



VICSES

AN INTRODUCTION





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VICSES would like to respectfully acknowledge the traditional custodians of the land throughout Victoria and acknowledge their ancestors and elders, both past and present.

The Victoria State Emergency Service Value proposition



To Our People

The Victoria State Emergency Service (VICSES) celebrates an inclusive and diverse workforce that is reflective of the communities we serve and is committed to leading better public safety outcomes. Our strong investment in organisational values is a key driver in empowering and motivating our volunteers and staff (Our People) in a work environment that acknowledges, respects and values the diversity, abilities and contributions of all. The safety of Our People is paramount. Working in partnership with some of Australia's most respected health and wellness providers, VICSES is committed to the health, safety and wellbeing of Our People and in delivering a healthy work life balance.

To community and government

Our volunteers are the backbone of VICSES, making up 95% of Our People, serving the Victorian community as an unpaid workforce 24 hours a day, 7 days a week, 365 days a year. VICSES has a long and proud history of serving Victoria with a simple vision: *Safer Communities – Together*. As a significant contributor and leader in emergency management, our strength is Our People, their highly skilled and extensive capabilities and networks. VICSES provides significant economic value to the State through a multiple specialist

volunteer workforce that provides emergency assistance to thousands of Victorians every year.

To employers

Volunteering for VICSES provides the opportunity to learn skills that are highly sought after and transferrable to the workplace. As a registered training office (RTO), all volunteers receive nationally endorsed and competency based training in a broad range of operational and non-operational areas, and gain skills and experience in leadership, teamwork, communication, accountability and commitment. Employers also benefit from increased employee engagement, morale and motivation, while making a demonstrated contribution to corporate social responsibility.

To partners

Our research indicates that VICSES enjoys the highest level of unprompted awareness compared to all other emergency services organisation within the Victorian community and well above most other sector organisations, making VICSES a well-recognised and trusted brand. Our collaborations with others can assist in the achievement of objectives we might not be able to achieve on our own; executed through exchange of goods, services, financial or in-kind support.

VICSES IS A
5000
strong
volunteer-based
organisation

THAT OPERATES
24
HOURS A DAY

7
DAYS A WEEK
365
DAYS A YEAR

Foreword



VICSES has served Victorians with distinction since 1950 and is a significant contributor and leader in emergency management. Our volunteers are the backbone of VICSES, serving the Victorian community 24 hours a day, 7 days a week, 365 days a year.

We have a strong value proposition for government, community, employers and partners and we pride ourselves on being a values-based organisation of choice for Our People. We enjoy having the highest level of unprompted awareness of any emergency services organisation – well above most other sector organisations.

VICSES is unique in that it provides multiple specialist services, including road crash rescue (RCR) and response to storm, flood and landslide, in addition to swift water rescue, and support for other emergency services agencies with everything from search and rescue (land, water, steep angle and alpine), crime scene support, fire and ambulance support and so on.

Our broad scope means we are responsible for maintaining highly specialised services, training, vehicles and equipment across the broadest range of legislative

responsibilities of any emergency service organisation in the state of Victoria. However, this presents a range of resource and financial challenges and constraints for VICSES.

With more frequent weather events, population growth, greater diversity of our communities, increased regulatory compliance and continued sector reform, VICSES is experiencing growing complexity and demand for the services we provide, and increased pressure on our current operating model.

These increased demands and expectations have implications on the experience of our volunteers, and their ability to deliver services safely and effectively for the communities we serve. As we continue to evolve to meet the changing demands and needs of communities, government and the emergency management sector, continued investment in

VICSES is vital to ensure our service delivery and operating model is sustainable to meet our current and future needs.

This document provides an introduction to VICSES and endeavours to highlight our unique strengths and expertise, while outlining our current challenges now and into the future. It demonstrates our strong commitment to advocate for continued investment in our people, our capabilities, the way we operate and our technology in order to be a viable and sustainable emergency management service, and realise our vision of *Safer Communities – Together*.

Stephen Griffin
Chief Executive Officer

About us

VICSES is a volunteer-based organisation, providing emergency assistance to minimise the impact of emergencies and strengthen the community's capacity to plan, respond and recover when emergencies occur – 365 days a year, 7 days a week, 24 hours a day.



Our volunteers are significant contributors to the economic and social wellbeing of Victoria. With more than 5,000 passionate, dedicated and engaged volunteers and staff, and a footprint covering all of the state, our support extends to even the most remote communities.

We are the control agency for flood, storm, tsunami, earthquake and landslide throughout Victoria, and provide the largest RCR network in Australia, with 103 accredited RCR principal provider units across the state.

Operating since 1950, VICSES is a key leader in emergency management. VICSES provides assistance to all areas of Victoria via 150¹ units, and permanently staffed and strategically placed offices across the state, led by the executive

management team and corporate business support staff located at the Victorian Head Office in Southbank, Melbourne.

The VICSES Authority Board is constituted under the *Victoria State Emergency Service Act 2005*, and is accountable to the Minister for Police and Emergency Services. The Board consists of seven members appointed by the Governor in Council on the recommendation of the Minister for Police and Emergency Services.



¹ This includes 142 stand-alone units, seven regional support units and one state support unit.



OUR VISION

Safer communities – together.

OUR MISSION

Partner with communities, government, other agencies and business to provide timely and effective emergency management services, building community preparedness, disaster resilience and contributing to risk prevention.

OUR PARTNERS

Our Principal Community Partner, AAMI, and other key partners provide important funds that support critical road rescue activities, provision of equipment, and delivery of community engagement programs and activities.



OUR HISTORY

VICSES has a rich historical past. Established as a volunteer-based Civil Defence Organisation that could be activated quickly in the event of war, VICSES has been involved in most major emergency responses in Victoria since we began in 1950.

By 1972, approximately 100 voluntary Civil Defence units had been established in municipalities across Victoria. That same year, Parliament passed the *State Emergency Services and Civil Defence Act* which formally legislated the role of the Victoria Civil Defence Organisation.

In 1973, the first Civil Defence Organisation headquarters was established at 31 Queens Road, Melbourne, and in 1975 the Victoria Civil Defence Organisation was renamed the Victoria State Emergency Service to conform with other states.

In 1979, the Ministry for Police and Emergency Services was created. Its branches included Victoria Police, Metropolitan Fire Brigade (MFB), Country Fire Authority (CFA) and VICSES.

In 1981, the *Victoria State Emergency Service Act* was passed. This act formally recognised VICSES as a general emergency management agency and on 1 November 2005, VICSES was established as an independent Statutory Authority.

Our timeline

1950

VICSES is established as a volunteer based Civil Defence Organisation which could quickly be activated in the event of war.

1972



Parliament passes the *State Emergency Services and Civil Defence Act* which formally legislates the role of the Victoria Civil Defence Organisation. At this time, around 100 voluntary Civil Defence Units had been established in municipalities across Victoria.

1981



The *Victoria State Emergency Service Act* is passed, formally recognising VICSES as a general emergency management agency.

1979

The Ministry for Police and Emergency Services is created, including Victoria Police, the Metropolitan Fire Brigade, Country Fire Authority and Victoria State Emergency Service.

1975

The Victoria Civil Defence Organisation is renamed the **Victoria State Emergency Service** to conform with other states.



2005

Victoria State Emergency Service is established as an independent Statutory Authority.



2015 marked 40 years of VICSES. This was a time to reflect and celebrate our achievements, challenges and evolution from a Civil Defence Organisation to the organisation we are today.

VICSES STRATEGIC PLAN 2018-22



2015



OUR VALUES



We pride ourselves on our credibility

- We pride ourselves on delivering on our promises and commitments, and in doing the right thing consistent with our values.
- We are responsive, trustworthy, skilled and respectful in our actions.



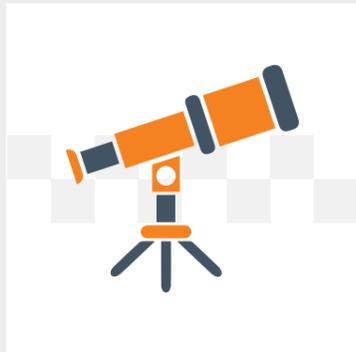
We are part of our community

- We take a proactive, supportive and empathetic approach to achieve community outcomes.
- We collaborate with our communities and partners, sharing knowledge and expertise.
- We ensure we are integrated, connected and engaged with our community.



Safety drives our decisions

- We empower our people to work within their capability to ensure we don't compromise the safety of our people and the community.
- We promote open and honest conversations about the health and wellbeing of our people.



Focused and adaptable

- We are disciplined in achieving our objectives; adaptable in our approach.
- We recognise and respect the diversity of our capability.
- We channel our resources to achieve results.



Together we are VICSES

- We share a common purpose working together without fear, favour or prejudice.
- We acknowledge that all of our people contribute to, and enhance our ability to prepare for, respond to and recover from emergencies.

We are proud of our distinctive brand that is well recognised within the community and in how we actively embrace volunteerism.

VICSES STRATEGIC PLAN 2018-22

OUR STRATEGY

On 1 March 2018, VICSES launched the 2018-22 Strategic Plan. This four-year strategy set ambitious targets for the sustainability of our organisation, our community reach, and our network strength and connectivity with others to build safer and more resilient communities.

