



Strategic Directions
**Achievement
Report**
2023

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Cover images, clockwise from top left:

Equipment used in Sonar (submerged debris) Clean-Up program, NSW EPA.

Turkiye earthquake assistance, FRNSW.

Fire In The Mulga forum shares knowledge on traditional burning practices, QFES.

Fitzroy Valley Flood Recovery Working Group formed by local Aboriginal leaders, DFES.

Change in approach to public information, post significant events, NSW SES.

Remotely Piloted Aircraft System (RPAS) unit, NSW RFS.

Fire detection tower, ACTESA.



AFAC acknowledges the Aboriginal and Torres Strait Islander peoples as Traditional Custodians of Australia and Māori, as the Tangata Whenua and Treaty of Waitangi partners in Aotearoa-New Zealand.

We recognise their unique cultural and spiritual relationships to the land, waters and their rich contribution to society.

We pay our respects to ancestors and Elders, past, present and future.



From the CEO

It is my pleasure to provide the annual AFAC Strategic Directions Achievement Report for 2023, the second report under the new Strategic Directions 2022–26.

The Strategic Directions provide the fire and emergency services sector with a collective vision and a joint commitment to enhanced community resilience by informing, clarifying intent and identifying actions required across the AFAC Membership.

Several key achievements and implementations at a collective level during 2022–23 have been instrumental in supporting AFAC's core role to amplify the work of emergency management in Australia and New Zealand.

- The Australian Fire Danger Rating System (AFDRS) Program has redesigned the forecasting of fire danger in Australia, furnishing essential information for individuals to safeguard themselves and others from the potentially dangerous impacts of bushfires. This nationally significant program, a collaborative effort among state, territory and Commonwealth governments, seeks to enhance public safety, elevate the scientific precision of fire danger predictions, refine communication methods, supply better decision-making tools to Government and industry, and limit the economic burdens stemming from bushfire impacts.
- Spark Operational is Australia's newest fire behaviour simulator built by AFAC and CSIRO Data 61 and is best equipped to handle the rapidly emerging needs of modern agencies, industry, and the community. Bushfire simulation plays a pivotal role in the operations of most fire agencies and contributes to many critical fire agency functions. Spark Operational supports fast ensemble runs to quantify uncertainty in weather forecasts or explore "what-if" scenarios including the impact of various fire breaks, fuel treatments and ignition patterns.
- The National Resourcing Sharing Centre (NRSC) responded to increased periods of activity for national and international operational deployments. NRSC reorganised to cover these extensive periods of activation. This includes 24 hour on call coverage by NRSC staff. In 2022–23, the NRSC was active for five major long term flooding events, three bushfires, one cyclone and support for the largest ever Australasian international deployment of resources in support of the Canadian Wildfires.

AFAC's suite of doctrine publications is one of AFAC's most integral intellectual property assets and spans all six Strategic Directions, as well as covering the national principles of primacy of life, trust and confidence, interoperability through partnerships, and accountability. Comprising over 120+ evidence-based publications, the AFAC Doctrine collection provides guidance for the consistent utilisation and implementation of practice, training and research.

The *Strategic Directions Achievement Report* for 2023 maintains the same format as previous years. It showcases the progress achieved over the past 12 months by all jurisdictions in collaboration with AFAC Members and partner agencies through case studies. These case studies represent a selection of initiatives rather than an exhaustive list relating to the Strategic Directions. Collectively, these initiatives contribute to enhancing Australia's disaster resilience. They demonstrate a national capability embedded in operational readiness, the latest qualifications and standards, effective lessons management, and research utilisation.

I extend my thanks and gratitude to all AFAC members, other emergency management agencies, and industry for their commitment and collective achievements during the year.



Rob Webb

Chief Executive Officer
AFAC

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Acknowledgements

AFAC, the National Council for fire and emergency services, expresses gratitude to all Members and Affiliate Members for their commitment to delivering on the *Strategic Directions Achievement Report for 2023*.

AFAC acknowledges the staff within agencies who shared their own case studies. In the seventh report, this has included examples from Australian Institute for Disaster Resilience, ACT Emergency Services Agency, Airservices Australia, Bushfires NT, Country Fire Authority, Department of Fire and Emergency Services WA,

Fire and Emergency New Zealand, Fire and Rescue NSW, Fire Rescue Victoria, NSW Environment Protection Authority, NSW State Emergency Service, Queensland Fire and Emergency Services, Natural Hazards Research Australia, SA State Emergency Service, SA Metropolitan Fire Service and Victoria State Emergency Service.

These contributions have ensured the final result is wide-ranging and reflective of the work undertaken by the fire and emergency services industry collectively.

Background

Strategic Directions for Fire and Emergency Services in Australia and New Zealand 2022–2026 is the third edition developed by AFAC. This document was endorsed by the Australia-New Zealand Emergency Management Committee (ANZEMC) and the National Emergency Management Ministers' Meeting (NEMMM) and AFAC reports to these bodies annually on accomplishment.

AFAC is proud to present the *Strategic Directions Achievement Report for 2023* to Ministers who have responsibility for emergency services. This report provides examples of industry and jurisdictional activities in support of the Strategic Directions.

This is the second Achievements Report for the revised Strategic Directions, consisting of six priority areas that reflect a shared vision and joint commitment to safe and secure communities in Australia and New Zealand.

THE SIX STRATEGIC DIRECTIONS FOR 2022-2026 ARE:

DIRECTION 1	DIRECTION 2	DIRECTION 3	DIRECTION 4	DIRECTION 5	DIRECTION 6
					
Supporting resilient communities through risk reduction	Providing a trusted response	Using credible and timely information and data	Safe, capable and diverse workforce	Informed by knowledge, innovation and research	Effective and transparent governance

The expectation within the AFAC National Council is that the Strategic Directions will be considered in the development of each agency's strategic plan. Together with states and territories and the Australian and New Zealand Governments, the priorities are shaping the future of emergency management.

This new edition provides the opportunity to address changing environmental factors and community and business settings, as we continue to transition from traditional fire and emergency service delivery to emergency management professionals integrated with, and working for, our communities.



DIRECTION ONE

Supporting resilient communities through risk reduction

- AIDR - Advancing the Practice of Disability-inclusive Disaster Risk Reduction in Australia
- QFES - Fire Ed for Children with Neurodiversity
- FENZ - Launches Ahikura Whānau-Centred Fire Education
- VICSES - Geotargeted Communications for Flood Impacted Communities
- NSW EPA - Bushfire Recovery Programs

Overview

Fire and emergency services agencies are operating in an increasingly complex environment with climate change influencing the frequency, scale and intensity of natural hazards and driving the creation of new risks that compromise the stability of natural, built, social, cultural and economic environments.

Australia's National Disaster Risk Reduction Framework (endorsed by COAG in 2020) recognises that reducing disaster risk is critical to supporting communities and economies to be resilient. It builds on the significant progress made across all sectors in Australia since the release of the National Strategy for Disaster Resilience in 2011. The Second National Action Plan on Disaster Risk Reduction was developed by the Australian Government

throughout 2022–23 and signals continued commitment to driving down disaster risk and strengthening Australia's national resilience-based approach to disaster management.

AFAC member agencies are playing an important role in providing leadership and collaborating with governments, business, communities, educational institutions, and individuals to develop strategies and actions to reduce disaster risk and support resilient communities.

AFAC agencies are taking action to enhance preparedness and reduce disaster risk through influencing policy and regulatory change, education and engagement, and partnerships and collaboration.

Fire and emergency services support resilient communities through:

AIDR - Advancing the Practice of Disability-inclusive Disaster Risk Reduction in Australia

INITIATIVE DRIVER:

The Leave Nobody Behind research project led by University of Sydney's Centre for Disability Research and Policy has delivered important findings and resources to reduce risk for people with disability in emergencies. AIDR partnered to deliver the Leave Nobody Behind webinar series and National Disability-Inclusive Disaster Risk Reduction (DIDRR) Research Forum.

