

# Territory Emergency Management Council Strategic Plan 2020 - 2023



Pathway  
to a  
Resilient  
Territory

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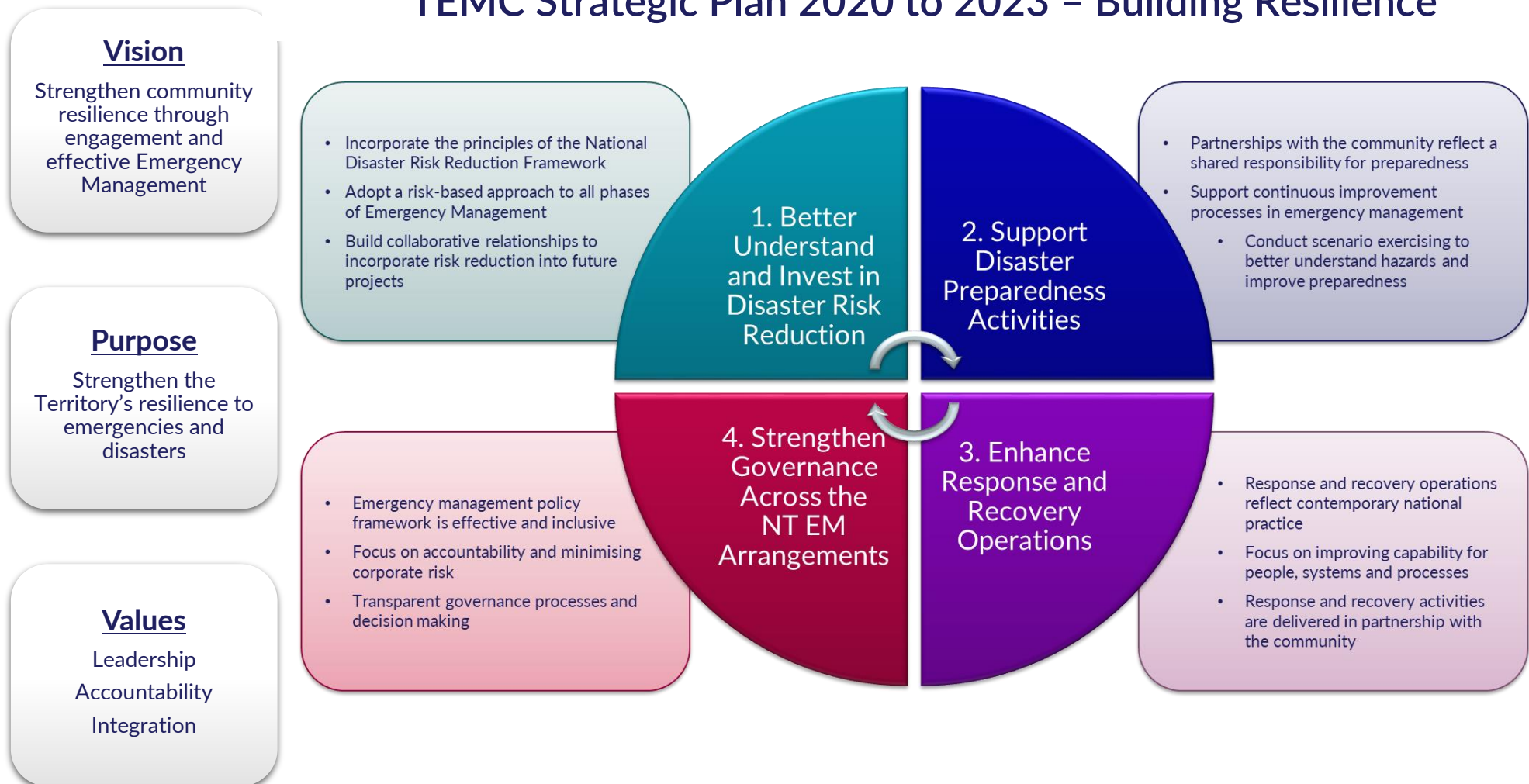
Acronyms	Full form
<b>AFAC</b>	Australasian Fire and Emergency Service Authorities Council
<b>AIIMS</b>	Australasian Inter-Service Incident Management System
<b>COAG</b>	Council of Australian Governments
<b>DRR</b>	Disaster Risk Reduction
<b>MCPEM</b>	Ministerial Council for Police and Emergency Management
<b>MEL</b>	Monitoring, Evaluation and Learning Framework
<b>NDRRF</b>	National Disaster Risk Reduction Framework
<b>NERAG</b>	National Emergency Risk Assessment Guidelines
<b>NSDR</b>	National Strategy for Disaster Resilience
<b>NT</b>	Northern Territory
<b>PPRR</b>	Prevention, Preparedness, Response, Recovery
<b>SOG</b>	Senior Officers Group
<b>TEMC</b>	Territory Emergency Management Council

