



EMV
EMERGENCY
MANAGEMENT
VICTORIA

Victorian Preparedness Framework

May 2017

Working in conjunction with
Communities, Government,
Agencies and Business



Acknowledgment of Country

Emergency Management Victoria (EMV) acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of the land. EMV also acknowledges and pays respect to the Elders, past and present and is committed to working with Aboriginal and Torres Strait Islander communities to achieve a shared vision of safer and more resilient communities.

Acknowledgement

This document has been developed by the emergency management sector in Victoria in collaboration with the Federal Emergency Management Agency (FEMA) in the United States.

Emergency Management Victoria acknowledges the lessons learnt by FEMA in developing this document.

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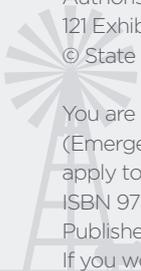
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Foreword



In Victoria we have set a goal to build safer and more resilient communities. In emergency management this requires an understanding of our challenges and the capabilities required to plan for, withstand and recover from emergencies.

Victorians face acute emergencies, such as bushfires, floods and storms, every year, and we know this likelihood will

only increase with the impacts of long term stressors, such as climate change and population growth.

By understanding what core capabilities Victoria needs to effectively prepare for, respond to and recover from major emergencies, we can identify gaps and the ways in which these capabilities can be improved.

The Victorian Preparedness Framework is the first critical step to understanding and improving upon our capabilities. At its core it's a planning tool, which can be adopted in various ways.

Capabilities come in many shapes and forms, be it the number of fire trucks available in a region, the ability to transport or house displaced people, the ability of community members to look after themselves for 72 hours without external assistance, or the ability of a local business to re-open quickly after an emergency.

No core capability is the responsibility of any one party or group. Each capability requires a collaborative approach that integrates abilities and skills from across the whole community, whether it is local government, emergency services, community members, business, government or volunteer organisations.

To ensure we continue to progress and improve our resilience, contribution from the whole community will be critical in realising the next steps and delivering an effective emergency management system that meets the future needs of all Victorians.

The Victorian Preparedness Framework builds on the Victorian Preparedness Goal and the Victorian Capability Blueprint, both key pieces of work that have been developed and adopted by the emergency management sector (see Figure 1).

Drawing on the elements of capability outlined in the Blueprint, and the 21 core capabilities confirmed in the Preparedness Goal, this Framework uses the findings from the Emergency Risks in Victoria report to identify the major risks facing the state, determine overall preparedness and outline the core capabilities.

The Framework provides a practical step, a methodology to understand capability requirements, and the critical tasks required to deliver the core capabilities.

The determination, or achievement, in meeting these requirements will then be assessed against the crucial elements of capability; the people, resources, systems, governance and processes that are needed.

This Framework supports the overarching goal of building resilience in Victoria to major emergencies, and aligns closely with the Community Resilience Framework for Emergency Management and work underway to integrate recovery with emergency management. This reform work relies on communities, government, agencies and business working in partnership and sharing the responsibility of emergency management into the future.

In essence this Framework is a planning tool to assist in understanding the capability required through all stages of a major emergency and will be used within the new Emergency Management Planning Guidelines as a crucial step to determine capability.

This Framework is the outcome of a sector coming together to determine how capability should be measured, tested and assessed so it is better prepared for the future. It is by no means set in stone, but rather a flexible and agile construct that will be constantly reviewed as it evolves and adapts, in line with changing risks, government policies and emergency sector reform.

A handwritten signature in blue ink, reading 'CW Lapsley'.

Craig Lapsley PSM
Emergency Management Commissioner
Emergency Management Victoria

Emergency management capability in Victoria

A model to understand capability in Victoria has been in development by the emergency management sector since 2015. It is based on the United States' National Preparedness Goal. It includes three parts as outlined below.

Victorian Emergency Management Capability Blueprint 2015-2025



The Victorian Emergency Management Capability Blueprint outlines the current and desired future state for Victoria's emergency management capability. The overall aim of the Blueprint is to have an effective emergency management capability across Victoria that can meet future needs.

It identifies key capability foundations and provides a strategic direction for the future.

Victorian Preparedness Goal



The Victorian Preparedness Goal sets out the core capabilities we need to deal with the challenges and risks we face as a community, and how we effectively deliver them.

The goal itself is succinct:

“A safer and more resilient community that has the capabilities to withstand, plan for, respond to and recover from emergencies that pose the greatest risk.”

