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# VICTORIAN EMERGENCY MANAGEMENT STRATEGIC ACTION PLAN

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## UPDATE #3 2018 - 2021



Photo by: Brian Eddy

Authorised by the Victorian Government

1 Treasury Place, Melbourne, 3002

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#### **Acknowledgement to Country**

The Victorian Government acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of the land. The Victorian Government also acknowledges and pays respect to the Elders, past and present.



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# MINISTERIAL FOREWORD

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**Since its launch in 2015, the Victorian Emergency Management Strategic Action Plan (SAP) has driven key policies and programs that support the delivery of safer and more resilient communities.**

The first three years of SAP implementation has contributed to significant progress across the emergency management sector. The sector has demonstrated strong leadership and commitment in embedding the ‘all communities, all emergencies’ approach to emergency management and supporting Victorians to prepare for, respond to, and recover from emergencies is commendable.

The next decade will bring significant challenges for emergency management in Victoria. The sector, and the community, must maintain momentum and focus and take a strategic approach to meet future challenges and make the best of emerging opportunities.

The years ahead will continue to present opportunities to further develop the capacity of the emergency management sector in Victoria. The Victorian Government is committed

to supporting the emergency management sector through funding initiatives which enhance innovation, coordination and resilience across the sector.

The SAP remains a critical tool in driving sector reform. I commend all the sector agencies who have been instrumental in driving the SAP and I look forward to further reform in the sector as we strive to do more to keep our communities safe.

A handwritten signature in blue ink, appearing to read 'Lisa Neville'.

**The Hon Lisa Neville  
Minister for Police and Emergency Services**

# EMERGENCY MANAGEMENT COMMISSIONER

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**Over the past 12 months, the emergency management sector has continued to deliver stronger outcomes for the community. Significant work has been undertaken to improve the way that we work within and across the emergency management sector as well as with Victoria's communities.**

Of the 31 actions included in the Strategic Action Plan (SAP) Update #2 2017-2020, 16 actions have now been completed and 12 are currently underway. This progress would not have been possible without the cooperation and participation of all agencies across the emergency management sector, and the support from our community, which remains at the centre of everything we do.

The outcomes as described in the SAP are key to the success of preparing for, responding to, and recovering from, emergency events in Victoria. The third update of the SAP sets an agenda for the future by reviewing key actions and positioning the sector for the coming years.

As Victoria's Emergency Management Commissioner, I would like to take the opportunity to thank everyone involved in developing and delivering the SAP, and to the community, which continues to work with us.

A handwritten signature in black ink, appearing to read 'A. Crisp'.

**Andrew Crisp, APM  
Emergency Management Commissioner  
Emergency Management Victoria**



# SAP UPDATE #3

## 2018-2021

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**The Victorian Emergency Management Strategic Action Plan (SAP) is a requirement under section 12 of the *Emergency Management Act 2013* (EM Act 2013). First published in 2015, the SAP was established as a rolling plan which is updated on an annual basis. This approach ensures the SAP remains relevant and responsive to the broad and changing array of challenges faced by Victoria’s emergency management sector.**

The SAP outlines a number of themes, state-wide strategic priorities and corresponding actions to support Victoria in achieving its vision of *safer and more resilient communities*. The SAP Update #2 2017-2020 identified 31 actions for implementation. As of December 2018, 16 actions have been delivered, with a further 12 underway, and three due to commence shortly.

This SAP Update #3 2018-2021 highlights the significant achievements in SAP implementation over the past year.

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# THE VISION: SAFER AND MORE RESILIENT COMMUNITIES

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## ► INTRODUCTION

The emergency management sector's progress across a number of SAP themes, priorities and actions demonstrates the sector's continued support and commitment to delivering the SAP's objectives.

In 2017/18 we've seen the delivery of the Enhancing Disaster Resilience in Victoria's Built Environment project, including a strategy to better coordinate and deliver actions across government in the planning and building of systems for all relevant natural hazards, led by the Department of Environment, Land, Water and Planning (DELWP); the launch of the updated Everyday LifeSaver App and development of innovative Virtual Reality learning content by Life Saving Victoria; the roll-out of a common approach to collecting diversity data across the sector, as endorsed by the Diversity Council of Australia and led by Emergency Management Victoria (EMV); the successful roll-out of young people providing Chain of Survival training to communities, led by the Department of Education and Training; and the review of Peri-urban Municipal Emergency Management Plans, co-led by Victoria State Emergency Service (VICSES) and EMV.

The significant work undertaken across the sector over the 2017/18 period has also seen the three actions in Priority F delivered, achieving the objective of a consistent and widely understood planning process that supports communities and other stakeholders to implement activities to reduce the consequences of emergencies.

In developing the SAP Update #3 2018-2021, the emergency management sector has taken an opportunity to review the currency of SAP actions, in light of the current operational environment and strategic outlook for the sector and the significant work already undertaken to deliver related projects. As a result, some actions have been updated and refined to help the sector better define and focus resources on implementation of the remaining SAP actions.

Additionally, one new action has been included in the SAP. This action aims to consider how workforce diversity, emergency management roles, and the contributions of community to emergency management are represented in communications across the sector.

The SAP Update #3 2018-2021 continues to recognise the importance of working with the community, which is at the centre of everything we do. The '*all communities, all emergencies*' approach is key to effective, flexible, adaptable and coordinated responses to a range of diverse emergencies, and was embodied in the emergency management sector's response to major events over 2017 and 2018 including the South-West Victoria fires, flooding and storms and the Flinders Street Incident. A community focus is also critical to the emergency management sector's ability to attract and retain the volunteers who underpin the sector's operations.

The next decade will pose significant challenges for emergency management in Victoria. The impacts of climate change will accelerate, leading to an increase in the number and intensity of weather events across Victoria. Population growth and demographic change also have the potential to change the face of emergency management across the State. The rapid changes occurring in information and communications technology provide exciting opportunities to adapt emergency preparation, response and recovery approaches to current and future challenges.

Now, and into the future, the SAP will work to address these challenges, link to, and support, other relevant strategic plans and projects and work across the emergency management sector to progress toward the shared vision of *safer and more resilient communities*.

<sup>2</sup> Bureau of Meteorology and Commonwealth Scientific and Industrial Research Organisation, State of The Climate 2016.

# COMMUNITIES & BUSINESS

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## PRIORITY A

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Build and empower community leadership and develop awareness, shared responsibility and self-reliance to ultimately strengthen resilience.

## OUR CHALLENGE

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“ Resilience across the State is variable, with some local communities having higher expectations of the sectors’ role before, during and after emergencies. ”

## THE OBJECTIVE

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Increased capacity of local communities to be ready to withstand, and recover from an emergency, using business, social and community networks to raise awareness, share responsibility and build self-reliance to strengthen resilience.