## Contents

<b>1. Plan on a Page .....</b>	<b>4</b>
<b>2. Overview .....</b>	<b>5</b>
<b>3. Purpose.....</b>	<b>5</b>
<b>4. National Disaster Resilience Framework.....</b>	<b>5</b>
<b>5. Strategic Plan Logic.....</b>	<b>6</b>
5.1. Strategies and Targets - Better Understand and Invest in Disaster Risk Reduction .....	7
5.2. Strategies and Targets - Support Disaster Preparedness Activities .....	8
5.3. Strategies and Targets - Enhance Response and Recovery Operations .....	9
5.4. Strategies and Targets - Strengthen Governance across the Arrangements.....	10
<b>Annexure A: National Principles of Emergency Management .....</b>	<b>11</b>
<b>Annexure B: National Disaster Resilience Framework .....</b>	<b>12</b>

## 1. Plan on a Page

# TEMC Strategic Plan 2020 to 2023 – Building Resilience



## 2. Overview

The Territory Emergency Management Council (TEMC) is committed to strengthening community resilience across the Northern Territory (NT) through engagement and effective emergency management. Resilience is described as “the ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management”<sup>1</sup>.

The importance of disaster resilience was nationally recognised in a 2008 recommendation by the Ministerial Council for Police and Emergency Management (MCPEM), with ongoing support for a whole-of-nation resilience-based approach by Council of Australian Governments (COAG). In 2011, COAG adopted the National Strategy for Disaster Resilience (NSDR), noting the characteristics of a disaster resilient community as:

- Functioning well while under stress
- Successful adaptation
- Self-reliance, and
- Social capacity

## 3. Purpose

The purpose of the TEMC Strategic Plan 2020-2023 (the Plan) is to steer the NT emergency management arrangements towards building safer and more resilient communities. The Plan promotes best practice in emergency management and aligns with the National Principles of Emergency Management (Annexure A). Together, these principles aim to “...improve and provide consistency in policy and decision making and to support resilience to emergencies and disasters in Australia.”<sup>2</sup>

The Plan is underpinned by the core values of leadership, accountability and integration. These values reflect TEMC’s leadership and oversight responsibilities and the importance of building effective and cooperative relationships. Promoting an integrated approach will ensure all levels of government, organisations, the business sector, individuals and families are working together and not operating in ‘silos’. Collaboration with communities builds trust, leading to more resilient communities.

The Plan is adaptable, allowing for the arrangements to remain progressive and responsive to national and local needs and priorities.

## 4. National Disaster Resilience Framework

An illustration of the National Disaster Resilience Framework (Annexure B), depicts Australia’s shared responsibility to minimise the adverse effects of disasters across prevention, preparedness, response and recovery. The Framework highlights Australia’s national and international obligations in meeting global targets to reduce disaster risk like Sendai<sup>3</sup> and the supporting policy frameworks aimed at achieving community resilience.

The TEMC Strategic Plan outlines the priorities, strategies and targets for building community resilience in the NT.

