



COLLABORATION MODEL

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A collaborative approach

The work of AFAC is directed by the *Strategic Directions for fire and emergency services in Australia and New Zealand*. The Strategic Directions provide clarity on intent and identify and prioritise actions at a national level for fire and emergency services in Australia and New Zealand.

AFAC recognises that a collaborative approach is critical to achieving the Strategic Directions and gives fire and emergency services a national voice and broader impact, while enhancing collective capabilities. AFAC facilitates national collaboration through the AFAC Collaboration Model, which encompasses 34 Groups, Technical Groups and Networks. AFAC Members regularly come together to share knowledge, exchange insights, explore opportunities and create solutions that shape practice and guide the industry's development. The AFAC Collaboration Model aims to add value to AFAC Members, the fire and emergency services industry and ultimately enhance community safety.

This approach facilitates and supports engagement, enabling AFAC Members to jointly consider common challenges, generate solutions, develop doctrine including positions, guidelines and technical notes, and inspire new directions in practice.


The AFAC Collaboration Model operates under the direction of the AFAC National Council and is aligned to the six Strategic Directions:

1  Supporting Resilient Communities through Risk Reduction

2  Providing Trusted Response

3  Using Credible and Timely Information and Data

4  Safe, Capable and Diverse Workforces

5  Informed by Knowledge, Innovation and Research

6  Effective and Transparent Governance

How does it work?

Under each of the six Strategic Directions a three-tiered structure for collaboration exists:

GROUPS:

Groups are formally linked to the AFAC National Council through agreed work plans and outcomes and exist on an ongoing basis. They generally meet twice annually but interact through teleconferences, e-communications and project work throughout the year.

TECHNICAL GROUPS:

Technical Groups seek to explore and resolve technical or practical aspects of industry practice. They solve problems, provide detailed explanation and develop good practice for the industry. Technical Groups generally meet twice a year, and can be created for the resolution of a particular issue and then be disbanded.

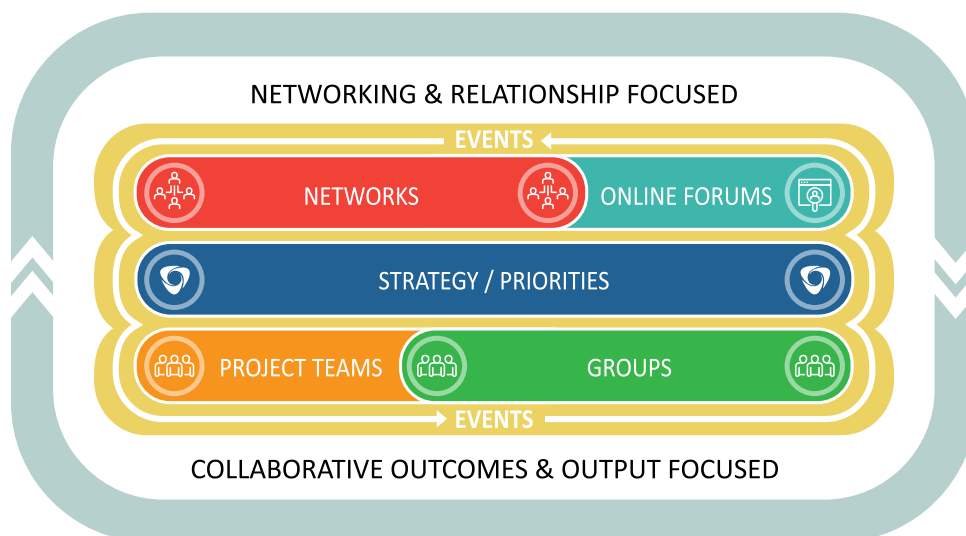
NETWORKS:

Networks are generated for particular practice areas or interests. They have no particular meeting schedule and may only exist for teleconferencing, emailing or circulating matters of interest. Generally Networks meet at least once a year to establish and maintain contacts and relationships.

| The AFAC Collaboration Model:

- produces national doctrine that aligns to the six Strategic Directions
- supports sector capability through contributing to learning and development initiatives
- develops and continually improves a national framework for incident management – the Australasian Inter-service Incident Management System
- (AIIMS)
- initiates and contributes to Australian and International Standards relating to fire related risks, fire protection and fire safety
- facilitates collaborative procurement of commonly used equipment, resources and technology required by AFAC Members
- encourages research development through cooperation with research partners, particularly Natural Hazards Research Australia, and promotes research utilisation amongst agencies.

Collaboration and Networking Model



Australian Institute for Disaster Resilience

The Australian Institute for Disaster Resilience (AIDR) is the National Institute for disaster risk reduction and resilience. AIDR works to strengthen the resilience of Australian communities to disasters by sharing knowledge and collaborating across a broad range of sectors taking action to reduce disaster risk.

Communities across Australia are experiencing increasingly severe and frequent disasters and emergency events. Compounded with the driver of a changing climate, the possibility of natural hazards triggering disasters of unprecedented scale continues to grow. There is a need for sectors to work together with a shared sense of responsibility to enhance Australia's capacity to withstand and recover from disasters.

AIDR was formed in 2015, with funding and support from the Australian Government, and operates as a business unit of AFAC.

AIDR is a networked organisation that connects and supports a variety of stakeholders across multiple sectors, states, and territories. These include the emergency management sector, and those working in disaster reduction and resilience, across federal, state and local governments, the private sector, and the community sector.

AIDR provides leadership for those acting to reduce disaster risk and continues to support a disaster resilient Australia, with a program of work which spans the emergency management continuum of prevention, preparedness, response, and recovery (PPRR).

AIDR contributes to a more disaster resilient Australia through four key influencing strategies that encapsulate AIDR's work:

- Actively supporting, growing and sustaining a range of networks across sectors and jurisdictions.
- Enabling those with a role in disaster risk reduction and resilience to come together to learn, develop and innovate.
- Collecting, developing, curating and sharing knowledge to educate and promote good practice in disaster risk reduction and resilience.
- Providing a central focus point for national thought leadership on disaster risk reduction and resilience.

