - building capability</p> <ul style="list-style-type: none"> • Continue to develop and implement the specialist rescue capabilities of the State, including the Search and Rescue Strategy (Marine search and rescue, road crash rescue and other specialist programs) • Develop a sustainable State emergency management SCC resourcing strategy and operational support • Refine and further develop future and community focussed public information tools and strategy <p>Sustaining infrastructure</p> <ul style="list-style-type: none"> • Continue to develop Victorian Information Network for Emergencies (VINE) and EM ICT Program, Vic Emergency website/application and embed the Emergency Management Common Operating Picture (EMCOP) • Implement and embed the Emergency management operational communications (EMOC) program <p>Governance</p> <ul style="list-style-type: none"> • Continue to embed the State plans and Emergency Response Plan into our emergency management system • Continuously improve our standard operating procedures and Emergency management performance standards 			

Table 6



 <p>Leading Change</p>	 <p>Stewardship</p>	 <p>System Delivery</p>	 <p>High Performing Organisation</p>
<p>Building resilience</p> <ul style="list-style-type: none"> • Implement the Plan for our People and our Culture and Health and Wellbeing Plan for EMV • Implement the Stakeholder Engagement Framework, Guide and Tool Kit for engagement relating to major programs, projects and emergency management initiatives • Evolve and improve key business systems and processes such as financial management, procurement management, project management, asset management and IT service provision to support our overall business activities <p>Supporting people in emergency management - building capability</p> <ul style="list-style-type: none"> • WOVG multilateral agreement for emergency management workforce • Develop Strategic Digital Communications Plan (External and Internal) • Implement EMV's planning system, Interplan, to support monitoring • Continue to effect change management to support strategic alignment <p>Governance</p> <ul style="list-style-type: none"> • Implement EMV's Strategic Plan 2020 • Implement, receive and refine EMV's annual strategic priorities • Implement and monitor Directorate business plans 			

Table 7

Our enablers

5.1 Our key organisational initiatives

An important focus of this Strategic Plan is continuing to enable EMV to become a high performing organisation. We recognise that our people systems and processes are our key enablers in achieving what we are required to under the Act and in supporting the Emergency Management Commissioner.

5.2 People and culture

We have developed a Plan for our People and our Culture to guide our key initiatives in this area over the next three years. We have used a comprehensive people management framework to identify and prioritise our activities in this area. An important focus for us is developing and maintaining a constructive and collaborative culture.