Victorian Preparedness Framework



The Victorian Preparedness Framework extends upon the Victorian Preparedness Goal in more detail outlining the critical tasks that need to be undertaken and delivered to fulfil the intent of the core capability.

The critical tasks are tangible and definable activities, and are organisation agnostic.

Figure 1: Emergency management capability in Victoria.

Introduction

The core capabilities and the critical tasks outlined in the Victorian Preparedness Framework set the foundation for how we prepare, respond to and recover from emergency incidents.

They outline what the sector needs to manage emergencies, coordinate and unify efforts, improve training and ensure capabilities are effectively applied to all stages of a major emergency.*

Each core capability includes the crucial elements of people, resources, governance, systems and processes which are needed to manage events, reduce impacts, protect our community and increase resilience. The core capabilities are each made up on critical tasks that are mapped against these elements.

The process for developing this Framework has involved:

- Ensuring that each core capability is expressed as a statement that details the requisite abilities in a specific area to reduce the likelihood and consequences of an emergency before, during and after.
- Detailing the critical tasks, which are the fundamental activities of the core capability. These are the elements that need to be undertaken and delivered to fulfil the intent of the core capability. They are tangible and definable activities, and are organisation agnostic.
- Applying a series of scenarios against the core capabilities and critical tasks. These eight plausible, evidence based scenarios have been prepared from the most significant risks that Victoria faces (Emergency Risks in Victoria, February 2014).

* **“Major emergency”** means

(a) a large or complex emergency (however caused) which

(i) has the potential to cause or is causing loss of life and extensive damage to property, infrastructure or the environment; or

(ii) has the potential to have or is having significant adverse consequences for the Victorian community or part of the Victorian community; or

(iii) requires the involvement of two or more agencies to respond to the emergency; or

(b) a Class 1 emergency; or

(c) a Class 2 emergency.

As defined within the Emergency Management Act 2013.

The 21 core capabilities have each been expressed as a statement with associated critical tasks.

The next step to understand our capability and capacity is to test all the critical tasks against a plausible scenario, based on risk, to determine impacts of the emergency and desired outcomes.

Understanding our preparedness is based on high impact, plausible emergencies and not the extreme worst case. Circumstances, or a combination of circumstances, may arise for which it is not reasonably possible to be prepared.

This understanding was reinforced in the final report of the Queensland Floods Commission of Inquiry that stated:

‘A great deal can be done to improve readiness to deal with disaster generally, but it is impossible that any government could be permanently ready to come at once to the assistance of everyone needing help in a disaster of that scale and suddenness, unless it were to maintain a standing force of rescue personnel beyond the present capacity of society to fund.’¹

The levels of capability are then driven by the desired outcomes so a capability target can then be established. By comparing current and required levels of capability against the target, gaps can be identified.

These targets will assist the sector to understand what extent of capability and capacity the sector has in comparison to the capability targets. This will provide an opportunity for the sector to look at optimising community, business and government capability and capacity before, during and after an emergency.

In many cases these gaps will drive many of the sectors priorities into the future as they work to close or manage the gaps identified.

1. Commissioner C.E Holmes, Queensland Floods Commission of Inquiry, 2012, p 30.

Framework context

Understanding and developing Victoria’s emergency management capability is aligned to the State’s capability principles, which enable the emergency management sector to develop its capability collaboratively with community, business and government. In line with this is the consideration for the State Emergency Management Priorities, which provide clear direction on the factors that are required to be considered and actioned during response to any emergency.

As part of the development of the Framework it is important to recognise that all the critical tasks have been based on current best practice principles, procedures and legislation.

State Capability Principles

This collaborative approach towards understanding and developing capability across the sector is underpinned by the following capability principles that are outlined in the Victorian Emergency Capability Blueprint 2015-2025.

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

CAPABILITY	Our collective ability to reduce the likelihood and consequences of an emergency before, during and after.
CAPACITY	The extent to which the core elements (people, resources, governance, systems and processes) of capability can be sustained, before, during and after an emergency.

State Emergency Management Priorities

The State Emergency Management Priorities provide clear direction on the factors that are required to be considered and actioned during response to any emergency. The intent is to minimise the impacts of emergencies and enable affected communities to focus on their recovery as early as practicable.

The following State Emergency Management Priorities underpin the planning and operational decisions made when managing the response to emergencies.