AIDR's services are aligned with, and enable contribution to, existing national and international policy and work, and will adapt as policy changes.

Existing relevant policy includes:

- the *National Strategy for Disaster Resilience*
- the *National Disaster Risk Reduction Framework* priorities and strategic guidance
- Australia's commitment to the *Sendai Framework for Disaster Risk Reduction*
- the Sustainable Development Goals.



Australian Institute for
Disaster Resilience



Strategic Direction 1

Supporting Resilient Communities through Risk Reduction

The *National Strategy for Disaster Resilience* highlights the collective responsibility of governments, business, communities and individuals. Fire and emergency services are aware of the inherent disaster risks and the need to provide advice, education and information to society to mitigate those risks. Once policy, planning decisions, construction options, compliance requirements and individual choice are determined, AFAC Members need to focus on preparedness and risk reduction, while remaining responsible for responding to residual risk, should an emergency still occur.

Fire and emergency service agencies are not solely responsible for reducing risk, or creating resilient communities. They are collectively responsible for supporting the achievement of those goals. AFAC Members provide a range of risk management and mitigation activities and services to help communities better understand risk and take appropriate action to mitigate that risk.

These activities include:

- assembly and dissemination of hazard risk information
- provision of hazard and risk education and support
- engagement and connection with at-risk stakeholders
- inspection and advice on risk mitigation and management treatments
- specialist advice on land use planning and risk identification to enhance hazard planning activities
- delivery of hazard reduction programs and risk treatments
- influence and advocacy for legislative/policy support for risk reduction and community resilience.

Community safety practitioners use a range of strategies to enhance public safety. These include community education, community engagement, community development, partnership development, legislation, codes and standards, and influence and advocacy for innovation and improvements.

A fundamental goal of this work is to build a sense of shared responsibility with the community and empower them to exercise choice and take responsibility, thereby reducing their reliance on fire and emergency services.

AFAC Members are investing in research to understand the human factors that come into play when communities are confronted with situations that put their safety at risk. It is important that people know what to do when confronted with a disaster and make informed choices regarding their safety.

GROUPS

- Community Safety Group
- SES Community Safety Group
- Climate Change Group
- Pacific Partnership Group

TECHNICAL GROUPS

- Built Environment and Planning Technical Group
- Community Engagement Technical Group

NETWORKS

- Fire Engineering Network
- Fire Investigation Network

| Community Safety Groups

There are two AFAC Community Safety Groups; one with a focus on fire in both the built and natural environment, and the SES Community Safety Group which focuses on natural hazards including flood, storm, tsunami and earthquake. Both Groups focus on risk reduction and mitigation strategies and activities to minimise the impacts of disasters and other emergency events.

The work of the Groups is directed by the *Strategic Directions for fire and emergency services in Australia and New Zealand 2022-2026*, specifically Strategic Direction 1, supporting resilient communities through risk reduction.

The Community Safety Groups advance their work through a range of Technical Groups, Networks and project teams. The areas of focus for the work of these Groups are:

- influencing the emergency management sector through the development of AFAC doctrine
- influencing and contributing to government policy, including through submissions to national inquiries and reviews
- identifying, assessing and reducing risk in the built environment and natural environment
- identifying and influencing relevant research and encouraging research utilisation
- driving innovation and ensuring good practice through monitoring and evaluation of emerging knowledge, trends and lessons learned
- developing a coordinated national approach to key community safety issues.

For more information on this Group contact:

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| Climate Change Group

The AFAC Climate Change Group was established in April 2018 following the publication of the *Discussion Paper: Climate Change and Emergency Management Sector* (AFAC 2018), which outlines the risks and impacts of climate change for the emergency management sector.

The Group includes key individuals from jurisdictional emergency management agencies, the Bureau of Meteorology and leading research centres. It is tasked with producing a body of work to strategically support effective climate change risk mitigation, planning and adaptation outcomes for AFAC Members, their stakeholders and through them, the community.

The Group has published a series of documents, including:

- *Fire and emergency services and climate change* (AFAC 2019) to establish a national commitment and guide a national collaborative approach for AFAC Members in managing and responding to the increasing risks of climate change.
- *AFAC Climate Change and Disasters: Key Messages and Resources* (AFAC 2020) to provide an authoritative and agreed set of information and resources related to climate change and disasters.

In 2021 the Group completed a significant research project funded through the Bushfire and Natural Hazards CRC Tactical Research Fund titled: Transformative Scenarios in a Climate Challenged World. The research outputs will guide the Group's work plan across 2022–24.

| Pacific Partnership Group

The Pacific Partnership Group (formerly the Pacific Islands Liaison Officers Network), is an AFAC Collaboration Group established for AFAC Members and key strategic partners to collaborate, share information and work towards a coordinated approach to supporting emergency management and disaster preparedness capability development in the Pacific region.

AFAC Members are committed to supporting fire and emergency services in Pacific Islands Countries and Territories as a partnership of equals and in a spirit of mutual cooperation.

For more information on both of these Groups contact:

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| Built Environment And Planning Technical Group

The Built Environment and Planning Technical Group advises the Community Safety Group on matters that relate to the protection of life and property from exposure to fire and emergency incidents. The Technical Group is made up of two core groups, one that concerns matters related to buildings in bushfire prone areas (Bushfire Planning) and the other that concerns matters related to structure fires in other environments (Built Environment).

In the broadest sense the Group is involved in:

- identifying and analysing exposures
- developing and promoting policies and systems for treating each exposure.

The Built Environment and Planning Technical Group aims to:

- promote an interchange of ideas, information and developments in fire safety, fire prevention and incident reporting
- develop a national approach to significant fire prevention issues where possible
- participate in networks (domestic and international) providing opportunities for expanded information sharing and benchmarking, thereby ensuring outcomes consistent with international best practice
- provide relevant reports and advise AFAC Members of the outcomes of fire prevention activities
- contribute to the development of the National Construction Code and provide advice on AS3959 and AS 1530, and other Australian Building Codes Board initiatives including the Australian Fire Engineering Guidelines, and the Fire Engineers Code of Conduct
- assist in the development of standards including Australian and New Zealand Standards, NASH Standard for Steel Framed Construction in Bushfire Areas, Fire Protection Association Australia's residential sprinkler specifications, and provide information and advice to AFAC Members on new and revised standards.