AIM:

To demonstrate and advance evidence-based good practice for DIDRR, with focus on cross-sector collaboration.

FEATURES:

The Leave Nobody Behind webinar series explored how government, emergency services, people with disability, carers and support services are working together to put person-centred and capability-focused approaches to DIDRR in action. Across the three webinars, case studies and actions for each stakeholder group were explored.

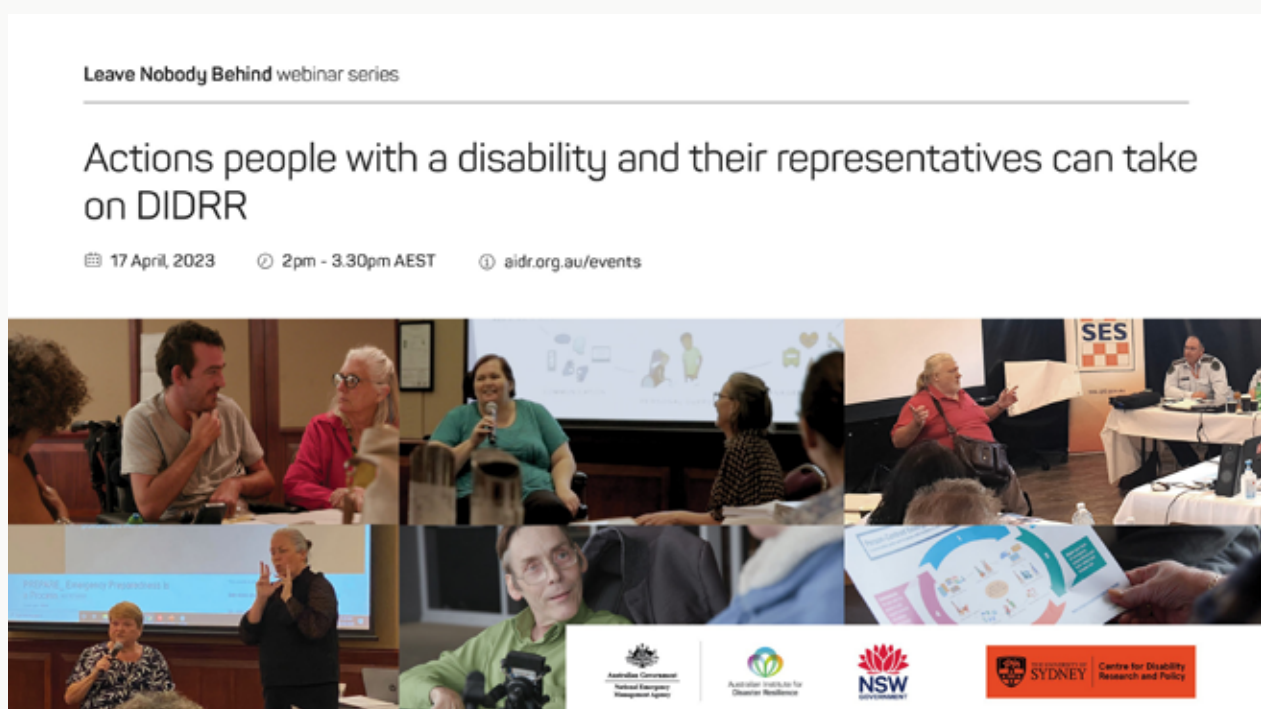
The National DIDRR Research Forum convened approximately 60 delegates to share good practice and provide input on how to operationalise a cross-sector framework for DIDRR.

OUTCOMES:

The highly-rated webinars reached more than 800 people. Key learnings include:

- > the importance of listening to and involving people with lived experience of disability in decision making;
- > the need for multisector collaboration
- > use of strengths-based language
- > improved understanding of challenges people with disability face during disasters
- > and better knowledge of tools and training for DIDRR practice.

The Research Forum galvanised efforts and contributed to policy engagement with state Ministers; a new peer leaders' program; person-centred emergency preparedness meetings; and advancement of a Framework for Cross-sector Collaborative Action on DIDRR.



QFES - Fire Ed for Children with Neurodiversity

INITIATIVE DRIVER:

The program was developed by Queensland Fire and Emergency Services (QFES) in partnership with the AEIOU Foundation for Children with Autism after firefighters at Camira Fire and Rescue Station delivered the original Fire Ed program at their local AEIOU centre. Firefighters recognised they were not communicating effectively and identified the need for a tailored fire safety education program that better meets the needs of children with neurodiversity.

AIM:

Fire Ed for Children with Neurodiversity is a modified version of the Fire Ed program designed for children in neurodiverse early learning environments.

It aims to introduce tailored fire safety education early, providing a learning stepping-stone that enables children to be in a better position to receive Fire Ed when they reach Year 1.

FEATURES:

The program is delivered by firefighters, supported by educators and reinforced by parents and carers, resulting in a comprehensive and sustainable approach to fire safety education for children with neurodiversity.

It features short interactive lessons, imitation activities, tailored resources and modified language. It is delivered in three stages:

1. Preparatory lesson delivered by early learning facility
2. Fire Ed program delivered by Fire and Rescue Service
3. Ongoing learning delivered at home.

OUTCOMES:

Development and delivery of an inclusive fire safety program contributing to the safety and resilience of the community. The program was launched state-wide on 26 August 2022.



FENZ - Launches Ahikura Whānau-Centred Fire Education

INITIATIVE DRIVER:

Referrals to FENZ's specialist intervention programme for taiohi (young people) who set fires were declining. Research informed the programme no longer resonated with communities.

AIM:

To refresh the programme to better align with the Te Ao Māori worldview and the values of Aotearoa New Zealand.

To clarify the programme's objectives, its benefits to young people and prevent future fire setting.

FEATURES:

FENZ co-designed and updated the programme brand, engagement strategy and content, consulting widely with key stakeholders. The result is Ahikura Whānau-Centred Fire Education, which stands for the future pathway of taiohi and their whānau (families) glowing in the distance. The Ahikura Practitioners work one-on-one with taiohi and their whānau, usually in their homes.

Ahikura Whānau-Centred Fire Education takes a holistic approach to understanding what has led each taiohi to the programme.

The approach and content used for each taiohi and whānau is different depending on their age, cultural background, past behaviour and learning abilities.

OUTCOMES:

Through education and approach of treating taiohi as precious and upholding their mana (power and prestige), the programme helps to connect taiohi and their whānau to their future. By taking an inclusive approach and including whānau, the likelihood of positive and lasting change is increased.

FENZ has seen positive engagement with the refreshed approach and continued monitoring of the impact it is having on taiohi will occur.



VICSES - Geotargeted Communications for Flood Impacted Communities

INITIATIVE DRIVER:

Flooding across waterways in Victoria resulted in a number of flood rescues. Expected influx of holiday makers and campers who may be unfamiliar or unaware of changed river conditions.

AIM:

To ensure that local communities and holiday makers were informed of riverine flood risks particularly in relation to nearby waterways.

FEATURES:

- > Geotargeted social media messaging was utilised to ensure holiday makers were aware of unusual seasonal risks.
- > Rivers were at risk of rising quickly as waterways were running at high capacity, with an increased risk of waterways rising rapidly and catching campers by surprise.
- > Social media messaging was utilised to ensure safety messages were delivered to those in areas most at risk. This also ensured messages were delivered to those who lived locally along with holiday makers in the area.
- > Postcodes along the River Murray and in the La Trobe valley were selected due to the increased risk and the expected influx of holiday makers.

OUTCOMES:

Regular flood safety messaging focuses on those who live close to waterways and holiday safety messaging has not traditionally been targeted to specific locations.

- > Having greater saturation of social media flood safety messaging in areas identified as higher risk allowed VICSES safety messages to be amplified in the selected geographic locations. This supplemented general safety messages from VICSES and VIC Emergency.

NSW EPA - Bushfire Recovery Programs

INITIATIVE DRIVER:

To provide support and funding for Public Land Managers including Local Aboriginal Land Councils as they recover from the 2019–20 NSW bushfires.