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<sup>1</sup> Australian Institute of Disaster Resilience Knowledge Hub, Glossary

<sup>2</sup> Australian Emergency Management Arrangements Third Edition 2019, Australian Disaster Resilience Handbook collection, Emergency Management Australia

<sup>3</sup> Sendai Framework for Disaster Risk Reduction 2015-2030, United Nations Office for Disaster Risk Reduction



## 5. Strategic Plan Logic

The priorities of this Plan have been shaped to reflect the NT context and incorporate the chief aims of the national frameworks for disaster resilience:

1. Better Understand and Invest in Disaster Risk Reduction
2. Support Disaster Preparedness Activities
3. Enhance Response and Recovery Operations
4. Strengthen Governance Across the Arrangements

The Strategies of this Plan are derived from a consideration of shortfalls in emergency management in the Northern Territory and the requirement to incorporate innovative practices. The gaps are typically identified through 'after action' reviews following an event, lessons learned, case studies and needs analyses conducted at agency level.

The Strategic Plan targets are aspirational. They set a number of attainable outcomes and a pathway that ensures the NT's emergency management arrangements remain contemporary, agile and able to prepare for, respond to, and recover from any emergency or disaster event in the NT.



## 5.1. Strategies and Targets - Better Understand and Invest in Disaster Risk Reduction

<b>1. Better Understand and Invest in Disaster Risk Reduction</b>	Incorporate the principles of the National Disaster Risk Reduction Framework	✓ Northern Territory Risk Reduction Program is implemented, providing all stakeholders with the opportunity to source funding to reduce risk.
		✓ Improved data and tools to assess risks and hazards are available to the community.
		✓ National reporting requirements are well known, monitored and reported within mandated timelines.
	Adopt a risk-based approach to all phases of Emergency Management	✓ An All-Hazards Risk Assessment Framework is implemented and shared across all sectors.
		✓ Emergency management plans incorporate relevant disaster risk information for their locality.
		✓ Lessons learned information is accessible and available to support effective risk management planning and mitigation work.
	Build collaborative relationships to incorporate risk reduction into future projects	✓ Leaders at all levels recognise and understand the risk disasters pose to their community, business or sector.
		✓ Risk assessments are undertaken for all major hazards and shared with communities, stakeholders and decision makers.
		✓ Communities actively participate in preparedness programs and actively encourage volunteering.

## 5.2. Strategies and Targets - Support Disaster Preparedness Activities

<b>2. Support Disaster Preparedness Activities</b>	Partnerships with the community reflect a shared responsibility for preparedness	✓ Communities are aware of their vulnerabilities and are encouraged to contribute to plans to ensure they are well prepared for disasters.
		✓ Emergency management exercises involve key sectors of the community to improve preparedness.
		✓ Partnerships between government, businesses and not for profit sector enable a shared understanding and responsibility of preparing for, and responding to a disaster.
	Support continuous improvement processes in emergency management	✓ Lessons learned policy is established to support the emergency management arrangements.
		✓ Continuous improvement is supported by timely after-action reviews and lessons learned.
		✓ Continuous improvement processes are reviewed annually.
	Conduct scenario exercising to better understand hazards and improve preparedness	✓ Community plans promote social inclusiveness, are well understood and rehearsed.
		✓ Annual exercising of emergency management plans and arrangements occur at all levels.
		✓ Exercise outcomes are captured in emergency plans and arrangements to better prepare for disasters.



### 5.3. Strategies and Targets - Enhance Response and Recovery Operations

<b>3. Enhance Response and Recovery Operations</b>	Response and recovery operations reflect contemporary national practise	✓ Territory and Regional Emergency Operations Centres are designed and equipped to support all-hazard response and recovery operations.
		✓ A contemporary emergency management information system is in place to enhance response and recovery operations and decision making.
		✓ Improved equipment and data collection supports impact assessments and recovery prioritisation.
	Focus on improving capability for people, systems and processes	✓ Lessons learned provides a consistent approach for all partners to share observations, adjust and improve emergency management arrangements.
		✓ People at all levels are appropriately trained to support emergency management operations and supported by contemporary HR policies.
		✓ TEMC members understand their role, lead and promote emergency management initiatives and best practice.
	Response and recovery activities are delivered in partnership with the community	✓ Emergency management is accepted as a shared responsibility across all sectors and the community.
		✓ Emergency information is openly available to community members during and after disasters.
		✓ Local planning for the response to and recovery from disasters is community-led.