For more information on this Technical Group contact:

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| Community Engagement Technical Group

The Community Engagement Technical Group advises the Community Safety Groups on matters that can engage and enable communities to be safer and more resilient now and in the future.

These processes include effective methods which can increase community resilience through strengths-based approaches, to include risk management processes to protect life, property, the environment and economic outcomes in an emergency management context. Group members are involved in:

- identifying and analysing communities at risk from a range of hazards
- prioritising, developing and promoting policies, systems and counter measures for mitigating those risks
- utilising a community centred approach to build resilience, recognising that the community has inherent strengths, knowledge, skills and expertise
- sharing good practice approaches to building resilient communities
- providing communities with information and the ability to act on that information to increase their own safety.

Accordingly, the Group will be engaged in, but not limited to, activities relating to community engagement, which enhance community safety and resilience in the context of intersecting stresses, shocks and emergencies.

For more information on this Technical Group contact:

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| Fire Engineering Network

The Fire Engineering Network supports member agencies in fire safety engineering and promotes sound fire safety engineering principles, practices and ethics within the built environment.

This Network:

- provides fire safety engineering expertise, advice and support regarding alternate solutions to the Built Environment and Planning Technical Group
- proposes and reviews changes to building legislation, Standards and Codes where these adversely impact on life, property and the environment
- shares fire safety engineering information amongst AFAC Members
- provides representation for AFAC on fire safety engineering related groups
- participate in fire safety engineering through the development of AFAC positions and guidelines.

| Fire Investigation Network

The Fire Investigation Network promotes sound fire investigation principles, practices and ethics and supports AFAC Members in fire investigation and analysis.

This Network:

- promotes an interchange of ideas, information and developments in the areas of fire and arson prevention and incident reporting
- develops national approaches to fire investigation and arson training
- participates in networks (domestic and international) providing opportunities for expanded information sharing and benchmarking
- provides relevant reports and advice to AFAC Members and national agencies on the outcomes of fire and arson investigation activities.

For more information on both of these Networks contact:

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Strategic Direction 2

Providing Trusted Response

The practice of emergency management incorporates the framework of prevention, preparedness, response and recovery (PPRR), underpinned by the principles of risk management – where the risks to life, property and the environment from a range of hazards are identified and appropriate measures taken to address them.

Fire and emergency service agencies provide the best incident management services. This includes responses before, during and after the event, expert advice and advocacy for community safety outcomes. These key services are the focus of Strategic Direction 2.

Through the application of AIIMS in training, exercising and incident response, people from fire and emergency services, government, not-for-profit agencies and industry have come together to share the responsibility of risk and to effectively manage the most challenging of incidents.

Through the various Groups, Technical Groups and Networks, practitioners and technical experts are working to review and develop new operational doctrine which outlines the method for the provision of incident and disaster management and interoperability. They foster and promote the sharing of case studies, emanating from the delivery of their services. There is a commitment to undertake analysis of emerging trends and to provide advice and guidance on information and data requirements to best capture agency activities and performance.

There is a strong focus, within this and other Strategic Directions, on incorporating knowledge and research into the practice of emergency management. Groups, Technical Groups and Networks are committed to advocate on national matters and to influence government policy when appropriate.

GROUPS

- AIIMS Steering Group
- Learning and Development Group
- Rural and Land Management Group
- SES Operations Group
- Urban Operations Group

TECHNICAL GROUPS

- Fire and Emergency Aviation Technical Group
- Hazardous Materials (CBRN) Technical Group
- Rescue Technical Group
- Work Health and Safety Technical Group

NETWORKS

- Digital Immersive Learning Network

| AIIMS Steering Group

The AIIMS Steering Group was formed to establish a tighter governance process and greater quality assurance arrangements to aid the implementation and ongoing use of AIIMS.

The Group comprises representatives from urban operations, rural operations, land management, SES operations, community safety and learning and development. It is primarily formed from incident management practitioners and is chaired by a senior representative from the AFAC Membership.

The four guiding principles informing the work of the AIIMS Steering Group are:

1. that the integrity and effectiveness of the system are dependent on consistent application
2. that no single AFAC Member agency or AIIMS user shall make unilateral changes to the system
3. that the effectiveness of the system in supporting multi-agency response to emergency incidents or events is dependent on a common understanding and application of the principles, structures and processes
4. that the processes of management, ongoing development, review and application of AIIMS is based on the organisational learning process described in AFAC *Fundamentals of Doctrine*.

The Group continually reviews and develops incident management doctrine to support the implementation and application of AIIMS.

For more information on this Group contact:

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| Learning and Development Group

The Learning and Development Group provides leadership in education and training through innovation, collaboration, resource sharing and a commitment to the professional development of industry personnel.

The Group contributes to the development and review of a large and growing number of training resources to support implementation of the fire and emergency services' qualifications. The members support the expansion and maintenance of a comprehensive library of AFAC Members' training resources kits to support capability development.

A priority for the Group is to embed, where relevant, the accumulative research findings to ensure training is evidence based. Several examples of where research has supported industry training include: embedding non-technical skills in emergency management training, human factors and incident management, exercising and mentoring of teams, and decision-making models and processes.

The Group also builds on areas of common interest where the sharing and exchange of knowledge serves to benefit the members, such as the Registered Training Organisation Compliance and Recognition of Prior Learning Assessor Networks.

Continuing to engage actively with multiple stakeholders on vocational education and training (VET) needs for the industry and communicating to government opportunities and challenges associated with VET legislation, policy development and implementation is another significant contribution made by the members.

