• Before/ Knowledge
• During/ Response
• After/ Renewal
EM Legislation Timeframes

1. Establish EM Act 2013. Commenced 1 July 2014, focus on governance, strategy and continuous improvement

2. EM Critical infrastructure resilience Bill – introduced August 2014

3. EM Planning legislation – proposed 2015

4. EM Control legislation – proposed 2015

5. EM Miscellaneous to complete EM Act and replace EM Act 1986

Note: Both EM Act 1986 and EM Act 2013 will operate together until the end of 2015/2016
Emergency Management Commissioner

- Coordinates the response to major emergencies (including ensuring appropriate control arrangements are in place)
- Appoints a State Response Controller
- Manages the consequences of major emergencies
- Is responsible for coordinating recovery
- Will lead and promote implementation of SAP
- Will oversee operational reforms
- Will develop, maintain operational standards and incident management procedures
- Coordinate data collection and impact assessment processes
- Have regard to the role of volunteers
- Has power to do all things necessary to perform functions of EMC.
Emergency Management - Continuum

EMERGENCY → IMPACT + CONSEQUENCE = COMMUNITY OUTCOME
Class 1 and Class 2 emergencies

Class 1 emergency means:

(a) a major fire or
(b) any other major emergency for which the
   • Metropolitan Fire and Emergency Services Board
   • Country Fire Authority
   • Victoria State Emergency Service Authority
is the control agency under the state emergency response plan

Class 2 emergency means a major emergency which is not:

(a) a Class 1 emergency, or
(b) a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth
(c) a hi-jack, siege or riot
Class 1 emergencies

If the EMC considers that a Class 1 emergency
• is occurring
• may occur
• has occurred
in any area of the State the EMC must appoint a State Response Controller (SRC) to be responsible for control of response
• EMC may direct / override the SRC.
Control Arrangements for Response to Class 1 Emergencies

State Emergency Management Team

State Response Controller

State Recovery Coordinator

Regional Emergency Management Team

Regional Controller

Regional Recovery Coordinator

Incident Emergency Management Team

Incident Controller

Senior Police Liaison Officer (Coordination)

Regional Emergency Response Coordinator

Municipal Emergency Response Coordinator

As of 1 July 2014
Emergency Response Coordination

• EMC has the legislative responsibility for Emergency Response Coordination.

• Response coordination will be managed by Victoria Police from the Assistant Commissioner Emergency Management through the existing regional and municipal Emergency Response Coordinators
Emergency Recovery Coordination

- EMC has the legislative responsibility for Emergency Recovery Coordination.

- Recovery coordination will be managed by the Department of Human Services at state and regional level, and by local government at municipal level.

- The Emergency Management Commissioner has delegated this responsibility to DHS for 2014/15 until the Relief and Recovery directorate within EMV is established.
EMV Regional arrangements

• 4 Regional Emergency Management Planning teams
• Support Victoria’s 8 emergency management regions in emergency management planning
• Facilitate engagement with senior community, agency, business and government stakeholders
• Implement reporting and quality improvement processes, and support the implementation of risk planning actions in the Interim Strategic Action Plan 2014/2015
• The 4 management areas are:
  - Barwon / South West and Grampians Regions
  - Eastern Metro and Southern Metro Regions
  - Loddon Mallee and Hume Regions
  - North & West Metro and Gippsland Regions.
# Emergency risk rating

<table>
<thead>
<tr>
<th>Insect pest outbreak</th>
<th>Bushfire</th>
<th>Storm</th>
<th>Flood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant disease epidemic</td>
<td></td>
<td>Mine failure</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Marine pollution</td>
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<tr>
<td></td>
<td></td>
<td>Heatwave</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Emergency animal disease</td>
<td></td>
</tr>
<tr>
<td>Storm</td>
<td></td>
<td>Liquid fuel shortage</td>
<td>Transport infrastructure emergency</td>
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<td></td>
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<td></td>
<td>Electricity supply disruption</td>
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<tr>
<td></td>
<td></td>
<td>Earthquake</td>
<td>Pandemic influenza</td>
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<td></td>
<td></td>
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<td>Hazardous materials incident</td>
</tr>
</tbody>
</table>
The Strategic Action Plan

