

State Emergency Management Committee

Strategic Directions Framework



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1. Introduction

This Framework provides a roadmap for the SEMC and the Tasmanian Government to:

- pursue the Strategic Directions in the *Tasmanian Disaster Resilience Strategy* (the *Strategy*); and
- support the *Tasmanian Emergency Management Arrangements* (TEMA).

It is a framework **for implementing** the strategic directions outlined in the *Tasmanian Disaster Resilience Strategy*, rather than a Framework **of** strategic directions. This roadmap enables ongoing collaboration and flexibility in identifying and pursuing priorities through implementation plans that evolve over time.

The SEMC oversees three key areas to pursue the Tasmanian Government's Strategic Directions:

1. Inclusive **governance structures** to ensure cohesive actions and best use of available resources;
2. Available resources are directed to where they have the greatest community benefit through **prioritisation, plans and project oversight**;
3. **Monitoring, evaluation and learning** mechanisms to inform continuous improvements.

Together, the Framework, the *Tasmanian Disaster Resilience Strategy* and the *Tasmanian Emergency Management Arrangements* (TEMA) guide disaster resilience and emergency management actions for Tasmania through pursuing a vision of a disaster resilient Tasmania and four disaster resilience goals:

- Understanding risk;
- Working together;
- Reducing risk;
- Being prepared for disasters.

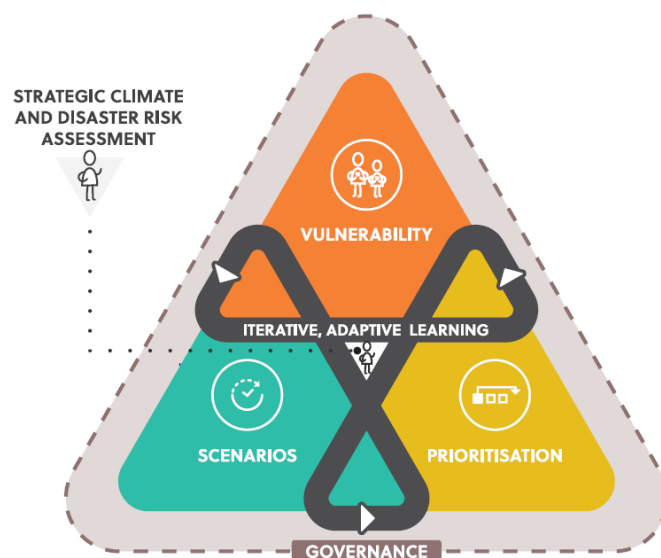
This Framework outlines how Tasmanian Government agencies work together and with others to pursue these goals. It is also aligned with and implements related national frameworks including:

- The [Australian Disaster Preparedness Framework](#)
- [Guidance on governance and prioritisation for enabling climate and disaster risk reduction.](#)

This Framework describes integrated arrangements to pursue disaster risk reduction and preparedness. Through collaboration with its partners, the Tasmanian Government can better:

- analyse risks and address vulnerabilities through agreed priorities;
- identify and address emerging and systemic risks across all hazards
- enable continuous improvement through iterative and adaptive learning.

Image source: Commonwealth of Australia, [Strategic Disaster Risk Assessment Guidelines](#), Guidance on Governance, page 4.



2. Strategic directions

As defined in the *Tasmanian Disaster Resilience Strategy 2020-2025*, the Tasmanian Government works with others to pursue the following strategic directions.

2.1 Understanding disaster risk

Strategies	Tasmanian Government Strategic Directions
1.1 Improve the quality, scope, usefulness and accessibility of risk and hazard information and analysis.	<ul style="list-style-type: none"> • Continue to fill priority data and knowledge gaps. • Improve prioritisation measures for risks and vulnerabilities across all hazards. • Continue to improve integrated access to natural disaster information.
1.2 Enable and encourage Tasmanians to access and use risk and hazard information and support.	<ul style="list-style-type: none"> • Improve the accessibility of risk data and analysis for non-specialists and their diverse needs. • Link local risk information to practical guidance on how to manage risk and prepare. • Promote risk awareness in ways that suit individual, community and group diverse needs.
1.3 Enable inclusive community capacity building programs across all hazards to suit local and individual needs.	<ul style="list-style-type: none"> • Facilitate inclusive policies and programs based on community engagement, awareness and local or individual needs to ensure broad understanding of disaster risks and risk management across all hazards.
1.4 Encourage all parties to reduce their risks and vulnerabilities based on sound evidence and clear priorities.	<ul style="list-style-type: none"> • Ensure decision-makers have access to relevant risk information to inform decision making. • Support councils to manage local risks through local plans, operations and policies.