## THE OUTCOME

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Community members who are empowered and skilled to take on leadership roles before, during and after an emergency.



# ACTIONS

DESCRIPTION	2015	2016	2017	2018	2019	2020	2021	2022
<p><b>A1+A3</b> Explore and develop existing, emerging and alternative approaches and examples, to <b>enable different types of leaders and leadership</b> that can assist communities to manage stresses and cope with shocks, including emergencies. <b>Promote the hands on role that community members</b>, including business leaders, play in supporting their communities before, during and after emergencies.</p> <p>Create opportunities for these people to <b>include emergency management in their every-day decision making processes</b>, and influence these approaches to reflect local demographics, together with opportunities to work with and learn from people with different backgrounds including different ages, genders, beliefs, cultures, and abilities.</p>				<p>Actions A1 and A3 have been merged for simultaneous delivery. The actions commenced in January 2018.</p>				
<p><b>A2</b> Develop a <b>resilience framework</b> incorporating guiding principles for shared responsibility and self-reliance in prevention, planning, response, relief and recovery activities, communications and publications. Embed these principles in all tiers of emergency management plans.</p>								
<p><b>A3</b> This action has been merged with Action A1. Please refer to Action A1 for further information.</p>								
<p><b>A4</b> Identify key partnerships across governments, agencies and the public and private school sectors to develop innovative approaches to engage with <b>young people as both learners and educators</b> to build emergency management awareness and capability.</p>								
<p><b>A5</b> This action has been merged with Action G6. Please refer to Action G6 for further information.</p>								
<p><b>A6</b> Develop or link to existing initiatives that support and promote innovative approaches to water safety education that enhance and build the skills across communities that can be drawn on in an emergency.</p>								

## KEY ACHIEVEMENTS

The Community Resilience Framework for Emergency Management (Action A2) was published in 2017. Developed in liaison with emergency management agencies and communities, the Framework provides guiding principles and seven community resilience characteristics that invite individuals, communities and practitioners who plan a role in emergency management to engage with community resilience.

# COMMUNITIES & BUSINESS

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## PRIORITY B

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Enhance the capability and capacity of Local Governments to meet their obligations in the management of emergencies.

## OUR CHALLENGE

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“ Local Government’s roles and responsibilities in emergency management can be varied and inconsistent. We need to better understand Local Government’s capability and capacity to meet these roles and responsibilities. ”

## THE OBJECTIVE

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Councils with an enhanced ability to meet their legislative and policy requirements and operating arrangements in the planning, prevention, relief and recovery from emergencies.

## THE OUTCOME

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Councils with the requisite expertise, capability and capacity to fulfil their legislative obligations in the management of emergencies.

# ACTIONS

DESCRIPTION	2015	2016	2017	2018	2019	2020	2021	2022
<p><b>B1</b> Clarify and confirm the emergency management roles of <b>local government</b>, and assess councils' <b>capability and capacity</b> to meet their emergency obligations.</p>								
<p><b>B2</b> Drawing from the above, develop <b>action plans</b> to address <b>capability and capacity gaps</b>.</p>								

## KEY ACHIEVEMENTS

Local Government Victoria (LGV), (the Department of Environment, Land, Water and Planning (DELWP)) began the Councils and Emergencies Project in 2016.

Phase One of the project engaged more than 400 stakeholders across the local government and emergency management sectors, in more than 20 workshops and information sessions held to capture, clarify and confirm councils' existing emergency management responsibilities and activities. The Councils and Emergencies Directions Paper, which describes councils' current emergency management responsibilities and actions, based on their current legislative, policy and planning obligations, was released in January 2017 for sector consultation. After significant consultation with the local government and emergency management sectors, DELWP released the Councils and Emergencies Position Paper and an accompanying consultation report in December 2017 which marked the completion of Phase One of the project.

The Councils and Emergencies Position Paper described councils' current emergency management responsibilities and activities as well as their business-as-usual responsibilities and activities with emergency management implications. Phase Two of the project is underway and involves the development and implementation of a capability and capacity assessment to enable Councils' to identify their emergency management gaps.

Underway  Complete  On hold  Closed  Not Yet Commenced 

# PEOPLE & CULTURE

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## PRIORITY C

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Develop sector leadership that instils a positive workforce culture and promotes respect, cooperation, innovation and diversity.

## OUR CHALLENGE

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“ There are varied workforce cultures across the emergency management sector which have differing levels of diversity, inclusivity and organisational values. ”

## THE OBJECTIVE

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Emergency management sector leaders who embody respect, cooperation, innovation and diversity, and champion these values across the workforce.

## THE OUTCOME

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Emergency management leaders who demonstrate respect, cooperation, innovation and champion diversity.

# ACTIONS

DESCRIPTION	2015	2016	2017	2018	2019	2020	2021	2022
<p><b>C1</b> Develop a common approach to gathering the data that will form the evidence base for the sector's efforts to create a <b>workforce culture</b> with a focus on respect, cooperation, innovation, culture and gender <b>diversity</b>, and enable progress to be measured.</p>								
<p><b>C2</b> Review <b>emergency management leadership programs</b> to ensure focus on respect, cooperation, innovation, cultural and gender diversity. Additionally, use leadership programs from the wider business and community sectors that embody these principles.</p>								
<p><b>C3</b> Consider how workforce diversity, emergency management roles, and the contributions of community to emergency management are represented in communications across the sector and identify how to adopt a stronger, community-centered approach that showcases diversity and inclusion and the breadth of emergency management roles. (NEW)</p>								

## KEY ACHIEVEMENTS

The common approach to gathering data on the sector's diversity profile was delivered in early 2018. The common approach has the endorsement of the Diversity Council of Australia and has been celebrated as a best practice approach to gathering diversity information.

Underway  Complete  On hold  Closed  Not Yet Commenced 

# PEOPLE & CULTURE

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## PRIORITY D

Create a long-term emergency management employee and volunteer workforce development strategy.

## OUR CHALLENGE

“ A more consistent, collaborative and innovative approach towards workforce management across the emergency management sector, is needed. There is opportunity to further understand the evolving expectations and requirements to support the promotion of a diverse, inclusive and skilled workforce for the future sustainability of the sector. ”

## THE OBJECTIVE

A sophisticated workforce management approach to build and sustain the emergency management sector.

## THE OUTCOME

A diverse sector workforce that reflects the community it serves, with employees and volunteers having the skills, expertise and support to confidently and safely undertake their role.

