
VICTORIAN EMERGENCY MANAGEMENT STRATEGIC ACTION PLAN

UPDATE #4 2019–2022



Photo by: Brian Eddy

Authorised by the Victorian Government

1 Treasury Place, Melbourne, 3002

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ISBN 978-1-922262-29-5 (pdf/online/MS word)

Published month: May 2020

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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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MINISTER FOR POLICE & EMERGENCY SERVICES

FOREWORD



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

The first four years of the SAP demonstrate the significant achievements of the sector in working to create safer and more resilient communities. 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.

Throughout 2019 and the early part of 2020, the resilience of Victorians has been tested by devastating and unprecedented bushfires and the coronavirus pandemic, and we will continue to be confronted by such challenges in the future. The sector, and the community, must maintain momentum and focus, and take a strategic approach to meet future challenges and act on emerging opportunities.

The Victorian Government is committed to building resilience to and reduce the risks posed by natural disasters, climate change and public health emergencies and will continue to support the emergency management sector by supporting initiatives which enhance innovation, coordination and resilience across the sector.

The SAP remains a critical tool in driving sector reform. I commend all the agencies who have been instrumental in driving the SAP. 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, which appears to read 'Lisa Neville', written over a light blue background.

The Hon Lisa Neville
Minister for Police and Emergency Services

EMERGENCY MANAGEMENT COMMISSIONER FOREWORD



The Victorian Community has recently been challenged by devastating bushfires and the COVID-19 pandemic, responding to these emergencies with resilience and a strong community spirit. The Victorian Emergency Management Strategic Action Plan (SAP) Update #4 2019-2022 provides a timely reflection on the significant reform undertaken by our emergency management sector and the significant work planned to ensure our sector and the Victorian community is well equipped to meet the challenges and opportunities ahead.

Of the 31 actions included in the Strategic Action Plan (SAP) Update #3 2018-2019, 17 actions have now been completed. This progress would not have been possible without the dedication and commitment of Victoria's emergency management personnel and our sector working together and with the Victorian community.

The SAP actions are key to the success of preparing for, responding to, and recovering from major emergencies in Victoria. The SAP steers the vision, strategic priorities, investment and principles for the Victorian Government and the emergency management sector. It is an overarching plan which will guide emergency reform and give the community confidence that progress will be made. The next decade will pose significant challenges and opportunities for emergency management in Victoria. This empowers the sector to tackle these challenges and

drive initiatives to strengthen the collective capacity and capability and builds the governance, leadership and systems to support these efforts.

I would like to take the opportunity to thank everyone involved in developing and delivering the SAP. By continuing to work as one big team, we can facilitate sustainable change to achieve our shared vision of safer and more resilient communities.

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

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



SAP UPDATE #4 2019–2022

The Victorian Emergency Management Strategic Action Plan (SAP) is a requirement under section 12 of the Emergency Management Act 2013 (EM Act 2013). As a three-year rolling plan, which is updated on an annual basis, the SAP can respond to emerging challenges and opportunities for the emergency management sector. It remains a critical tool for sector reform in support of safer and more resilient Victorian communities.

The SAP outlines state-wide priorities which are critical to the success of preparing for, responding to, and recovering from, emergency events in Victoria. The SAP is owned by the State Crisis and Resilience Council (SCRC), which is responsible for providing emergency management policy and strategy advice to the Victorian Government.

There have been three updates to the SAP since it was first published in 2015. The most recent update, SAP Update #3 2018–2021, identified 31 actions for implementation. As at 30 June 2019, 17 actions have been delivered, contributing to improved community leadership and awareness, enhanced workforce culture and diversity, clarity around the roles and responsibilities of government, business and community and innovative communication tools for ensuring all Victorians have access to accurate and timely emergency information.

This fourth update to the SAP sets an agenda for the future by realigning SAP priorities and actions to key sector reform identified by the SCRC and the Victorian Government. It also highlights the significant achievements in SAP implementation over the past 12 months.

SHARED VISION: SAFER AND MORE RESILIENT COMMUNITIES

► INTRODUCTION

The objectives of SAP cannot be realised without the dedication of Victoria's emergency management sector in working together to drive the system and service delivery reform necessary to ensure safer and more resilient communities

Over the past year, there has been continued progress in implementing SAP actions. 2018-19 has seen significant advancement of the Digital Radio Upgrade Program, which forms part of the SAP's Long-term Communications Plan (Action 4.6). This work is facilitating the transition of Victoria Police, Victoria State Emergency Service and the Country Fire Authority radios from analogue to digital, ensuring that our first responders are equipped with the most up-to-date, secure and reliable communication tools when responding to emergencies.