For more information on this Group contact:

Sandra Lunardi - Director, Industry Workforce Development

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| Rural And Land Management Group

The Rural and Land Management Group provides AFAC with operational and policy advice in relation to fire management in the natural and rural environment. The Group also fosters and promotes greater integration and sharing of information in support of evidence based fire management within member agencies.

The Group addresses AFAC Members' significant issues. It is primarily concerned with assisting AFAC Members to improve their performance.

Group members have high level expert knowledge in rural fire management.

The Group works closely with the Forest Fire Management Group and the North Australia Fire Managers Group, and sponsors the Fire and Emergency Aviation Technical Group.

The Group is also involved in providing end user support to a number of research projects, and in particular research projects within the prescribed burning cluster, as well as supporting the Natural Hazards Research Australia program.

| SES Operations Group

The SES Operations Group is made up of senior operational personnel from state and territory emergency services. The Group considers operational issues applicable to the SES at a national level, as well as matters that cross state and territory jurisdictional boundaries.

The Group works at a strategic level to frame and address issues in non-fire emergency management. It provides operational and doctrinal advice to the AFAC National Council and the Australian Council of State Emergency Services on the natural hazards emergency management environment.

Issues within the scope of the Group's activities include:

- command and control
- workplace health and safety
- capacity and capability to manage non-fire emergencies.

The Group will also support the Natural Hazard Research Australia program.

For more information on both of these Groups contact:

Conor McDonald - Senior Project Officer, Office of the CEO

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| Urban Operations Group

The Urban Operations Group is made up of senior officers of fire and rescue agencies with significant levels of responsibilities across a variety of urban locations. The Group is tasked with reviewing emergency management issues pertaining to the urban environment, particularly relating to operational management matters of national importance, and developing effective strategies to address these issues.

The Group is focused on continuously improving and preparing its agencies for future challenges including:

- the health and wellbeing of the workforce in the urban environment
- sustainable capacity to manage emergencies
- integrating community safety into emergency management and operations, and
- emerging issues in the urban environment.

The Group will also support the Natural Hazard Research Australia projects, as needed.

For more information on this Group contact:

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| Fire And Emergency Aviation Technical Group

The Fire and Emergency Aviation Technical Group is governed by the National Aerial Firefighting Centre (NAFC) Strategic Committee to support and advise NAFC and its Members, AFAC Groups including Rural Land Management Group, committees and members, on matters related to the effective, efficient and safe utilisation of aerial capabilities; and promotes collaboration and cooperation.

The Group shares high quality advice on technical and operational aspects of aerial capabilities to the NAFC and AFAC stakeholders. Additionally, the Group supports and facilitates a nationally consistent approach to high quality education and training of personnel who manage, supervise, support and utilise aviation capabilities.

For more information on this Group contact:

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| Hazardous Materials (CBRN) Technical Group

The Hazardous Materials (CBRN) Technical Group was established to provide guidance to fire services in the use of risk management, and improvement of best practices for hazmat, chemical and biological, radiological and nuclear (CBRN) across the prevention, preparedness, response and recovery (PPRR) spectrum.

The Group strives to achieve safer operational work conditions for fire and emergency service personnel at emergencies involving hazardous materials and dangerous goods.

This work is supported by innovative analysis of operational work practices and technological developments in equipment and clothing. Its success also relies on influencing legislative reform in the area of dangerous goods to protect the community and the environment.

The priorities of the Group are to:

- ensure the safety and wellbeing of firefighters as a guiding principle
- review and develop safe and effective response protocols to hazardous emergencies
- share, review and develop hazmat personal protective equipment capabilities
- develop national hazmat competencies
- review and provide input to relevant regulations and standards to assist in the prevention of incidents involving hazardous materials.

| Rescue Technical Group

The role of the Rescue Technical Group is to assist AFAC Members to develop effective, structured, interoperable capability for rescue incidents. It also supports a structured multi-jurisdictional approach in the preparation, response and recovery from structural collapse emergencies, including disasters requiring the deployment of Urban Search and Rescue (USAR) resources.

The Group is responsible for:

- arranging ongoing processes for mentoring and exchange of USAR experiences, skills and ideas
- providing input to the development of the national USAR arrangements
- promoting the development of a sustainable, integrated, national, multi-agency response capability to USAR and technical rescue.

The Group promotes best practice in USAR and the wider technical rescue management within member agencies through the analysis and review of AFAC Member's implementation of best practice technical rescue guidelines. It also assists member agencies to implement these guidelines by developing and/or fostering models, protocols, competency standards, training materials and other support tools.

The Group provides updates and recommendations on emergency services' USAR capabilities and AFAC Member agency technical rescue capabilities to the Urban Operations Group and AFAC National Council.

For more information on both of these Technical Groups contact:

Susie Bevan - Senior Project Officer, Office of the CEO

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| Work Health and Safety Technical Group

The Work Health and Safety Technical Group has been established to foster and promote an integrated approach to all work health and safety issues across the AFAC Membership. The Group coordinates work, health and safety initiatives of industry wide importance and identifies and contributes to research into strategic work health and safety issues.

Group members collaborate to achieve consistent outcomes, avoid duplication and to promote a safe environment for workers. As well as sharing information, the Group acts as a forum for expanded information sharing and performance monitoring to enhance the contribution of work health and safety to member agencies.

The Group works closely with other AFAC Groups including the Mental Health and Wellbeing Group and reports to the Workforce Management Group.

The Group is involved in numerous research projects and provides guidance to other AFAC Groups in the development of guidelines and practices that may impact on work health and safety.

For more information on this Group contact:

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| Digital Immersive Learning Network

The Digital Immersive Learning Network comprises senior officers from a variety of AFAC Members who are dedicated to improving the quality of training and exercising through the application of simulation technologies.

The Network engages in professional development through the sharing of information, knowledge, expertise, lessons learned and research relevant to the effective delivery of simulation exercising and training. The Network shares scenarios and exercises and participates in activities where there is an identified national need.

The Network explores innovative ways in which simulation can support achievement of organisations' professional development, business objectives and operational priorities.