# ACTIONS

DESCRIPTION	2015	2016	2017	2018	2019	2020	2021	2022
<p><b>D1</b> Establish <b>workforce management principles</b> to guide emergency management agencies and departments to plan, manage, recruit and retain their workforce.</p>								
<p><b>D2</b> Develop and implement a <b>long term workforce strategy</b> that enhances our understanding of evolving workforce challenges and opportunities and assists in the delivery of a diverse, inclusive, competent and sustainable workforce.</p>								
<p><b>D3</b> Review and update the <b>2015 Strategic Priorities for Emergency Management Volunteering in Victoria</b>, focusing on its implementation, application, the current and future needs of volunteers and highlighting the fundamental importance and value of volunteers, volunteering and volunteerism.</p>								

## KEY ACHIEVEMENTS

Workforce Management Principles were finalised and endorsed for use across the emergency management sector in mid-2018.

Underway  Complete  On hold  Closed  Not Yet Commenced 

# GOVERNANCE

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## PRIORITY E

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Define emergency management roles and responsibilities across all tiers of government, non-government organisations, agencies, business and the community, and make sure they are understood by all involved.

## OUR CHALLENGE

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“ Due to the evolution of the emergency management sector, there is a lack of clarity and understanding across government and non-government of roles and shared responsibilities. Some existing arrangements do not support the future needs for the direction of the sector’s reform. ”

## THE OBJECTIVE

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Streamlined and contemporary legislation, policy, operating arrangements and plans. Each clearly articulates the roles and responsibilities of community, all tiers of government, non-government organisations, agencies and businesses to better integrate the management of emergencies.

## THE OUTCOME

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A clear understanding of the roles and responsibilities for emergency management in Victoria.



# ACTIONS

DESCRIPTION	2015	2016	2017	2018	2019	2020	2021	2022
<p><b>E1</b> Review legislation and policy relevant to emergency management in collaboration with key stakeholders.</p>								
<p><b>E2</b> Foster key partnerships to enable all stakeholders to undertake their <b>roles and responsibilities</b>. This includes <b>clarifying the roles and responsibilities of community, Commonwealth, State and Local Governments</b> (aligned to Priority B), <b>non-government organisations, agencies and businesses</b> in the management of hazards, risks and emergencies.</p>								
<p><b>E3</b> Roll out Part 7A of the Emergency Management Act 2013 (<b>Critical Infrastructure Resilience</b>) to enable industry and government to understand their responsibilities and requirements in the preservation of Victoria's critical infrastructure.</p>								
<p><b>E4</b> Develop <b>performance standards</b> to guide effective and efficient governance and enable the sector to measure its performance.</p>								

## KEY ACHIEVEMENTS

The Emergency Management Legislation Amendment Bill 2018 was introduced into Parliament in 2018 (Action E1).

Underway  Complete  On hold  Closed  Not Yet Commenced 

# GOVERNANCE

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## PRIORITY F

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Define a process for understanding and mitigating the consequence for communities that are at high risk of experiencing an emergency, such as those in peri-urban areas, and make sure the process is understood by all involved.\*

## OUR CHALLENGE

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“ There is a lack of integrated, consistent, collective, transparent planning and governance processes and decision making to effectively mitigate the consequences of emergencies in high-risk communities. ”

## THE OBJECTIVE

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Consistent and widely understood planning process that supports communities and other stakeholders to implement activities to reduce the consequences of emergencies.

## THE OUTCOME

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A reduction in the consequences of an emergency event for high-risk communities.

\* In the emergency context, high risk exists where there is a hazard combined with an exposed and vulnerable population and its assets. This is particularly the case for geophysical hazards such as bushfire, flood, landslip, storm, earthquake and tsunami. Peri-urban is, for this purpose, defined as an area or zone where structures, built environment and other human development adjoin or overlap with undeveloped land, including bushland, coastal and rural landscapes.

# ACTIONS

DESCRIPTION	2015	2016	2017	2018	2019	2020	2021	2022
<p><b>F1</b> Communities, governments, agencies and businesses partner to identify, prioritise and implement <b>specific risk mitigation</b> activities such as capital works and <b>education</b> programs.</p>								
<p><b>F2</b> State and local government to review <b>land use planning provisions</b> on the peri-urban interface to ensure that mechanisms are available to adequately mitigate the consequence of emergencies for these metropolitan-rural areas.</p>								
<p><b>F3</b> Ensure that <b>emergency management plans</b> for <b>peri-urban areas</b> are consistent with the local community demographics, hazard risk profiles and emergency management requirements.</p>								

## KEY ACHIEVEMENTS

Delivered the Enhancing Disaster Resilience in Victoria’s Built Environment project (Action F2). The project provides a framework for an improved strategic State government response to deliver initiatives through the planning and building systems to reduce natural hazard impacts to the built environment.

VICSES and EMV have worked collaboratively to complete a review of all Municipal Emergency Management Plans to ensure that they are consistent with the local community demographics, hazard risk profiles and emergency management requirements (Action F3).

Underway  Complete  On hold  Closed  Not Yet Commenced 

# SERVICES & SYSTEMS

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## PRIORITY G

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Formalise an integrated emergency management service delivery model that facilitates community safety and self-reliance, and supports the people and systems to deliver them in an integrated and coordinated manner.

## OUR CHALLENGE

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“ Across the emergency management sector service delivery, governance, resources, people, and systems and processes vary. Additionally, there is a lack of clarity of the future requirements of an integrated service delivery model for the emergency management sector to support collaboration, community safety and self-reliance. ”

## THE OBJECTIVE

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An evidence-based all-hazard service model that is relevant, effective and efficient, under-pinned by value-for-money investments in interoperable systems, assets and services. The model is understood by all involved to better coordinate efforts.

## THE OUTCOME

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A Victorian emergency management service delivery model that provides coordinated services for and with the community.

# ACTIONS

DESCRIPTION	2015	2016	2017	2018	2019	2020	2021	2022
<b>G1</b> Review the emergency management sector's <b>current delivery models</b> and methods.								
<b>G2</b> Develop or draw on existing <b>common service policy</b> , practices, <b>principles</b> , workflows and platforms to develop principles and <b>standards that guide service delivery</b> approaches across all emergencies.								
<b>G4</b> Progress to an <b>all-emergencies capability model</b> that captures and baselines the state's current <b>capability and capacity</b> , and identifies gaps and opportunities to leverage capability across government, business, and community.								
<b>G5</b> Develop and implement an <b>investment plan</b> that identifies shared procurement and co-infrastructure.								
<b>G6+A5</b> Implement a <b>comprehensive impact assessment model</b> across all hazards and all phases of emergency management that includes <b>processes to collect, analyse, and communicate impact information that strengthens understanding of community diversity and values</b> .  The system will <b>inform decision making, planning processes and activities by communities and the sector</b> , providing opportunities for tailored support and engagement based on community need.								
<b>G7</b> Inform the design of services through <b>research and best practice models</b> . Develop and <b>implement guiding principles</b> for use by all agencies and departments to ensure that quality, evidence-based research underpins decisions.								
<b>G8</b> Develop and implement clear governance arrangements that deliver an efficient, effective and sustainable service delivery model for <b>Marine Search and Rescue</b> in Victoria.								