The Emergency Management Planning Reforms (Action 1.2) have also progressed substantially since the previous SAP Update. Legislative changes were implemented in September 2018 to improve emergency management planning at the state, regional and municipal levels in Victoria. Planning guidelines have been drafted to support an integrated and coordinated approach to the development of emergency management plans at each of the three levels.

Local Government Victoria (LGV) has continued its significant work in improving the capability and capacity of local government (Action 4.1). Since 2018, LGV has implemented a maturity model, which assisted all 79 local councils to set a target maturity for their emergency management capacity and capability and assess performance against this target. LGV will continue to work with local councils to address any emerging gaps between their target maturity and actual capacity and capability (Action 4.2).

In developing the SAP Update 2019-2022, state-wide priorities and accompanying actions have been reviewed to ensure that all actions reflect these priorities and consider the sector's current operational environment.

As a result, the SAP themes and priorities have been amended to align specifically with priorities established by the SCRC. Several actions have been updated and merged to allow for a more streamlined and efficient delivery of actions that can respond to the operational and future needs of the sector.

The SAP now includes 12 actions for implementation. Nine actions are underway, one action is on hold and two actions are commencing shortly.

The next decade will pose significant challenges and opportunities for emergency management in Victoria. As a result of climate change, Victoria is already experiencing less rainfall and drought conditions, coastal erosion, sea level rise and extreme weather events, all of which impact on the resilience of communities and the environment. Victoria is committed to strong action to build resilience to, and reduce the risks posed by, climate change.

Additionally, emerging threats associated with terrorism, stockpiling of waste, cyber-attacks and pandemics present new challenges for governments and businesses. Moreover, community expectations of emergency management agencies and government are changing.

In recognition of these and other challenges, the Victorian emergency management sector is moving into a phase of reform, including the implementation of Fire Service Reform, the development of the sector-wide ICT Strategy, legislative changes to emergency management planning arrangements, and the development of the *2030 Strategy for the Emergency Management Sector in Victoria* (the 2030 Strategy). Additionally, the Inspector-General for Emergency Management (IGEM) is currently undertaking a review of the last 10 years of emergency management reform in Victoria. The report is expected to be released in early 2020.

This reform program and the IGEM review will inform future SAP updates, by setting the vision and roadmap for change in the longer-term. As such, a major refresh to the SAP is proposed for 2020, in which new priorities and actions will be developed to align with reform priorities, in consultation with the sector and the Victorian community.

In facing the significant challenges of the future, we will continue to work as one, across the emergency management sector and with the Victorian community, in pursuit of our shared vision of safer and more resilient communities.

SAP ACTIONS

PRIORITY ONE

DRIVE HIGH LEVEL REFORM TOWARD 2030

OUR CHALLENGE

“ Victoria’s risk profile is shifting, driven by increasing population, changing demographics, climate change, constrained fiscal environments, terrorism and the evolving use and reliance on technology and inter-connected systems. ”

THE OBJECTIVE

A vision and plan for the future of emergency management in Victoria, that addresses the challenges and opportunities posed in 2030.

THE OUTCOME

The emergency management sector and the Victorian community are prepared for the challenges of 2030 and have adopted innovative and risk-based approaches to mitigate against, prepare for, respond to, and recover from future emergencies.

ACTIONS

DESCRIPTION	2015	2016	2017	2018	2019	2020	2021	2022	2023
<p>1.1 Develop and implement a long-term workforce strategy 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>1.2 Lead reform to Victoria's emergency management planning arrangements by establishing a new integrated, coordinated and comprehensive framework for planning at state, regional and municipal levels.</p>									
<p>1.3 Develop performance standards to guide effective and efficient governance and enable the sector to measure its performance.</p>									

PRIORITY ONE KEY ACHIEVEMENTS 2018–19:

The Emergency Management Legislation Amendment Act passed through Parliament and received Royal Assent in 2018 (SAP Action E1). Work is now underway, through Action 1.2, to develop guidelines that support the establishment of an integrated, coordinated and comprehensive approach to planning for emergencies at the state, regional and municipal levels. It is expected that the guidelines will be implemented, and emergency management plans developed, at all three levels by December 2020.