For more information on this Network contact:

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| Collaboration Framework



COUNCIL

CCOSC

in Australia and New Zealand 2022 - 2026

4



Safe, Capable
and Diverse
Workforces

- » Diversity and Inclusion Group MK
- » Workforce Management Group SL
- » Mental Health and Wellbeing Group MP
- » Operational Performance Technical Group MK
- » Volunteer Management Technical Group CF
- » Employee Relations Network MP
- » Emergency Management Professionalisation Scheme CF

5



Knowledge,
Innovation
and Research

- » Knowledge, Innovation and Research Utilisation Network MK
- » Australian Institute for Disaster Resilience
- » Networking & national capability
- » Doctrine development
- » Disaster resilience education for schools
- » Volunteer leadership support
- » Knowledge management
- » NERAG online
- » Australian EM library
- » Scholarships for volunteers

6



Effective and
Transparent
Governance

- » Collaborative Procurement Business Strategy Group RS
- » Fleet Technical Group RS
- » Operational Equipment Technical Group RS
- » Personal Protective Equipment Technical Group RS
- » Standards Representatives Network RS

GROUP MANAGERS

- | | |
|---------------------------|----------------------------|
| IW Ivan West | MK Madeleine Kelly |
| SB Susie Bevan | CF Catriona Freeman |
| CM Conor McDonald | RS Russell Shephard |
| MP Melissa Peppin | LP Luke Purcell |
| AL Amanda Leck | DS Deb Sparkes |
| SL Sandra Lunardi | AM Andrew Matthews |
| NL Nicola Laurence | |

GROUP - CLASSIFICATION

GROUP
TECHNICAL GROUP
NETWORK
PANEL
AIDR SERVICE AREAS



Strategic Direction 3

Using Credible and Timely Information and Data

Fire and emergency services are committed to providing credible and timely information to enable individuals and communities to make appropriate, informed and timely decisions. Response by emergency services is not always possible, particularly during incidents when the scale of the emergency may overwhelm response efforts.

To address this, fire and emergency services have focused on the development of new operational capabilities to keep the community well informed before, during and after events, acknowledging that this output is as important as operational response.

Fire and emergency services maximise available technology, including data and provision to mobile devices, to rapidly advise and warn the community about emergencies that are likely to impact them.

Working closely with other agencies such as the Bureau of Meteorology, fire and emergency services incorporate predictive forecasts and warnings, available intelligence, including local knowledge and historical information, to develop warnings messages that identify the likely impact of the hazard on communities. The intent is to provide consequence based warnings, inclusive of key safety messages and recommended actions to increase community preparedness prior to and during the emergency.

This is underpinned by the development of the best available predictive models to provide the best available advice based on the existing information.

GROUPS

- Predictive Services Group
- Warnings Group

NETWORKS

- Predictive Services Practitioners (Bushfire) Network

| Predictive Services Group

The Predictive Services Group is the strategic advisory group to the AFAC National Council on predictive services. The Group is nationally focused and advocates the future direction of predictive services through collaboration and coordination. The initial focus of the Group will be on bushfires.

The strategic outcomes for the next three to five years are to:

- enhance capability and enable timely and informed decisions based on predictive services
- provide confidence through scientifically rigorous, reliable and specific predictive services
- develop predictive services through a well communicated, adaptive, innovative and collaborative approach
- facilitate national interoperability and consistency in predictive services.

The Group's strategic drivers are:

- improving interoperability and sharing resources
- leading innovation in science and technology
- shared responsibility – empowering communities to make decisions and make best use of the information available
- develop national best practice and standards
- harnessing projects and funding at a national level.

The Group provides a strategic point of focus for national initiatives such as the Bureau of Meteorology Hazard Services Forum and the Australian Fire Danger Rating System project.

The Group will also be involved in providing end user support to a number of projects by the Natural Hazards Australian Research, and in the past, research projects within the "Monitoring and prediction" cluster and the 'Next generation fire modeling' cluster.

Representatives of the Group have extensive knowledge of current developments in, and future requirements for, predictive services within the emergency management sector of Australasia.

For more information on this Group contact:

Deb Sparkes - National Projects and Innovation

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| Warnings Group

The National Working Group for Public Information and Warnings (Warnings Group) is tasked with sharing the outcomes of the Australia New Zealand Emergency Management Committee (ANZEMC) 2014 National Review of Warnings and Information, addressing the findings and opportunities, and overseeing implementation of the Reports recommendations.

The Warnings Group was formed in 2015 in response to ANZEMC endorsement of Recommendation 1 of the 2014 National Review of Warnings and Information recommendations. AFAC National Council endorsed the establishment of the Warnings Group as part of the AFAC Collaboration Model.

Membership of the group is made up of representatives from:

- AFAC Member agencies
- AFAC Affiliate Member organisations
- Other organisations as determined by the membership.

The Group provides practitioners, who are responsible for issuing warnings, an opportunity to share jurisdictional knowledge and research to enable greater consistency in the communication of warnings across the country.

The Warnings Group:

- shares agency and jurisdictional research and case studies in relation to public information and warnings
- identifies good practice in relation to use of dissemination tools and message construction
- provides input to national projects on community warnings
- uses research and evidence to inform the adoption of good practice in jurisdictions and advocate for national consistency within their own state or territory.

For more information on this Group contact:

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| Predictive Services Practitioners (Bushfire) Network

The Predictive Services Practitioners (Bushfire) Network is a forum for Fire Behaviour Analysts (FBA) from fire agencies to promote a robust lessons-learned process, facilitate peer mentoring and support, and to facilitate the professional development of FBAs through sharing experiences.

The Network is supported by an electronic forum to share tools and learnings and collaborate to facilitate good practice in bushfire predictive services.

The Network will identify areas of overlap, duplication and interdependence in bushfire predictive services matters between AFAC Members and examine ways in which the collective effort in addressing these matters can be maximised in pursuit of a national predictive services capability.