Actions A5 and G6 have been merged for simultaneous delivery.

## KEY ACHIEVEMENTS

Stage One of the Impact Assessment Model is now complete, Stage Two is underway (Actions G6 + A5).

Capability targets have been developed by the sector across the 21 core capabilities outlined in the Victorian Preparedness Framework (Action G4). These will be used to better understand capability and capacity in Victoria.

The Marine Search and Rescue (MSAR) (Action G8) commenced in 2018 and includes seven work streams. Procurement of MSAR vessels has commenced and training modules, including search and rescue and towing training, have been developed.

Underway  Complete  On hold  Closed  Not Yet Commenced 

# SERVICES & SYSTEMS

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## PRIORITY H

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Enhance systems and platforms to deliver integrated services.

## OUR CHALLENGE

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“ There is limited shared infrastructure and common terminology, with varied systems, inconsistent data and information that doesn't support a common operating picture for the sector or the community, before, during and after emergencies. ”

## THE OBJECTIVE

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Improved connectivity and inter-operability between first responders. Improved communication between first responders, support services and the community to improve decision making.

## THE OUTCOME

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Enhanced system and platform interoperability alongside public information and warning systems that are understood and used by the wider community.

# ACTIONS

DESCRIPTION	2015	2016	2017	2018	2019	2020	2021	2022
<p><b>H1</b> Implement the sector's <b>long-term communications plan</b>, with the longer-term aim of moving to a single integrated voice network and sector-wide broadband data service. Review and adapt rollout in line with social, technical, industry and economic environments, and emerging technologies where appropriate.</p>								
<p><b>H2</b> Develop and implement a three year plan to strengthen Emergency Management Common Operating Picture (<b>EM-COP</b>), including improving the interoperability, use, access and consolidation of emergency management information systems and data. The plan should also include the delivery of common principles, standards, definition, systems of work and the agreements required to define the responsibilities for the delivery of data sets.</p>								
<p><b>H3</b> Develop or draw on existing common definitions in terminology, symbology and data for <b>public information and warnings</b>, with consideration of accessibility for diverse communities. Implement across all phases of emergency management to enhance the community's understanding of <b>public information</b> and the issuing of emergency <b>warnings</b>.</p>								
<p><b>H4</b> Enhance and implement a single-<b>source web portal</b> to coordinate and deliver all emergency management community information and warning services.</p>								

## KEY ACHIEVEMENTS

Public Information and Warnings (Action H3) was delivered in early 2018. Key achievements include the development of the VicEmergency App and integrated VicEmergency hotline and social media presence for all emergencies including VicEmergency Facebook, VicEmergency Twitter and VicEmergency YouTube.

The sector's long-term communication plan is underway and has delivered the Digital Radio Upgrade Program to Corrections Victoria, Victoria Police and VICSES (Action H1).

Underway  Complete  On hold  Closed  Not Yet Commenced 



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“ Children and youth are agents of change and should be given the space and modalities to contribute to disaster risk reductions in accordance with legislation, national practice and educational curriculum. ”

*Sendai Framework for Disaster Risk Reduction – Section 5*

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# A4 CASE STUDY

## THEME: COMMUNITY & BUSINESS

**Identify key partnerships across governments, agencies and the public and private school sectors to develop innovative approaches to engage with young people as both learners and educators to build emergency management awareness and capability.**

### Project Overview

Children and young people are identified as a vulnerable group in the context of emergencies. Often over represented in the number of fatalities, those of us who work with children after the experience of a disaster have heard them say, “I knew what I needed to do but Mum and Dad hadn’t told me where the... was kept or wouldn’t listen to me”.

Adults are, not surprisingly, protective of children and this is appropriate. But when being so protective disables children from being able to be self-protective in the face of adversity, or when their involvement in taking collective action to restore their community is denied, we are in fact potentially causing harm.

Evidence is growing that partnering with children in the process of learning about disasters and actions to be taken not only benefits the child and their sense of agency, but also translates to the family and wider community.<sup>1</sup>

This action convened a group of educators, researchers, response agencies, local government and non-government organisations to come together and develop a framework for partnering with young people as learners and as educators.

The framework was to meet the principles of being inclusive, participatory, child centric, based on teaching and learning strategies and to be underpinned by evidence.

“ I knew what I needed to do but Mum and Dad hadn’t told me where the... was kept or wouldn’t listen to me ”

*Child after disaster experience*

### Key Achievements

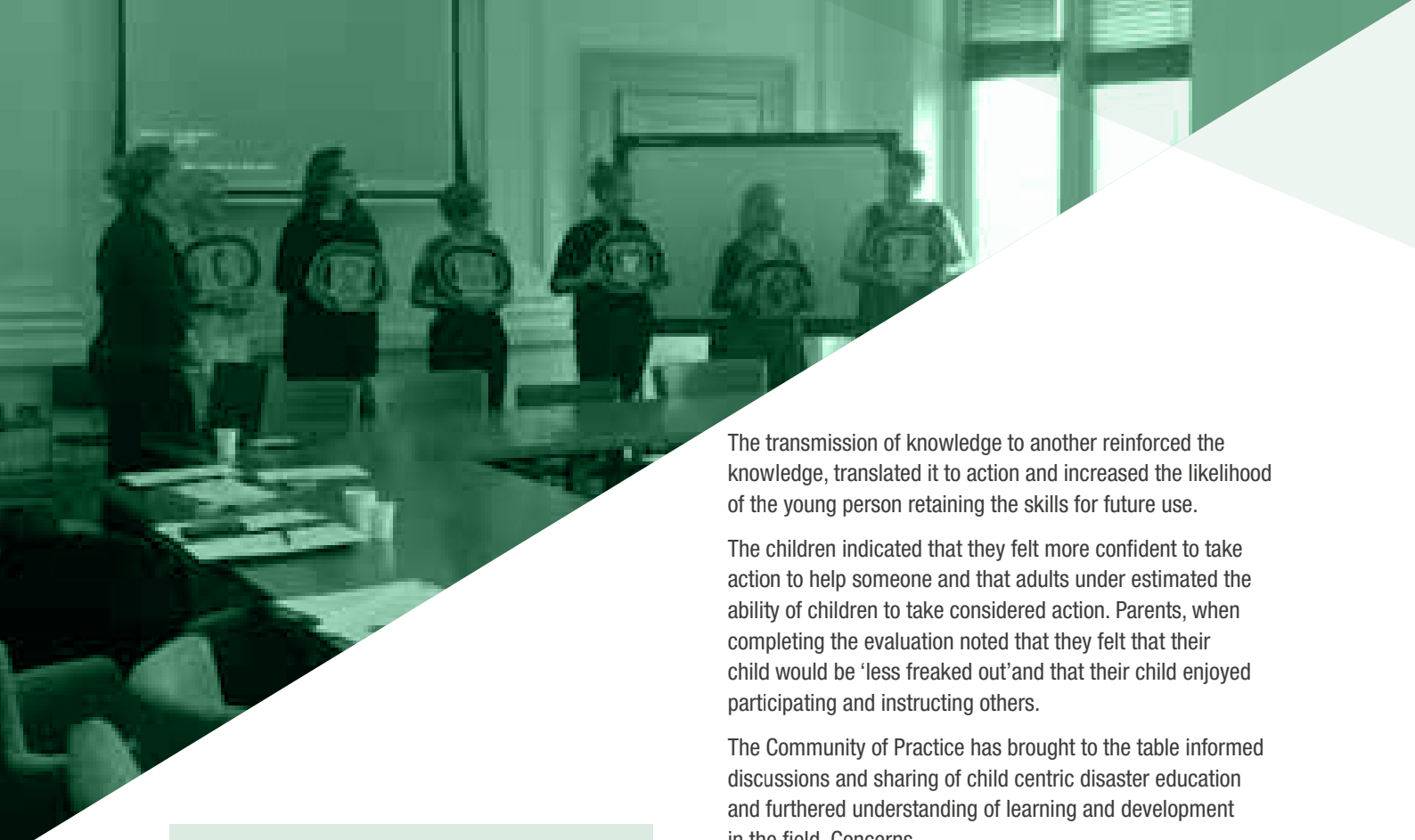
A Community of Practice was informed by those we sought to empower and to form a partnership with. The students of Strathewen Primary School, their principal and the Country Fire Authority (CFA) volunteer who partnered with them, began the Community of Practice journey by speaking of their Survive and Thrive project. The children answered questions about how it felt to do the work, what they learnt, how they would apply their knowledge and importantly, what they thought our group could learn from their work.