The Strategic Plan pledges our commitment to:

- Adopt contemporary approaches to our service delivery to strengthen the capability of our people and the Victorian community, along with the services, systems and structures that support them.
- Collaborate with our community and partners to provide local services that meet local needs; to develop resilient communities through the development of strong connections, community partnerships and agile operating models – helping to keep all Victorians safe before, during and after, and reduce the consequences of, emergencies.
- Reviewing our progress annually to realise all opportunities, inform decisions and positively influence the focus and direction of what we have committed to, and achieve better visibility of our performance.

By 2022, to be a contemporary sustainable organisation where our people work together, with our partners and communities, to deliver our services 'before during and after' to reduce the consequences of emergencies.

VICSES STRATEGIC PLAN 2018-22

Figure 1: VICSES Strategic Plan 2018-22.

OUR FUNDAMENTAL GOALS

<p>1 We will be a sustainable organisation to take us into the future</p>	<p>2 We will be an organisation of choice for our people and partners</p>	<p>3 We will work with and empower the community to build confidence and resilience</p>
<p>OUR KEY INITIATIVES</p> <p>1.1 Review our operating model and scope of activities and reform our organisation structure</p> <p>1.2 Advocate funding needs to government through relevant budget bids and strong relationships</p> <p>1.3 Develop and implement a Strategic facilities management plan that supports our new operating model and structure</p>	<p>2.1 Develop and implement Our People Strategy to build the capability of our people and strengthen our volunteer engagement</p> <p>2.2 Develop and implement an Information Technology Strategy that better supports our volunteers and incorporates business intelligence</p> <p>2.3 Work with partners to deliver shared services for the organisation</p>	<p>3.1 Promote our brand, our role and our volunteers to community, partners and government</p> <p>3.2 Mainstream community resilience through our services, structure and systems</p> <p>3.3 Implement Operational capability strategy to deliver our services safely and effectively</p>



Our services to the community

VICSES is a volunteer-based organisation that operates 24 hours a day, 7 days a week, 365 days a year, providing emergency assistance to minimise the impact of emergencies and strengthen the community's capacity to plan, respond and recover, when emergencies occur.

Our volunteers carry out the broadest suite of emergency response activities of any emergency service organisation that covers all of the State.

We are unique in that we provide multiple specialist services, leading the response for flood, storm, tsunami, earthquake and landslide throughout Victoria, and providing the largest road rescue network in Australia. We also provide support for other incident response activities including:

- Road, air, industrial and rail (RAIR) – vehicle extrication.
- Fire support.
- Search and rescue including alpine rescue – missing or injured persons, and vertical and high angle rescue (specific locations only).
- Structure – industrial incidents and Urban Search and Rescue, building damage or collapse.

- Land – missing persons, evidence search, crime scene protection, lighting (crime scene, vehicle accident area), lighting points during traffic management.
- Lakes/rivers/caves – missing persons, evidence search, marine rescue.
- Swift water rescue (land based).
- Marine/offshore rescue (VICSES Inverloch Unit only).

VICSES also provides significant contributions and expertise to national and state governing bodies, including but not limited to committee membership and specialist advice to the Australasian Fire and Emergency Service Authorities Council (AFAC), Emergency Management Victoria (EMV) and the Victorian Road Safety Network.





15,668*
STORM RESPONSE



23,682*
TOTAL REQUESTS FOR ASSISTANCE

STORM

VICSES is accountable for the broadest range of legislative responsibilities of any emergency service organisation in the state of Victoria.

As the control agency for storm in Victoria, VICSES responds to an average of 20,000 storm-related incidents and requests for assistance from the community across the state each year.

Recent events such as the January 2020 storms highlight an increasing requirement for VICSES volunteer services – while our members were busy supporting the fire response in the east and north east of Victoria, our units were also busy responding to serious storm and flood damage across several impacted communities.

**2018-19 Financial Year*



FLOOD

As the control agency for flood in Victoria, VICSES engages with flood-prone communities to help them achieve a better awareness of their local flood risks, and provides advice on how to prepare for and respond to floods.

This is a shared responsibility between the community, VICSES and key floodplain and weather specialists and services.

About 11.5% of Victoria's land mass is prone to a 1% probability flood, which can have significant community disruption and result in damage to property, businesses and essential infrastructure. Approximately 232,000 properties in metropolitan Melbourne alone are estimated to be at risk of flooding (with at least a 1% chance per year). The annual average damage caused by flooding in Melbourne is estimated to be \$399 million.

Given this level of risk, and following significant Victorian flood events such as those of 2010-11, VICSES has directed significant resources into capacity and capability building to respond to flood emergencies.

However, with more frequent weather events, population growth, growing diversity of our communities, increased regulatory compliance and continued sector reform, VICSES is experiencing growing complexity and demand for the services we provide, leading to increased pressure on our current operating model.

These increased demands and expectations have implications on the experience of our volunteers, and their ability to deliver services

safely and effectively for the communities we serve. To respond to future flood emergencies and realise community and government expectations of VICSES, we require strong investment from government and floodplain services.

These works can only be achieved through strong collaborative partnerships with Bureau of Meteorology at the national level and with our state partners Department of Environment Land Water and Planning (DELWP), Melbourne Water, catchment management authorities, and flood technical specialists together with communities, local government, business and other agencies.

Earthquake

Minor earthquakes are relatively common in eastern parts of Victoria, and the threat of major earthquake is real. Regional examples in Japan and New Zealand demonstrate the potential consequences.



2,125*
FLOOD RESPONSE

Tsunami

The risk of a large tsunami in Victoria as a result of earthquake or disturbance may be lower than many parts of the world, but the potential consequences remain extreme. Our volunteers are prepared to respond.

Landslide

Heavy rainfall, and even earthquakes, can result in earth shifting down sloping terrain, causing destructive landslides. The result can damage property, block roads and hamper transport, cause economic impacts and be a risk to community safety.



ROAD CRASH RESCUE

VICSES provides the largest road rescue network in Australia, including 103 accredited road crash rescue provider units (out of Victoria’s total of 133), and one of the highest service delivery ratios for RCR globally – 73% of our service base.

VICSES plays a significant role in the Victoria’s road safety, responding to between 1,300-1,400 RCRs each year. VICSES provides the largest road rescue network in Australia, with 103 accredited RCR provider units (Principal Provider) across Victoria and 22 Rescue Support units (Rescue Support Provider). That is one of the highest service delivery ratios for RCR globally – equating to 73% of our service base across our statewide footprint².

VICSES provides the state with two levels of capability.

As a Principal Provider, VICSES undertakes extensive training in extrication techniques and maintains a large array of specialist rescue equipment and rescue appliances. VICSES meets the government benchmark for road rescue at 90% or greater. Accredited Principal Provider locations are strategically located across Victoria.

As a Rescue Support Provider, VICSES has 22 units that undertake the initial stabilisation of vehicles and access to casualties trapped in road crashes. Rescue Support Provider personnel undertake a subset of the Principal Provider training and only carry a limited set of rescue tools to provide initial stabilisation and to gain access to the casualty for a paramedic.

Figure 2: Agency breakdown of Victorian RCR Principal Providers.



Figure 3: Agency breakdown of Victorian RCR Support Providers.



VICSES RCR capability is situated in major regional centres and is a critical drawcard attracting and retaining volunteers, ensuring we have sufficient surge capacity across the state to respond to flood, storm, fire support, and search and rescue support to Victoria Police.

Retention of these skilled and highly trained RCR volunteers is high and in many smaller rural communities our volunteers have joined VICSES primarily to contribute to this capability. Volunteer feedback obtained during the implementation of the updated RCR arrangements in 2017 clearly highlighted RCR to be a primary driver of satisfaction and ongoing commitment for VICSES volunteers.

VICSES further contributes to the state’s road safety by collaborating on national standards through its membership, working with the Australasian Road Rescue Organisation, leading the emergency management sector in training and driving innovation, and in introducing fit for purpose equipment for RCR. Other key roles include:

- Partnering with the Transport Accident Commission (TAC) through a Memorandum of Understanding (MoU), including promotion of the Towards Zero Campaign that sees each of VICSES’ Principal Rescue trucks badged with Towards Zero (consistent with Victoria Police Highway Patrol), along with contributing to TAC media campaigns and Road Safety events such as Launch of the Towards Zero education centre at Melbourne Museum in 2018.

- Volunteer-operated Driver Reviver sites throughout long weekends at approximately 27 locations, providing a place for drivers to take a break. TOLL Driver Reviver is a national partnership campaign aimed at reducing road collisions through the alleviation of driver fatigue. In operation for more than 27 years, Driver Reviver offers motorists a safe place to stop and refresh at roadside locations across Victoria.
- Partnering with VICROADS on Fit2Drive – an education awareness program delivered to high school aged students.
- Partnering with Latrobe University on the Regional Road Trauma Hub.

2 103 out of 141 Volunteer Units undertake RCR for VICSES

COMMUNITY RESILIENCE

As skilled and committed volunteers and staff who live and work in their communities and embody the spirit of community service, Our People play an important role in influencing and supporting community actions and decisions before, during and after emergency events.

Community resilience is a prominent element of the VICSES Strategic Plan 2018-22. Fundamental Goal 3 within that plan advocates that 'We will work with and empower the community to build confidence and resilience.' This is driven by key initiative 3.2 to 'Mainstream community resilience through our services, structure and systems.'