AIM:

The Aboriginal Lands Bushfire Recovery Program supported Aboriginal land managers and communities to assess, plan and clean up waste in bushfire-affected areas and install deterrence measures to prevent future illegal dumping on Aboriginal lands.

FEATURES:

Taking guidance from and working collaboratively with Aboriginal managers and communities was essential to the program's success.

Significant clean-up of waste material was achieved, with additional work to improve road access, perimeter fencing and installation of gates to deter unauthorised access and prevent illegal dumping. A total of \$6.6M has

been spent to clean up Aboriginal lands affected by the bushfires under this initiative. 22 Aboriginal communities received support and funding.

OUTCOMES:

Over 3077 tonnes of waste cleared up, including:

- > 35.5 tonnes of green waste cleaned up and/or reused
- > 33.9 tonnes of recyclable waste
- > 844 tonnes of asbestos-containing materials (ACMs) removed from sites
- > 2163.2 tonnes of non-ACM waste

Additional benefits of the program have been the employment of local Aboriginal contractors, critical on-site training and upskilling in bobcats and chainsaws use, and building local capacity.

This program has also contributed to organisational development within the EPA with learnings being integrated into future recovery and resilience programs.

The background of the entire page is a photograph of emergency responders at a disaster site. On the left, a firefighter in a red helmet and dark uniform is visible. On the right, a rescuer in a yellow helmet and dark uniform is working amidst debris. In the foreground on the right, a person in a high-visibility yellow vest is partially visible. The scene is filled with rubble and twisted metal, suggesting a recent earthquake or structural failure.

DIRECTION TWO

Providing trusted response

- FRNSW - Türkiye Earthquake
- FRV - Keys, Alarms and Turnout Information (KATI)
- NSW SES - Public Information Process Post Significant Weather Events
- AIDR - Launch of the *Incident Management Handbook*
- FENZ - Building a Cross Government Common Operational Picture to Support Cyclone Response

Overview

Fire and emergency services provide a trusted response by:

- Providing effective, reliable operational response through data-based decision making, strategic planning and use of appropriate and available technologies.
- Embedding the concept of national capability to share resources and allocating ground and air resources based on risk to improve the timeliness and effectiveness of response and improve community outcomes.
- Providing cohesive emergency management and operational support at a national, state, regional and incident level, enhancing national response and interoperability through a contemporary, and scalable Australasian Inter-Service Incident Management System.

- Supporting capability and leadership development through regular, comprehensive multi-agency emergency management exercises at a national, state, regional and local level, and cultivating and enhancing relationships with key international emergency response partners and stakeholders to provide greater surge capacity for extreme events.

The AFAC National Resource Sharing Centre continues to facilitate a coordinated national approach to resource sharing to sustain emergency response efforts for multi-hazard situations locally and internationally.

There is a continued focus across all the Strategic Directions on incorporating knowledge and research into the practice of emergency management. It is important that such research is available and implemented so that practitioners and technical experts can keep pace with contemporary expectations and requirements.

Fire and emergency services provide a trusted response by:

FRNSW - Türkiye Earthquake

INITIATIVE DRIVER:

On 6 February 2023, a 7.8 magnitude earthquake struck southern Türkiye, on the same day, another 7.5 magnitude earthquake struck, worsening the impact and increasing the complexity of search and rescue operations.

The Australian Government responded a USAR team after official request from the Turkish Government for international support was received.

AIM:

- > Search and rescue.
- > Proactive action to mitigate any further damage or harm.
- > Establish and maintain a focal point to provide briefings and tasking for incoming teams.
- > Assist with “beyond the rubble” operations in conjunction with AFAD and the Australian Government.

FEATURES:

Operations were in accordance with INSARAG guidelines in support of AFAD’s whole of country disaster relief response.

Taskings predominantly focused on worksite identification, technical search operations and recovery of deceased individuals. Given the violent nature of the earthquake, this was confronting work for the crews dealing with deceased victims and engaging with bereft family members.

AUS02 donated medical, shelter, electricity generation and other supplies to support the ongoing humanitarian response in Hatay Province.

OUTCOMES:

- > International Heavy classified INSARAG deployment of AUS02 representing numerous stakeholders.
- > Demonstrated acumen of INSARAG methodology by AUS02 team including critical management of coordination structures including Sector Coordination Cell and USAR Coordination Cell.
- > Adherence to the USAR response cycle - Preparedness, Mobilisation, Operations, comprising premobilisation and post mission.



Collaboration between AFAD and AUS02, FRNSW.

FRV - Keys, Alarms and Turnout Information (KATI)

INITIATIVE DRIVER:

The key driver was to better prepare crews during turnout with access to relevant, real time, situational awareness information in preparation for incident response.

AIM:

KATI improves situational awareness information. It enables firefighters to create digital records for sites in their maintenance area, allowing stations to manage pre-plans, and the associated dangerous goods and hazardous information and most importantly, to access this information during turnout.

The situational awareness information is critical to improving response and protecting responders attending incidents.

FEATURES:

- > Enables the creation of pre-plans.
- > Uploads site photos and details about site risks.
- > Captures alarm site contact details, business and after hours.
- > Enables the capture of hydrants and booster points on the site.
- > Stores site and building ingress and egress points.
- > Stores key peg information.
- > Issues digital key receipts.
- > Performs weekly or annual key checks.
- > Stores false alarm history.
- > Fully integrated with the Station Turnout System (STO), ensuring vital information is captured in pre-plans and site maps provided to crews on the STO printout.
- > Sharing of information about high-risk sites.

OUTCOMES:

Enhanced situational awareness better equips crews with critical information improving incident response and firefighter and community safety outcomes.

Harmonises FRV's processes and streamlines operational response as all FRV stations are equipped with the same systems and sources of information.



Change in approach to public information, post significant events, NSW SES.

NSW SES - Public Information Process Post Significant Weather Events

INITIATIVE DRIVER:

The significant flood events experienced by Northern Rivers communities from February to April 2022, where several lives were lost and thousands of properties impacted, left individuals and communities with a heightened level of anxiety.

With significant rain predicted for May 2022 and recognising existing trauma and anxiety, NSW SES activated the Public Information Unit prior to impact.

AIM:

- > reflect and respond to community needs based on recent experience and trauma
- > provide tailored, sensitive, and impactful communication mechanisms
- > utilise the rigour and flexibility of AIIMS.
- > pre-emptive tailored messaging, acknowledging and reflecting existing angst and concern
- > community liaison activities - formal community meetings, smaller, less formal interactions at public locations
- > potential weather focused media
- > consistent messaging from a dedicated SES spokesperson creating trust with communities.

Fourteen community meetings were held, with approximately 780 attendees. Meetings were also held online with great participation.

OUTCOMES:

Northern Rivers communities appreciated the additional focus on early information provision. The Northern Rivers approach was used as a case study by NSW SES.

FEATURES:

The Public Information Unit was established three days prior to the full IMT, this enabled:

Early activation of the Public Information Unit has been replicated across parts of southern and western NSW during the extensive flooding events of 2022–23 with excellent success.



Incident Management handbook, AIDR.

AIDR - Launch of the *Incident Management Handbook*

INITIATIVE DRIVER:

It is important for any organisation to have the capability and capacity to respond effectively to incidents. The effective management of an incident can assist in limiting the scale of consequences arising from the incident. Consequences can include death, injury, psychological distress, financial loss, disruption to an entity or community, reputational damage, environmental damage and loss of confidence and trust.

Having an effective incident management capability and capacity assists to build the resilience of an entity and the community within which it operates.

AIM:

To develop the Handbook and a series of case studies with the support of a working group of stakeholders from across Australia. The Handbook development was also supported with the expertise of Euan Ferguson and David Parsons.

FEATURES:

The *Incident Management* handbook presents nationally agreed principles for good practice in incident management relevant to any organisation or sector. It draws on and complements current good practice and provides guidance to entities in establishing an effective incident management capability. Eight case studies provide examples of these principles in practice.