Other models were explored including the work of Yarra Ranges Council and the Firestick project and the work of members of the Community of Practice including the CFA, Metropolitan Fire Brigade (MFB), Ambulance Victoria (AV), Life Saving Victoria (LSV), Save the Children (SC), the Australian Red Cross (RC) and the Department of Environment, Land, Water and Planning (DELWP). The speakers showcased the work they were doing with children and young people in aligned fields.

The Community of Practice identified individual agencies Disaster Resilience Education (DRE) programs and the synergies between the programs were mapped. A literature review allowed for consideration of evidence informed practice and practice frameworks and methodologies.

A pilot proposal to work with AV to create the Chain Champions Pilot Program was created. The aim of the Chain Champions (building on the model of the notion of *everyday heroes* and being an *‘upstander’* rather than a *‘bystander’*)

<sup>1</sup>Amri, A., Haynes, K., Bird, D., and Ronan, K. *Bridging the divide between studies on disaster risk reduction: a critical review*. Children’s Geographies. 2017



“ I feel better knowing what to do, I used to worry about being home alone with my Nonna, now I know what to do if they are unwell. ”

**Student**

was to build the confidence and capacity of Year 5 and 6 students to recognise and manage a medical emergency in partnership with AV. Students learnt to perform Cardiac Pulmonary Resuscitation (CPR) and to use an Automated External Defibrillator (AED) and then taught parents/friends and members of the community including the local bowls club, men’s shed and senior citizens.

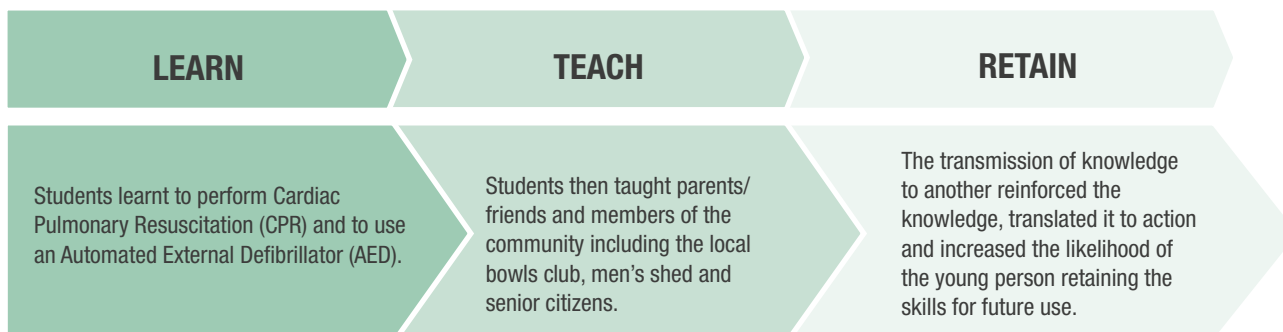
The transmission of knowledge to another reinforced the knowledge, translated it to action and increased the likelihood of the young person retaining the skills for future use.

The children indicated that they felt more confident to take action to help someone and that adults underestimated the ability of children to take considered action. Parents, when completing the evaluation noted that they felt that their child would be ‘less freaked out’ and that their child enjoyed participating and instructing others.

The Community of Practice has brought to the table informed discussions and sharing of child centric disaster education and furthered understanding of learning and development in the field. Concerns of how to know what to say and how much were discussed by those who provided community education and the way in which the Disaster Resilience Education can be part of the curriculum identified.

“ My child really liked being part of this program. He taught us things at home that he had learnt, it improved our knowledge of what to do. ”

**Parent**



**Figure 1** Chain Champions Pilot Program

## What's Next?

Through their involvement in this program, students were able to contribute to community resilience by increasing their capacity and willingness to respond to emergencies. They gained confidence in their ability to be an upstander and to share this knowledge with others. Developing a strong alliance of response agencies, practitioners, child disaster psychologists and researchers coupled with educators, has allowed for a coming together of those who can work with children, young people, and the adults in their lives, to build the knowledge and skills of our youth that will be protective and allow them to strengthen their roles and knowledge in Disaster Resilience Education.

To continue to grow the interest of working with the young, the Department of Education and Training has formed an alliance with the Disaster Resilience Australia and New Zealand School Education Network (DRANZSEN) and will transition the knowledge of this action in the Child Disaster Resilience Education space with the ongoing support of member of the community of practice.

### Partner Agencies

AV, Australian Institute of Disaster Resilience, Catholic Education Melbourne, CFA, DELWP, Emergency Management Victoria, LSV, Victoria State Emergency Service, SC, MFB, RC, Victorian Curriculum and Assessment Authority and Yarra Ranges Council.

“ Do you think you would be able to save someone's life? ”

“ Yes, I am a Scout and I have practiced these skills from the program, kids might know more than you. ”

Student

# A6 CASE STUDY

## THEME: COMMUNITY & BUSINESS

**Develop or link to existing initiatives that support and promote innovative approaches to water safety education that enhance and build the skills cross communities that can be drawn on in an emergency.**

### Project Overview

The role an individual plays in an emergency can mean the difference between life and death. Unintentional drowning and aquatic-related injury is a leading cause of death and hospitalisation among adolescents aged 10-19 years in Victoria, accounting for 241 fatal and non-fatal drowning incidents between 2000 and 2013.