• Three-year rolling Emergency Management Strategic Action Plan for EM Minister/Gov approval intended to:
  – drive EM reform agenda
  – set priorities and
  – assist investment decision making
• EMV to develop Plan on behalf of SCRC in consultation with relevant agencies
• The Plan will maintain a strategic focus on strengthening Victoria’s emergency management capability under three key themes: Risk and Resilience; Response and Capability; and Relief and Recovery
• An Interim Strategic Action Plan for 2014/15 has been developed to bridge the gap until the implementation of the 3 year Strategic Action Plan
**SAP – some examples**

<table>
<thead>
<tr>
<th>Community Emergency Management Planning framework</th>
<th>Measure of success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess the Harrietville Community Planning pilot and finalise the framework to facilitate Community Emergency Management Plans</td>
<td>Five Community Emergency Management Plans developed and in place</td>
</tr>
<tr>
<td>Communities use the Framework to develop their Emergency Management Plans</td>
<td></td>
</tr>
</tbody>
</table>

## Impact assessment

<table>
<thead>
<tr>
<th>Action</th>
<th>Measure of success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review the current model for impact assessment, initial through to final</td>
<td>New impact assessment model in place by June 2015 that better informs recovery planning, reduces duplication of effort, and provides better outcomes for the community</td>
</tr>
<tr>
<td>Identify opportunities for improvement to arrangements and implement opportunities to achieve efficiencies and effectiveness</td>
<td></td>
</tr>
<tr>
<td>Define a common method/system to capture information including data definition categories</td>
<td></td>
</tr>
<tr>
<td>Communicate, train and promote the impact assessment arrangements</td>
<td></td>
</tr>
<tr>
<td>Review Victoria’s involvement in (or application of) the National Impact Assessment Model</td>
<td></td>
</tr>
</tbody>
</table>
EMV functional organisation structure
Moving forward: working with the sector

- EMV will maximise the ability of the emergency management agencies to work together and share resources.

- This will occur through strengthening the working relationship between the Government and statutory agencies without compromising their individual identities and strengths.

- This work drives how Victoria’s emergency management organisations train together, work to common operating standards, share the same operational picture, and use the equipment and systems that work together.
Inspector-General for Emergency Management (IGEM)

Working together to improve the performance of the emergency management sector
2009-11 numerous reviews, inquiries, Royal Commission identified multiple challenges for the sector – including assurance

IGEM – introduced in White Paper Dec 2012 with a focus on assurance, monitoring, review and evaluation for the purposes of improvement

Legislative establishment in Emergency Management Act (2013) Part 7

Legislation enabled and EMC, EMV and CEO, IGEM in place 1 July 2014
IGEM – two primary legislative objectives

• s.62 (a) **provide assurance** to the **government** and the **community** in respect of emergency management arrangements in Victoria

• s.62 (b) **foster continuous improvement** of emergency management in Victoria
• s.64(1) (a) **develop and maintain a monitoring and assurance framework** for emergency management, including outcome measures, against which the capacity, capability and performance of the emergency management sector is to be assessed

• s.64(1) (b) **undertake system-wide reviews**, including reviewing the emergency management functions of responder agencies and Departments in relation to the monitoring and assurance framework
Delivering on the objectives

Provide Assurance
- Monitoring and Assurance Framework
- System-wide reviews, assessments and evaluations (staged/reactive)
- Identifying opportunities for improvement – across entire EM spectrum
- Specific monitoring / investigation and reporting - ESTA
- Monitoring and reporting on performance implementation

Foster Continuous Improvement
- Approach / relationships / supporting culture of CI throughout the sector
- Promote forums and systems for shared knowledge and experience
- Support lessons identified becoming lessons learned
- Reinforcing the safe learning environment – not about blame
IGEM - some key legislative conditions

- Must consult – strong collaborative focus
- Must have regard to resources
- Take into account, consult with and not prejudice – Coroner, VicPol, IBAC, DPP, Commissioner for Law Enforcement Data Security
- Must not provide, disclose or divulge confidential information (some exceptions)
What IGEM is not