2.2 Working together

Strategies	Tasmanian Government Strategic Directions
2.1 Ensure there are agreed shared roles and responsibilities across all sectors.	<ul style="list-style-type: none"> • Clarify and communicate responsibilities for individuals, landowners, businesses and other organisations to reduce risks and be prepared for disasters. • Clarify responsibilities for slow onset disasters.
2.2 Facilitate and support collaborative cross-sector networks and governance structures.	<ul style="list-style-type: none"> • Renew and maintain effective committees and other collaborative networks across sectors and levels of government to facilitate continual improvement. • Encourage private/public partnerships for community disaster resilience benefits.
2.3 Tasmanian, Australian and local Governments collaborate to facilitate national, state and local disaster resilience continual improvement.	<ul style="list-style-type: none"> • Contribute to local, national and international strategic directions and initiatives. • Support local councils in managing risks, disaster preparation and recovery. • Enable continuous improvement mechanisms and reporting on disaster resilience actions and outcomes.
2.4 Encourage risk reduction investment, insurance uptake and other means to reduce risk exposure and maximise broad benefits.	<ul style="list-style-type: none"> • Ensure project governance and oversight across funding pools enables clear outcome realisation and the best use of resources. • Continue to encourage uptake of insurance. • Continue to consider disaster risks in major investment decisions.

2.3 Reducing disaster risk

Strategies	Tasmanian Government Strategic Directions
3.1 Address vulnerabilities through land use planning schemes, building and other regulations and natural resource management plans.	<ul style="list-style-type: none"> • Develop strategic policy on managing vulnerabilities through EM experts, planners and others collaboration. • Include risk considerations in land use and natural resource management plans, policies, strategies, and use and development controls when developed or reviewed.
3.2 Enhance collaboration to manage vulnerabilities relating to critical infrastructure and services (CI&S).	<ul style="list-style-type: none"> • Further define Tasmania's vital services and assets. • Collaborate to address vulnerabilities and local participation in national initiatives. • Support CI&S providers to enhance their physical and organisational resilience. • Continue to develop Tasmania's health services resilience.
3.3 Encourage all parties to manage disaster risk within normal operations and leverage other benefits where possible.	<ul style="list-style-type: none"> • Support and encourage all organisations and individuals to: <ul style="list-style-type: none"> - include disaster risk management in their normal activities; - develop and maintain contingency and continuity plans; and - leverage everyday benefits where possible.
3.4 Prioritise risk prevention, preparedness, and recovery for assets of significant community value.	<ul style="list-style-type: none"> • Prioritise risk reduction and preparedness for: <ul style="list-style-type: none"> - key state or community economic and social assets; - crowded places; - educational institutions; and - irreplaceable State natural and cultural heritage assets.

2.4 Prepared for disasters

Strategies	Tasmanian Government Strategic Directions
4.1 Tasmanians have access to practical guidance. All levels of government and others support and encourage them to prepare for disasters.	<ul style="list-style-type: none"> • Ensure consistency and clarity of preparedness information and support. • Facilitate the uptake of preparedness information and support. • Recognise, encourage and promote excellent risk management/preparedness actions.
4.2 Regularly update and improve emergency management (EM) plans and other arrangements based on lessons learned and other evidence.	<ul style="list-style-type: none"> • Continue to review and improve Tasmania's EM plans, information mechanisms and other arrangements. • Use lessons learned from events and exercises, ongoing risk assessments and other evidence and evaluation to inform improvements.
4.3 Pursue measures to ensure emergency management personnel (paid and volunteer) are valued, supported and developed.	<ul style="list-style-type: none"> • Continue to develop emergency management sector capabilities in line with the Australian Disaster Preparedness Framework. • Develop lessons management capabilities. • Enhance inter-operability arrangements. • Further enable and recognise volunteer contributions.
4.4 Continually improve relief and recovery arrangements to enable quick escalation, community leadership and long-term resilience.	<ul style="list-style-type: none"> • Continually improve Tasmania's recovery arrangements to learn from experiences and enhance community outcomes. • Improve collaboration and coordination across sectors. • Collaborate to strengthen community capacity for locally-led recovery.

3. The State Emergency Management Committee (SEMC)

The State Emergency Management Committee (SEMC) oversees emergency management and disaster resilience policies, plans and projects across the Tasmanian Government.

The Committee has the following functions under section 9 of the *Emergency Management Act 2006*:

- to coordinate and support emergency management including:
 - the Tasmanian Emergency Management Arrangements (TEMA); and
 - State Special Emergency Management Plans;
- to decide and review emergency management policy;
- to review the management of emergencies
 - that involve more than one region, and
 - other emergencies as the SEMC considers appropriate
- to identify and promote opportunities for improvement in emergency management;
- to assist the State EM Controller to perform their functions and powers; and
- other emergency management functions imposed by
 - the Minister for Police, Fire and Emergency Management or
 - any relevant legislation.

The Committee may:

- impose functions on Regional EM Committees;
- establish sub-committees to help fulfil its functions; and
- act as needed in other ways to perform its functions.

The *SEMC Terms of Reference* include details on the Committee's membership and powers. The Committee reviews these Terms of Reference every two years, or earlier if change is required.

4. The purpose of this Framework

The Framework complements the *Tasmanian Disaster Resilience Strategy 2020-2025* (the Strategy) and the *Tasmanian Emergency Management Arrangements* (the TEMA). Overseen by the SEMC, these three documents provide directions for emergency management and disaster resilience in Tasmania.