## 5.4. Strategies and Targets - Strengthen Governance across the Arrangements

<b>4. Strengthen Governance Across the NT EM Arrangements</b>	Emergency management policy framework is effective and inclusive	✓ Emergency management policy is accessible and widely understood by the community.
		✓ Emergency management policy frameworks, structures and committees are regularly reviewed, evaluated and monitored.
		✓ Emergency management is accepted as a shared responsibility across the community.
	Focus on accountability and minimising corporate risk	✓ Emergency management policy and practice incorporates key outcomes from national fora.
		✓ Emergency management roles and responsibilities across all levels of government are clearly articulated and implicit.
		✓ Systems and doctrine to inform decision making, policy, planning and investment opportunities.
	Transparent governance processes and decision making	✓ Emergency Management legislation is regularly reviewed, providing an authoritative and contemporary framework for disaster management.
		✓ Consistent and widely understood Disaster Recovery Funding Arrangements are in place to support impacted sectors, communities and to promote 'build back better'.
		✓ Financial and procurement processes during emergency events are well-known and relevant for emergency operations.

## Annexure A: National Principles of Emergency Management

Outlined in the Emergency Management Australian Handbook (the Handbook) are 11 National Principles of Emergency Management. The Handbook describes these principles are “high-level principles that are intended to provide guidance, flexibility and a broad understanding of the approaches to emergency management.

Principles	Explanation
Primacy of life	The protection and preservation of human life (including both communities and emergency service personnel) and relief of suffering will be paramount over all other objectives and considerations.
Comprehensive	The development of emergency management arrangements will embrace the phases of prevention, preparedness, response, and recovery (PPRR) across all hazards. These phases of emergency management are not necessarily sequential.
Collaborative	Relationships between emergency management stakeholders and communities are based on integrity, trust and mutual respect, building a team atmosphere and consensus. Planning and systems of work reflect common goals and all stakeholders work with a unified effort.
Coordinated	The bringing together of organisations and other resources to support emergency management response, relief and recovery. It involves the systematic acquisition and application of resources (organisational, human and equipment) in an emergency situation. Activities of all stakeholders are synchronised and integrated. Information is shared to achieve a common purpose and impacts and needs are continuously assessed and responded to accordingly.
Flexible	Emergency situations are constantly changing. Emergency management decisions may require initiative, creativity and innovation to adapt to new and rapidly emerging challenges. Emergency plans need to be agile to change and adapt to these new circumstances.
Risk based	Emergency managers use sound risk management principles and processes in prioritising, allocating and monitoring resources to manage the risks from hazards. Risk based planning will anticipate the effect of efforts, the changing hazard landscape and the changing consequences of the emergency.
Shared responsibility	Everyone understands their own responsibility in an emergency, and the responsibility of others. Communities and individuals understand the risk. This encourages all stakeholders to prevent, prepare for, and plan for how they will safely respond to and recover from an emergency situation.
Resilience	The ability of a system, community or society exposed to hazards to resist, absorb, accommodate, adapt to, transform and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management (UNDRR 2017).
Communication	Information is crucial to decision making and to the preservation of life. Emergency managers need to support common information systems and are responsible for providing and sharing clear, targeted and tailored information to those who need it, and to those at risk, to enable better decision making by all stakeholders.
Integrated	Emergency management efforts must be integrated across sectors, not progressed in silos, ensuring the engagement of the whole of governments, all relevant organisations and agencies, the business sector and the community.
Continual improvement	All sectors continuously learn and innovate to improve practices and share lessons, data and knowledge so that future emergency management is better and the overall cost of impact of emergencies and disasters is reduced. Continuous monitoring, review and evaluation should examine the processes, timelines and outcomes of plans. Review informs communities and displays transparency and accountability. Review also enables facilitation of the adaptive change process with communities.

## Annexure B: National Disaster Resilience Framework