On 29 July 2016, the Minister for Emergency Services, Hon James Merlino MP, launched the VICSES Community Resilience Strategy 2016-19; an important enabling element of VICSES' vision of *Safer Communities – Together*.

The Community Resilience Strategy marked a significant change

in service delivery for VICSES, promoting a shift from our traditional response based approach to an outcomes based model that empowers communities to develop awareness, shared responsibility and self-reliance before, during and after emergencies.

This approach enables Our People to support communities to better understand the full scale of emergency events by:

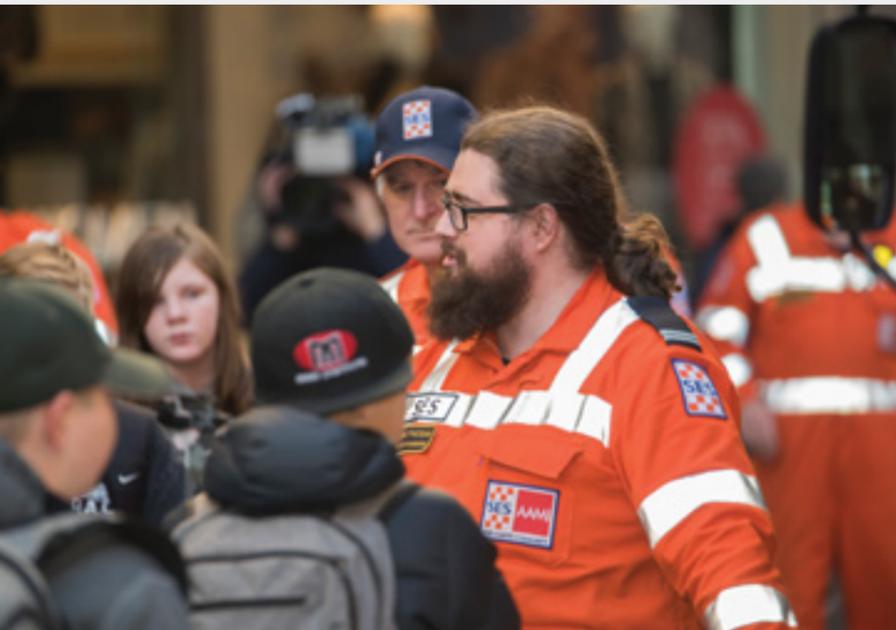
- Building competency in knowing what to do in the future – **Believe they know how to do it.**
- Increasing individual capacity and capability to respond – **Believe they can do it.**

- Increasing awareness of their role, and the role of VICSES and others in the community – **Believe everyone has a role to play.**
- Realising the positive outcomes and relevance of preparing for future emergencies – **Believe it will make a difference.**

Aligning to the broader sector reform for resilience introduced by the Victorian Government in 2012, VICSES viewed the integration of resilience into core business not so much as a new direction in our service delivery approach but as a reaffirmation of what VICSES had always done as a community-based volunteer organisation.

VICSES acknowledges that there is no-one-size fits-all-approach to community engagement and preparedness. Victorian communities are diverse, speaking more than 260 languages and dialects and following 135 faiths and religions. What works well for one community may not necessarily be meaningful in another and with such diversity in sector programs and service delivery; execution will vary across the state to meet local community needs.

As the first strategy of its kind of any Australian state emergency service at that time, the Community Resilience Strategy sought to provide a three-year road map for the future design and development, delivery and evaluation of VICSES resilience based programs and resources.



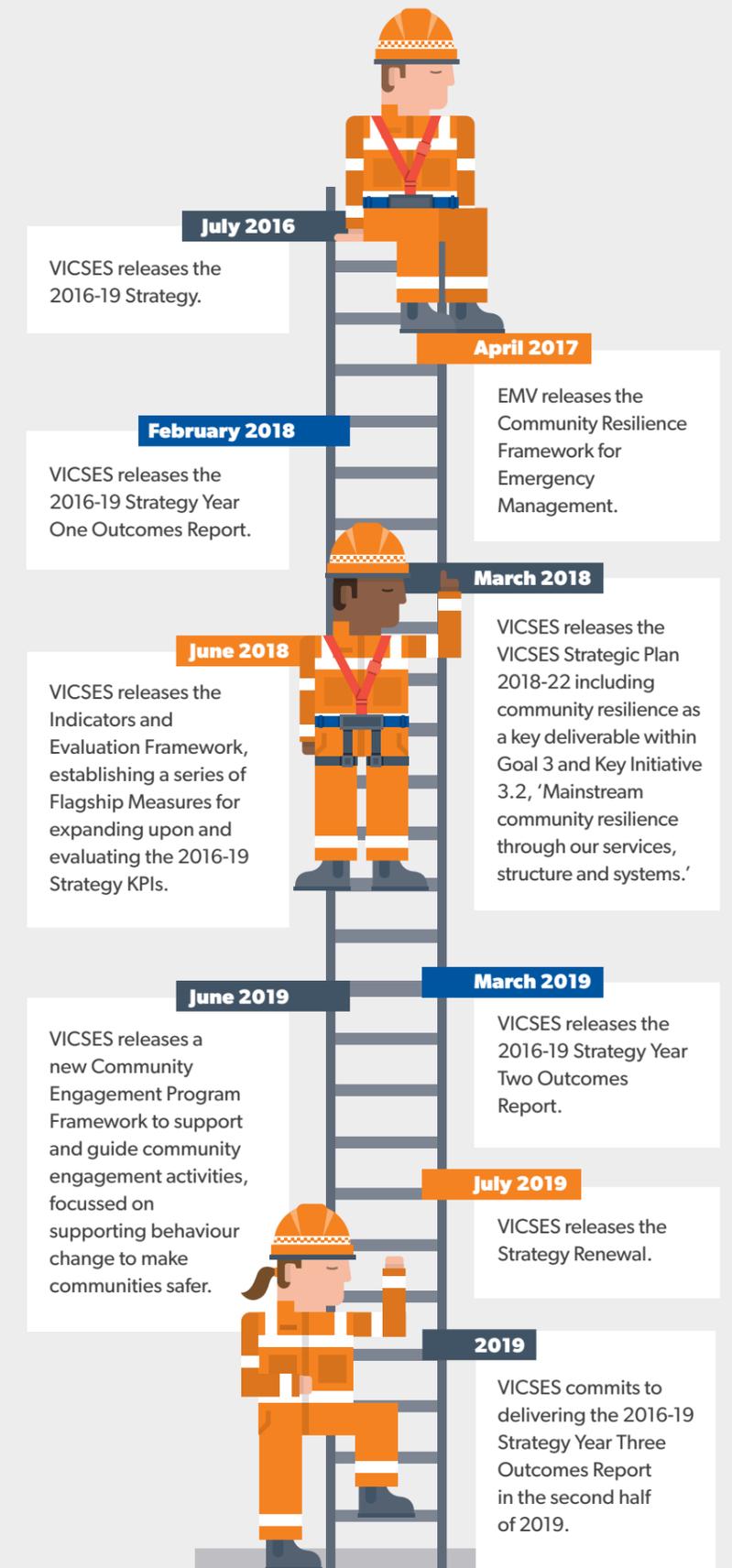
VICSES is committed to developing a resilient Victorian community that knows what to do before, during, and after an emergency, and to building stronger connections between Victorians and the services, systems and structures that support them.

VICSES COMMUNITY RESILIENCE STRATEGY 2016-19, 2019-22



The Australian Business Roundtable for Disaster Resilience and Safer Communities highlighted the VICSES Community Resilience Strategy in its 2017 report titled 'Building Australia's Resilience to Natural Disasters in our States and Territories', prepared by Deloitte Access Economics (<http://australianbusinessroundtable.com.au/>).

Although we made significant progress throughout the 2016-19 term of the Community Resilience Strategy, we acknowledge there is more work to be done to realise, and deliver upon our commitment to building community resilience. Therefore, the strategy has been renewed for a further three years to 2022.



Our brand

VICSES is well respected across the emergency management sector and recognised for our leadership and dedication in supporting the state’s response to emergencies across all communities.

Our research indicates that VICSES enjoys the highest level of unprompted awareness compared to all other emergency services organisations within the Victorian community and well above most other sector organisations, making VICSES a well-recognised and trusted brand.



AAMI has been the community principal sponsor of VICSES since 2002, contributing more than \$8.5m to volunteer units through the annual equipment handover program and support for VICSES community awareness campaigns such as ‘15 to Float’.

Figure 4: Messages of thanks from across the sector for our efforts in supporting the Victorian bushfire response, Community Matters, Edition 10, Autumn 2020.

I’m incredibly proud of all of our volunteers who have worked tirelessly to respond to these incidents alongside their fellow emergency services workers.



As well as their amazing response to the bushfires, VICSES volunteers were also faced with storms in January and February, responding to 3,300 requests for assistance in just one week.

Members across Melbourne responded to thousands of calls for help for hail and wind damage, fallen trees and emergency short-term repairs.

The incredibly busy start to 2020 has no doubt challenged many of our members and units, but has also shown what a dedicated and capable network of volunteers we have across the state.

Thank you all again for your efforts.

Hon Lisa Neville MP
Minister for Police and
Emergency Services

The last few months have been challenging for our emergency services and the Victorian community.