The State Emergency Management Priorities are:

- Protection and preservation of life is paramount. This includes:
 - Safety of emergency services personnel; and
 - Safety of community members including vulnerable community members and visitors/tourists located within the incident area.
- Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members make informed decisions about their safety.
- Protection of critical infrastructure and community assets that supports community resilience.
- Protection of residential property as a place of primary residence.
- Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability.
- Protection of environmental and conservation assets that considers the cultural, biodiversity and social values of the environment.

Emergency management capability model

This diagram shows the process for understanding and applying the capabilities required for managing major emergencies.



Figure 2: Emergency management capability model.

Core capability elements

Emergency management in Victoria is underpinned in legislation by an “all hazards - all agencies” approach, which is now implemented by the sector as an “all communities, all emergencies” approach. People, resources, governance, systems and processes are the capability elements required to deliver the capabilities and critical tasks and are outlined below in more detail.

People	<ul style="list-style-type: none">• All personnel involved in undertaking emergency management activities from community, government, agencies and business.• Includes people with appropriate knowledge and skills with a focus on leadership skills, technical skills and a culture of working as one.
Resources	<ul style="list-style-type: none">• The physical equipment and assets needed to undertake emergency management activities. For example infrastructure, fleet, IT equipment, radios, communications equipment, consumables and personal protective clothing and equipment.
Governance	<ul style="list-style-type: none">• The enabling factors that emergency management operates within including legislation, funding, authorising environment, emergency management arrangements, doctrine and policy.
Systems	<ul style="list-style-type: none">• The systems that are used to deliver emergency management outcomes such as learning and development, information technology, financial, infrastructure and assets management, workforce management, workplace health and safety, quality control and Australasian Inter-service Incident Management (AIIMS)..
Processes	<ul style="list-style-type: none">• Documented or undocumented ways of delivering emergency management such as capacity planning, risk management, continuous improvement, information flow and planning.

Figure 3: Core capability elements.

Identifying and assessing risk

The Victoria Preparedness Framework uses the outcomes of the Emergency Risks in Victoria: Report of the 2012-13 State Emergency Risk Assessment to identify the major risks facing the State and determine overall preparedness. The information gathered during a risk assessment also enables a prioritisation of preparedness efforts and an ability to identify the capability requirements across the whole community.

To understand our State capability and capacity against our 21 core capabilities the following risks have been developed into eight plausible, evidence based scenarios on which we can base our capability and capacity assessment.

They are intended to be a 'high impact, most plausible scenario', which allow the extrapolation of the ideal future aspirational requirements (capability targets) of emergency management preparedness and activities.

Summary of plausible scenarios developed:



Bushfire/Heatwave

The scenario outlines that the Bureau of Meteorology has projected seven consecutive days of temperatures exceeding 40 degrees in Melbourne. On the last day of the heatwave, the Forest Fire Danger Index peaks at 130, and a south-westerly wind change is forecast in the evening, followed by a bushfire event.

Over 17,500 calls are made to Ambulance Victoria, across the State, there are in excess of 900 confirmed deaths during the heatwave, and the number of daily hospital emergency department presentations increases.

Widespread consequences are experienced across the State from the heatwave affecting public transport, power outages and flow on effects from these. Nine fires of significance occur, three of these are fast moving grass fires through the western region of the State. Two fires of high impact consequences occur, one in a National Park and another in a State Park. Four fires of long duration (28 days) occur in the Alpine and Gippsland regions.

Source: Country Fire Authority, Department of Environment, Land, Water and Planning and Ambulance Victoria.



Earthquake/Transport Infrastructure

The scenario is modelled on a magnitude 5.2 event centred under the CBD of the City of Melbourne and corresponds with the recurrence interval for ground shaking of approximately 500 years, as defined in the current building regulations.

The damage predicted for this scenario indicates significant damage to older buildings on softer soil sites with many severely damaged. A small number of road and rail bridges are damaged. The shaking, however, will require an extensive and systematic survey of central Melbourne bridges to assess serviceability immediately after the earthquake. Disruption to other infrastructure is also anticipated due to tripping of electricity transformers, some substation damage and the loss of the operation of traffic signals and waste water pumping due to lost electricity supply. Collectively these consequences are consistent with an earthquake event that is at the threshold of causing severe damage.

Source: Geoscience Australia.