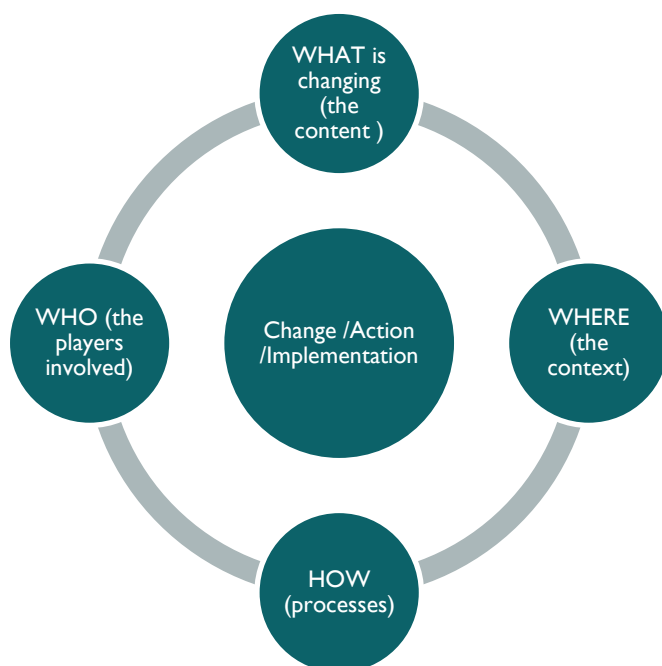
4.1 Turning strategies and arrangements into action

The *Tasmanian Disaster Resilience Strategy 2020-2025* outlines the strategic directions the Tasmanian Government will follow a vision of a more disaster resilient Tasmania. This Framework provides a roadmap for how the Tasmanian Government works with others to implement the Strategic Directions outlined in the Strategy and consistent with the TEMA.

The Strategy broadly defines **what** needs to change to achieve the vision. It provides goals and strategic directions for the Tasmanian Government.

Together with its *Background and Supporting Information* document, the *Strategy* outlines the broad **context** of current initiatives to ensure future actions recognise and build upon them.

This Framework defines mechanisms for the Tasmanian Government to implement specific changes and to address systemic and emerging risks. In order to pursue specific priorities, projects and programs, this Framework focuses on **who** is involved and **how** they identify, pursue, monitor and evaluate priorities to inform further changes.



4.2 Focusing on community outcomes

The structures, agreed objectives and roles outlined in this Framework help ensure:

- the involvement of key stakeholders to help ensure actions taken meet diverse needs;
- community-focused actions to improve disaster resilience across the state covering all hazards;
- coordinated efforts make the best use of available resources, building on current capabilities;
- ongoing sustainable improvements to Tasmania's emergency management capability and capacity for Tasmanian's safety and wellbeing in the face of increasing disaster risks;
- integrated and coordinated efforts to be able to address systemic and emerging risks.

5. Collaboration, cohesive action, learning

The Framework facilitates Tasmanian communities that are better prepared for, able to respond to and recover from emergencies by:

- a. Ensuring all areas and levels of the Tasmanian Government work together and with others for coordinated action through **inclusive networks and governance structures**;
- b. Identifying priorities and providing recommendations to help ensure available resources are directed to where they have the greatest community benefit through **clear prioritisation of effort, annual plans plus program and project oversight**;
- c. Monitoring and evaluating using evidence from research, structured reviews and lessons management to enable **continuous improvement** and inform further actions.



The following sections explore these three areas in more detail.

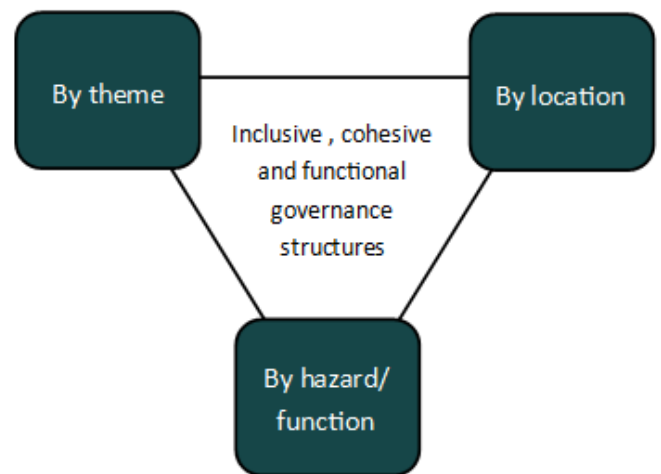
6. Governance

Disaster resilience and emergency management rely on all agencies working collaboratively and with key external stakeholders for broad community safety and well-being.

6.1 Governance by location, hazard/ function and theme

There are **three dimensions to governance structures and networks for emergency management in Tasmania**.

- The **SEMC and its sub-committees** plus related working groups focus on strategic emergency management themes across all regions, all-hazards and agencies;
- **Hazard specific governance arrangements** exist for some of the highest priority hazards or functions (for example, governance structures focusing on fire, biosecurity, energy security or social recovery);
- **Regional and Municipal Emergency Management Committees (REMCs, MEMCs)** focus on all hazards within defined geographical locations.



6.2 Inclusive, cohesive and functional governance

Governance structures include external to government partners either through direct membership or via working or reference groups. All levels of government, business and industry, the not-for-profit community sector organisations and the research sector play complementary roles in supporting the disaster resilience of Tasmanian communities. As not all stakeholders are represented in all governance structures, the connections and communications between the governance structures are essential. Reference and working groups are important for collaboratively focusing on specific issues or areas of concern, and facilitating expert advice and often include relevant business and industry representatives, NGOs and external researchers to focus on areas of specific concern. Hazard and function specific bodies also include relevant industry, research or other NGOs For



example, fire governance structures include forestry and agricultural representatives and social recovery governance structures includes not-for-profit organisations.