OUTCOMES:

- > Since launch the Handbook has been downloaded 1,384 times to June 30 2023. 900 downloads were recorded in the first week it launched.
- > The Handbook showcase webinar on 23 May 2023 attracted 600 registrations and 300 attendees from Australia and overseas.
- > The recording of the Handbook showcase webinar has been viewed 354 times on Youtube to 31 August 2023.

FENZ - Building a Cross Government Common Operational Picture to Support Cyclone Response

INITIATIVE DRIVER:

Severe tropical Cyclone Gabrielle hit New Zealand in February 2023, causing widespread devastation, resulting in a significant, prolonged multi-agency response. A common view of information to support decision-making was highlighted as a need.

AIM:

To provide emergency management agencies and government a common view of information to improve the situational awareness for all responding agencies.

FEATURES:

The common operational picture (COP) was developed by Fire and Emergency over five days and a staggered release to response agencies occurred over a month.

The COP was built on Fire and Emergency's existing geospatial platform and was shared securely with other agencies using the same software.

The COP incorporated over 20 live and static datasets including:

- > Computer aided dispatch events
- > Infrastructure assessments
- > power outages
- > highway closures
- > local road status
- > isolated communities.

The COP improved situational awareness by showing completed actions, tasks in progress and highlighted where additional resources were needed.

OUTCOMES:

The COP provided invaluable information to approximately 30 agencies across local and central government, addressing a gap in having a common view of information during a major response.

A survey showed the platform was useful, and there is strong demand for a cross-government COP for future events.

Fire and Emergency is working with a group of agencies to create a permanent solution.

DIRECTION **THREE**

The source of credible and timely information and data

- NSW RFS - 'Athena' Bushfire Intelligence
- FRNSW - RPAS used for Post-Disaster Recovery - Debris in Sugar Cane Fields after 2022 Floods in the Northern Rivers
- Bushfires NT - Bushfire Emergency Management System (BEMS) WebEOC Upgrade
- ACTESA - ACT Fire Tower Camera Early Detection and High-Risk Lightning Detection
- CFA - Transitioning National Satellite Grassland Curing from MODIS to VIIRS

Overview

Accurate, relevant and timely information is critical to effective decision-making. Modern systems rely on the rapid transfer of information, using well curated data, to deliver impact and value.

We support decision making through the generation of intelligence using data and information from a wide range of sources. The appropriate application and analysis

of data improves the provision of timely advice and warnings, improving community and operational safety.

Data insights generated by emergency services enhances community advice, improves risk and mitigation planning, strategic planning and operational decision making. This in turn supports individuals and communities to make appropriate, informed and timely decisions.

Fire and emergency services will use and communicate credible and timely data and information by:

NSW RFS - 'Athena' Bushfire Intelligence

INITIATIVE DRIVER:

To deliver better outcomes for members and the community through the integration of a new Artificial Intelligence (AI) based tool for NSW RFS.

AIM:

The aim of a new AI tool is to help deliver enhanced outcomes for members and the community by:

- > Enabling more accurate predictions about fire behaviour.
- > Improving speed and accuracy of operational decision making resulting in more effective resource allocation.
- > Enabling better informed pre-emptive staging.
- > Enhancing management of aviation capabilities.

FEATURES:

Athena is an incident driven intelligence system which provides situational awareness to NSW RFS decision makers through reliable, timely, and scalable intelligence (intel) improving community and environmental protections during fire events and incidents.

It predicts fire patterns and the impact of fire on various values and assets by using various fire simulation characteristics such as fire spread, flame height, intensity, size, and ember density.

The design includes visibility of buildings, livestock, people, critical infrastructure, fuel loads and weather patterns.

The system also tracks and records events, provides access to historical data, incorporates media, and stores text and decisions.

OUTCOMES:

Athena Phase One delivered initial functionality to a small cohort and provided enhanced operational awareness and decision-making support during the 2022–23 fire season.

Athena Phase Two commenced April 2023, and will incorporate four new areas of functionality – enhanced risk modelling, a dynamic coverage tool, aviation safety visualiser and a risk response engine, complementing current practices and predictive capabilities.



A pilot's view on the hand held RPAS controller, FRNSW.

FRNSW - RPAS used for Post-Disaster Recovery - Debris in Sugar Cane Fields after 2022 Floods in the Northern Rivers

INITIATIVE DRIVER:

Obscured by thick, tall sugarcane foliage, farmers were unable to ascertain what was left in their fields after the waters receded.

The circumstances presented an opportunity for FRNSW's Remotely Piloted Aircraft Systems (RPAS) to deploy an innovative approach to identify the volume and location of debris.

AIM:

With potentially dangerous, hazardous and biological materials in crop fields, farmers needed to protect themselves, their contractors and surrounding communities from risks presented when burning and harvesting the sugarcane.

FEATURES:

- > **Agency and community partnership benefits:** collaboration with two northern NSW Sugarcane Associations.
- > **Adapt existing capabilities to meet the challenge:** FRNSW RPAS pilots were local area firefighters and Aviation team employed a task-designed flight approach.
- > **Leaning into technological solutions:** development of a fit-for-purpose methodology for mapping/analysing debris-detected fields.
- > **Advancing recovery efforts:** almost 1000 hectares of impacted crop area was mapped and analysed to locate nearly 4000 debris locations/piles within the crops.

- > **Actionable data-driven insights:** creation of 'debris intelligence packages' to inform farmers and support NSW Environment Protection Authority.
- > **Leveraging information technology:** unique QR codes provided an in-field mobile mapping solution distributed to farmers to assist in geolocating debris.

OUTCOMES:

Determining the location and debris type provided sugarcane farmers with reliable intelligence for safely cleaning up fields and safely disposing of waste prior to burning and harvesting the crop, enabling the harvest rotation to continue without risk of damage to harvesting equipment.



The digital outputs that can be QR coded and scanned to show location of debris, FRNSW.

Bushfires NT - Bushfire Emergency Management System (BEMS) WebEOC Upgrade

INITIATIVE DRIVER:

Bushfires NT uses BEMS to manage fire incidents and planned burns and to issue permits to burn.

The previous version of WebEOC software was v8.1, which dated back to 2016. This version prevented access to new functionality and was affecting the vendor's ability to support the system's operations.

AIM:

Bushfires NT upgrade to latest version of software prior to the 2023 Top End Fire Danger Period to ensure minimal disruption to operations.

FEATURES:

Access to new functionality such as DesignStudio to enable building Bushfire NT's own dashboards and alerts for improved notifications and operational management and support.

The upgrade provided a new look and feel as well as addressed gaps and needs. A significant improvement was the generation of official permits to burn as downloadable and printable pdf files which are automatically emailed to successful applicants.

Post-upgrade, future enhancements are being planned and prioritised, including improved reporting, potentially additional scope (e.g. firebreak and weed inspections) and the development of a portal for volunteer management; training and qualifications; and rostering.

OUTCOMES:

The upgrade was completed with minimal downtime (less than one full business day) and minor system issues at end of May 2023.



Fire tower camera early detection, ACTESA.

ACTESA - ACT Fire Tower Camera Early Detection and High-Risk Lightning Detection

INITIATIVE DRIVER:

The ACT has four fire towers for elevated fire danger days. In 2021, a camera project began with 7 installations linked to a viewing platform. Despite setbacks due to COVID-19 and wet weather, in 2022–23, the ACTESA and NSW RFS collaborated to improve the system, adding a new viewing platform, AI detection, and enhanced camera management for triangulation.

AIM:

The ACT Fire Tower Camera System aims to enhance early fire detection through Artificial Intelligence, operator support, and precise location triangulation. It also seeks to offer situational awareness for firefighters, IMT, and the public, with plans to integrate High Risk lightning detection to focus on ignition-prone areas based on six additional lightning detectors across the ACT.