We’ve had elevated fire conditions, extreme weather, significant wind events, while remaining focussed on the relief and recovery efforts in north east Victoria and East Gippsland.

Over the last few weeks I’ve taken the opportunity to get out and spend time with all of our people who have been working so hard. I’ve seen fantastic work occurring in the field and at all levels and I have witnessed the incredible support that VICSES volunteers provide to the broader emergency services.

Many community members have taken the opportunity to tell me how proud they are of their local SES volunteers. I’ll keep saying it – I think VICSES is the swiss army knife of the



emergency services! It has been an outstanding job by the entire team, so please accept my heartfelt thanks.

We still have a long way to go this summer. Last year we saw significant fire and weather events in East Gippsland into March. While we have a slight reprieve in the weather, my message is – rest where you can and recharge. Spend time reconnecting with family and friends. We can only make good decisions if we are looking after ourselves.

Thank you for your support and continued commitment to keeping our community safe.

Andrew Crisp
Emergency Management
Commissioner, Victoria

I would like to acknowledge the amazing support VICSES has provided to the Victorian firefighting efforts across Gippsland and the North East of Victoria this fire season.

The support from VICSES volunteers at base camps, incident control centres, and within incident management teams has been invaluable. The feedback from the fire management across the state has been very positive and of great



appreciation. I, myself, cannot express how grateful I am for your absolute commitment and support.

Thank you to you all for your tireless efforts.

Chris Hardman
Chief Fire Officer, Executive
Director, Forest and Fire Operations,
Department of Environment, Land,
Water and Planning

On behalf of the board, I’d like to express my admiration and thanks to all of our members who have provided support during Victoria’s recent bushfires.



Our volunteers and staff are incredibly dedicated people, who always put the community first during their times of need. It has been inspiring to see our members support those affected by the fires across such a wide variety of roles, and working as one with our emergency services colleagues in such challenging conditions. It has also been fantastic to see our units step up to support the business as usual activities of those units who have been at capacity during this time. I have seen and received so many messages of praise and thanks for VICSES and your unwavering commitment, and feel more proud than ever to be a part of this amazing organisation. You have all truly demonstrated our key Value ‘Together, we are VICSES.’

The hard work doesn’t stop here, and as we know there will be challenging events to come throughout this year and into the future. I hope that you all are able to get some well-deserved rest, and spend time with your loved ones. Thank you again, for your unwavering service.

Bernie Cronin
Board member,
Victoria State Emergency Service

Our people

Our volunteers are the backbone of VICSES, making up 95% of Our People. Our volunteers represent a significant unpaid workforce serving the Victorian community 24 hours a day, 7 days a week, 365 days a year, and have done so for more than 40 years.

Today, we comprise more than 5,000 volunteers and over 200 employees, all crucial to the success of VICSES and our vision to make *Safer Communities – Together*.

Volunteer activity undertaken for VICSES is very different compared with other formalised organised volunteer bodies, such as charity or community groups. Our volunteers spend significant time on training (including specialised training), prevention and preparation programs, as well as response operations.

VICSES is proud to celebrate an inclusive and supportive culture across the organisation. Our People reflect the diversity of our communities, throughout both metropolitan and regional locations across the State. With our diverse workforce we are reflective of the communities we serve in leading better public safety outcomes. Our strong investment in organisational values is a key driver for empowering and motivating Our People in a workplace that acknowledges, respects and values the diversity, abilities and contributions of all.

Employee health and wellbeing is paramount to VICSES and we work in partnership with some of Australia’s most respected health and wellness providers. As the demand for our services and the complexity of emergencies continues to increase, we are committed to ensuring Our People are capable, competent and supported to learn and develop so they can keep pace with new knowledge, best practice and the physical and psychological requirements of their roles.

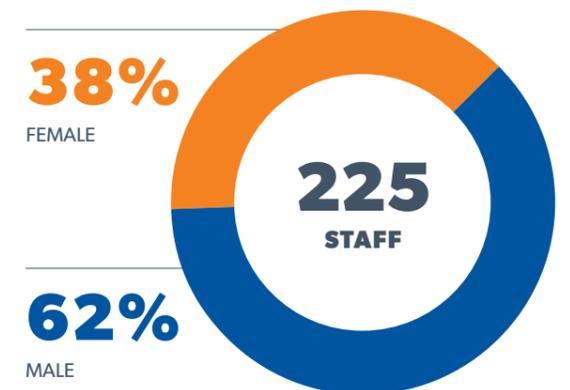
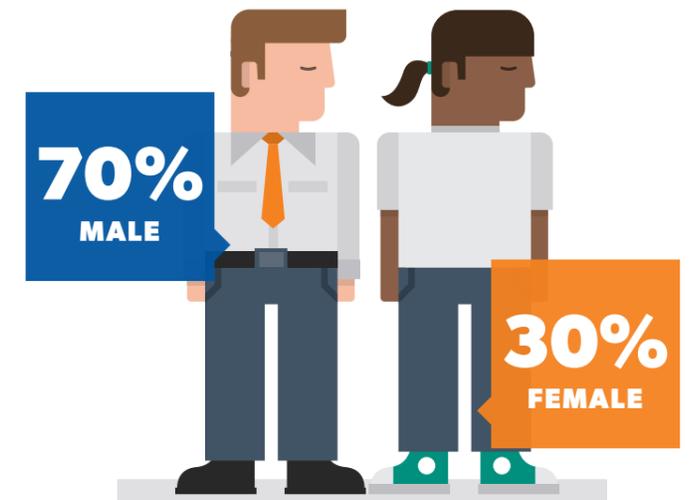
Each of our volunteers receives formally recognised and nationally accredited training ranging from first aid, general rescue, chainsaw operations, community education, media training and much more. As a RTO we are committed to the development of Our People; to fostering open communication and clear role and training pathways that encourage and motivate others in continuous learning, and to assist in building both personal and organisational capability and responsiveness.



Figure 4: Gender breakdown by volunteers and staff.

Volunteer and staff leadership

Volunteers: Unit Controllers, Deputy Controllers
Staff: VPS5, VPS6 and Executive



At as 2018-19 Financial Year

OUR VOLUNTEERS

Our volunteers perform a range of diverse roles, from engaging directly with communities on how best to prepare for emergencies, to providing on-the-ground support when emergencies occur; responding to natural disasters such as flood, storm, earthquake, tsunami, and landslide, providing road rescue services, supporting other emergency service organisations, or undertaking unit activities relating to finance, media, and incident management.

They are spread geographically across the state, with 61% of the volunteer workforce based in regional and rural areas across five region boundaries. Our Central Region (metropolitan Melbourne footprint) has the highest number of volunteers within a single region boundary area – totalling 2,002 volunteers or 39% of the VICSES volunteer workforce.

With more than 5000 volunteers, we are extremely proud part of diversity – 33% of VICSES volunteers are female, of which 27% are part of unit leadership teams. In metropolitan and regional locations across the state, our volunteers reflect the diversity of their local communities. Our age profile consists of:

- 56% aged between 25-54 years;
- 30% aged between 55-85 years; and
- a youth profile of 13% between the ages of 15-24 years.

Figure 5: Region breakdown – Current members.

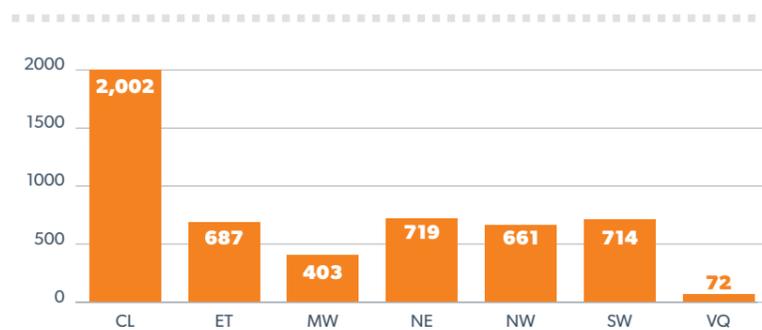


Figure 6: Statewide gender breakdown – Current members.

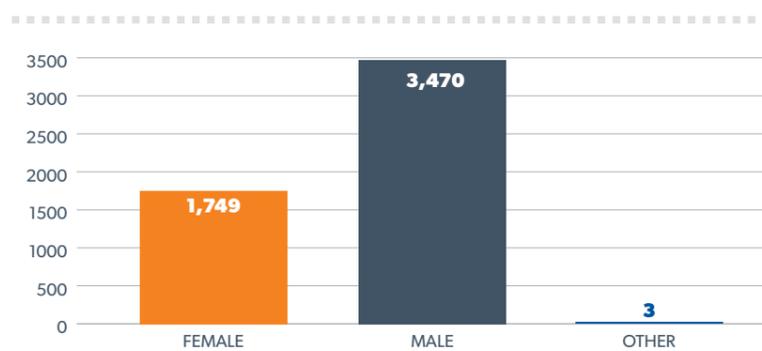
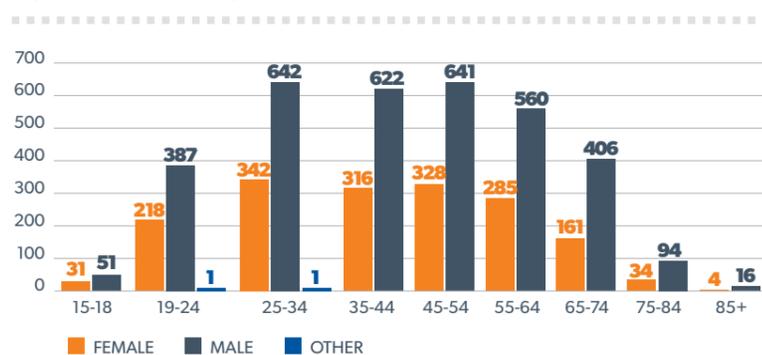


Figure 7: Statewide age breakdown – Current members.