6.3 Synergies between governance structures

While there are specific and clear focus areas for each of these governance structures, there are also synergies between them through:

- Cross membership, as resources allow;
- Information sharing and reporting between structures;
- Cross-referencing common goals and actions in the plans of specific governance bodies;
- Joint or shared initiatives focusing on areas of mutual concern;
- Consistent and cohesive strategic planning across governance structures;
- Consistent and meaningful reporting to the SEMC.

6.4 SEMC Sub-committee strategic oversight of key themes

SEMC sub-committees provide strategic advice and oversight of the themes identified in the *Strategy*. The aim is to get people together who have related interests to enable cohesive action. The sub-committees support cross-agency collaboration and include external-to-government partners as necessary.

The sub-committees rely on the active commitment and involvement of sub-committee members. Each sub-committee also requires an effective lead agency with the ability and capacity to provide secretariat, policy and project support. Sub-committee membership, as well as support roles where allocated, must be regarded as core business by participating agencies.

6.5 SEMC sub-committee structures

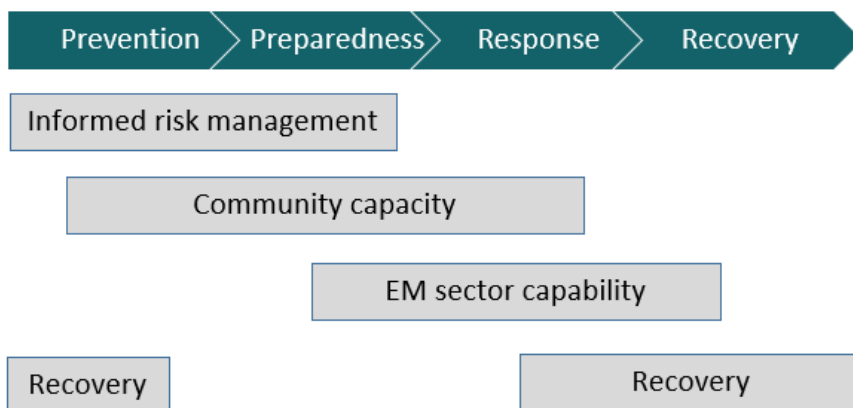
The core of disaster resilience is risk reduction and preparedness. These rely on informed risk management, awareness, capacity and engagement, and everyone working together to enable the best use of available resources and continual improvement. The *Strategy's* goals are translated into the following sub-committees:

1. **Informed risk management** – Overseeing the identification and prioritization of measures to reduce risk from a whole of state perspective;
2. **Community capacity and resilience** – Overseeing measures to facilitate individual, community and business resilience and preparedness;
3. **Emergency Management (EM) sector capability** - Overseeing cross-agency and cross-sectoral capabilities for response and support agencies;
4. **Recovery** - Overseeing Tasmanian Government preparedness to support relief and recovery. This sub-committee also guides state-level multi-agency relief and recovery efforts during/ after events.

Specific areas of focus are outlined in the following table and in Appendix I in more detail.

Informed risk management	Community capacity/ planning/ resilience	EM Sector capabilities	Recovery
<ul style="list-style-type: none"> •Data collection, collation, analysis and dissemination •Built environment and land use •Critical infrastructure & services liaison and support •Prioritised key asset risk reduction/ protection (with REMCs/ MEMCs) •Decision-support tools •Exploration of emerging risks and potential impacts 	<ul style="list-style-type: none"> •Risk awareness community and business programs •Promotion and uptake of preparedness information •Support for risk reduction and preparedness actions •Facilitating inclusive support including for those at increased risk •Coordinated client focused public information mechanisms •School and youth education programs 	<ul style="list-style-type: none"> •Professional development •Interoperability •Exercise and lessons management •SSEMPs •Volunteer Strategies, engagement •Interoperability •EM information systems •Administrative and other arrangement for response •Evaluation/ reporting oversight 	<ul style="list-style-type: none"> •Enabling community-led recovery •Cross-agency, cross-government and cross sectoral coordination of recovery •Not-for-profit engagement in recovery •Impact and damage assessment •Improving recovery arrangements to enhance long-term resilience •Guiding state-level multi-agency relief and recovery efforts during/ after events

Appendix 2 includes draft sub-committee functions for these groups’ terms of reference. Together these four sub-committees cover all aspects of the Emergency Management “PPRR” spectrum for the SEMC.



The Sub-committees may establish working groups and reference groups as required.

Working Groups focus on specific tasks. They usually have a defined time limit for completing work. Working groups focusing on specific tasks help the Government to maintain an agile yet collaborative approach to pursuing issues. Membership will depend on the group’s remit.