Pandemic Influenza

The pandemic influenza scenario outlines that the the Australian Health Protection Principle Committee (AHPPC) has met and Australia has declared that we are in the Initial Action stage of a pandemic. Within 3 weeks Victoria has 10,000 cases (2,500 require hospitalisation and of those 1,000 have died).

Cases are also occurring in every other State/Territory as well as spreading across the world. Hospital emergency departments and general practices are overwhelmed with cases and the worried as well. Selected school closures are taking place. Voluntary quarantine and isolation is taking place in the community. Victoria has up to 580,000 cases (presumptive). The duration of the pandemic in Australia could be seven to ten months.

Source: Department of Health and Human Services.



Electricity Supply Disruption

The scenario describes the consequences and impacts of a power outage from loss of power from the Elwood and St Kilda substations in March prior to the Labour Day weekend.

Source: Department of Environment, Land, Water and Planning and Emergency Management Victoria.



Flood/Storm

The scenario describes major impacts from flooding in the La Trobe Valley area, some minor flooding in the North East and Metropolitan areas primarily affecting local roads and farmland. This flooding has occurred after several years of drought Victoria.

Two weeks after the flood occurs a large band of severe thunderstorms move across the State resulting in severe flash flooding across the Geelong area and hail up to 7cm in size across the Central and Eastern parts of Melbourne.

Source: Risk Frontiers.



Plant Disease

The scenario details the consequences from an outbreak of Red Imported Fire Ants which is confirmed at a nursery in Victoria. Twenty palms that are infected have been sold to a landscaper in Brunswick from the nursery. Nine further cases are identified in the Shepparton area, a 5km restricted area around the infestation areas is put in place. Overall there are 40,000 properties located within 1km of each incursion, they all require inspection.

Source: Department of Economic Development, Jobs, Transport and Resource.



Animal Disease

The scenario outlines an outbreak of foot and mouth disease that has occurred at a saleyard in regional Victoria, on further investigation it is found to have started at a dairy farm. Three properties are quarantined, 3km radius formed around the infected properties and a large number of animals to be destroyed.

Source: Department of Economic Development, Jobs, Transport and Resource.



Hazmat Emergency

The scenario models a truck carrying a large load of hazardous chemicals that overturns on a major freeway. A rupture has occurred and a large quantity has escaped. The gas plume is affecting an area of 10km downwind from the accident and spreading 2km wide.

Source: Victoria Police and Metropolitan Fire Brigade.

Security-related risks, such as malicious attacks, were not included in this work as they are being assessed under other national arrangements.

Estimating capability requirements

This example focuses on the process to develop a capability target based on the core capability of Health Emergency Response and the critical task “undertake and coordinate patient transport” in response to the Hazmat Emergency scenario as outlined on page 11.

By combining the impacts and desired outcome capability requirements or a target can be developed. The targets are aspirational based on scenarios. They provide a common approach for the sector to understand the system’s requirements based on plausible major emergencies and they are a tool to connect with community, business and other organisations on what capability they may be able to provide so Victoria is better prepared for major emergencies.

Step 1: Choose the a) core capability b) critical task and c) scenario.

- a) Health Emergency Response
- b) Undertake and coordinate patient transport
- c) Hazmat emergency



Step 2: Identify impacts

Identify the impacts from the scenario related to the critical task.

18,275 ill/affected, with approximately 6,289 requiring transport.



Step 3: Consider desired outcomes

Consider the desired outcomes that are being aimed for.

After initial assessment and treatment, begin transporting patients to receiving facilities within 60 minutes of first contact with clinical care, and complete transport of all stretcher patients within 10 hours.



Step 4: Develop capability requirements

Combine the impact and the desired outcomes to develop the capability target.

Provide capacity to transport 6,289 patients to receiving facilities within 60 minutes of first contact with clinical care and complete transport of all stretcher patients within 10 hours.

Step 5: Repeat the process for all scenarios.

The highest capability requirements becomes the target for that particular critical task.

Figure 4: Example of the process to estimate capability requirements.

We all have a role to play in emergency management

Everyone has capability to contribute to emergency management. Building safer and more resilient communities is the shared responsibility of all Victorians. We each have an obligation to contribute to improving the preparedness, capability and resilience of all communities.

The management of emergencies involves many people and organisations in the community. It is not something done by one sector of the community to or for the rest of society, although some organisations have specialist roles. In addition to the emergency services, all government departments have some role to play. The emergency response role may be a minor part of their responsibilities.