- Independent regulator/authority
- Adversarial in nature
- Sector watchdog
- Dedicated compliance audit body
- Punitive or infringement focused
- Sole provider of assurance – tiered approach
- EM policy, program or project management body
- Crack squad of EM experts (buy in and secondments)
Our approach is critical

- Collaboration – co-productive in nature
- Building and maintaining trust
- Listening with empathy – act on advice
- Embracing humility (having clear perspective, and therefore respect, for our place in context of the issues)
- Maintaining confidentiality / being impartial
- Define and align to leading practice – evidence based
- Nurture relationships – working as one in practice
Continuous Improvement – IGEM’s Role

• Promote a continuous improvement culture
• Facilitate collaboration / teamwork
• Embrace an evidence based knowledge platform for improvement through reviews
• Support sharing information, knowledge and experience
• Measure, monitor, report on the effectiveness of programs
• Promote learning
• Assist sector partners to deliver the vision of making Victoria safer and more resilient
Emergency Management Common Operating Picture (EMCOP)
What is an EMCOP?

• A Common Operating Picture platform for the EM sector in Victoria
• A web-based information gathering tool that can be used on any device, any operating system or browser by 100s of users, 100s of organisations, dozens of incidents
• Focused at the incident level
• Based in AIIMS structure, policies and procedures
• An open source, community project
• Based on a US system called Next Generation Incident Command System (NICS)
Phase 1a Findings

Common Operating Picture -

The Blueprint is the Strategy...
COP Project

Common Operating Picture (COP) available to all emergency management agencies and the community. Delivering timely, relevant and tailored information sourced from agencies and the community to achieve the priorities of saving lives, assets and the environment.

Issues identified during project:
• Siloed information
• High reliance on email and voice (telephone, radio, face to face). Collaboration difficult and not timely particularly from multiple locations.
• Lack of common situational awareness in near real time
• Information need of emergency managers is similar (before, during and after)
Why EMCOP?

• **Leads to better information for the community**
• Better collaboration, consistency and informed decision making
• Situational awareness and collaboration from incident level and instantly available to all other authorized decision makers in the EM sector
• Allows incident managers at all levels to make effective, consistent, and timely decisions
• System ability to operate from multiple remote locations (anywhere that you can access the internet)
• Customised access and views with rooms (views) for specific target audiences
All-Hazard / All-Risk

Storms
Lightning Strikes
Fires
Floods
Severe weather events
Landslides
Explosions
Airplane Incidents

Earthquakes
Windstorms
Tidal Waves
Terrorist Attacks
Chemical Spills
Train Incidents
Functionality

- Incident Menu
- Map View Tools
- Room Tools
- Drawing/Editing Tools
- Zoom
Rooms & Chat

Map showing Lerderderg River, Lerderderg Tunnel, Coomban's Tunnel, and Merrimau Reservoir. The map includes markings for Tunnels, Cobble Creek Ford, Werribee Mansion and Zoo, and Tunnel Exits.

Chat:
- Justin Kibell, MIT Lincoln Laboratory (06/18 9:00:52 AM): Added in reservoirs of interest tracing the extent - very rough.
- Peter Norman, MIT Lincoln Laboratory (06/18 9:02:56 AM): Tunnels, Cobble Creek Ford, Werribee Mansion and Zoo all marked in Intell Room.
- Peter Norman, MIT Lincoln Laboratory (06/18 9:05:14 AM): What is marked as Lerderderg River Spillway is in fact a tunnel. Spillways route to dams.
- Justin Kibell, MIT Lincoln Laboratory (06/18 9:08:43 AM): It has a dam and tunnel though, so it is known as the spillway.
- Peter Norman, MIT Lincoln Laboratory (06/18 9:09:01 AM): Fixed labelling on tunnel.
- Peter Norman, MIT Lincoln Laboratory (06/18 9:10:31 AM): Added locat location of seepage on Merrimau Dam wall as provided at 0900 briefing.
- Peter Norman, MIT Lincoln Laboratory (06/18 9:11:09 AM): Seepage added in Intel Room.
Proposed Project Stages

The project commenced in July 2014.

Key learning’s and improvements will be identified at each stage to inform future stages.

An iterative planning approach will be adopted.