FEATURES:

The ACT utilises seven cameras on four towers. Four cameras are on continuous ‘Guard’ duty, while three are for situational awareness. The Viewing platform enables fire identification using Artificial Intelligence and human operators across multiple cameras, offering precise incident location, real-time fire growth monitoring, and ignition event reviews. Integrating High Risk Lightning Detection improves lightning strike location accuracy and assesses the fire potential of these ignitions.

OUTCOMES:

The ACT Fire Tower Camera Early Detection System is currently installed, and in the midst of ongoing testing. It will allow the ACT RFS to use fire tower operators in a safer and emissions friendly way and give fire managers greater situational awareness. Integrating High Risk Lightning Detection further enhances protection and requires ongoing funding for the research.

CFA - Transitioning National Satellite Grassland Curing from MODIS to VIIRS

INITIATIVE DRIVER:

Since 2013, operational satellite grassland curing data, used for fire danger calculations, have been processed using data from the MODIS sensor aboard the Terra satellite. Terra has exceeded its designed lifespan. For the continuation of satellite curing data, and hence the continuation of fire danger calculations, the Country Fire Authority adjusted the satellite curing model to be calculated from a newer satellite sensor named VIIRS, aboard the Suomi-NPP satellite. Using VIIRS data from 2023 onwards, the Bureau of Meteorology will continue the daily production of curing data to feed into the Australian Fire Danger Rating System.

AIM:

To adjust the satellite curing model to be calculated from a newer satellite sensor system named VIIRS.

FEATURES:

Differences are evident between MODIS and VIIRS. Consequently, VIIRS curing values are lower than MODIS at times of the year when curing input is most critical. The VIIRS curing model was therefore adjusted to reduce the under-prediction of the rate of spread in fire spread models and to reduce the under-estimation of fire danger calculations. To also improve spatial and temporal coverage, the VIIRS curing model will undergo further amendments to be derived from multiple satellites: Suomi-NPP and sister satellites: NOAA-20 and NOAA-21.

OUTCOMES:

The development of the VIIRS curing model has ensured continued availability of satellite grassland curing data to feed into the Australian Fire Danger Rating System.

DIRECTION FOUR

Safe, capable and diverse workforce

- VICSES - Pioneering a New Inclusive Recruitment Method to Rebuild the VICSES Robinvale Unit
- NHRA - Guides for Better Disaster Recovery
- FENZ - Te Aho Tapu Monitoring and Evaluation Framework
- DFES - The Strength Within Project
- NSW RFS - Mental Health Strategy 2023-27

Overview

Fire and emergency services (FES) within Australia have a workforce that consists of approximately 254,000 registered volunteers, 34,000 paid staff in career roles across fire services and parks and land management agencies, and 6,000 retained or part time staff. Combining these figures with personnel working in the broader emergency management sector, increases this number substantially. This is a significant workforce capability, that is organised, trained and provides the nation with considerable surge capacity during disasters and emergency events.

This national capability is achieved through the contribution of dedicated volunteers, career, retained and part-time staff all training and working together safely with other government organisations, not-for-profits and communities, both within and across borders, to respond

to these events. In addition to providing a response capacity in time of need, this workforce also engages and supports community-led initiatives to help build resilience during these disasters and emergencies, and in supporting recovery within communities.

The FES is committed to building an inclusive culture and a diverse workforce that represents the community it serves. The FES recognises the significant outcomes that can be achieved by engaging with the community to bring people from diverse backgrounds and different points of view together to innovate, collaborate and develop evidence-based and locally-based practices that represent the collective needs. Governance and resource management of this significant capability needs to be contemporary, flexible, inclusive, defensible and accountable.



Fire and emergency services foster a safe, capable and diverse workforce by:

VICSES - Pioneering a New Inclusive Recruitment Method to Rebuild the VICSES Robinvale Unit

INITIATIVE DRIVER:

- > Robinvale is known for its multiculturalism, with over 50 nationalities represented in the community..
- > In recent years, membership at this Robinvale Unit had declined to only 2 active members in June 2022, and needed to re-build.

AIM:

To run a Unit recruitment campaign focused on inclusive practices, aimed at engaging the culturally diverse community

FEATURES:

With support from VICSES staff the Unit took the following steps:

- > Held a workshop for existing members, preparing the Unit to welcome new volunteers.
- > Organised a recruitment open night with attendance by the local member, which was advertised widely.

- > Set up information stalls on the main street and attended community events and footy games, with a focus on building relationships with the diverse members of the community.
- > Local flood guides were printed in 7 languages and distributed at these events.

OUTCOMES:

- > The Unit's membership has grown to 21 active volunteers, with almost half born overseas.
- > In 2023 to date, Unit members have doubled their attendance at storm and flood-related incidents, and attended more than 4-times the number of requests to assist other agencies.
- > The Unit now showcases enhanced representation of community diversity, presenting an amazing opportunity for growth in that space.

NHRA - Guides for Better Disaster Recovery

INITIATIVE DRIVER:

Traditionally, four recovery environments - built, social, economic and natural - are used to frame disaster recovery efforts. However, these efforts are often siloed, with inadequate attention paid to their interconnectedness. There is a need for accessible, engaging and evidence-based resources to guide the use of key recovery principles in practice.

AIM:

The Recovery Capitals project aimed to support the wellbeing of people and organisations engaged in recovery after disasters with evidence-based resources.

FEATURES:

Recovery Capitals was a cross-Tasman collaboration between the Bushfire and Natural Hazards CRC, the University of Melbourne, the Australian Red Cross and Massey University

The resources were co-developed with 21 government and non-government emergency management and recovery agencies and service providers across Australia and New Zealand in 2021.

The resources come in both Australian and Aotearoa New Zealand versions, with significant focus on Indigenous communities.

The resources include:

- > a guide of evidence-based findings and key considerations for recovery workers.
- > recovery stories told by those who have experienced disasters.
- > community based activities, podcasts and presentation slides.
- > academic reports and publications.

OUTCOMES:

The resources are embedded into practice by organisations including the Australian Red Cross.

ReCap was winner of the 2022 EMPA Award for Excellence in Emergency Communication (Recovery) and was joint-winner of the 2021 Resilient Australia National Mental Health and Wellbeing Award.

FENZ - Te Aho Tapu Monitoring and Evaluation Framework

INITIATIVE DRIVER:

Te Aho Tapu (the sacred thread) is a cultural capability framework that looks to uplift the cultural capability of Fire and Emergency New Zealand personnel. We need to understand how Te Aho Tapu is performing so we can monitor progress, adjust as needed and achieve our intended outcomes.

AIM:

To create a monitoring and evaluation framework which helps us monitor our progress towards the intended outcomes of Te Aho Tapu and provides:

- continuous and systematic collection, analysis, and reporting of data.
- a plan for periodic assessment of progress.

FEATURES:

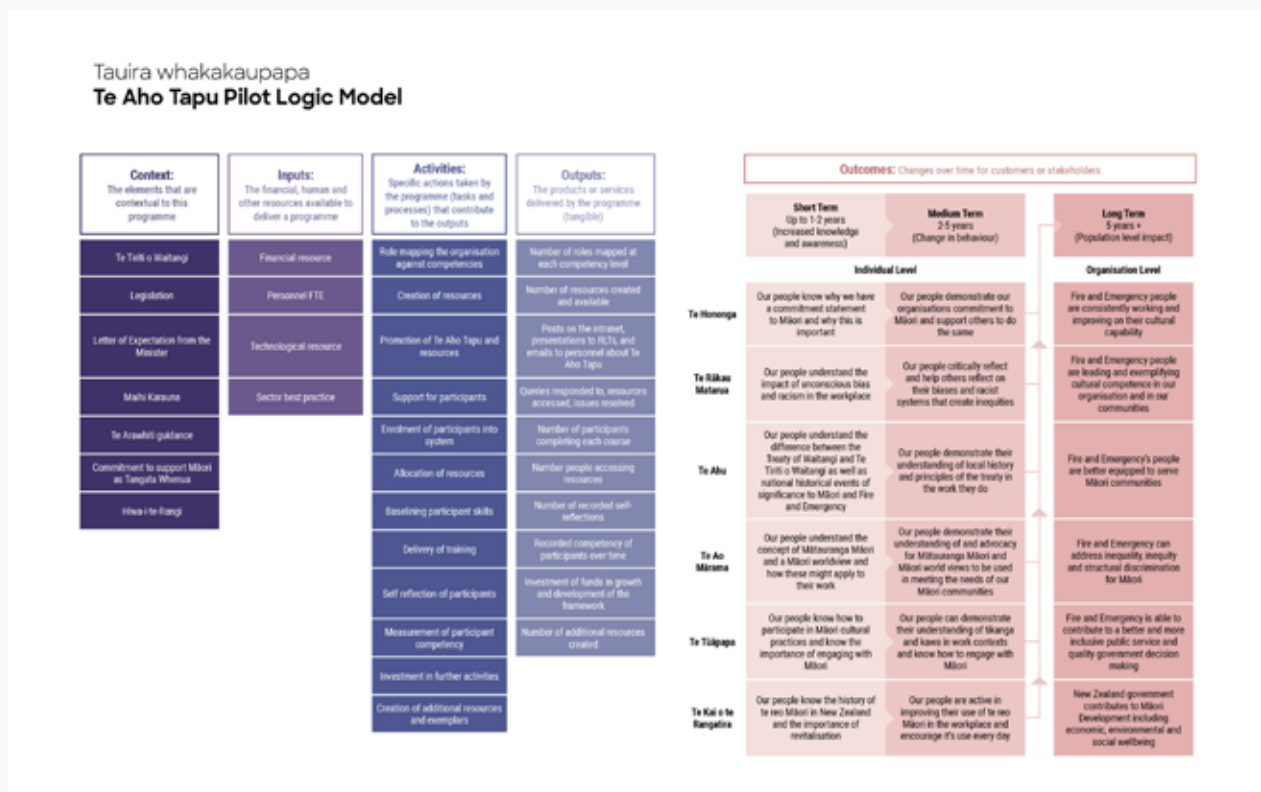
The basis of the monitoring and evaluation framework is a logic model that provides a high level, visual representation of the ideal relationship between Te Aho Tapu activities and its intended outcomes.

This has been used to develop monitoring and evaluation questions. These questions test the different components of Te Aho Tapu and whether they contribute to the expected outcomes. Monitoring questions help us understand the ongoing performance of Te Aho Tapu.

The framework includes a monitoring and evaluation plan which helps us align Te Aho Tapu to other initiatives that contribute to building a safe, capable and diverse workforce.

OUTCOMES:

The framework provides a basis for us to report on the impact of the work we are doing and keep track of the health of the programme. This will help us assess where we are on our cultural capability journey, and make changes as needed.



Te Aho Tapu Logic Model, FENZ.

DFES - The Strength Within Project

INITIATIVE DRIVER:

The Workforce and Diversity Action Plan 2020–24 guides DFES in adhering to Public Sector HR Standards. It aligns with the goal of nurturing a diverse and capable workforce. The Plan aligns with a primary objective highlighted in the Department’s Strategy “nurture a culture where we value diverse and capable people who are united and supportive.”

The Strength Within project emphasises diversity and intersectionality as key to organisational success.

AIM:

- Establish and uphold a culturally inclusive, safe workplace while enhancing cultural competency.
- Greater inclusion and removal of barriers to tackle all forms of bias and address stereotypes.
- Sustain fairness and just treatment across generations.
- Improve our understanding and respect of CALD communities and build intercultural competency and awareness.
- Promote equality and eliminate bias and discrimination for diverse sexualities and genders.
- Embrace innovation and collaboration to achieve real gender equity outcomes for women.

FEATURES:

A group of DFES staff, representing diverse backgrounds including a female senior executive, LGBTIQA+, Aboriginal and Torres Strait Islander, disability, culturally and linguistically diverse and a young member, shared their personal stories and strengths. Short videos and inspirational posters were created and are accessible through the DFES internal communications channel. The project’s launch fostered unity, celebrating diversity and individual “**strengths** within”.

OUTCOMES:

Increased awareness: The importance of inclusion and respecting individual differences.

Visible Commitment: Inclusive leadership and fair treatment for all.

Stronger relationships: Promoting empathy, understanding, and openly sharing stories among staff without judgement.

NSW RFS - Mental Health Strategy 2023–27

INITIATIVE DRIVER:

The NSW RFS Mental Health Strategy 2023–27 was developed in recognition that an organisation’s strength lies in its people.

AIM:

The goal is to create and maintain a *mentally healthy environment where our members thrive*.

FEATURES:

Launched in January 2023, the Strategy is a five-year program. Four strategic objectives are core to fostering and supporting a mentally healthy environment:

- *Helping our organisation be well* – create better systems, processes, and programs.
- *Helping our leaders lead well* – provide support.
- *Helping our members stay well* – with the right knowledge, skills, and abilities.
- *Helping our members return to well* – strengthening services.

OUTCOMES:

The Strategy outcomes are aligned to each of the strategic objectives as follows:

Helping our organisation be well

- Identify and manage psychosocial risks with appropriate systems, processes, and programs.

Helping our leaders lead well

- Encourage and assist leaders to manage psychosocial risks and educate them on accessible support services and resources.

Helping our members stay well

- Awareness and equitable access to fit-for-purpose mental health training and education.
- Provide families with knowledge and resources to support their own and members’ mental health.
- Recognise suicide warning signs and know where to access support.

Helping our members return to well

- Equitable and timely access to best-practice mental health care, health, and injury management
- Effective support to return to well following a health incident.

DIRECTION FIVE

Informed by knowledge, innovation and research

- ARFFS - Ensuring the Safety of Aviation Rescue Firefighters when Responding to Incidents Involving Alternative and Renewable Energy Technologies (ARET)
- QFES - Fire in the Mulga (27 July 2022) - Flipping Upside-down Country across Southern Queensland
- NSW EPA - Flood Recovery Programs - Sonar (Submerged Debris) Clean-up Program
- NSW SES - Hawkesbury Nepean Valley (HNV) - Culturally and Linguistically Diverse (CALD) Communications Approach between NSW SES and Infrastructure NSW
- SASES - Lessons Management (LM) WebEOC Board

Overview

Emergency Management operates in a dynamic environment with major shifts in technology, demography, and community expectations. We are experiencing extremes of weather like never before.

To continually anticipate and respond to these challenges we collaborate across Australia and internationally to strengthen opportunities and partnerships to leverage emerging knowledge, innovation and research.

Our research focus is driven by community safety outcomes and we confidently refocus our efforts to maximise value.

We ensure that research is effectively utilised within the sector and evaluate its effectiveness at producing the desired outcome.

Fire and emergency services are informed by knowledge, innovation and research by:

ARFFS - Ensuring the Safety of Aviation Rescue Firefighters when Responding to Incidents Involving Alternative and Renewable Energy Technologies (ARET)

INITIATIVE DRIVER:

The primary driver is to meet regulatory requirements under Civil Aviation Safety Authority (CASA) that addresses technological changes and provides an opportunity to practice revised firefighting procedures.

Additionally, to address industry concerns with emerging risks from new energy technologies.

AIM:

Design, develop and deliver a training program for 800 operational aviation rescue fire fighters to increase their awareness, knowledge and skills when responding to incidents where an ARET exists.

FEATURES:

The training program team recognises and credits AFAC publications by the ARET Working Group and resources shared by industry experts in the formulation of training content. The training team conducted further research

and development in the application of immersive learning technologies and industry trends in ARET response considerations.

OUTCOMES:

The training program has achieved and is continuing to:

- > Establish capacity and capability to train 800+ operational staff in the next two years.
- > Increase knowledge in hazard identification and safe work practices.
- > Engage with industry stakeholders and experts in ARET and immersive learning training methods
- > Expand network with Australian and international agencies.
- > Present at several forums.
- > Further research and development to explore how other agencies deliver effective training using virtual reality as a modality.