The State Emergency Management Committee (SEMC) is the Victorian Government's Ministerial decision making body during a large-scale emergency and is advised by the State Crisis and Resilience Council. SEMC oversees prevention, response to and recovery from major emergencies requiring whole of government coordination.

Local government

Municipalities have essential roles in emergency management, including the preparation and maintenance of municipal emergency management plans, provision of relief and recovery services and supporting emergency response operations. Because they are the closest tier of government to local communities, municipalities have a central role in building community capacity and resilience.

Voluntary organisations

Voluntary organisations such as Red Cross, St John Ambulance and search and rescue organisations play well-defined roles in emergency management.

Business

Private sector organisations are often involved when their services and resources are needed before, during and after an emergency, or where emergencies affect their buildings, equipment, personnel, suppliers or customers.

Community

The community are also responsible for taking actions in their own and the community's best interests to prepare for and respond to an emergency.

Regardless of the sector's efforts, natural disasters and emergencies are inevitable, stresses and shocks will manifest, and when they do, the sector will have no choice but to confront them. Part of the resilience-based approach is accepting that despite our best efforts, we will be challenged and confronted with loss. However, it is possible for the sector to integrate, better prepare for, respond to and recover from emergencies to reduce individual and collective consequences.

The shift from the "emergency services" to "emergency management" articulates an end-to-end system that helps build collective capacity to plan for, withstand and recover from emergencies. Success will only be delivered by an 'all communities, all emergencies' approach.

It's not just about the emergency services responding, it is an end-to-end system that starts prior to an emergency happening, it is about building the community's capability to connect and work together as part of the community at the local level.

No core capability is the responsibility of any one party or group. Each capability requires a collaborative approach that integrates the abilities and skills from across the whole community whether it is local government, emergency services, community members, business, government or volunteer organisations.

In order to effectively manage the impact and consequences of emergencies on communities, it is critical that our planning and response is integrated and coordinated across all levels of government, agencies and business in conjunction with communities.

Core capabilities for emergency management

This diagram provides a snapshot of the 21 core capabilities required to deliver emergency management during a major emergency. They are outlined in further detail on the following pages.



Figure 5: Victoria's 21 emergency management capabilities.

Core capability descriptors

In Victoria, we have arranged our core capabilities into the three phases of emergency management; before, during and after. To be effective, the core capabilities are interdependent, coordinated and overlap across the three critical phases. This section outlines the critical tasks for each of the core capability descriptors.

BEFORE, DURING AND AFTER

1. Planning

Description

Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical level approaches to meet defined objectives.

CRITICAL TASKS

- | | |
|-----|--|
| 1.1 | Define and communicate (to all stakeholders) planning principles, priorities and governance arrangements, including an understanding of a community's profile, resilience, and the likely emergencies that may impact on them. |
| 1.2 | Community and agency stakeholders participate in emergency management planning. |
| 1.3 | Identify, analyse and evaluate the likelihood and consequences of emergency events holistically, and document in emergency plans. |
| 1.4 | Community and agency stakeholders are engaged to explore, determine and implement mitigating actions to reduce or manage the likelihood and consequences of emergency events. |
| 1.5 | Communicate (to communities and agency stakeholders) information on the residual likelihood and consequences after planning and mitigation is communicated. |
| 1.6 | Exercise, evaluate and review emergency management plans regularly with agencies and community stakeholders using scenarios related to the community's risk profile. |

The reforms in the proposed Emergency Management Legislation Amendment (Planning) Bill 2017 will provide for a new enabling framework to underpin integrated emergency management planning in Victoria. This will include significant changes in how emergency management planning will occur at State, Regional and Municipal levels in Victoria. Work is currently progressing on the new Emergency Management Planning Guidelines to provide practical guidance on the new planning requirements.

Given the scope of the changes that will be outlined during this project, it has been agreed that work on the Planning capability of the Victorian Preparedness Framework will be further developed/refined once the Emergency Management Planning Guidelines are further advanced.

From this page onwards this is a final draft and may be further refined following the assessment process.

2. Community Information and Warnings

Description

Deliver public information and warnings that are authoritative, consistently constructed and relevant for all Victorians and visitors in all emergencies.

Provide timely and tailored information that supports the community to make informed decisions before, during and after emergencies.