Life Saving Victoria (LSV) recognises that anyone can make the difference in an emergency and has delivered water safety, emergency response and lifesaving programs to both primary and secondary students for many years, all with an aim to reduce aquatic-related death and injury and create 'Everyday Lifesavers'.

The Water Safety Education Action (A6) was established to build on this work, by developing or linking to existing initiatives that support and promote innovative approaches to water safety education that enhance and build the skills across communities that can be drawn on in an emergency.

The Action developed an updated version of the Everyday Lifesaver App and has revolutionised the way water safety education is taught in Victoria. The App, accessible on iTunes and Google Play, uses gamification to make learning water safety, emergency response including the DRSABCD (the Danger, Response, Send for Help, Airways, Breathing, CPR, Defibrillator action plan) more engaging. The App also provides a platform to access other innovative educational approaches, including Google Expeditions (a series of panoramas) and Virtual Reality (VR) videos, supported by teaching aids to empower teachers in facilitating student engagement.

Community members can view the resources developed using the Google Expeditions platform, YouTube 360degree, or more effectively, place their phone directly into a VR headset or Google Cardboard to immerse themselves directly into a water safety scenario or environment.

### Key Achievements

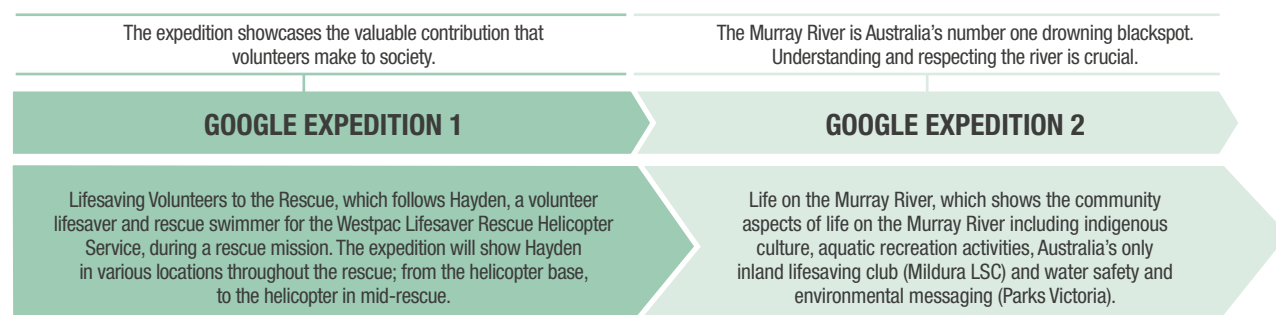
Since the launch of the App, it has been accessed by more than 12,000 people including 5,000 students. An evaluation of Year 7 and 8 students who used the App found they demonstrated similarly high level of knowledge of the key steps in DRSABCD as those who completed a practical session.

Similarly, 88 per cent of children felt more confident performing CPR after playing the App, while all children demonstrated a high level of knowledge of potential dangers and hazards near water<sup>2</sup>.

In addition to the App's games and activities, LSV worked across the emergency management sector to develop two Google Expeditions and four virtual reality videos.

The Google Expeditions included:

1. Lifesaving Volunteers to the Rescue, which follows Hayden, a volunteer lifesaver and rescue swimmer for the Westpac Lifesaver Rescue Helicopter Service, during a rescue mission. The expedition will show Hayden in various locations throughout the rescue; from the helicopter base, to the helicopter in mid-rescue. The expedition showcases the valuable contribution that volunteers make to society; and
2. Life on the Murray River, which shows the community aspects of life on the Murray River including indigenous culture, aquatic recreation activities, Australia's only inland lifesaving club (Mildura LSC) and water safety and environmental messaging (Parks Victoria). While the Murray River is a rich part of the Victorian landscape, it is Australia's number one drowning blackspot. Understanding and respecting the river is crucial.



**Figure 2** Key Achievements - Google Expeditions

<sup>2</sup>[https://lsv.com.au/wp-content/themes/abomb/pdf/education/Everyday\\_Lifesaver\\_App\\_Evaluation\\_Report.pdf](https://lsv.com.au/wp-content/themes/abomb/pdf/education/Everyday_Lifesaver_App_Evaluation_Report.pdf)



The four virtual reality videos aimed to promote understanding and water safety in relation to rip currents. Videos include reading a safety sign, spotting and avoiding a rip current, escaping a rip current and getting help when someone is caught in a rip current. These VR videos are supported by resources for teachers and will be available on [www.lsv.com.au/vr](http://www.lsv.com.au/vr).

The Action also piloted an innovative approach to delivering safety education into schools through 'Virtual Excursions'. Online platforms and innovative video conference technology was utilised to deliver an 'all emergencies, all communities' approach to safety education in Victorian schools. The pilot involved LSV, the Country Fire Authority and Ambulance Victoria and engaged primary school children in a video conference about people in the community who can help us.

The pilot demonstrated the effectiveness of the program in utilising inter-agency collaboration and technology advancements to deliver engaging, informative, relevant disaster resilience education to Victorian students, whilst removing barriers in this area such as cost and travel.

### What's Next?

Through continued work in the virtual learning space and ongoing collaboration among the emergency management agencies, the sector can demonstrate the impact of effective partnerships and virtual learning on classrooms, complementing traditional teaching methods and working towards safe, resilient Victorian communities.

Into the future, the App can provide the platform for a range of other emergency educational programs including flood safety, fire safety and emergency response.

The creation of a dynamic, engaging and innovative program owned by the leading Victorian emergency management agencies is likely to be extremely popular in classrooms across the state.

### Partner Agencies

Ambulance Victoria, Belgravia Leisure, Country Fire Authority, Department of Education and Training Digital Learning Branch, Emergency Services Telecommunications Authority, Metropolitan Fire Brigade, Save the Children, Victorian Life Saving Clubs, Victorian Schools (teachers and students), YMCA Victoria, Your Key Australia.

# G6 CASE STUDY

## THEME: SERVICES AND SYSTEMS

**Implement a comprehensive impact assessment model across all hazards and all phases of emergency management, taking into consideration the National Impact Assessment Model. This model will include a process to collect, analyse and communicate impact information to better inform response processes, and relief and recovery planning and activities.**

### Overview

When emergencies happen, they affect people, where we live and work and our natural places. We collect data and information on the impacts of emergencies to understand what these impacts mean and, to inform how the emergency management sector supports people and communities to respond and recover from these emergencies.