The focus of the Network will primarily be on information sharing related to bushfire predictive services. The Network will address matters related to, but not limited to:

- dissemination of the most recent versions of tools, reports and templates
- sharing of questions, answers and lessons learned
- supporting opportunities to meet face-to-face for networking and professional development
- facilitation of webinars, newsletter and online discussions.

All active practitioners (FBAs) within AFAC Member agencies can be members of the Predictive Services Practitioners (Bushfire) Network.

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Strategic Direction 4

Safe, Capable and Diverse Workforces

AFAC Members recognise that their greatest asset is their people. Our agencies represent a workforce of 288,000 personnel, of which 254,000 are registered volunteers, 34,000 are paid staff in career roles and 6,000 are retained or part-time staff. Across the broader emergency management sector, the number exceeds 500,000. This is a significant workforce capability that is organised, trained and ultimately provides the nation with a substantial surge capacity in challenging times. This national capability is achieved through substantial volunteer contributions.

Fire and emergency services are working to build an inclusive culture, by embracing the value of bringing people from different backgrounds and different points of view to work together, to cultivate a workforce that reflects the diversity of the community.

Governance and resource management of this significant resource needs to be contemporary, adaptable and accountable.

A diverse and geographically dispersed workforce requires:

- optimal human resource management strategies
- industry-wide workforce planning and targeted capability development
- innovative, targeted and flexible strategies for recruitment, engagement and retention.

AFAC Members recognise this need and work with volunteer associations to share their expertise in this field.

The business of emergency management is inherently risky and managing a large workforce requires an evidence-based approach to issues of national and international importance in the area of worker health, safety and wellbeing. While AFAC Members operate within legislative and regulatory arrangements, they work collectively, sharing knowledge and expertise to enhance the safety of their personnel.

An emergency management workforce needs to be supported by proactive and evidence-based mental health and wellbeing strategies and practices.

Effective governance and resource management also requires intelligence. Workforce managers collect industry benchmark information to identify trends and opportunities for improvement.

GROUPS

- Diversity and Inclusion Group
- Workforce Management Group
- Emergency Management Professionalisation Scheme Panel
- Mental Health and Wellbeing Group

TECHNICAL GROUPS

- Operational Performance Technical Group
- Volunteer Management Technical Group

NETWORKS

- Employee Relations Network

| Diversity and Inclusion Group

The Diversity and Inclusion Group members act as Implementation Leaders for the Champions of Change Fire and Emergency Group. Members advocate for and support their agency to improve diversity and inclusion both within their organisations and across the sector.

The Champions of Change Fire and Emergency Group are committed to actively advancing gender equity and diversity across AFAC Members and the wider community. Their purpose is to achieve significant and sustainable improvements in the representation of women in our workplaces, and create genuinely inclusive work cultures for everyone.

The Group will share and collaborate across agencies and work with other AFAC Groups on diversity and inclusion initiatives. The Group will also act as end users for relevant research projects.

For more information on this Group contact:

Madeleine Kelly - *Senior Project Officer, National Projects and Innovation*

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| Workforce Management Group

The Workforce Management Group comprises the most senior human resources management practitioners within AFAC Member agencies.

The Group identifies areas of common interest, duplication and interdependence in the area of organisational development, volunteer management and engagement, work health and safety, mental health and wellbeing and employee management. The representatives work collectively to provide human resources management outcomes that will benefit the industry at an Australasian level and to partner and collaborate with the AFAC Diversity and Inclusion Group and support the strategic directions of AFAC National Council.

In an industry built on collaboration and interoperability, it is critical that industry-wide workforce planning and capabilities are identified and developed. There is also a need to collect industry benchmark information to ensure effective performance and the identification of any potential improvements. This business area is developed, designed and overseen by the representatives in this Group.

Members also facilitate and promote the incorporation of nationally and internationally endorsed strategies and initiatives into agency governance processes, workforce planning and capability development.

The Workforce Management Group has governance over the following:

- Employee Relations Network
- Work Health and Safety Technical Group
- Volunteer Management Technical Group.

For more information on this Group contact:

Sandra Lunardi - *Director, Industry Workforce Development*

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| Mental Health and Wellbeing Group

The Mental Health and Wellbeing Group has been established to provide a forum in which the mental health of emergency services workers can be shared, and where appropriate initiatives are developed in a collaborative and coordinated manner.

The Group identifies areas of commonality in mental health and wellbeing matters between AFAC Members and examines ways in which they can be addressed through collective effort.

The Group will address matters related, but not limited, to:

- mental health and wellbeing policy and practice
- mental health and wellbeing strategies
- key issues and concerns relating to mental health and wellbeing
- facilitating collaborative research projects.

For more information on this Group contact:

Melissa Peppin - Project Officer, Industry Workforce Management

t: 03 9419 2388 **e:** melissa.peppin@afac.com.au

| Operational Performance Technical Group

The Operational Performance Technical Group provides advice and guidance on strategic, business and operational business intelligence and information capability requirements, including improving data governance and data quality for the industry. The Group also manages updates to the AIRS Manual and explores options on how best to utilise current data. The Group primarily deals with strategic business intelligence and information issues and will act as advisor to other AFAC Groups and Networks.

Representatives on this Group comprise senior personnel with responsibility for their agency's business intelligence and information requirements. They have extensive knowledge of service delivery capability and influence strategy and decision-making. They assume a leadership role in the promotion and management of business intelligence activities and act as a broker of information and a champion for the work of the Group.

For more information on this Technical Group contact:

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| Volunteer Management Technical Group

Volunteers are critical to the fire and emergency services sector. AFAC Members collectively engage nearly 300,000 volunteers in the emergency services sector.

Under the governance of the Workforce Management Group, the Volunteer Management Technical Group identifies volunteer issues of national and international relevance. Where appropriate, the Group will then establish the means to address volunteer issues with a collective effort. The members of this Group work collaboratively on strategies for issues such as diversity and inclusion, recruitment and retention, and sustainable volunteering.

Recent achievements include publishing the Volunteer Inclusion Guideline (AFAC 2020) and instigating a major research project for the Positive Mental Health and Wellbeing of Young Adult Volunteers (16-25 year old). This project involved three AFAC Collaboration Groups.