CRITICAL TASKS	
2.1	Provide information to people and communities on risks, risk mitigation actions, and incident/events that may affect them.
2.2	Deliver a whole-of-Victorian-Government preparedness and awareness campaign.
2.3	Deliver timely, coordinated, accessible, tailored and relevant information and warnings to communities.
2.4	Undertake evaluations and research to understand community information needs and effectiveness of warnings.
2.5	Plan for and deliver collaborative and proactive messaging to promote recovery in impacted communities.

3. Operational Management

Description

Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities, including operational communications.*

CRITICAL TASKS	
3.1	Establish command and control to effectively deliver emergency management.
3.2	Activate established coordination networks to support operational response.
3.3	Identify and maintain facilities for emergency management activities.
3.4	Identify, maintain and protect operational communications networks used by emergency services.
3.5	Establish and maintain communication links between communities and emergency managers.

***Operational Communications:** are the communications within and between emergency management agencies, when responding to emergency incidents, performing business as usual activities in the field or responding to multi-agency, large scale emergency events.

4. Intelligence and Information Sharing

Description

To provide timely, accurate and actionable decision support information, resulting from the planning, collecting, processing, analysis and evaluation from multiple data sources, which is needed to be more proactive in anticipating hazard activity and informing mitigation, response or recovery activities. It also includes the assessment of risks, threats and hazards so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.

CRITICAL TASKS	
4.1	Collaboratively identify and plan for intelligence requirements.
4.2	Develop and implement effective governance, processes, and networks to improve intelligence capacity and doctrine.
4.3	Establish and monitor surveillance systems.
4.4	Develop integrated information sharing systems, tools and networks of trained personnel to deliver intelligence requirements.
4.5	Collect, collate and analyse information for current and emerging risks and hazards before, during and after an incident.
4.6	Tailor and disseminate relevant information to stakeholders.
4.7	Provide relevant and actionable intelligence and predictive assessment.
4.8	Systematically review and adjust the intelligence cycle.

5. Public Order and Community Safety

Description

Provide a safe, secure and orderly society through the active prosecution of regulations and laws related to the prevention of serious emergencies and to afford a safe environment for those communities affected by an emergency and any responding personnel engaged in emergency operations.

CRITICAL TASKS	
5.1	Secure the affected area.
5.2	Evacuation of affected persons (no mandatory evacuation order in Victoria).
5.3	Establishment of traffic management points and the maintenance of supply lines.
5.4	Maintain security and meet the protection needs of affected communities and responders.

6. Building Community Resilience

Description

Building community safety and resilience includes working together at the local level. Communities can strengthen their lifelines by better connecting and working together with appropriate support from organisations.

Build on combined community and organisational strengths before, during and after emergencies by:

CRITICAL TASKS	
6.1	Connecting with people and by supporting them to use their networks to communicate effectively.
6.2	Using local knowledge to better understand and identify local needs.
6.3	Working through likely scenarios to manage underlying stresses and cope with shocks that may continue to impact the community.
6.4	Working together to identify local problems and develop local solutions.
6.5	Sharing information and learning from experiences to make better decisions in the future.
6.6	Encouraging self-reliance by enabling communities to cope for up to 72 hours without significant external assistance.

BEFORE AND DURING

7. Fire Management and Suppression

Description

Provide firefighting capabilities to manage and suppress fires while protecting lives, property, and the environment in the affected (land and water) area.

CRITICAL TASKS

- | | |
|-----|--|
| 7.1 | Reduce incidence and consequence of fire. |
| 7.2 | Suppress, contain and extinguish major fires. |
| 7.3 | Co-ordinate deployment of local, state, national and international people and resources. |

**Based on FEMA's learnings we have included Fire Management and Suppression as the only hazard specific capability.*

DURING AND AFTER

8. Fatality Management

Description

Provide fatality management services, including search, recovery, victim identification (following Interpol Standards), and repatriation. As well as the sharing of accurate and timely information with other agencies and the community, and the provision of support to the bereaved.

CRITICAL TASKS

- | | |
|-----|--|
| 8.1 | Oversee all coronial investigations of fatalities. |
| 8.2 | Establish and maintain operations to recover a significant number of fatalities over a geographically dispersed area. |
| 8.3 | Provide investigative and operational support services for victim identification. |
| 8.4 | Establish and maintain temporary mortuaries ensuring they have adequate storage for the predicted number of fatalities. |
| 8.5 | Provide staffing and equipment to adequately examine and document all fatalities to enable accurate identification and support coronial/police investigations. |
| 8.6 | Manage family communication regarding coronial process and repatriation. |
| 8.7 | Communicate accurate and timely information to emergency services and communities about the safe handling of fatalities. |

9. Critical Transport

Description

Plan for and provide response and recovery services during emergencies that affect the road network including alternative routes, emergency permits and escorts for responders, clearing and restoration of damaged roads.