Note: data current as at February 2020



OUR STAFF

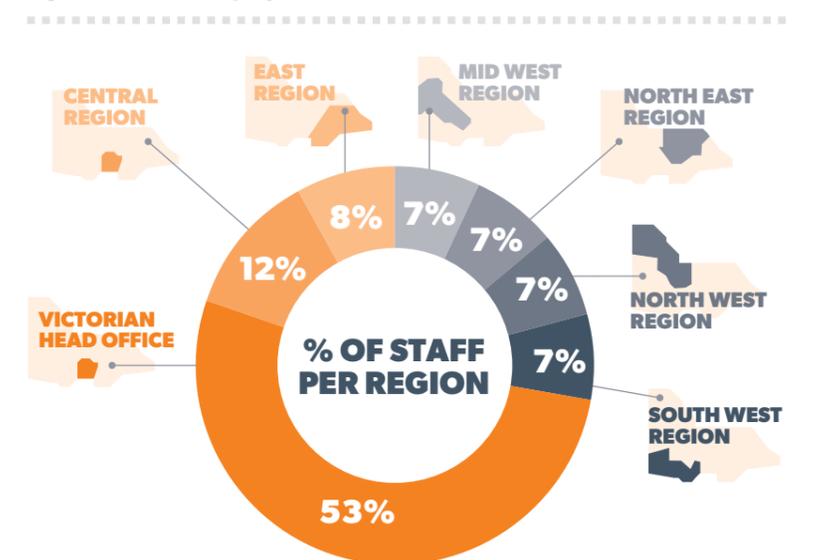
Our regional and head office employees across Victoria provide a crucial role in providing business support and assistance to our volunteers while facilitating relationships with sector agencies and key stakeholders. These connections ensure that our service delivery is more effective, and that we are better able to plan, manage, and respond to emergency incidents in collaboration with our networks.

Staff are based at VICSES Head Office in Southbank, and regional offices located in Mulgrave, Sunshine, Geelong, Warrnambool, Ballarat, Horsham, Hamilton, Bendigo, Swan Hill (Mildura), Benalla, Moe and Bairnsdale.

These strategically located offices provide units with access to equipment, training, and other support services. Each office supports a broad range of initiatives including, but not limited to, training, finance, information services, communications, work health and safety and people development and management.

Slightly more than half (53%) of VICSES employees work at the VICSES Head Office, as at the end of last quarter (31 December 2019).

Figure 8: VICSES employee locations.



VOLUNTEERING AT VICSES

VICSES' range of volunteering roles is among the broadest in the Victorian emergency management sector – see Figure 9. In addition to our generalist roles such as flood and storm response, and community engagement, several specialist roles are also available throughout Victoria based on specific hazard response needs, including RCR, alpine rescue, swift water rescue, and more.

Volunteering at VICSES requires personal motivation, commitment and a willingness to invest time and effort over many hours, and at any time of the day or night. To volunteer for VICSES applicants must submit an expression of interest prior to undergoing a selection and screening process, designed to ensure new applicants understand the role they are seeking to

volunteer for, and can meet the time commitments required for training and performing all volunteer duties.

Upon selection, new members receive nationally recognised and competency-based training and support to ensure they are skilled and capable to perform their role. This begins with fundamentals training which is typically spread over six sessions

and provides essential safety skills, rescue organisation and planning knowledge, understanding of communications equipment, and more. This training must be completed prior to attending requests for assistance or using specialist equipment.

During recent bushfires in Victoria, VICSES experienced a surge of volunteering enquiries from the

public. The capacity of VICSES to convert this level of interest into operationally ready volunteers is constrained by limitations in funding and support resource capability, and the perception from interested individuals that upon entry into VICSES they could undertake immediate roles to support fire support efforts without any formal

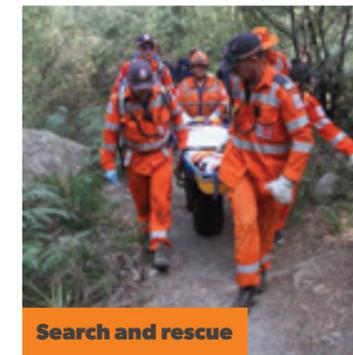
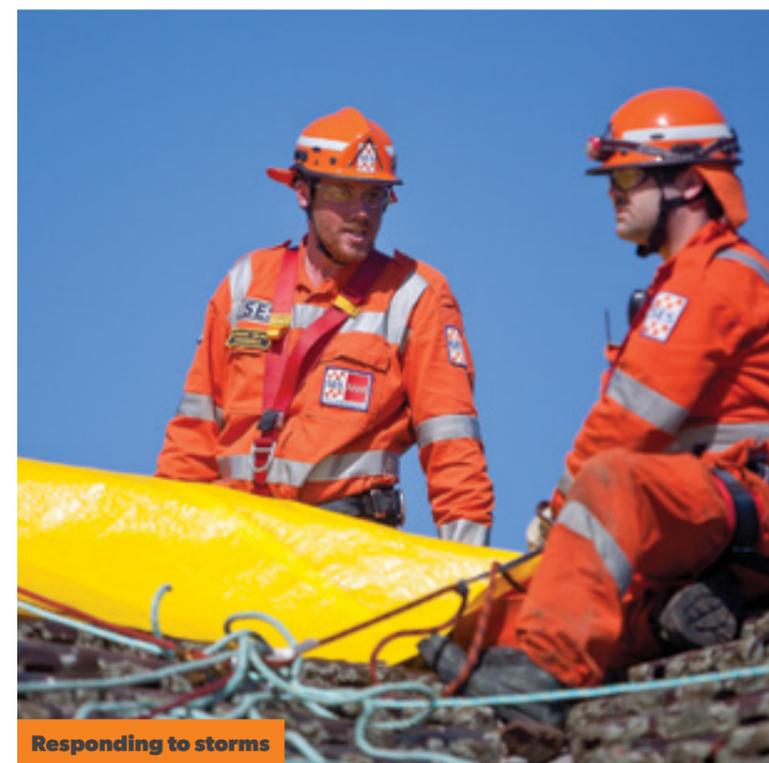
requirements for training, safety and/or induction requirements.

Modern volunteerism is changing; interest in performing unpaid volunteer work in the community is in decline and people are volunteering for less time than in the past. This is particularly evident across community services and volunteer emergency management

organisations³. With the increasing frequency of natural disasters, a ready supply of skilled emergency volunteers is critical for maintaining current levels of support to communities before, during and after emergencies.

3 Key facts and statistics about volunteering in Australia, Volunteering Australia, 16 April 2015

Figure 9: Volunteer roles at VICSES.



VICSES is also facing population growth that far exceeds our capacity to meet expectations, and creates growing demand for multi-specialist services. Due to ongoing funding constraints, VICSES unit facilities, volunteers and staff numbers remain relatively unchanged in meeting this increased growth and demand.

As a volunteer organisation the ongoing retention and attraction of new members is vital for VICSES' ongoing sustainability to deliver safe and timely services. In an increasingly time poor community, we know that the key to attraction and retention of members at VICSES is delivering the sense of belonging to a team, the feeling of doing something worthwhile and for recognising the valuable contributions that our volunteers bring to the Victorian community.

The average length of volunteer service at VICSES is currently 8.18 years (6.54 years for females and 8.98 years for males).

From 1 January 2017 to 31 December 2019, a total of 2,689 volunteers exited VICSES – this figure includes those volunteers who have retired, resigned and cancelled memberships.

VICSES further acknowledges that the nature of emergency services means volunteers can face a complex range of mental health risks. VICSES is committed to promoting work practices that support positive mental and physical health, safety and wellbeing, as demonstrated through work with SES agencies from across Australia.

Figure 10: VICSES volunteer service tenure rates.

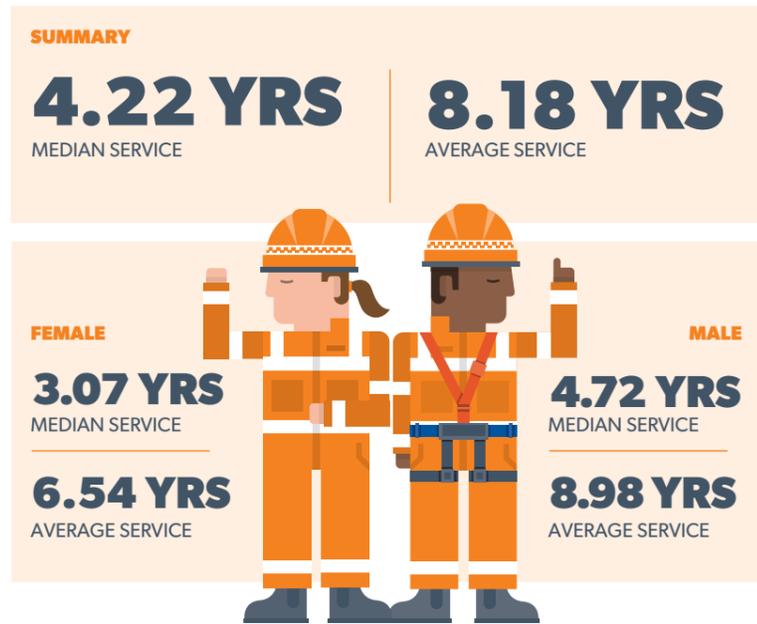


Table 1: VICSES exited volunteers last 3 years.