The Group contributes to the national agenda through linkages with Natural Hazards Research Australia and the Australian Emergency Management Volunteer Forum.

For more information on this Technical Group contact:

Catriona Freeman - Senior Coordinator, Industry Workforce Management

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| Employee Relations Network

The Employee Relations Network has been formed to provide a forum in which employee management activities of Australasian importance can be addressed in a coordinated manner. The members of this Network identify areas of overlap, duplication and interdependence in employee relations matters and examine ways in which the collective effort can be maximised in addressing these matters across various agencies.

The focus of the Network is primarily on information sharing related to employee management and industrial matters. The Network also provides a forum for members to better understand the emergency services working environment and key employee related challenges in order to build capability and capacity.

The Network will facilitate and promote the incorporation of nationally and internationally endorsed strategies and initiatives into home agency planning, budgeting and governance processes.

For more information on this Network contact:

Melissa Peppin - Project Officer, Industry Workforce Management

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| Emergency Management Professionalisation Scheme Panel

The Emergency Management Professionalisation Scheme (EMPS) has been established by the AFAC National Council to promote the recognition of emergency management as a profession.

EMPS offers national credentialling for individuals who meet agreed practice standards in a range of areas of emergency management practice.

The Panel oversees the effective operations of EMPS and the awarding or otherwise of credentials to eligible individuals. The Panel carries responsibility to evaluate and examine applications for emergency management certification.

The Panel's role is to:

- provide expert advice and guidance, from the perspective of senior emergency management practitioners, in relation to the management of EMPS
- oversee the development and maintenance of all professional standards as deemed required for emergency management certification and registration
- foster confidence in stakeholders that the awarding of emergency management credentials is based on national benchmarking of good practice by senior practitioners
- interview candidates for certification and certify eligible individuals
- resolve issues where it is unclear whether an applicant for registration is eligible
- decide on complaints made in relation to practitioners' compliance with the EMPS Code of Ethics.

Appointments to the Panel are made to specific individuals by virtue of their specialist skills and experience. Individuals are invited to join the Panel by the Chair and are therefore exercising their individual, (not that of their agency) decision-making and judgement when fulfilling their Panel role. Individuals are appointed by the AFAC CEO on behalf of the AFAC Board dependent on criteria outlined in the Terms of Reference for the Panel.

For more information on this Panel contact:

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Strategic Direction 5

Informed by Knowledge, Innovation and Research

AFAC Members recognise and value the benefits of evidence-based emergency management policy and practice, and how it can strengthen the work of fire and emergency services organisations. A key challenge of any new research is the embedding of the findings into industry policy and practice.

AFAC Members work closely with Natural Hazards Research Australia, the Australian Red Cross and the Australian Institute for Disaster Resilience (AIDR). AIDR complements the work of AFAC by delivering a range of publications, volunteer scholarships and courses to the wider emergency management sector.

AFAC's Collaboration Groups, Technical Groups and Networks work closely with these institutions by identifying gaps in industry knowledge, articulating the needs of the sector, and driving the research agenda in areas such as disaster resilience, communications and warnings, sustainable volunteering, flood and coastal management, severe and extreme weather events, building and infrastructure hardening, and emergency management capability.

The dissemination of research outcomes through reports and presentations tailored to end-user needs is facilitated by the Groups, Technical Groups and Networks and at the annual AFAC Conference.

Professional development events, the AFAC Knowledge, Innovation and Research Utilisation Network, and the industry's commitment to improving its practices through the embedding of relevant findings are some of the strategies used to communicate the research findings and to promote their inclusion into practice.

Researchers and subject matter experts are frequently engaged by AFAC to present to Collaboration Groups as part of its research utilisation strategy, and to contribute to the development, review and improvement of AFAC doctrine.

NETWORKS

- **Knowledge Innovation and Research Utilisation Network**

| Knowledge Innovation and Research Utilisation Network

The Knowledge, Innovation and Research Utilisation Network advocates approaches that will improve the use of knowledge, innovation and research within AFAC Member agencies and the emergency management sector.

The Network considers matters relevant to improving the capacity and capability of AFAC and AFAC Members to improve their business through the use of evidence. This includes the areas of knowledge management and translation, innovation, research, research utilisation and lessons management.

Network members include personnel in agencies who have responsibility for research, innovation, knowledge management, lessons management and related activities.

For more information on this Network contact:

Madeleine Kelly - *Senior Project Officer, National Projects and Innovation*

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Strategic Direction 6

Effective and Transparent Governance

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 will foster an environment that results in greater collaboration while delivering value through strategic and transparent business and procurement practices.

Governance, in this context, refers to the set of control measures and processes that include appropriate legislation and risk management systems by which emergency services derive their powers and are held to account for their decision-making.

Accountability is a core component of effective governance made up of four key elements: transparency, responsibility, enforcement and responsiveness. Our sector is accountable for its emergency management responsibilities to governments and the communities they serve. This requires clarity in the delineation of responsibilities for decision-making authority, functions, advice and information sharing.

GROUPS

- Collaborative Procurement Business Strategy Group

TECHNICAL GROUPS

- Fleet Technical Group
- Operational Equipment Technical Group
- Personal Protective Equipment Technical Group

NETWORKS

- Standards Representatives Network

| Collaborative Procurement Business Strategy Group

The AFAC Collaborative Procurement Business Strategy Group is a reference and advisory body for best practice business management and collaborative procurement principles, processes, and activities.

The Group fosters and promotes an integrated approach to business management by identifying opportunities to optimise the use of resources. Its role is to develop strategies to expand current funding arrangements and pursue opportunities to achieve efficiencies as well as cost effective use of resources.

Fire and emergency services increasingly operate in an environment where there is competition for available funds from areas such as health, policing and education. Consequently, sound business management strategies need to be employed to ensure that service levels to the community are maintained, or even enhanced, using the limited funds available.