Provide response to major public transportation emergencies including infrastructure access and accessible transportation services to ensure community movement including coordination of all private rail, tram and bus services to support priority response objectives.

CRITICAL TASKS

- | | |
|-----|--|
| 9.1 | Secure disaster area. |
| 9.2 | Establish physical access for responders. |
| 9.3 | Identify and enact alternate / detour routes. |
| 9.4 | Coordinate alternate public transport provision. |
| 9.5 | Clear debris from critical routes. |
| 9.6 | Undertake engineering / safety assessments. |
| 9.7 | Undertake temporary remediation works. |

10. Logistics and Supply Chain Management

Description

Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains, including removal of debris.

CRITICAL TASKS	
10.1	Identification of essential supplies and equipment to support agency emergency management activities.
10.2	Identification of essential supplies and equipment to aid affected communities.
10.3	Manage, coordinate the end-to-end procurement and distribution of essential supplies and equipment, and services.
10.4	Manage, coordinate the demobilisation and reconciliation of essential supplies and equipment.

11. Impact Assessment

Description

Provide all decision makers with relevant information regarding the nature and extent of the hazard, and any potential consequences during and after an emergency to ensure efficient, timely and appropriate support for communities.

CRITICAL TASKS	
11.1	Gather information regarding extent of damage, immediate threats, loss of life and persons displaced.
11.2	Collect progressive assessment data of the scale and characteristics of the impact across the social, economic, built and natural environments.
11.3	Provide consistent and meaningful impact assessment data through a co-ordinated process to decision makers.

DURING

12. Search and Rescue

Description

Deliver traditional and atypical search and rescue capabilities, including people and resources with the goal of saving the greatest number of endangered lives in the shortest time possible.

CRITICAL TASKS

- | | |
|------|--|
| 12.1 | Conduct large scale search operations to locate persons. |
| 12.2 | Coordinate spontaneous volunteers. |
| 12.3 | Conduct mass rescue of trapped or isolated persons. |
| 12.4 | Coordinate deployment of state, national and international people and resources. |

13. Health Protection

Description

Promotes and protects the public health of Victorians by monitoring notifiable diseases and responding to any disease outbreaks in order to control and minimise the risk of infection. This includes regulating the safety of food, drinking water and human environmental health hazards such as radiation, legionella and pesticides. Includes informing the community and health providers about public health risks and promoting behaviours and strategies to mitigate and avoid risk. It also includes the development of national policies, standards and strategies to promote improvements in public health generally and supports the health system to respond to national public health risks.

CRITICAL TASKS

- | | |
|------|---|
| 13.1 | Develop and deliver programs to detect and identify risks. |
| 13.2 | Conduct and deliver specialist clinical, epidemiological analysis and investigation. |
| 13.3 | Engage with the community, clinical and health sector agencies. |
| 13.4 | Regulate public and private entities to manage and control public health risks. |
| 13.5 | Effectively communicate the health risks, through public health promotion and prevention campaigns. |

14. Health Emergency Response

Description

The planning, provisioning, response and coordination of pre-hospital and health emergency care, including triage, treatment and distribution of patients, in a timely and structured manner, using all available resources to maximise positive health outcomes.

CRITICAL TASKS	
14.1	Identify existing and developing health risks.
14.2	Assess patients.
14.3	Establish primary patient treatment points.
14.4	Deploy specialised resources as required.
14.5	Undertake and coordinate patient transport.
14.6	Work with hospitals to identify strategies and resources that may be implemented in response to a surge in demand.
14.7	Provide treatment and ongoing medical care.
14.8	Coordinate across the health sector to provide advanced clinical care, speciality services, and investigations required for patient treatment and care.

15. Relief Assistance

Description

The provision of well-coordinated, integrated and timely assistance to meet the immediate health, wellbeing and essential needs of affected communities, during and immediately after an emergency event, with the aim to support social cohesion and build resilience.