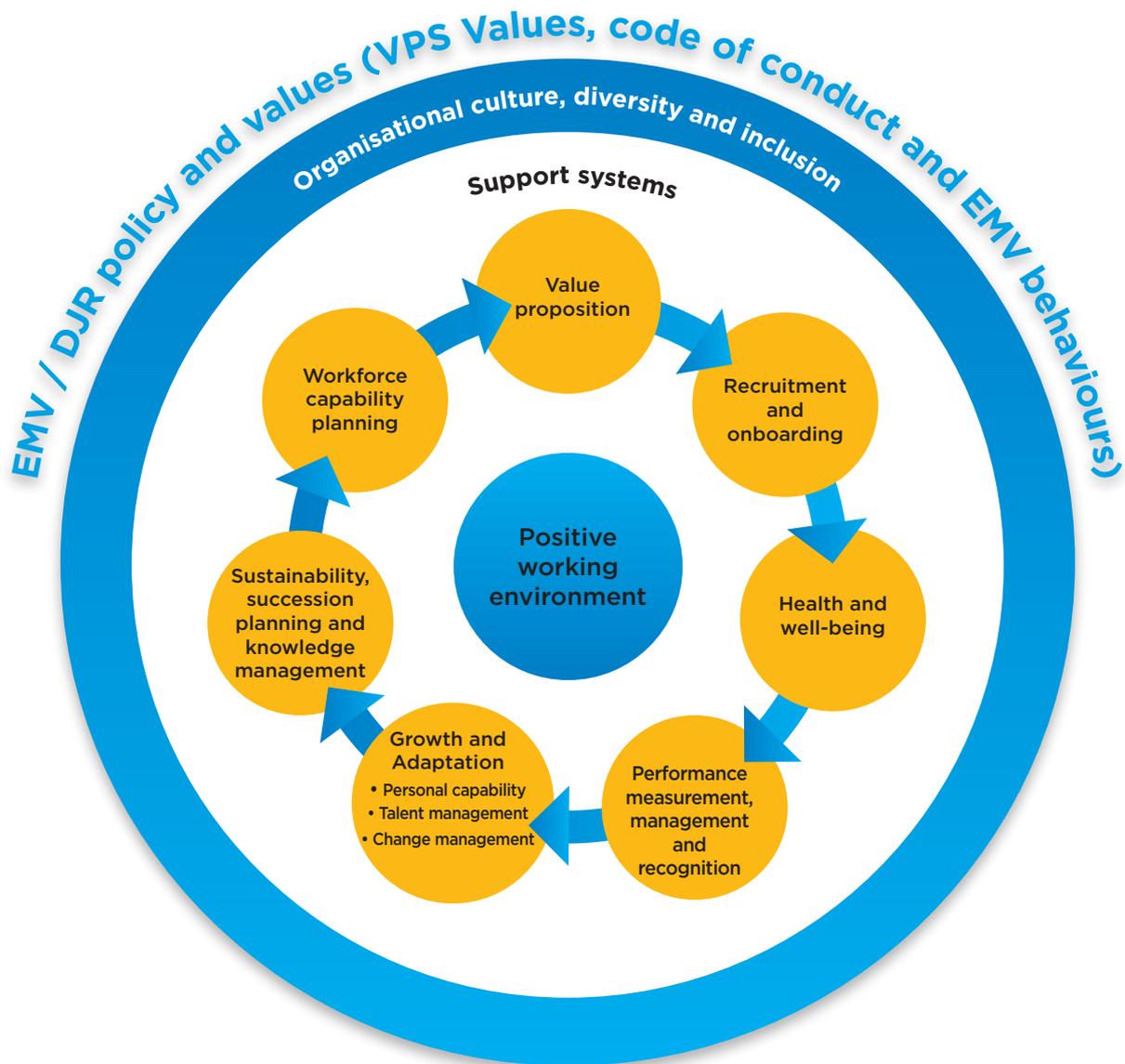
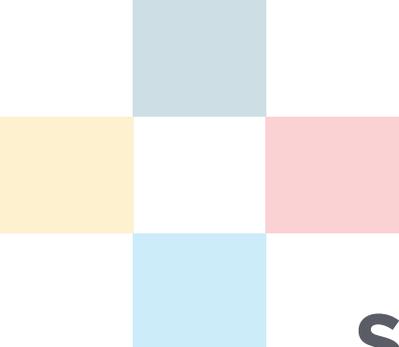


Figure 5. Shows EMV's systems and processes for enabling our people



Strategy implementation

6.1 Oversight

The Commissioner, Chief Executive and EMV's Executive Leadership Team will ensure they are supporting and driving the strategic outcomes for the organisation by leading tasks including:

- Maintaining an annual calendar of events that drive and are associated with the implementation of this strategic plan
- Developing and maintaining as necessary, strategic planning procedures and/or processes that help guide the format and nomenclature associated with strategies and plans
- Maintaining a master list of strategies and plans for the organisation
- Reporting on the progress of the strategic priorities
- Ensuring the breakdown of these priorities and associated budgets, timelines and performance measures are being captured in the annual planning and reporting frameworks
- Supporting strategic foresight planning to allow for flexibility and currency
- Initiating and planning strategy workshops as necessary to give greater definition and more detailed planning to the key priorities
- Undertaking quarterly reporting of this plan, as well as an annual review, involving staff participation, to assess and re-prioritise as required.

6.2 How we measure our performance

This strategic plan is a three year document, which incorporates our key priorities for that period. This document is then supported by a range of strategies and plans which break these priorities down into tangible actions, timelines, budgets and performance measures. We in turn capture these actions and performance measures on an annual basis in our annual business plans. This allows us to track performance against the strategic plan on an annual basis at a level of detail that is manageable.

6.3 Revision

This document will be revised annually to account for changing priorities or any major changes in the operating environment which warrants a review of EMV's strategic direction.