QFES - Fire in the Mulga (27 July 2022) - Flipping Upside-down Country across Southern Queensland

INITIATIVE DRIVER:

Upside-down country is becoming all too common across Southern Queensland. Upside-down being where trees with their dead upper branches appear like roots, and the thick scrub layer at the surface act as the canopy of this upside-down landscape. First Nations people identify this inverted landscape as unhealthy country and indicative that the country has not been subject to the appropriate fire regime.

AIM:

The Fire in the Mulga Forum, held in Charleville in July 2022, aimed to share knowledge between First Nations custodians and long-term landholders to understand the relationship fire has with the landscape and how proactive fire management can benefit everyone.

FEATURES:

Presenters from Bidjara, Mardigan and Kooma shared stories about the importance of reading and understanding the country to identify when conditions are most suitable for burning to ensure long-term sustainability.

OUTCOMES:

Traditional burning demonstrations are taking place on Bidjara (Carnarvon Range) and Mardigan/ Budjiti countries (Yowah Opal fields) providing the opportunity for the sharing of knowledge between First Nations custodians and long-term landholders.

Applying fire to the ground has provided opportunities for people to reconnect with country and is improving relationships between the stakeholder groups. This ongoing collaboration continues to be pursued to enhance the country for future generations, because *none of us own the land but we all belong to the land.*



Fire in the mulga forum shares knowledge on traditional burning practices, QFES.

NSW EPA - Flood Recovery Programs - Sonar (Submerged Debris) Clean-up Program

INITIATIVE DRIVER:

Identify and remove submerged (underwater) flood debris in rivers to enhance safety, navigation and environmental well-being. Sonar surveys were conducted on priority areas of flood impacted rivers to identify the location of submerged flood debris and shoaling hazards to aid in removal efforts for a safer, cleaner waterway.

AIM:

To locate and identify potentially harmful debris from below the surface level to inform a clean-up program to remove submerged flood debris that is potentially hazardous to river users and/or the environment.

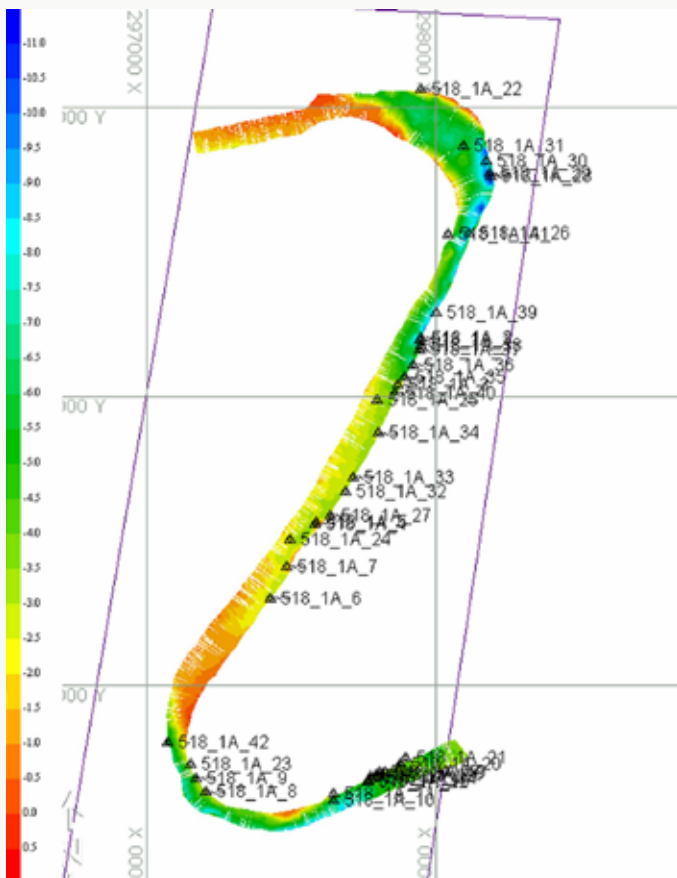
FEATURES:

- Enhanced safety and environmental compliance by removing submerged flood debris in rivers, thereby aiding recovery efforts, and improving water quality, all in accordance with relevant work health and safety and environmental legislation.
- Specialised contractors conducted Hydrographic surveys (sonar surveys) in priority areas on Camden Haven Inlet, Hawkesbury, Hastings, Manning, Macleay, Shoalhaven, Woronora, Bellinger/Kalang, Clarence, Nambucca, Richmond, Tweed and Wilsons Rivers following the 2021 and 2022 floods.
 - Potentially man-made items detected with sonar were investigated further using an underwater drone with a camera to determine if they should be removed.

OUTCOMES:

The program removed around 140 submerged items of hazardous debris from disaster affected waterways:

- 2000+ submerged objects were identified; majority did not pose a hazard to waterway users.
- TFNWS-Maritime have used the sonar data to create a series of maps showing post-flood survey information for the Hawkesbury River to share with the public.



Flood recovery program, sonar mapping capability, NSW EPA.

NSW SES - Hawkesbury Nepean Valley (HNV) - Culturally and Linguistically Diverse (CALD) Communications Approach between NSW SES and Infrastructure NSW

INITIATIVE DRIVER:

The 2021 Infrastructure NSW Flood Review demonstrated that community safety messages were only available in English and were disseminated through English-focused communication channels. This limited their accessibility and reach with CALD communities.

AIM:

- > research CALD groups living within the Hawkesbury Nepean Valley
- > understand their communication preferences,
- > develop appropriate communication materials,
- > disseminate materials through a range of communication channels.

FEATURES:

Priority CALD community identification was enabled through analysis of:

- > locations with high flood risk and high CALD populations
- > levels of English and native language proficiency
- > preferred communications formats and channels.

The analysis informed the development of communication materials focused on understanding flood risk and taking appropriate preparedness actions. Materials were developed by a specialist CALD communications agency and included testing with CALD community members.

A kit containing the materials was provided to key CALD stakeholder groups in the HNV to distribute via multiple communication channels beyond those accessible to NSW SES.

OUTCOMES:

Relationships were built with local CALD stakeholder groups and CALD media outlets.

Local CALD platform for engagement was developed and utilisation of different communications platforms (WhatsApp) was initiated.

Improved linkages with influencers and local CALD groups have enabled two-way communication and intelligence sharing.

SASES - Lessons Management (LM) WebEOC Board

INITIATIVE DRIVER:

High sustained rainfalls through the Upper Murray Darling Basin in 2022 led to major flooding downstream in SA in late-2022/early-2023. It was the largest sustained response to date by SASES, and the resulting LM process was expected to be significant.

AIM:

With thousands of observations likely to be collected, potential issues were foreseen with the previous LM process for recording and analysing data using an Excel spreadsheet.

After various off-the-shelf data analysis packages were investigated, SASES decided to invest in developing a purpose-built Board which would sit within its existing WebEOC system.

FEATURES:

The LM Board supports the agency's Lessons Management process during all stages - from data collection and analysis, through to lessons identification and actions.

Particularly during analysis, collected observations can be reviewed to identify trends or themes to define learning opportunities. The LM Board also enables better oversight of the action implementation stage, improving governance.

The Board's features include filters, and a workflow supporting the full process. The Board will eventually be available to members to record real-time observations, enhancing accessibility and ensuring that potential lessons are documented before they are forgotten or obscured.

OUTCOMES:

The LM Board is a comprehensive solution to the challenges of learning from experience. With clear linkages throughout – observations to insights to lessons – the LM Board ensures the agency can record, understand, and embed its learnings.

DIRECTION SIX

Effective and transparent governance

- ACTESA - Bushfire Management Standards Review 2023
- DFES - Kimberley Floods Governance Structure
- SA MFS - Respectful Behaviour Policy and Process
- CFA - External Review of Culture and Issues Management
- FRV - Cyber Attack Response and Recovery

Overview

The fire and emergency services sector operates within established governance frameworks, by which our members are directed, controlled and held to account. Modelling good governance and seeking to build on best practice fosters an environment that results in greater collaboration while delivering value through strategic and transparent business and procurement practices.