Underway  Complete  On hold  Closed  Not Yet Commenced 

SAP ACTIONS

PRIORITY TWO

REDUCE RISK AND BUILD RESILIENCE

OUR CHALLENGE

“ Victoria’s risk profile is changing and resilience across Victoria is variable, with some local communities having higher expectations of the sectors’ role before, during and after emergencies. ”

THE OBJECTIVE

Increased capacity and capability of local communities to identify, mitigate and reduce risk and to be ready to prepare for, respond to, and recover from an emergency.

THE OUTCOME

Communities are self-reliant, capable and resilient and use an evidence-based approach in preparing for, responding to and recovering from, emergency events.

ACTIONS

DESCRIPTION	2015	2016	2017	2018	2019	2020	2021	2022
<p>2.1 Implement a comprehensive impact assessment model across all hazards and all phases of emergency management that includes processes to collect, analyse, and communicate impact information that strengthens understanding of community diversity and values. The system will inform decision making, planning processes and activities by communities and the sector, providing opportunities for tailored support and engagement based on community need.</p>								

PRIORITY TWO KEY ACHIEVEMENTS 2018–19:

The Impact Assessment Model is being implemented through three stages of work. 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. 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. 2019 saw the delivery of actions under Stage Three, which included analysis and planning for the operational use of the model. Work will continue into 2020, to further test and operationalise the model across the emergency management sector. The action is expected to complete in late 2020 and outcomes may be used in future emergency management planning by municipalities and regions.

Underway  Complete  On hold  Closed  Not Yet Commenced 

SAP ACTIONS

PRIORITY THREE

ENHANCE INCLUSION AND EMPOWER AND BUILD THE CAPACITY OF COMMUNITIES

OUR CHALLENGE

“ Community engagement is variable across the State and the changing nature of volunteering is not well understood and incorporated into the emergency management workforce. ”

THE OBJECTIVE

Increased capacity and capability of volunteers to engage with, and support, emergency management response in Victoria, before, during and after an emergency event.

THE OUTCOME

Community members who are empowered and skilled to take on leadership roles before, during and after an emergency and an emergency management sector that embraces and supports the evolving types of volunteerism.

ACTIONS

DESCRIPTION	2015	2016	2017	2018	2019	2020	2021	2022
<p>3.1 Explore and develop approaches that allow different types of leaders to emerge from the evolving landscape of volunteerism.</p>								

PRIORITY THREE KEY ACHIEVEMENTS 2018–19:

Work is underway to commence Action 2.1, which aims to explore the current landscape of volunteerism to identify and further develop ways that allow for future leaders to emerge. This work will link closely to the 2030 Strategy, build on work undertaken through the Strategic Priorities for Emergency Management Volunteering in Victoria and assist in building leaders in the volunteer sector that can support emergency management into the future.

SAP ACTIONS

PRIORITY FOUR

FOSTER STRATEGIC CAPABILITY

OUR CHALLENGE

“ Workforces across the sector have variable levels of capacity and capability as well as different organisational cultures and values. A more consistent, collaborative, integrated and innovative approach towards workforce management and services is needed. ”

THE OBJECTIVE

A sophisticated and innovative workforce that embraces a positive culture and promotes respect, leadership, cooperation, innovation and diversity.

THE OUTCOME

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

ACTIONS

DESCRIPTION	2015	2016	2017	2018	2019	2020	2021	2022
4.1 Clarify and confirm the emergency management roles of local government and assess councils' capability and capacity to meet their emergency obligations.	Underway	Underway	Underway	Underway	Underway	Complete		
4.2 Drawing from the above, develop action plans to address capability and capacity gaps.						Underway		
4.3 Develop a comprehensive shared vision and articulation of the case for change on gender representation, diversity and inclusion in Fire and Emergency; and to conduct an analysis of gender representation, diversity and inclusion in communications across the sector.					Underway			
4.4 Progress to an all-emergencies capability model that captures and baselines the state's current capability and capacity and identifies gaps and opportunities to leverage capability across government, agencies, business, and community.	Underway							
4.5 Implement the sector's long-term communications plan, 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.	Underway							
4.6 Develop and implement a three-year plan to strengthen Emergency Management Common Operating Picture (EM-COP) , 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.						Underway		

PRIORITY 4 KEY ACHIEVEMENTS 2018–19:

The Councils and Emergencies project (Action 4.1 and 4.2) focuses on building the capacity and capability of local governments in emergency management and exploring ways in which the government can support local government. In 2018/19, Local Government Victoria worked with Councils to develop a Maturity Model, which allowed for each organisation to set a target of where they would like to be in relation to emergency management capacity and capability and then assess how well they are progressing against that target. The Maturity Model considered two factors – the size of the municipality and the risk of municipality (in other words, the risk of an emergency event to their organisation). All 79 Victorian Councils participated in the process, with all of the results (“target maturity”) put into a matrix, which allowed LGV to identify common gaps. The next phase of the project will be to work with local governments to begin to address key gaps. A summary report on work to date will be published by LGV in late 2019, with phase three of the project commencing in 2020.

Underway  Complete  On hold  Closed  Not Yet Commenced 



ACTION 1.2

EMERGENCY MANAGEMENT PLANNING REFORM

Lead reform to Victoria's emergency management planning arrangements by establishing a new integrated, coordinated and comprehensive framework for planning at state, regional and municipal levels.

Overview

The Emergency Management Legislation Amendment Act 2018 (EMLA Act) passed through the Victorian Parliament in August 2018. The EMLA Act will amend the Emergency Management Act 2013 (EM Act) in phases and includes a range of reforms for emergency management in Victoria, including the establishment of a new integrated, coordinated and comprehensive framework for planning at the state, regional and municipal levels. It also empowers the Minister for Police and Emergency Services to issue separate guidelines for each level of planning. This reflects the understanding that clear and practical guidance will promote an effective and consistent approach to emergency management plans at the state, regional and municipal levels.

In collaboration with the wider sector, Emergency Management Victoria (EMV) is supporting the implementation of the new arrangements through SAP Action 1.2, which includes the development of a new state emergency management plan (SEMP) for Victoria and guidelines for each of the planning levels. EMV has established a Program Office to lead the work and an Inter-Departmental Committee to provide oversight and insight on the development of the plans and guidelines.

Clear and practical guidance will promote an effective and consistent approach to emergency management plans at the state, regional and municipal levels.

Process

The state planning amendments to the EM Act took effect on 25 September 2019. The new planning framework will enhance preparedness, improve collaboration amongst agencies, connection across planning tiers, and promote planning for all hazards and all communities.

In 2019, EMV facilitated the development of a draft integrated SEMP, which addresses mitigation, response and recovery. The SEMP will replace the existing state emergency response plan (SERP) and state emergency relief and recovery plan (SERRP). Other parts of the Emergency Management Manual Victoria (EMMV) will be replaced as implementation of the reform progresses.

EMV also produced and consulted on draft guidelines for the development of the SEMP. Once formally issued, the state guidelines and SEMP will set the direction for the next levels of emergency management planning at the regional and municipal levels. The SEMP will continue to evolve over time as the planning reforms are implemented and mature at all levels.

The draft state emergency management planning guidelines were released for comment in September 2019. Comment was also sought on the draft SEMP in October 2019. Consultation feedback will be essential in developing practical and fit-for-purpose guidelines and a final SEMP and to ensure the intent of the planning reforms are met.

Additionally, EMV worked with three significantly different regions throughout the second half of 2019, in a 'proof of concept' phase to trial the development of a regional emergency management plan (REMP) and refine the guidelines content. The three regions are Barwon South West, Loddon Mallee and Southern Metro. This initial testing with the three regions will assist to ensure consistency in approach for the development of the other five REMP plans.



Next steps

A number of deliverables are required to be in place by 1 December 2020, when the legislation takes effect in full, including:

- **SEMP** State emergency management planning guidelines
- **REMPs** Regional emergency management planning guidelines
- **Draft municipal emergency management planning guidelines** (to be issued once the municipal phase takes effect on 1 December 2020).

All eight regions will complete their REMPs, following the proposed release of the regional guidelines, from April 2020.

The current municipal emergency management plans (MEMPs), including plans for alpine resort management boards, will roll over as a transitional measure. Once the EMLA Act commences in full, there will be an obligation to prepare new MEMPs. A rolling schedule for the development and assurance of new MEMPs will continue from 2021.

ACTION 4.1

COUNCILS AND EMERGENCIES

Clarify and confirm the emergency management roles of local government and assess councils' capability and capacity to meet their emergency obligations.

Overview

The Councils and Emergencies action is led by Local Government Victoria (LGV) and aims to understand, and ultimately enhance, the emergency management capability and capacity of local governments.