CRITICAL TASKS	
15.1	Establish temporary shelter options for displaced persons.
15.2	Coordinate and manage services to meet the physical needs of affected populations.
15.3	Coordinate and manage services to meet the psychosocial needs of affected populations.
15.4	Assess and provide financial hardship assistance payments.
15.5	Monitor emerging needs and adapt services to minimise the long term consequences on health and wellbeing.
15.6	Facilitate the reunification of family and friends separated during an emergency.
15.7	Coordinate and manage services to meet the immediate needs of affected livestock.

16. Environmental Response

Description

To assess and manage the consequences to the community, environmental values, domestic animals and livestock of a hazardous materials release, naturally occurring pests or biological hazard.

CRITICAL TASKS	
16.1	Conduct risk / epidemiological assessments and identify consequence management strategies.
16.2	Conduct monitoring and surveillance activities.
16.3	Coordinate the delivery of diagnostic services.
16.4	Restrict the movement of spread vectors or hosts using legislative instruments (includes 'standstill').
16.5	Restrict the movement of hazardous materials or organisms using physical containment methods.
16.6	Destroy the organism and/or susceptible hosts.
16.7	Render (disperse / dilute / neutralise) the hazardous material safe.
16.8	Dispose of contaminated waste.
16.9	Decontaminate affected people, places and equipment.

AFTER

17. Economic Recovery

Description

Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in a sustainable and economically viable community.

CRITICAL TASKS

- | | |
|------|---|
| 17.1 | Assist impacted businesses to access information and advice. |
| 17.2 | Coordinate insurance information and advice. |
| 17.3 | Provide technical advice on re-establishment or alternative strategies. |
| 17.4 | Assess and identify business and economic needs. |
| 17.5 | Deliver targeted intervention strategies if required. |

18. Natural and Cultural Heritage Rehabilitation

Description

Protect natural and cultural heritage resources through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and heritage preservation laws.

CRITICAL TASKS

- | | |
|------|---|
| 18.1 | Identify cultural heritage places at risk in affected areas. |
| 18.2 | Undertake assessment of risk posed to natural and cultural heritage places. |
| 18.3 | Coordinate and undertake stabilisation works on private and public land to remediate response actions. |
| 18.4 | Coordinate and undertake natural environment rehabilitation works. |
| 18.5 | Coordinate and undertake cultural heritage rehabilitation works, in consultation with affected communities. |
| 18.6 | Undertake recovery monitoring of natural and cultural heritage places. |
| 18.7 | Transition recovery services and programs to previous management arrangements. |

19. Built Recovery

Description

To restore critical and community infrastructure and establish safe areas during and following an emergency, ensuring the provision of facilities and services to support and benefit communities.

CRITICAL TASKS	
19.1	Undertaken technical assessments for critical infrastructure.
19.2	Undertake technical assessments for community infrastructure.
19.3	Undertake stabilisation and remediation works.
19.4	Assess and prioritise restoration needs of the affected community.
19.5	Restore community infrastructure to be sustainable and more resilient to future events.
19.6	Ensure continuity of critical infrastructure during restoration works.
19.7	Undertake and facilitate the restoration of critical infrastructure.
19.8	Work with communities to transition recovery services and programs to mainstream community delivery / services.

20. Social Recovery

Description

The longer term provision of assistance and access to services that allows individuals, families and communities to achieve an effective level of functioning after an emergency event. This includes safety, security, shelter, health and psychosocial wellbeing and re-establishment of those elements of society necessary for well-being.

CRITICAL TASKS	
20.1	Assess and provide for medium to long term psychosocial needs.
20.2	Provide housing / accommodation options.
20.3	Assess and provide financial re-establishment assistance.
20.4	Coordinate and adapt health programs to ensure continuity and availability of advice / activities.
20.5	Assess community service needs, including socio-economic disadvantage.
20.6	Work with communities to transition recovery services and programs to mainstream community delivery / services.
20.7	Provide bereavement support for communities.

21. Assurance and Learning

Description

Support continuous improvement to improve emergency management practice and community safety by extracting understanding from experience and research, reviewing community consequences, investigating causes and outcomes, providing assurance and translating lessons into behaviour change.

CRITICAL TASKS	
21.1	Undertake assurance activities before, during and after major emergency events.
21.2	Analyse insights and identify lessons from assurance activities.
21.3	Assess identified lessons for change / improvement activities.
21.4	Monitor and measure improvement activities and outcomes.
21.5	Provide opportunities for all personnel to access and utilise identified lessons.

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