Safer and more resilient communities can only be achieved when we not only understand the impacts of emergencies but when we understand our communities before an emergency happens, and how they grow and change over time. This approach takes into account how we respond to sudden shocks, like emergencies, along with how we manage more ongoing stressors, like population and climate change, urbanisation, and globalisation.

The Victorian Impact Assessment Model project has created a significant opportunity to build a system through a shared approach that strengthens collective understanding of impacts that better leverages emerging technology.

When we look at impact assessment we tend to see data and figures. But if we look closely, we also see stories. Stories that connect us before, during, and after emergencies.

### Key Achievements

The project commenced in May 2016 and is being delivered across three stages, through collaboration between government departments, councils and agencies.

Stage one saw the development of a prototype Community Resilience Index for understanding existing information about communities including, but not limited to, social character; economic, and community capital; and, engagement. This information can be used to understand damage assessments after an emergency, inform decision-making and recovery planning, and provide a basis for evaluating medium to long-term consequences of the impacts communities' experience, and the outcomes of recovery initiatives.

Stage two delivered an interim impact assessment online reporting portal where early initial and secondary impact assessment data is reported by departments, agencies and councils during and following emergencies. This data from all of those departments, agencies and councils is then displayed through an online visualisation tool.

When the communities in Barwon South West experienced the devastating fires in March this year, the emergency management sector was able to use the developing system and tools and for the first time, impact assessment data was able to be shared and understood in real time.

This event has allowed us to learn a lot. It already has led to significant system advancement. For the first time, we were able to integrate data across multiple government departments and councils.

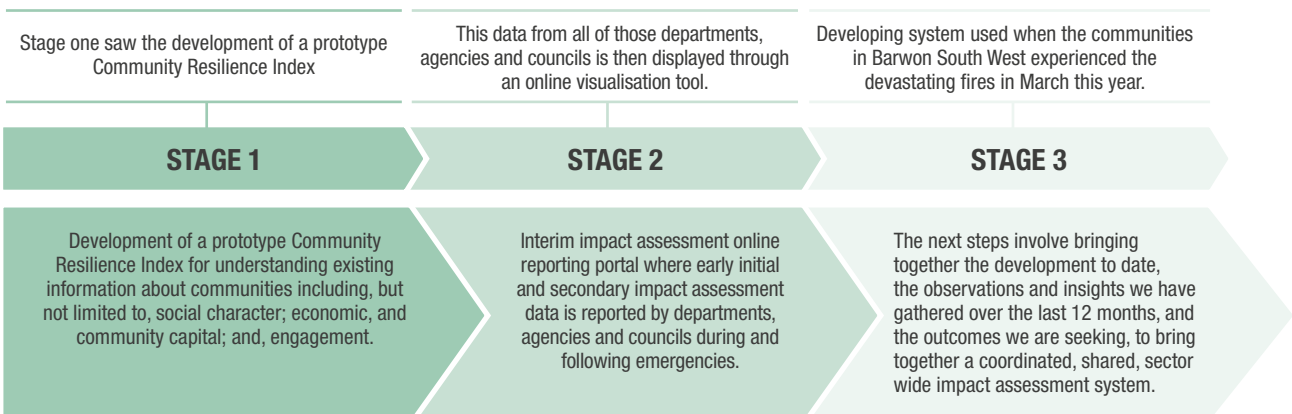


Figure 3 Project stages

## **What's Next**

The path remains - to understand the impacts of emergencies on communities by embedding research and evidence, empowering people to make decisions with the right information, and build community resilience.

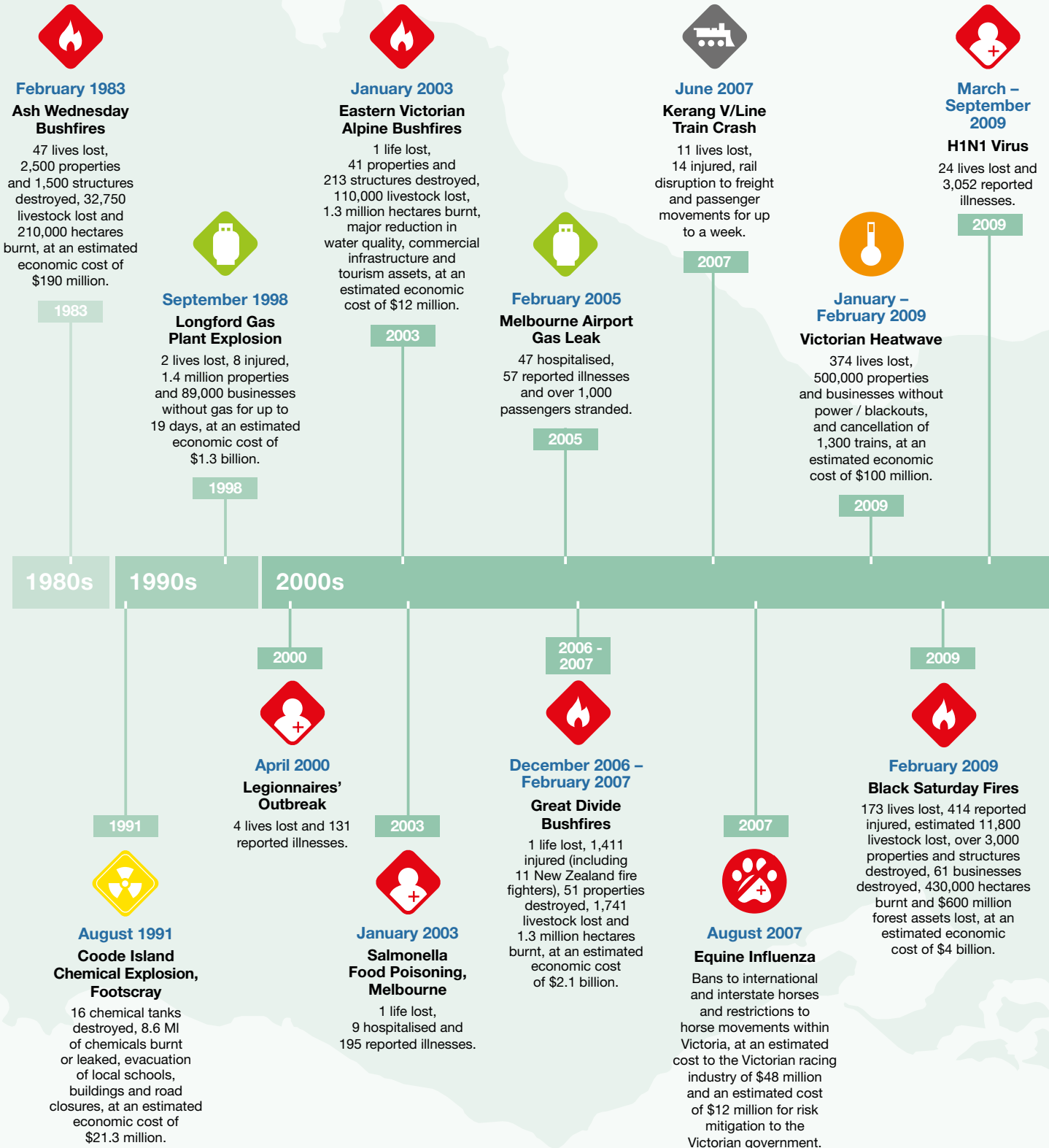
The next steps involve bringing together the development to date, the observations and insights we have gathered over the last 12 months, and the outcomes we are seeking, to bring together a coordinated, shared, sector wide impact assessment system.