The need for such an action emerged from various inquiry recommendations that followed the 2009 Victorian bushfires and 2010-11 floods.

Process

LGV commenced work on the action in 2015. A three phased approach was adopted to help with facilitating the full engagement and participation of both local government and the emergency management sector. Each phase of the action is designed to build on the foundations of the preceding phase.

During Phase One, LGV worked with local government to identify and clarify their emergency management responsibilities and activities. This led to the publication of the Councils and Emergencies Directions Paper (the position paper), which was released in January 2017. The position paper sought feedback on councils' current emergency management responsibilities and actions, including how they collaborate with each other and with emergency management agencies.

The position paper was subsequently used to develop Phase Two of the action. This phase recognised that no two councils approach their emergency management responsibilities in the same way due to the differences in emergency risk, communities need and organisational resourcing. To reflect this, a maturity model was developed, which evaluated each council's individual capability and capacity to undertake their emergency management responsibilities against their performance target.

The evaluation was opened to all councils from April to June 2019. Councils were invited to an information session about the evaluation and these were attended by 78 councils. By July, all 79 councils had completed the evaluation.

The evaluation results have been analysed and LGV is developing the Local Government Emergency Management Capability and Capacity Summary Report to present the results to the sector.

The Summary Report will present data from the evaluation at a State, Regional and Comparator Council level. The aim of the report is to identify the most significant gaps in local government emergency management capability and capacity.

The Summary Report will align with current sector reform, including the Victorian Preparedness Framework and will inform other work programs such as the Resilient Recovery Strategy and emergency management planning reforms.

Next Steps

Following completion of Phase Two and the delivery of the Summary Report, Phase Three of the action will commence in early 2020. LGV will work with councils to develop strategies to address gaps identified through the maturity model and enhance emergency management capacity and capability. It is anticipated that the action will conclude in 2020-21.

ACTION 4.4

CAPABILITY MODEL

Progress to an all-emergencies capability model that captures and baselines the state's current capability and capacity and identifies gaps and opportunities to leverage capability across government, agencies, business, and community.

Overview

Victoria has been on a journey with emergency management agencies and the broader emergency management sector to understand collective capability, opportunities to build capacity and establish mutually beneficial partnerships for managing major emergencies.

Globally, emergencies and their consequences are becoming more complex, and we have a responsibility as emergency management practitioners to be prepared for these changes. Emergency Management Victoria has led the development and implementation of a comprehensive preparedness system with the objectives of shared understanding, improved integration for the future, and connected community, business and government partnerships.

Process

The development of a model for understanding, developing and enhancing capability requirements was based on a need first identified in the Victorian Emergency Management Strategic Action Plan in 2015.

This action prompted the development of the Victorian Emergency Management Blueprint 2015-2025, with the aim to have an effective emergency management capability across Victoria that can meet future needs. The Victorian Preparedness Goal, adopted in 2016, succinctly frames the intent for capability and capacity enhancement.

The Victorian Preparedness Framework, first released in 2017, establishes what we need to do as a sector to be effective and highlights the way we will work together to build and maintain the capabilities required to serve and protect the community. Through the preparedness framework, agencies, departments, local governments and NGOs have been engaged extensively and continue to contribute invaluable insights on Victoria's collective capability strengths and gaps.

Assessment methodologies outlined in the 2018 edition of the framework are designed to establish a baseline understanding of current collective preparedness and identify gaps for consideration by decision makers.

Using the assessment methodology, assessments of the core capabilities for Victoria commenced in 2018. Capability Coordinators from across the emergency management sector were nominated for the first six core capabilities to be assessed and were responsible for leading the assessment of their assigned core capability, in consultation with relevant stakeholders.

Assessments followed the process outlined in the Victorian Preparedness Framework Update #1 (May 2018) and included the use of maturity levels to indicate the status of core elements across the six capabilities. These assessments were completed in May 2019 and will contribute to project's next steps.

To assist Capability Coordinators with recording their assessments, a Capability Assessment Portal was developed and finalised in May 2019. The portal is an online reporting and collection tool for point-in-time capability and capacity assessments. The portal acts as a central repository to store all baseline data and gaps. Data collected through the project can be drawn into a report to facilitate analysis for use in the production of a capability assessment report.