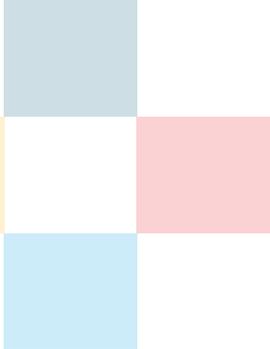


Definitions

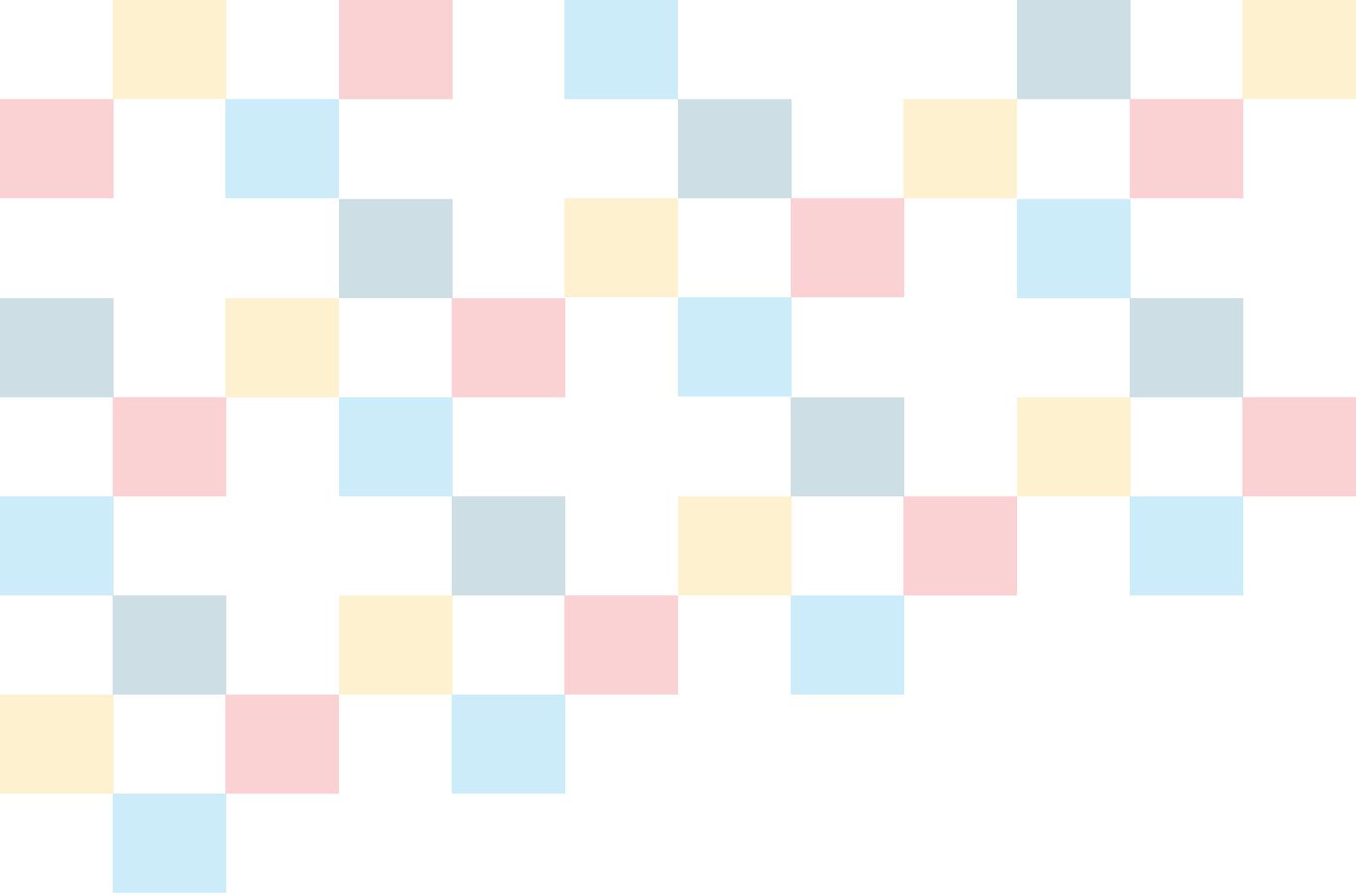
EMV uses the following definitions to describe key attributes of its activities:

Descriptor	Definition	Source
Community	A group sharing common characteristics, attributes or interests including communities of place (township, locality etc.); and communities of interest (faith, club, business, virtual, etc.).	Community Resilience Framework (EMV 2017)
Connections	The point of contact between someone who has, or wants to have, a relationship with you. Good connections are the heart of strong relationships.	EMV Stakeholder Framework (2017)
Consequence management	The coordination of agencies, which are responsible for managing or regulating services or infrastructure that may be affected by an emergency. The objective is to minimise the adverse consequences to users of services or infrastructure caused by the interruption resulting from an emergency	Emergency Management Act (2013)
Emergency	The actual or imminent occurrence of an event which can in any way endanger safety or health of a person or destroy, damage or endanger the environment	Emergency Management Act (2013)
Emergency Management Sector	All agencies, bodies, Departments and other persons who have a responsibility, function or other role in emergency management	Emergency Management Act (2013)
Emergency Management System	A system which fosters a sustainable and efficient approach to emergency management that minimises the likelihood, effect and consequences of emergencies and encompasses all stakeholders involved with an emergency or the potential for an emergency	Emergency Management Act (2013)
Engagement	The negotiated process of interaction between people. Engagement processes can and often take many forms, from the modern mechanisms of social media, written communication, through to conversations, and direct interactions.	EMV Stakeholder Framework (2017)
Mitigation	Measures taken aimed at decreasing or eliminating the impact of an emergency or disaster on society and environment.	National Strategy for Disaster Resilience (COAG 2011)
Partnerships	The working relationship between two or more parties to reduce the likelihood, impact and consequences of emergencies for Victorians.	EMV Stakeholder Framework (2017)
Preparedness	Measures to ensure that communities, resources and services are capable of coping with the effects of an emergency	National Strategy for Disaster Resilience (COAG 2011)
Prevention	Measures to eliminate or reduce the incidence or severity of emergencies	National Strategy for Disaster Resilience (COAG 2011)

Table 8



Descriptor	Definition	Source
Recovery	Assisting people and communities affected by emergencies to achieve a proper and effective level of functioning and restoration of emotional, social, economic and physical wellbeing	Emergency Management Act (2013)
Relationships	The on-going and long-term interactions we have with key stakeholders. Stronger and healthier relationships should improve interactions and the level of participation.	EMV Stakeholder Framework (2017)
Relief	Relief is the provision of assistance to meet the essential needs of individuals, families, and communities during and in the immediate aftermath of an emergency.	Emergency Management Manual Victoria - Part 4
Resilience	The capacity of individuals, communities, institutions, businesses and systems to survive, adapt and thrive no matter what kinds of chronic stresses or acute shocks they experience	100 Resilient Cities (2016)
Responder Agency	The Metropolitan Fire and Emergency Services Board, the Country Fire Authority, the Victoria State Emergency Service Authority; and the Secretary to the Department of Environment, Land, Water and Planning and any other agency prescribed to be a responder agency	Emergency Management Act (2013)
Response	The combating of emergencies and the provision of rescue services	Emergency Management Act (2013)
Self-reliance	The social and economic ability of an individual, a household, business or a community to meet essential needs. These include protection, food, water, shelter, personal safety, health and education.	Community Resilience Framework (EMV 2017)
Shared responsibility	A common understanding that communities and organisations have significant roles to play in building resilience before, during and after emergencies. This includes increasing capacity and capability for individuals, households and communities to take greater responsibility for their own safety and resilience levels; together with the appropriate support from emergency services, government, business, industry and non-government organisations.	Community Resilience Framework (EMV 2017)
Stakeholders	Any individual or entity with an interest or stake in the outcome of our decision - including community groups, government, agencies and/or business.	EMV Stakeholder Framework (2017)
Values	Values are mental constructs about the worth or importance of people, concepts, activities, or things. Values form the building blocks of the way we interact with one another, the community and our key partners	EMV Stakeholder Framework (2017)
Volunteers	The dedicated people who do the work in local communities before, during and after emergencies.	The 3Vs Interim Report (2017)
Volunteering	The activity itself, the work that volunteers do before, during and after emergencies.	The 3Vs Interim Report (2017)
Volunteerism	The culture within organisations and the culture within the community.	The 3Vs Interim Report (2017)





Working in conjunction with Communities,
Government, Agencies and Business

www.emv.vic.gov.au