This is a multi-year, sector wide program of works and is a critical part of the broader system maturity in Victoria. Implementation of the impact assessment system will lead to better service delivery and better outcomes for individuals and communities.

## **Partner Agencies**

Ambulance Victoria, Country Fire Authority, Department of Economic Development, Jobs, Transport and Resources, Department of Environment, Land, Water & Planning, Department of Health and Human Services, LifeSaving Victoria, Local Government Victoria, Municipal Association of Victoria, Metropolitan Fire Brigade, Australian Red Cross, Victoria Police.

# A SUMMARY OF VICTORIAN KEY EVENTS AND



Fire



Health



Hazardous Material - Gases



Animal Health



Heatwave



Hazardous Material - Liquids



Triple Zero Outage



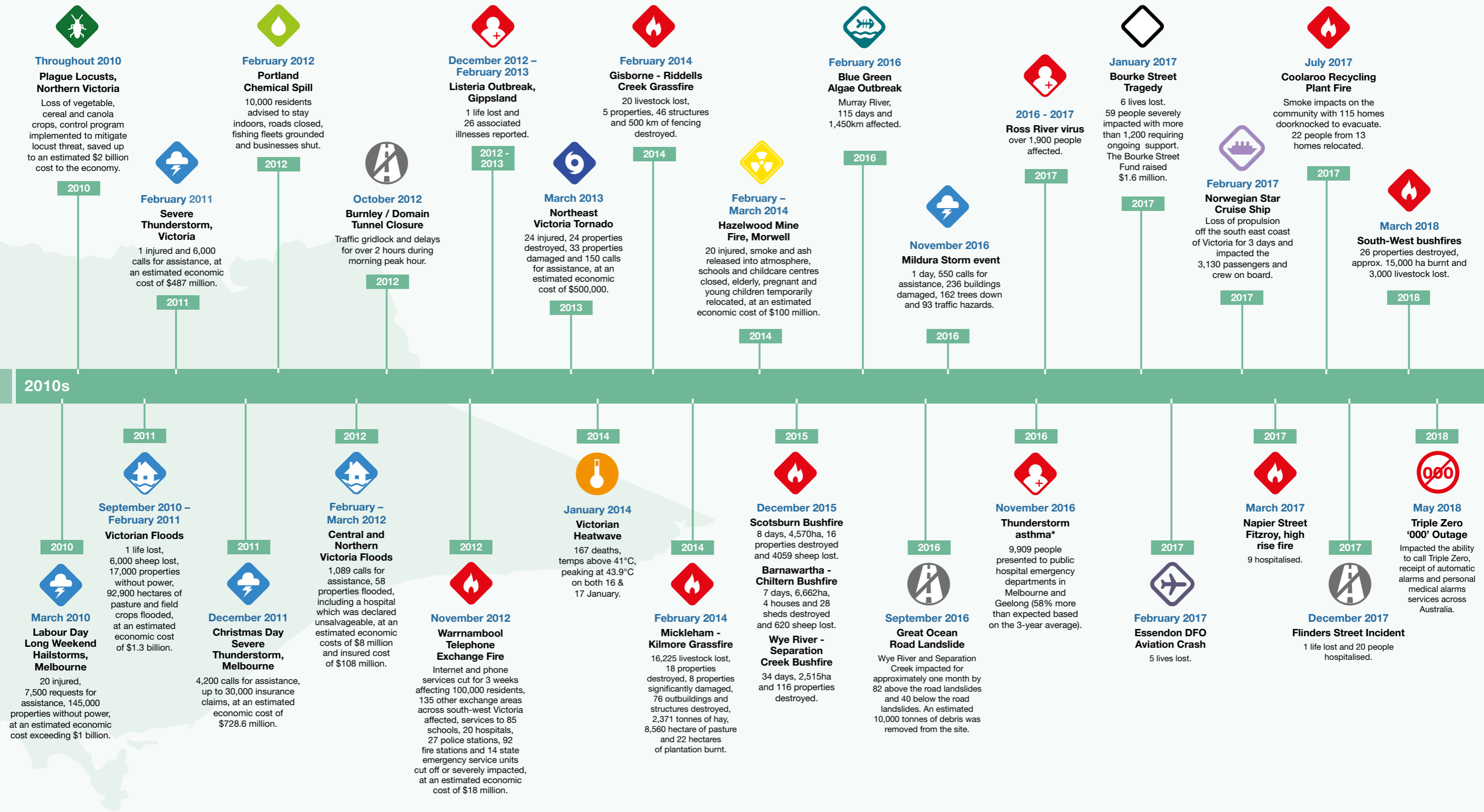
Hazardous Material



Locust Plague



# CONSEQUENCES



- Water Pollution
- Severe Weather / Thunderstorms / Grazers Warning
- Road Closed
- Cyclone
- Ship Incident
- Rail Incident
- Flood
- Aircraft Incident
- General Incident

All economic costs are estimates at the time of the event, and have not been normalised. Data has been compiled from a range of sources; please contact EMV for a full reference list.

\* Deaths attributed to this event are subject to an investigation by the State Coroner.



# ACKNOWLEDGEMENTS

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## **EMV facilitated the development of the SAP Update #3 2018-2021 on behalf of the State Crisis and Resilience Council (SCRC).**

As always, the success of this process, and the SAP, would not have been possible without the enduring goodwill and leadership from the emergency management sector. Members of the SCRC, and its Subcommittees, as well as the SAP Action Leads and Project Owners provided valuable input and guidance throughout the process.

We would like to expressly thank the following agencies and departments for their continued leadership, support, guidance and enthusiasm in the development of the SAP and in particular to those who developed the case studies:

- Ambulance Victoria
- Australian Red Cross
- Country Fire Authority
- Department of Jobs, Precincts and Regions
- Department of Environment, Land, Water and Planning
- Department of Education and Training
- Department of Health and Human Services
- Department of Justice and Community Safety
- Department of Premier and Cabinet
- Department of Transport
- Emergency Management Victoria
- Emergency Services Telecommunications Authority
- Inspector-General for Emergency Management
- Life Saving Victoria
- Metropolitan Fire Brigade
- Victoria Police
- Victoria State Emergency Service

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***“WE WORK AS ONE.”***

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