Next Steps

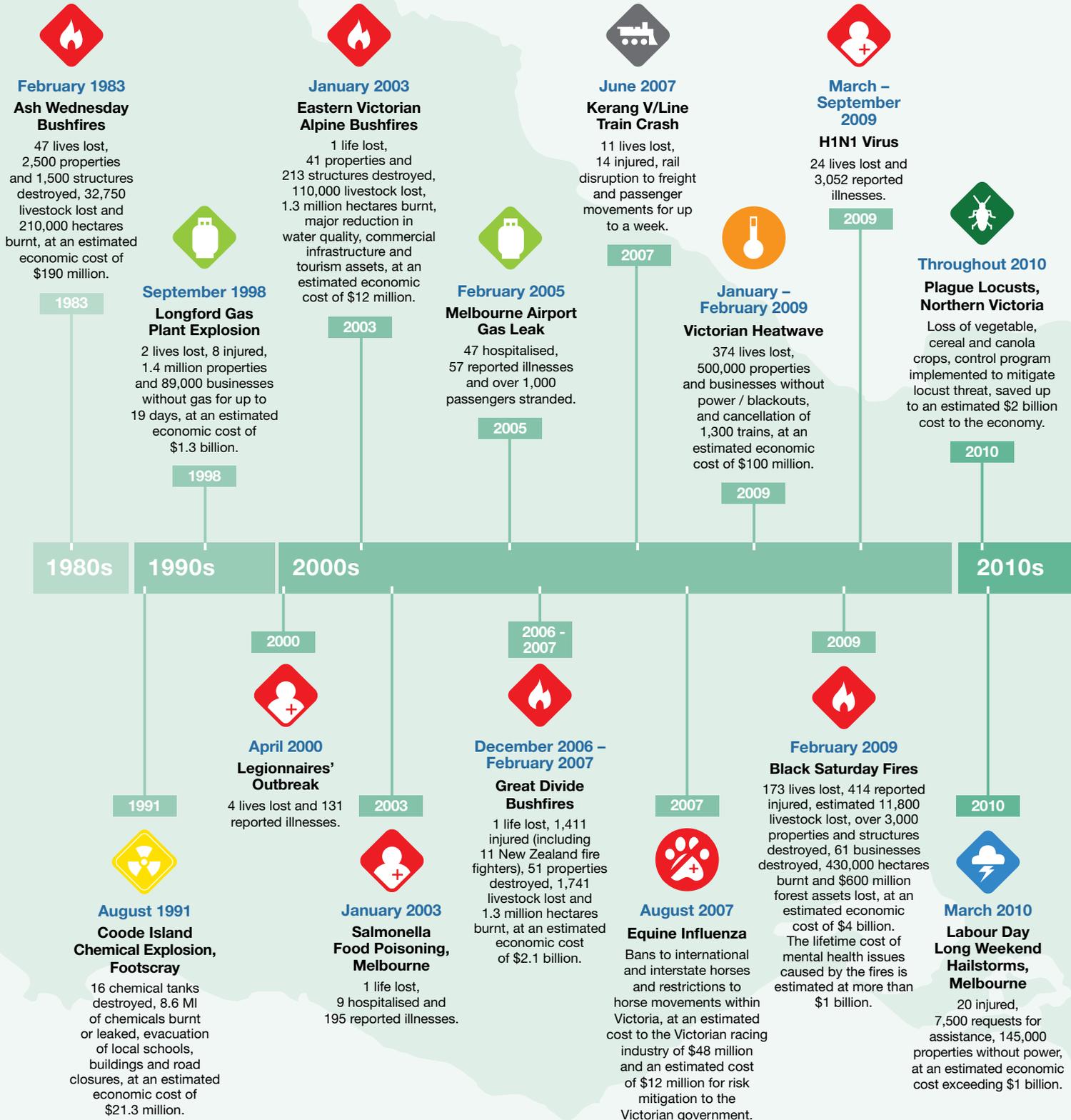
The application of the preparedness framework over the next few years will seek to inform broader strategic investment, training and partnership opportunities through better understanding of the sector's capability and capacity.

Capability assessments and a preparedness mindset will be embedded in the 2030 Strategy for Emergency Management and in the emergency management planning process for state, regional and municipal levels.

The success of this work to date is attributable to the collaboration and enthusiasm of sector participants in supporting the take up of key concepts from Victoria's preparedness model.