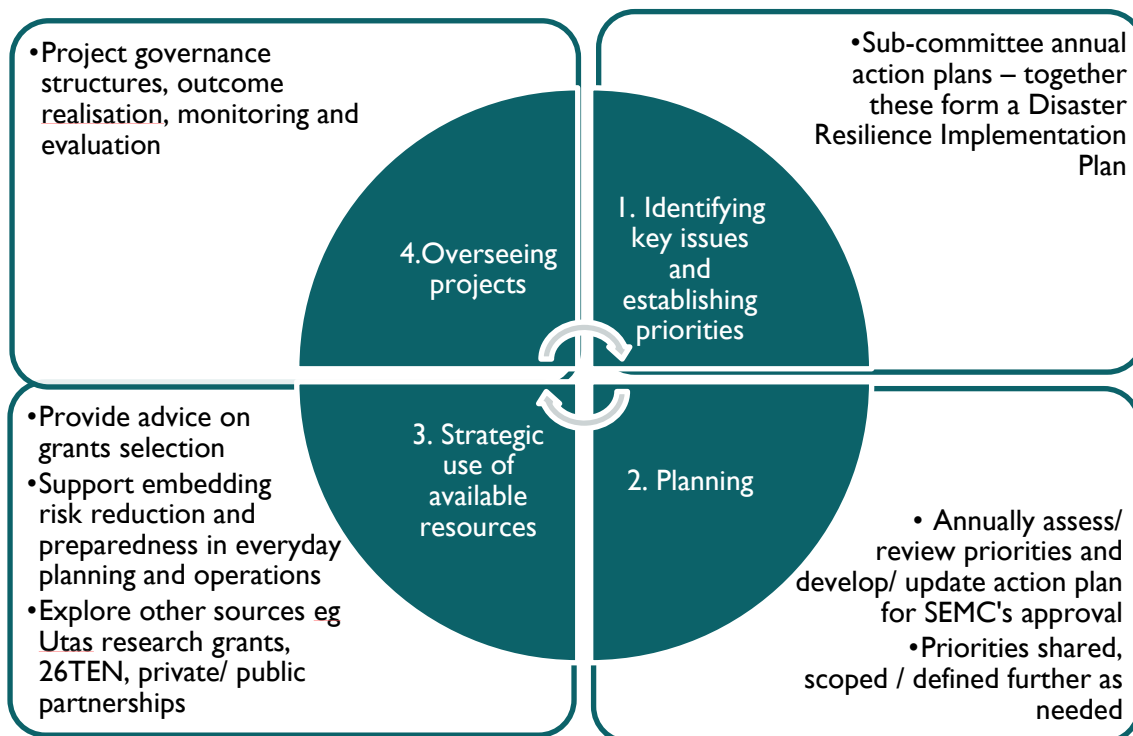
Reference Groups promote best practice through information sharing and networking. They ensure expert advice and differing perspectives further enrich the governance structures. Such groups provide advice rather than direction. Reference groups can submit proposals for the ‘parent’ sub-committee to consider where appropriate.



7. Prioritising, planning and overseeing action

The SEMC and its sub-committees oversee the implementation of the Tasmanian Disaster Resilience Strategy and support emergency management arrangements through:

1. **Identifying key issues and priorities;**
2. **Annual action planning;**
3. **Strategic use of available resources;**
4. **Program and project oversight.**



7.1 Identifying key issues and priorities

SEMC sub-committees have key roles in identifying issues and recommending priorities for action related to their areas of concern to:

- review areas that have been progressed or not, and the reasons
- reflect on emerging issues, trends and priorities and relevant contextual factors
- reassess priorities that make best use of the available resources.

7.2 Annual action planning

The chairs of the sub-committees in collaboration with sub-committee members provide an annual action plan for the June SEMC meeting each year. These plans focus on continual improvements that build on existing initiatives and leverage maximum value from available resources.

7.3 Strategic use of available resources

Resources for initiatives may be sourced from:

- National Partnership Agreement funding, administered by SES, where initiatives are aligned with National Disaster Risk Reduction Framework priorities;
- Existing agency resources - risk reduction and preparedness actions should be embedded in everyday planning and operations;
- External stakeholders. For example, research bodies may have access to research grants and community organisations may be able to access community development funding programs;
- Private/ public partnerships, for example corporate sponsoring of initiatives;
- In-kind contributions by volunteers and/or not-for-profit organisations.

7.4 Program and project oversight

The SEMC and its sub-committees have clear roles in ensuring effective project governance and that initiatives achieve their intended outcomes. For some key projects, the sub-committee may act as a steering committee while in other cases they have a role in ensuring there are appropriate governance arrangements in place. The sub-committees report on the progress of these projects to the SEMC.

8. Continuous improvement

Continuous improvement relies on monitoring and evaluation with iterative and adaptive learning. The SEMC will track progress towards the vision of a disaster resilient Tasmania at two levels:

- Against the Sendai Framework for Disaster Risk Reduction (see appendix 3);
- Progress towards Tasmanian Disaster Resilience Strategies.

8.1 Tasmanian Disaster Resilience Strategy progress evaluation

Evaluating and reporting progress in improving disaster resilience is important to ensure the Strategy and this Framework are achieving their aims.

Evaluation needs to be both useful and achievable within available resourcing and provide clear benefits by informing further actions to improve disaster resilience and emergency management capabilities. Evaluating or measuring progress should include quantifiable measures and qualitative reviews.