By Region	Count	By Gender	Count	By Age Group	Count
Central	1,134	Female	1,009	Under 18	23
East	386	Male	1,679	18-24	486
Mid West	197	Other	1	25-34	682
North East	377			35-44	515
North West	276			45-54	444
South West	312			55-64	307
VHO	7			64-74	188
				75+	44
					Total 2,689

HOW WE CONSULT AT VICSES

VICSES formally consults with volunteers, staff, the broader emergency management sector and key stakeholders on a range of sector-wide matters, organisational processes and project activities each year. These work programs are undertaken across a number of consultative forums involving unit leadership, volunteers, state/regional committees and seminars, taskforces and working groups, and State Operations and local unit cluster meetings.

These consultative forums benefit the VICSES community through the sharing of ideas, two-way feedback, practical member advice and knowledge on organisational activities, and learning and skills development.

The VICSES Communications Pathways, launched to Our People on 12 December 2017, provides the overarching framework for how we engage with one another and where to most appropriately raise matters for advice, resolution, or feedback.

In this way we can align our efforts with organisational Strategic and Corporate Plans, ensure work programs are supportive of emergency management sector reform priorities, and that results are targeted to building capacity and capability for the current and future requirements of the business for all of Our People.

The Engagement Section of the Communications Pathways provides specific guidance on face-to-face discussions and feedback channels to make it easier for Our People to engage across the business, and ensure matters are dealt with and communicated in a timely manner, by the most appropriate area of the organisation.

A recent survey⁴ of volunteers conducted to help VICSES continue to improve communications, and ensure the information and news distributed to volunteers and staff is relevant, timely and delivered in the best way possible found that:

- 75% of volunteers felt they were well informed about what is happening at VICSES
- 2% responded that they did not feel they were well informed at all

- 63% of volunteers agreed that they felt they received the information they needed to safely and effectively perform my role
 - 2% strongly disagreed
- 63% of volunteers found the content of VICSES emails relevant/interesting
 - 4% did not find the content relevant at all

⁴ For the purpose of the survey, 'VICSES communications' related to news, information and updates published and/or distributed to VICSES volunteers and staff by VICSES.



Our guide to achieving clear, simple and effective communication together.

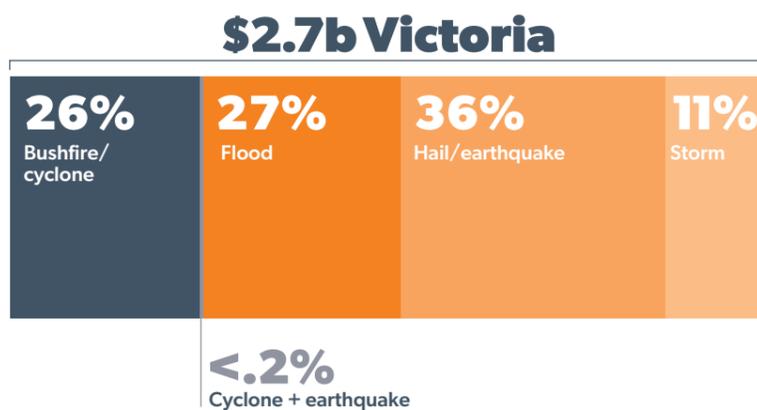
VICSES COMMUNICATIONS PATHWAYS FRAMEWORK

Our service demand

As control agency for flood, storm, tsunami, earthquake and landslide, VICSES is responsible for emergencies that equate to 74% of the costs of natural disasters in the state of Victoria, compared to bushfire at 26%.



Figure 11: Economic cost of natural disasters in Victoria and value contribution of VICSES.



Source: Australian Business Roundtable for Disaster Resilience & Safer Communities Report, November 2017



Current climate change projections suggest that Victoria will face increased risk and frequency of more intense downpours, sea level rise and coastal hazards. In 2017, VICSES issued 7.4 million Emergency Alert (SMS) messages to members of the Victorian community via mobile devices to alert them of the forecast of an extreme rainfall event. During December 2019 – January 2020, while 124 of our 149 units supported fire services and fire-impacted communities in the east and north east of Victoria, demand for our

volunteers also soared in response to significant storm and flood damage across the state.

Along with the demand for VICSES services for our known hazard and projected climate change risks, VICSES also faces growing demand due to other contributing factors such as:

- Emergency management sector and legislative reform.
- Increased regulatory compliance.
- International and national agenda to build resilience in communities.

- Increased demand to support other agencies.
- Resources required to contribute to multi-agency incident management.

Current analysis of incident trend data for the past ten years (by type) against the 2019/20 financial year indicates 2019/20 to be on track to be the second busiest year for VICSES volunteer effort and contribution. Busiest year was in response to the 2010/11 Victorian flood emergency across the State.

Figure 12: 10 year trend of VICSES incidents by type*.

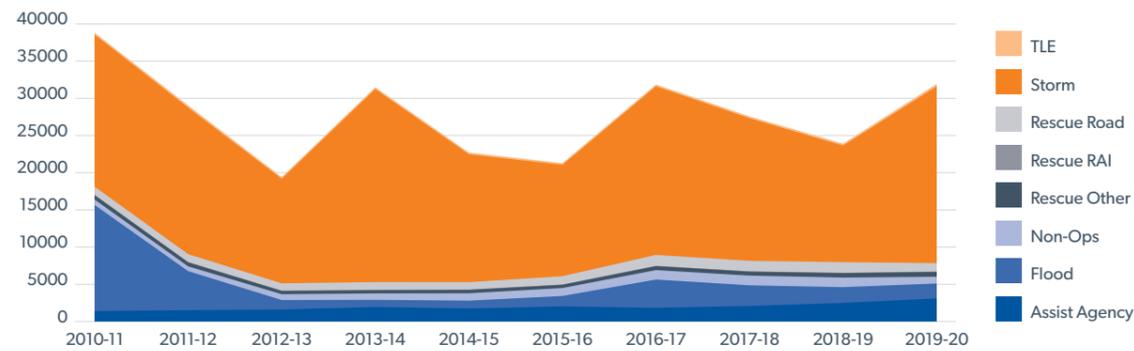


Table 2: 10 year trend of VICSES incidents by type*.

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Assist Agency	1,395	1,523	1,606	1,952	1,749	2,028	1,841	2,089	2,496	3,102
Flood	14,274	5,243	1,283	965	1,057	1,403	3,800	2,777	2,125	2,006
Non-Ops	729	651	786	862	991	1,076	1,273	1,309	1,289	914
Rescue Other	585	527	436	435	458	428	530	531	597	649
Rescue RAI	39	64	56	54	46	45	52	41	52	53
Rescue Road	1,109	1,052	969	1,032	994	1,113	1,459	1,416	1,424	1,127
Storm	20,435	19,693	14,048	25,954	17,190	14,965	22,661	19,164	15,668	23,761
TLE	31	71	11	11	10	8	19	18	31	103
Total	38,597	28,824	19,195	31,265	22,495	21,066	31,635	27,345	23,682	31,715

*Current as at 17 May 2020

#WEWORKASONE

VICSES plays a critical key role in supporting the #weworkasone approach across the emergency management sector. Our invaluable contributions to other emergency service organisations, such as Victoria Police, Ambulance Victoria, CFA, MFB (Fire Rescue Victoria from 2020), Parks Victoria and DELWP, provide a critical workforce during fire and other emergency incidents.

In recent times, the scope of VICSES time and effort has grown based on the requirements of other emergency management organisations. This level of

increased workload has been further exacerbated by additional obligations arising from the emergency management reforms, new control and coordination

obligations and deployment to other states to assist various operations. VICSES provides the state with key personnel to undertake roles such as State Response Controller, Regional Control and others within incident management functions at Incident Control Centres.

Victoria Police, for example, also has an increased demand for VICSES support at crime scenes, for search and rescue, traffic control and lighting; while Victoria Ambulance is increasingly reliant on VICSES for patient carry-outs and mass casualty support.





OUR KEY SUPPORT ROLES

>1.5m
HECTARES BURNT
throughout Victoria
this fire season

General Support	Logistic Support / Driver	Management Support Officer
Road Crash Rescue Crew / Support	Incident Agency Commander	Base Camp Manager
Storm Taskforce	Intel Officer	Road Crash Rescue Air

FIRE SUPPORT

VICSES undertakes a critical role during major fires. During the 2019/20 summer fires, 124 of our 149 units were involved in fire support across multiple fire areas and impacted communities.