A SUMMARY OF VICTORIAN KEY EVENTS AND



Fire



Health



Hazardous Material - Gases



Animal Health



Heatwave



Hazardous Material - Liquids



Triple Zero Outage

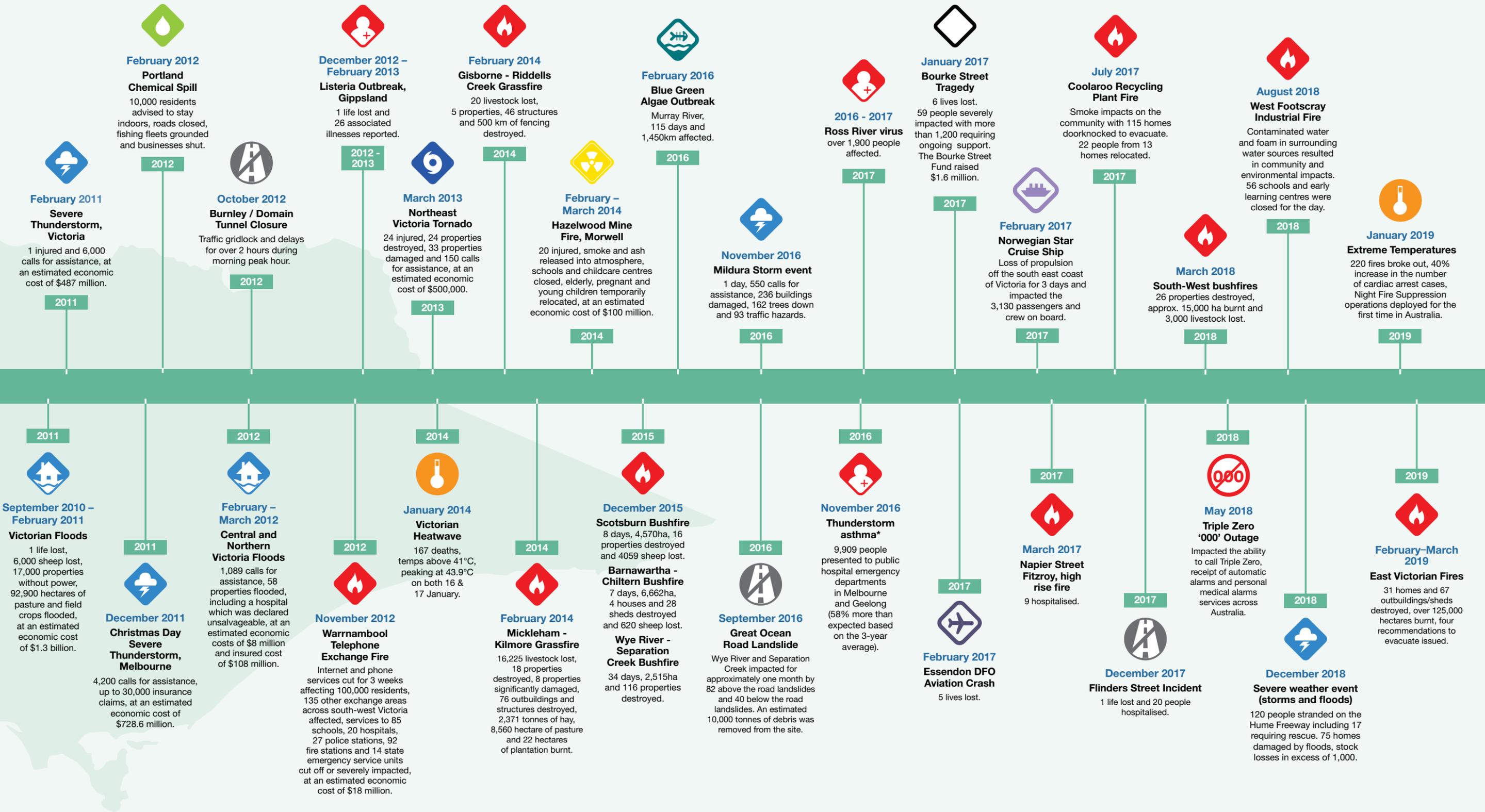


Hazardous Material



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

EMV facilitated the development of the SAP Update #4 2019-2022 on behalf of the State Crisis and Resilience Council (SCRC).

The development of the SAP 2019-2022 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. Particular thanks go to SAP Action Leads who provided this year's case studies.

EMV would like to expressly thank the following agencies and departments for their continued leadership and support in the development of the SAP:

- 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

“WE WORK AS ONE.”