Currently there is limited resourcing for collecting and collating evaluation data. There is limited baseline data to assess the success of the Disaster Resilience Strategy and SEMC Strategic Directions, and limited data on disaster resilience across households, businesses and other organisations, and within the Tasmanian Government.

The SEMC and its sub-committees will identify appropriate and achievable evaluation measures.

Appendices

Appendix I: Oversight of Tasmanian Disaster Resilience Strategy by SEMC sub-committees

The SEMC sub-committees facilitate expert insights and support the SEMC to oversee the following strategic directions, outlined in the *Strategy*, plus other requirements related to the TEMA.

The following table also maps the National Disaster Risk Reduction Framework (NDRRF) strategies (note that the NDRRF focuses on risk reduction rather than preparedness).

I. Understanding risk

SEMC Strategic Directions (Tasmanian Disaster Resilience Strategy)	Sub-committee	NDRRF Strategies
Continue to fill priority data and knowledge gaps.	Informed risk management	1b. Identify and address data, information and resource gaps 1c. Address technical barriers to data and information sharing and availability 1f. Support long-term and solution-driven research, innovation and knowledge practices, and disaster risk education 1g. Improve disclosure of disaster risk to all stakeholders
Improve prioritisation measures for risks and vulnerabilities across all hazards.		
Continue to improve integrated access to natural disaster information.		
Improve the accessibility of risk data and analysis for non-specialists and their diverse needs		
Link local risk information to practical guidance on how to manage risk and prepare.	Community resilience	1a. Improve public awareness of, and engagement in, disaster risks and impacts 2c. Build the capability and capacity of decision-makers to actively address disaster risk in policy, program and investment decisions 2d. Establish proactive incentives, and address disincentives and barriers, to reducing disaster risk
Promote risk awareness in ways that suit individual, community and group diverse needs.		
Facilitate inclusive policies and programs based on community engagement, awareness and local or individual needs to ensure broad understanding of disaster risks and risk management across all hazards.		
Ensure decision-makers have access to relevant risk information to inform decision making.	Informed risk management	1e. Develop cohesive disaster risk information access and communication capabilities to deliver actionable disaster risk data and information 3f. Empower communities, individuals and small businesses to make informed and sustainable investments
Support councils to manage local risks through local plans, operations and policies.(This may include prevention and mitigation strategies)		

2. Working together

Clarify and communicate responsibilities for individuals, landowners, businesses and other organisations to reduce risks and be prepared for disasters.	Community resilience	Outcome 1.1 Legal liability of decision-makers relating to disaster risk information is further understood and acted upon
Clarify responsibilities for slow onset disasters.	Informed risk management	Outcome 1.1 Legal liability of decision-makers relating to disaster risk information is further understood and acted upon

Renew and maintain effective committees and other collaborative net-works across sectors and levels of government to facilitate continual improvement.	EM Sector capability	4f. Create clear governance pathways for pursuing disaster risk reduction projects
Encourage private/public partnerships for community disaster resilience benefits.	Community resilience	3a. Pursue collaborative commercial financing options for disaster risk reduction initiatives
Contribute to local, national and international strategic directions and initiatives.	EM Sector capabilities	4f. Create clear governance pathways for pursuing disaster risk reduction projects
Support local councils in managing risks, disaster preparation and recovery.	Informed risk management Recovery	3f. Empower communities, individuals and small businesses to make informed and sustainable investments
Enable continuous improvement mechanisms and reporting on disaster resilience actions and outcomes.	(SEMC Secretariat) EM Sector capability	2e. Maintain planning and development practices that adapt to rapid social, economic, environmental and cultural change 4a. Consistently report on disaster risk reduction efforts and outcomes
Ensure project governance and oversight across funding pools enables clear outcome realisation and the best use of available resources.		2b. Identify highest priority disaster risks and mitigation opportunities
Continue to encourage uptake of appropriate insurance.	Community resilience	3e. Improve the accessibility, variety and uptake of insurance
Continue to consider disaster risks in major investment decisions.	Informed risk management	2a. Consider potential avoided loss (tangible and intangible) and broader benefits in all relevant decisions 3b. Develop disaster risk reduction investment tools to provide practical guidance on investment mechanisms

3. Reducing disaster risk

Develop strategic policy on managing vulnerabilities through EM experts, planners and others' collaboration.	Informed risk management SC	4f. Create clear governance pathways for pursuing disaster risk reduction projects
Include risk considerations in land use and natural resource management plans, policies, strategies and use and development controls when developed or reviewed.		2f. Promote compliance with, and embed resilience requirements into, relevant standards, codes and specifications
Further define Tasmania's vital services and assets.		4f. Create clear governance pathways for pursuing disaster risk reduction projects
Collaborate to address CI&S vulnerabilities and local participation in national initiatives.		
Support CI&S providers to enhance their physical and organisational resilience.		2b. Identify highest priority disaster risks and mitigation opportunities
Continue to develop Tasmania's health services resilience.		2b. Identify highest priority disaster risks and mitigation opportunities
Support and encourage all organisations and individuals to: - include disaster risk management in their normal activities;	Community resilience SC	3f. Empower communities, individuals and small businesses to make informed and sustainable investments