The Group's membership consists of highly skilled and experienced industry specialists who can influence their agency's values, culture, and strategy. Most members have responsibility for corporate planning, finance, administration, asset management and other key corporate services functions. They look to share experiences, work together to negotiate benefits for agencies as well as for the industry as a whole and develop consistent approaches to business administration where appropriate.

AFAC Members recognise that significant benefits can be realised if closer collaboration were to occur between their operational, procurement and technical departments.

Procurement includes the acquisition, ongoing support and disposal for goods and services for AFAC Members.

The collaborative approach to procurement returns both financial savings and avoided costs due to enhanced purchasing power and reduction in duplication of effort. It also aims to provide agency staff with the best possible products available and ones that meet national and international standards.

The Collaborative Procurement Business Strategy Group has governance over the following:

- Fleet Technical Group
- Operational Equipment Technical Group
- Personal Protective Equipment Technical Group
- Standards Representatives Network.

For more information on this Group contact:

Russell Shephard - *Director, Standards and Strategic Procurement*

t: 03 9419 2388 **e:** russell.shephard@afac.com.au

| Fleet Technical Group

The Fleet Technical Group acts as a reference and advisory body in matters related to fleet in the best interest of all AFAC Members.

The Group provide a point of reference for AFAC Members and suppliers on appliance and other emergency service fleet related matters by:

- providing a point of reference for AFAC (and affiliate) member agencies and suppliers on appliance and other emergency service fleet related matters
- identifying, developing and working on areas where a collaborative approach can derive benefit to AFAC Member agencies (including collaborative procurement)
- sharing collective experience, knowledge and information in relation to fleet specifications, construction, management and use with a focus on best practice
- collaborating on matters relating to safety and other matters of a critical nature, including engagement with relevant stakeholders i.e., National Heavy Vehicle Regulator
- facilitating and/or undertaking specific fleet related projects
- facilitating input into the development and review of relevant Australian and International Standards.

Fleet shall be taken to include, but is not necessarily limited to, any vehicles used by AFAC Members including fire and emergency service vehicles, special purpose vehicles, support vehicles and related equipment.

For more information on this Technical Group contact:

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| Operational Equipment Technical Group

The Operational Equipment Technical Group provides specialist advice including recommendations to AFAC Members and relevant stakeholders in relation to a range of operational equipment. It does so through the Collaborative Procurement Business Strategy Group (CPBSG).

To assist the CPBSG, the Operational Equipment Technical Group focus on outcomes that are tangible, deliver economies of scale, promote standardisation and foster collaboration amongst AFAC Members.

The Group acts as a reference and advisory body in matters related to selection, use, care and maintenance of operational equipment in the best interest of all AFAC Members by:

- providing ongoing feedback in relation to the development and revision of National and International Standards through guidance to AFAC Standards representatives
- endorsing and promoting use of appropriate Australian/New Zealand and International Standards
- developing and maintaining common AFAC performance-based doctrine and support materials
- providing timely, impartial, researched and expert advice to members, industry bodies, and other key stakeholders to assist in key decision making in aspects related to AFAC Member operational equipment
- collaborating on and sharing research and procurement opportunities, through the AFAC Collaboration Model and other stakeholders
- identifying and acting upon current and emerging issues (internal and external) relating to operational equipment
- providing recommendations to AFAC National Council on operational equipment related issues
- identifying and responding to industry and agency needs

- providing a forum where specialist technical knowledge is developed and shared for mutual benefit
- providing a forum for feedback from end users
- collaborating on matters relating to safety and other matters of a critical nature.

Operational equipment shall be taken to include, but is not limited to all operational equipment that is not already covered by the Fleet Technical Group and Personal Protective Equipment Technical Group and/or other AFAC specialist groups.

For more information on this Technical Group contact:

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| Personal Protective Equipment Technical Group

Following the establishment of International Standards Committee ISO/TC94/SC14 and Australian Standards Committee SF-049 for personal protective equipment (PPE) for firefighters, a decision was made to establish the PPE Technical Group. This Group ensures that the collective views of AFAC Members are considered during the review and development of Australian and International Standards, both current and in draft form.

The Group acts as a reference and advisory body in matters related to selection, use, care and maintenance of PPE in the best interest of all AFAC Members by:

- providing ongoing feedback and technical specialist advice to the development and revision of National and International Standards through guidance to AFAC Standards representatives
- endorsing and promoting use of appropriate Australian/New Zealand and International Standards
- developing and maintaining common AFAC performance-based doctrine and support materials
- providing timely, impartial, researched and expert advice to members, industry bodies, and other key stakeholders to assist in key decision making in aspects related to AFAC Member PPE
- collaborating on and sharing research and procurement opportunities, through the AFAC Collaboration Model and other stakeholders
- identifying and acting upon current and emerging issues (internal and external) relating to PPE
- providing a forum where specialist technical knowledge is developed and shared for mutual benefit.

PPE includes but is not necessarily limited to, personal protective clothing, helmets, goggles, hearing protection, gloves, footwear, flash hoods, respiratory protection, and personal safety equipment.

For more information on this Technical Group contact:

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| Standards Representatives Network

AFAC is a leading advocate in the development and revision of fire-related Standards among Australasian fire agencies.

AFAC representatives play a leading role on a large number of Australian and International Standards Committees. AFAC and Standards Australia are signatories to a Memorandum of Understanding that provides a basis for mutual cooperation between the two organisations in the development and revision of Standards relating to the management of fire related risks, fire protection and fire safety.

It includes, but is not limited to Standards for:

- firefighter personal protective equipment
- fire protection systems and equipment
- fire safety systems and equipment
- the storage, transportation and handling of dangerous goods and hazardous materials.

'A Standard is a published document which sets out specifications and procedures designed to ensure that a material, product, method or service is fit for its purpose and consistently performs in the way it was intended.'
– Standards Australia.

In the fire and emergency service industry there are standards for a wide range of products that include smoke alarms, fire extinguishers, firefighter's personal protective equipment as well as emergency evacuation procedures and construction of bushfire zones.

For more information on this Network contact:

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