The sector is committed to establishing documented statements of practice to ensure agencies and communities make informed decisions, based on appropriate risk management practices.

To support this, the sector establishes strategic committees to develop underpinning governance, implementing control measures and governance frameworks. These frameworks determine the use

of operational capabilities involving personnel and international arrangements driven by operating plans, aligned with the National Capability Statement.

To achieve sector objectives, we must design and implement rigorous tools and reporting systems to support accountable operational and strategic decision making.

Working closely, agencies and other stakeholders, intend to provide transparent and accountable structures. Areas with increased transparency within the last 12 months include those with a focus on risk-based bushfire hazard planning, mitigation activities, competency auditing programs, and fundamental doctrine development and publication.



Fire and emergency services ensure effective and transparent governance by:

ACTESA - Bushfire Management Standards Review 2023

INITIATIVE DRIVER:

Objective 6 of the ACT Strategic Bushfire Management Plan (SBMP) 2019-2024 identified the requirement to review the ACT Bushfire Management Standards under SBMP Action 6.10.

AIM:

Review the ACT Bushfire Management Standards to reflect changes to legislation, national standards and information required by land managers, utilities, planners, developers, government directorates and the community, and make as a Notifiable Instrument.

FEATURES:

The ACT Bushfire Management Standards (BMS) provide development standards for designing and building on bushfire prone land in the ACT.

The BMS also provides detailed fuel management, roads, and access standards for Land Management coordinated by various Government organisations and private land managers, detailing the measurable outcomes required for better bushfire outcomes. These support the Fire Services, land managers, developers as well as the general community in reducing bushfire risk.

OUTCOMES:

The reviewed and significantly updated BMS now utilises previous ACT standards and combines them with elements of the more contemporary NSW Planning for Bushfire Protection (PBP) document. BMS provides standards and guidance for:

- > strategic land use planning to ensure that new development is not exposed to high bushfire risk
- > approving new residential and subdivision allotments
- > sensitive use development taking account of occupant vulnerability
- > bushfire protection measures (BPMs) for new buildings; and
- > upgrading and maintaining existing development.
- > Fuel Management for existing Asset Protection Zones, Strategic Firefighting Advantage Zones. Landscape and Agricultural Fire Management Zones.
- > Informs access trails and helicopter landing pad standards.

DFES - Kimberley Floods Governance Structure

INITIATIVE DRIVER:

The record-breaking flooding associated with Ex-Tropical Cyclone Ellie had a profound effect on Traditional Owners of lands and waters in Western Australia's Kimberley Region, in particular, people along the Fitzroy, Lennard and Barnett river systems.

The Bunuba, Gooniyandi, Nyikina Mangala, Walmajarri and Ngarinyin-Wilinggin peoples have experienced direct impacts with floodwaters damaging and destroying homes, community infrastructure, and environmental, cultural and heritage sites.

AIM:

To embed a community led recovery working group within the whole-of-government recovery governance structure to drive the effectiveness and transparency of State recovery support.

FEATURES:

The Fitzroy Valley Flood Recovery Working Group was formed by local Aboriginal leaders from the five impacted language groups to identify community recovery needs and provide advice and guidance to local and State government in recovery activities and planning.

The Working Group has expanded to include representatives from the local business sector and non-Aboriginal community.

The State supports the effective voice of the Working Group by embedding it within the recovery governance structure.

The Working Group provides advice and direction to the State Recovery Coordinator and Local Recovery Coordinator.

OUTCOMES:

Local leadership by Aboriginal community leaders has laid the foundations for strong and effective governance of recovery efforts.



Fitzroy Valley Flood Recovery Working Group formed by local Aboriginal leaders, DFES.

SA MFS - Respectful Behaviour Policy and Process

INITIATIVE DRIVER:

Recognising that an enabler of inclusive and safe culture is how we set expectations of behaviour and how we respond and manage inappropriate workplace behaviours, the South Australia Metropolitan Fire Service has undertaken a significant revision to our approach to responding and reporting to those behaviours.

AIM:

Broader than compliance, the aim was to introduce policy and processes that enable employees to have confidence to report and call out behaviour in order to foster a safe and supportive culture.

FEATURES:

The revised policy and process includes:

- > Combining all behavioural policies into one overarching Respectful behaviour and policy 'a one stop shop'.
- > Focusing on positive behaviours as well as inappropriate behaviours.
- > Multiple ways to make reports including an independent speak up hotline. This enables no right or wrong way to make a report, simply the one which the person impacted feels most comfortable to use.
- > Consistent approach to receiving, triaging and responding to complaints.
- > Regular reporting of deidentified outcomes to the broader employee group.

OUTCOMES:

Initial outcomes:

- > Use of the speak up hotline continues to increase as confidence increases in its use.
- > Respect in the workplace is increasingly becoming a topic within teams with anecdotal evidence that confidence to be an active bystander is increasing.
- > Monitoring of reports and transparency around processes is fostering opportunities to implement interventions such as team training and coaching conversations.

CFA - External Review of Culture and Issues Management

INITIATIVE DRIVER:

Prior to 2021, CFA experienced a period of organisational instability driven by several reviews, a poor reputation with regard to culture, a high turnover of leadership and significant changes to CFA's structure due to Fire Services Reform. CFA recognised it needed to address past challenges and, in September 2021, CFA commissioned an external review to examine how to enhance its culture.

AIM:

To ensure CFA is a great place to volunteer and work and to grow the diversity of our membership base, for the benefit of the communities we serve.

FEATURES:

The review involved significant consultation with CFA members and the final report, released in full in June

2022, made 10 recommendations that provide the roadmap to build a diverse, safer, more transparent, inclusive, and fair CFA.

OUTCOMES:

Over a 12-month period CFA developed an enterprise wide, organisationally owned Implementation Plan. Existing initiatives and activities were mapped to the recommendations, and some new activities identified. Members were invited to provide input and work was undertaken to understand potential linkages, synergies, and dependencies. The final Plan was approved by the Board in June 2023 and published to members in July 2023. A set of cultural indicators have been developed to measure whether the Plan is delivering the intended outcomes. The CFA Board receives quarterly reports on progress and six-monthly progress reports are published to members commencing in August 2023.

FRV - Cyber Attack Response and Recovery

INITIATIVE DRIVER:

Fire Rescue Victoria (FRV) was subjected to a malicious cyber-attack on 15 December 2022, which affected its emergency response management capability, internal and external communications, and access to business information systems.

AIM:

The primary aim of the program was to restore business functions by establishing business continuity work-arounds and recovering Information and Communications Technology (ICT) environments and systems where possible, as efficiently and effectively as possible, while crews continued to be deployed to protect life and property.

Secondary aims:

- > Rebuild ICT systems.
- > Consider FRV operations holistically in any recovery/rebuild process and not build systems in isolation.
- > Recover as much FRV data as possible.

FEATURES:

Phase 1- Respond

- > Limit the cyber-attack and perform improvements to the ICT environment including additional firewalling.
- > Perform forensic analysis to understand the attack.
- > Establish recovery project management processes including enablers and accelerators.
- > Recover critical services, including telephony, email and station turnout systems.

Phase 2 – Recovery

- > Recover enabling services:
 - » Payroll
 - » Rostering
 - » Security and observability tools
 - » Credentials management
 - » Backup capability
 - » Authentication
 - » Local networks
 - » Anti-malware
 - » Intrusion detection capabilities
- > Establish enabling architecture.
- > Prioritise the recovery of business-critical operational applications.

OUTCOMES:

- > Minimised impact of cyber-attack to community and FRV.
- > Strengthened FRV's cybersecurity infrastructure to reduce the likelihood and consequence of similar incidents in the future.
- > Restoration of critical systems.
- > Reshaped technology and introduced business efficiencies, to create more secure, reliable, and cost-effective solutions.





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