- develop and maintain contingency and continuity plans; - Leverage everyday benefits where possible.		
Prioritise risk reduction and preparedness for: - key state or local community economic and social assets; - crowded places; - educational institutions; and - irreplaceable state natural and cultural heritage assets.	Informed risk management SC (REMCs MEMCs)	2b. Identify highest priority disaster risks and mitigation opportunities 3f. Empower communities, individuals and small businesses to make informed and sustainable investments

4. Prepared for disasters

Ensure consistency and clarity of preparedness information and support.	Community resilience SC	3f. Empower communities, individuals and small businesses to make informed and sustainable investments
Facilitate the uptake of preparedness information and support.		
Recognise, encourage and promote excellent risk management/ preparedness actions.		
Continue to review Tasmania's EM plans, information mechanisms and other arrangements.	EM Sector capability SC	
Use lessons learnt from events and exercises, ongoing risk assessments and other evidence and evaluation to inform improvements.		1d. Integrate plausible future scenarios into planning
Continue to develop EM sector capabilities in line with the Australian Disaster Preparedness Framework.		
Develop lessons management capabilities.		
Enhance inter-operability arrangements.		
Further enable and recognise volunteer contributions.		
Continually improve the Tasmanian Relief and Recovery Arrangements to learn from experiences and enhance community outcomes.	Recovery SC	
Improve collaboration across sectors (in relation to relief and recovery).		4f. Create clear governance pathways for pursuing disaster risk reduction projects
Collaborate to strengthen community capacity for locally-led recovery.		3f. Empower communities, individuals and small businesses to make informed and sustainable investments
5. Additional TEMA requirements not covered above		
Relief and recovery oversight during and after events.	Recovery SC	

Appendix 2: Model sub-committee functions

These functions can be adapted by sub-committees as part of their terms of reference once established although any significant alterations should be highlighted to and approved by SEMC. All sub-committees have important oversight and information-sharing functions.

Informed risk management sub-committee

The *Informed risk management sub-committee* focuses on identifying, prioritising and recommending measures to reduce disaster risk from a statewide perspective informed by sound risk-based evidence. These measures may relate to:

- built environment, land use and resource planning;
- critical infrastructure and services resilience; and
- prioritised protection for key economic, social, cultural and natural assets.

The committee may also make recommendations relating to areas relevant to other sub-committees that can help to reduce risk, for example specific areas of community awareness or EM sector preparedness.

The sub-committee:

- oversee risk management across all hazards from a whole-of-state perspective, through developing the Tasmanian State (Natural) Disaster Risk Assessment, other risk assessments and measures to treat identified issues;
- identifies and recommends key priorities for risk reduction from a state-wide perspective based on risk assessment, strategies articulated in the Disaster Resilience Strategy and related national and international drivers;
- oversee the collection of relevant data, analysis and research on risks and hazards to inform others, plus the dissemination and practical utility of that information;
- supports REMCs and MEMCs with useful data and information to inform local planning;
- oversee risk reduction projects of state-wide significance;
- provides input into areas that help address disaster risk reduction through other programs, plans or initiatives, for example the State Planning Policies, Building Regulation and so forth;
- is informed by and contributes to international, national and local government related initiatives;
- completes any other task requested by the SEMC.

Working groups may be established as needed to focus on specific initiatives or areas of concern, for example, to update the Tasmanian State Disaster Risk Assessment (TSDRA). Reference groups, such as the *Critical infrastructure and service provider network*, help to ensure connections between Tasmanian government agency actions and critical service/ infrastructure providers.

Community resilience sub-committee

The *Community capacity sub-committee* facilitates the resilience of individuals, communities, businesses and other organisations through awareness, engagement in disaster risk reduction, preparedness and capability development. The group focuses on:

- Awareness raising initiatives to ensure everyone is aware of the risks affecting them plus their related responsibilities;
- supporting mainstreaming disaster risk to support broader benefits;
- individual, household and organisational preparedness;
- facilitating and supporting shared responsibilities;
- facilitating inclusive measures to support and empower Tasmanians in ways that recognise individuals' diverse needs; and
- enabling client-focused public information during and after events.

These goals may be achieved for example, through community engagement programs, school education programs, public awareness campaigns, cohesive information mechanisms such as websites or the Tasmanian Emergency Information Service, and support mechanisms for individuals at increased risk.

The sub-committee:

- identifies and recommends priorities for enabling community capacity for disaster risk reduction, preparedness and awareness before, during and after emergencies from a whole-of-state perspective across all hazards;
- oversees data, research and other evidence on current levels of individual, community and organisational awareness and capabilities to inform individual, household and organisations' plans and actions state-wide, locally and for specific hazards;
- oversees projects aimed at facilitating community disaster resilience capacity to ensure they meet their envisaged objectives, delivers planned outputs and complements related initiatives;
- oversees cohesive messaging and actions related to disaster resilience community capacity across service delivery areas within and external to the Tasmanian Government;
- supports local councils, community groups and others in facilitating local community capacity or the capacity of specific groups, for example, people with disabilities, tourists, etc;
- oversees programs to encourage individuals, businesses and other organisations to embed disaster risk reduction and preparedness in everyday plans and actions;
- provides guidance on risk management, business continuity planning and contingency planning for businesses and other organisation;
- is informed by and contributes to international, national and local related initiatives; and
- completes any other task requested by the SEMC.