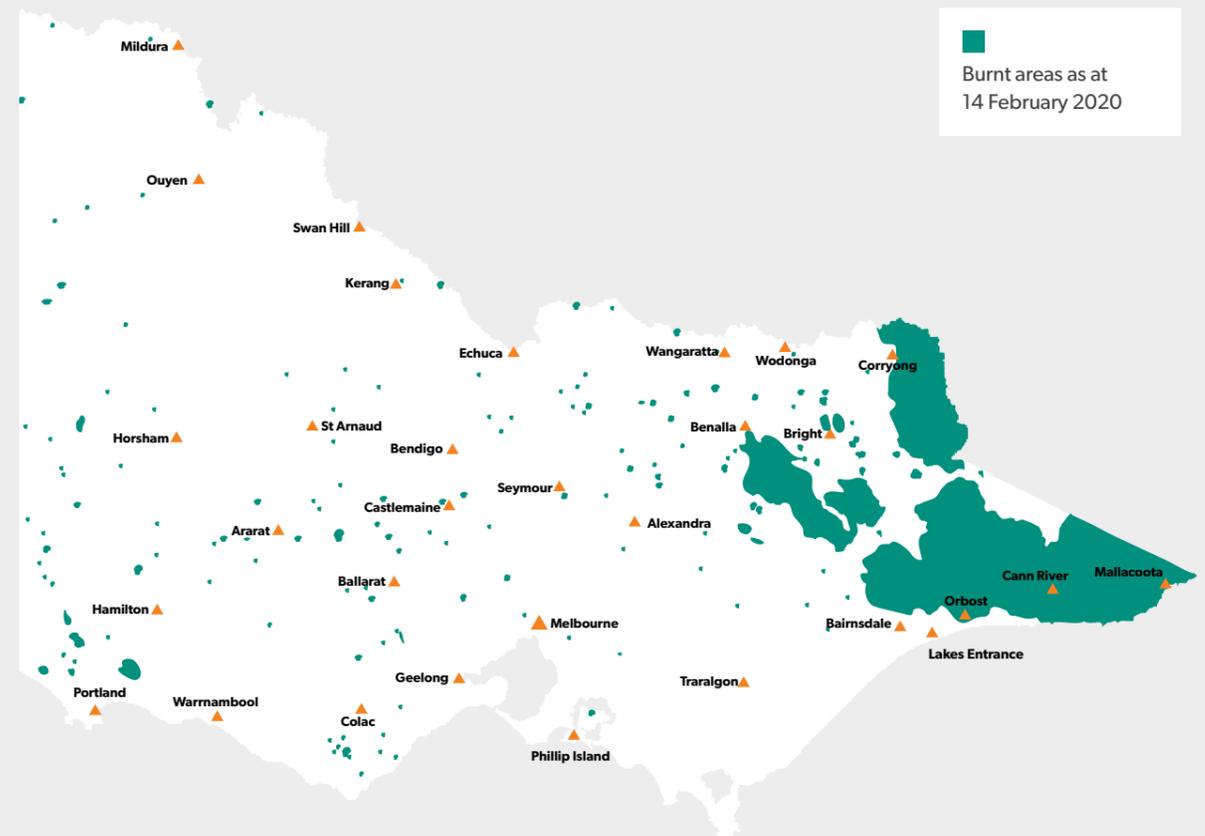
Throughout this time, VICSES volunteers and staff contributed their extensive skills and experience to a huge multi-agency effort, providing assistance across a range of integral roles both on and off the ground, and stepping up to support one another with business-as-usual activities in areas where units and emergency services were at capacity.

VICSES services included extra RCR assistance for deployed units, logistics capability, staging area and base camp management, incident management roles at control centres, deploying Incident Air Monitoring Kits, and reloading aircraft.

During this period of prolonged and escalated fire activity, parts of Victoria were also hit with severe storms and flooding. Our units continued to support their local communities to their usual high standards of service.

SUPPORT FROM
124
VICSES UNITS

Figure 13: Map of hectares burnt during 2019/2020 summer bushfires



Our operating model

WE SERVE ALL VICTORIAN COMMUNITIES

VICSES encompasses the length and breadth of Victoria, with a service delivery footprint covering communities in regional, metropolitan, rural and urban areas.

VICSES operates 13 permanently staffed offices, including the Victorian Head Office based in Southbank. We also operate 150 units (this includes 142 operational units, seven regional support units and one state support unit) across Victoria, which are divided into six regions. Our unit facilities are the local headquarters from which volunteers operate and support their local communities, while support unit facilities provide operational co-ordination assistance at region and state level during incidents.

delivering a better volunteer experience and maintaining a strong volunteering culture. In doing so, we will cultivate a contemporary and sustainable organisation for our current and future needs, to meet the increased demand for our multi-specialist services amid the surrounding environment and sector reform challenges and issues we face.

Our 13 regional office locations:

Bairnsdale	Mildura
Ballarat	Moe
Benalla	Mulgrave
Bendigo	Sunshine
Geelong	Swan Hill
Hamilton	Warrnambool
Horsham	

Our head office and State Logistics Centre (located in Sunshine) cover a statewide service delivery footprint, while our 13 regional offices provide localised support and resources.

VICSES is committed to ensuring our operating model has the capacity to deliver our core and specialist services to the community before, during and after an emergency. Our approach is to be adaptive to addressing the needs of the communities we serve while

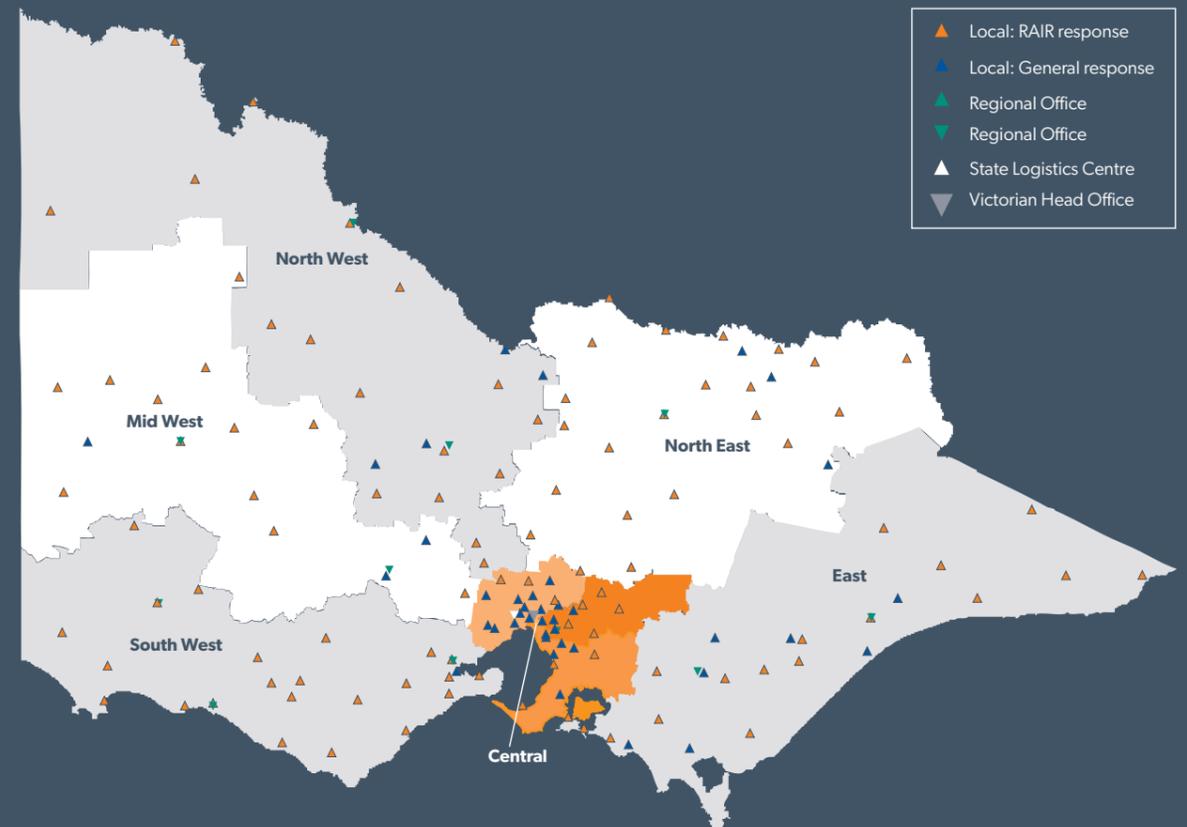


An organisation that is clearly delivering on its purpose to help people, protect communities through better emergency management planning and risk identification, and work with communities to reduce emergency risk, creating more disaster resilient communities.

VICSES SERVICE DELIVERY STRATEGY 2015-25



Figure 14: Map of VICSES locations.





RESPONSE TO THE COVID-19

Focussed and adaptable, VICSES remained open for business, supporting communities 24/7 throughout the duration of the COVID-19 pandemic.

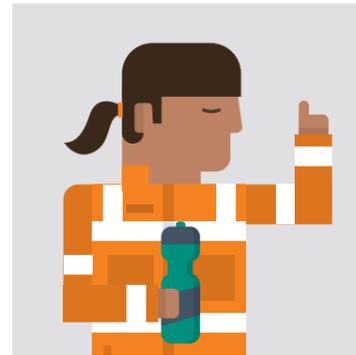
VICSES adopted several measures to ensure we could remain operational, and continue to support communities.