EM Sector capability sub-committee

The *Emergency management sector capability* sub-committee focuses on cross-agency and cross-sectoral capabilities for emergency prevention, preparedness, response and recovery for first responders and support agencies. This group focuses on all levels of government working together for continuous improvement and keeps general oversight of collaborative networks and governance structures. While all sub-committees have leadership roles in specific areas, this sub-committee facilitates all parties working collaboratively, review, evaluation and continuous improvement mechanisms across all focus areas.

Examples of the issues this group considers include the following where they relate to multiple agencies:

- professional staff and volunteer capability development – training, retention, recognition, roles etc.;
- Interoperability- training, retention, roles etc;
- exercise and lessons management;
- reviews and continual improvement mechanisms;
- State Special Emergency Management Plans and their implementation except those overseen by other governance bodies;
- emergency management information systems;
- administrative and other arrangements to support response and recovery;
- measuring progress towards achieving disaster resilience strategy goals.

The sub-committee:

- identifies and recommends priorities for EM sector capability development from a whole-of-state and all hazards perspective based on lessons management, evaluations and other evidence;
- oversees review and evaluation of emergency management sector capabilities, lessons management and mechanisms to enable continual improvement;
- aims to leverage cross-agency and cross-hazard synergies to enable EM sector capability improvements where possible;
- oversees Special State Emergency Management Plans and ensures they are well-embedded;
- completes any other task requested by the SEMC.

Recovery Sub-committee

The *Recovery sub-committee* focuses on ensuring the Tasmanian Government and others are prepared to begin relief and recovery quickly and effectively when emergencies occur and that recovery enables longer-term disaster resilience where possible. The Committee also oversees recovery after an emergency event when needed. Post-event recovery is a major aspect of this committee's function, but this committee also has an active role in ensuring recovery efforts assist long-term resilience.

The sub-committee oversees the State Recovery Plan. This State Special Emergency Management Plan outlines how agencies work together and with others to support individuals, households, businesses and local communities to recover from the impacts of events caused by any type of hazard. The arrangements facilitate cross-agency and cross-sectoral integrated support for individuals and communities impacted by emergencies.

Examples of the sub-committee's scope of work includes:

- overseeing policies, plans and operational preparations for relief/ recovery at all levels;
- overseeing a coordinated approach to recovery across agencies and sectors to maximise local community benefits and the best use of resources and everyone's efforts;
- overseeing inter-agency assessment of impact and state-level recovery needs after an emergency;
- supporting the State Recovery Advisor and State Recovery Coordinator;

- guiding state-level, multi-agency recovery efforts and prioritising the implementation of recovery assistance measures and programs of work;
- facilitating not-for-profit inclusion in collaborative networks and governance structures, and collaborating across the sector for broad community benefits, especially relating to recovery;
- contributing to state-level, multi-agency recovery efforts and coordinating the implementation of recovery assistance measures and programs of work, including supporting the work of a Recovery Coordinator and/or Recovery Taskforce
- completing any other task requested by the SEMC.

Appendix 3: SENDAI Framework outcome measures

On behalf of the SEMC, the Emergency Management Unit of the State Emergency Service currently report the following indicators to the Australian Government. SES provides this report in March and it is consolidated with other jurisdictions for the United Nations Disaster Risk Reduction (UNDRR) Office.

Number of deaths and missing persons attributed to disasters, per 100,000 population

- The total number of deaths attributed to disasters in a given year
- The total number of missing persons attributed to disasters in a given year

Number of directly affected people attributed to disasters, per 100,000 population

- The total number of people who are seriously injured as a result of an emergency or disaster
- The number of residential dwellings which have sustained any level of damage as a result of an emergency or disaster event, except for those classified as "destroyed"
- The number of residential dwellings which are completely destroyed or so severely damaged that they need to be destroyed as unsafe or unrepairable, and have been destroyed as a result of an emergency or disaster event

Direct economic loss attributed to disasters in relation to global gross domestic product.

- Loss against the Total Gross Value of Agricultural Production (other measures TBD)

Damage to critical infrastructure attributed to disasters.

- Number of destroyed hospitals and primary health care facilities
- Number of destroyed educational institutions and child care facilities
- Number of damaged educational institutions and child care facilities
- The total number of airports and heliports that have sustained any level of damage as a result of the emergency or disaster event
- The total number of airports and heliports which are completely destroyed or so severely damaged that they need to be destroyed as unsafe or unrepairable
- The total number of main roads and bridges which have been closed as a result of the disaster
- The total number of other roads and bridges which have been closed as a result of the disaster
- The total number of ports which are completely destroyed or so severely damaged that they need to be destroyed as unsafe or unrepairable, and have been destroyed as a result of the emergency or disaster event

- The total number of ports which have sustained any level of damage as a result of the emergency or disaster event
- The total number of passenger rail lines that are closed as a result of the emergency or disaster
- The total number of freight rail lines that are closed due to damage and or destruction as a result of the emergency or disaster event

Number of disruptions to basic services attributed to disasters.

- Number of closed educational institutions and child care facilities
- Number of partially functional hospitals and primary health care facilities