At an operational level, this included:

- The provision of additional PPC&E for members coming in close contact with casualties, eg. at the scene of a road crash rescue or when assisting ambulance.
- A transition to online training using the VICSES Training Portal and Webex.
- Guidelines on new team member numbers and clusters to minimise risk of cross-contamination.
- Direction for members in high-risk categories, due to age and/or health conditions, to self-isolate.

Regular communications were issued to all volunteers and staff via:

- Twice weekly e-newsletters
- Weekly unit leadership videoconferences
- A dedicated COVID-19 intranet page
- New resources and guidelines for protective measures such as cleaning instructions for vehicles and high traffic areas, and work instructions relating to appropriate PPC&E.



Healthwatch @ Home program

Understanding the importance of exercise for mental health and wellbeing, VICSES also launched a new Healthwatch @ Home program.

Building on the Healthwatch program usually delivered at unit headquarters, and designed by the experienced VICSES Healthwatch exercise team, the Healthwatch @ Home program was designed to help members incorporate structure into their day, with daily movement sessions targeted to individual needs. The program included strength and resistance training to keep members moving and ready for VICSES duties, and to support overall health and wellbeing.

BUILDING A CONTEMPORARY AND SUSTAINABLE VICSES

Committed to increasing volunteer satisfaction and building a sustainable organisation for our immediate and future needs, VICSES is reforming our organisational structure.

Aligned to our Strategic Plan 2018-22, and with volunteers at the forefront of the redesign, key principles focus on more efficient business practices that embed our corporate services and supports closer to our volunteer units and members and seek to address our service delivery demands. This approach will ensure VICSES provides better supports for our members, connections with community and our collective

emergency management responsibilities.

Our current work programs are also ensuring that VICSES provides volunteers with a better understanding of the range of roles they can undertake with VICSES and the qualifications that each role requires. This includes better streamlined and accessible training pathways to put members' own transferable professional and life skills, and newly acquired

skills to best practical and safe use. And, more streamlined and cost efficient information services and technology, safe and contemporary facilities, and fit for purpose assets and equipment.

Consultation with volunteers and staff on our organisational redesign commenced in late 2018 and an endorsed model is expected for phased adoption and implementation in 2020/21.





Our asset portfolio

As a Statutory Authority, VICSES receives the majority of its annual funding from the Victorian State Government, through the Department of Justice and Community Safety. This funding is principally for VICSES' major operating expenses.

Other funding sources include Victorian Government Volunteer Emergency Services Equipment Program (VESEP) grants that require matched co-contribution from volunteer units.

VICSES also receives financial investment from the Transport Accident Commission, apportioned to cover VICSES' Road Rescue obligations, and through sponsorship arrangements with key partners for our community

safety programs and awareness campaigns, including our current partnership agreements with DELWP and Melbourne Water. AAMI, as the VICSES Principal Community Partner, has been a supporter of the service since 2002, however has recently reduced its funding commitment for the next three-year period of the partnership agreement.



OUR CURRENT FACILITIES

Our facilities play a critical role in our volunteers’ experience, our connection with our communities and our brand. VICSES is committed to ensuring our facilities, planned and occupied, are serviceable and ready for immediate use in the event of an emergency. They must enable us to meet our strategic priorities and operational requirements, providing safe, healthy and positive workplaces for everyone.

Day-to-day operational costs for VICSES unit facilities have historically been funded by the State Government municipal subsidy. Under this arrangement accommodation and volunteer unit facilities were provided by local councils, with approximately 90% of VICSES buildings and 80% of associated land across Victoria owned by councils. An independent report by Deloitte in 2017 found that of all emergency services organisations, VICSES facilities are generally in the poorest condition⁵.

In December 2017, VICSES assumed responsibility for operational and maintenance funding of VICSES units (including unit facility maintenance) under a new MoU between VICSES, the Victorian Government, and

the Municipal Association of Victoria (MAV). In return under this arrangement, councils will facilitate long-term leases for VICSES units in exchange for minimal or nominal rent on land owned or managed by local councils, ensuring security of tenure for VICSES units as a high priority. The MoU requires councils to use best endeavours to provide land at nominal rent. Where this is not possible, leases of private land will continue to be required.

VICSES is not funded for the leasing costs of our units located on private land where VICSES is now responsible for paying commercial rentals as a result of the MoU, nor funded to cover

the maintenance costs of units or the one-off costs related to the implementation of the MoU, such as utility meterage, sewage and other capital works. This arrangement places significant pressure on VICSES to deliver on short, medium and long term facility management plans and maintenance/replacement priorities.

5 State of existing emergency management assets and investment priorities, Deloitte, March 2017

OUR NEW BUILDS

VICSES acknowledges the support from the Victorian Government across the last three state budgets with more than \$54 million allocated towards VICSES capital projects, ensuring volunteers and employees have the right facilities, equipment and resources for the valuable work they do to keep all Victorians safe. The State Government’s commitment announcements for VICSES capital projects are detailed in Table 3.

All new infrastructure projects will be managed through the Emergency Services Infrastructure Authority (ESIA), with VICSES being responsible for planning and infrastructure design and ESIA being responsible for project funding, acquisition of land, statutory approvals, procurement and contract management. At the completion of works it is intended that ESIA will transfer assets to VICSES.

Table 3: State Government’s budget commitment announcements for VICSES capital projects 2017-19.

Announced Projects	Announced Funding \$m	Year Funded
Broadmeadows	2.80	2017/18
Caroline Springs	2.00	2017/18
Chelsea	7.00	2017/18 & 2019/20
Clyde	2.00	2017/18
Cobram	2.00	2018/19
Corio	1.60	2017/18
Craigieburn North/Kalkallo	2.00	2017/18
Cranbourne	2.00	2017/18
Emerald	1.80	2017/18
Essendon	1.20	2018/19
Knox	4.90	2019/20
Northcote	3.11	2018/19
Officer	2.00	2017/18
Point Cook	2.00	2017/18
Wangaratta	1.60	2017/18
Wonthaggi	2.00	2018/19

VICSES is working closely with our partners at the Emergency Services Infrastructure Authority, to deliver on the State Government’s commitment to build safe and effective facilities that support our members in serving their communities.

STEPHEN GRIFFIN,
VICSES CEO

OUR FLEET AND EQUIPMENT

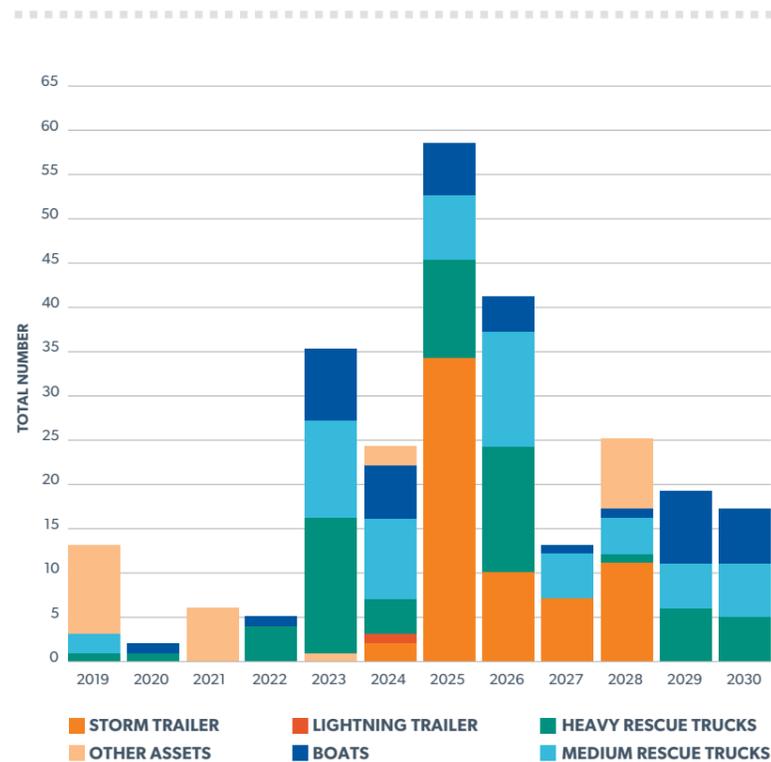
VICSES assets play an integral role in delivering our services to the Victorian community, government and other emergency service organisations. VICSES is currently funded for one vehicle for each operational unit (141) through general appropriation, in addition to seven specialist command vehicles, 90 rescue boats and eight trucks (regional offices). This has been the funding model applied since VICSES' transition to a Statutory Authority in 2005.

VICSES units hold a significant number of critical assets that volunteers are responsible for servicing and maintaining. Due to our current funding model VICSES is only funded to carry out maintenance on state funded fleet and equipment.

Units are provided with an annual subsidy and are responsible for the maintenance and repairs of unit funded fleet and equipment, which are predominantly sourced through grants, donations and local fundraising. This has resulted in an aging, unsafe and unreliable asset portfolio that is costly to maintain and increasingly unfit-for-purpose.

As a significant number of assets are due for replacement between 2023-26, ongoing investment for a centralised critical asset program is vital for VICSES to replace life-expired assets to ensure that core response capability can be maintained, and at an efficient cost.

Figure 15: VICSES asset replacement forecast schedule.



Glossary

AFAC	Australasian Fire and Emergency Service Authorities Council
CEO	Chief Executive Officer
CFA	Country Fire Authority
DELWP	Department of Environment, Land, Water and Planning
EMV	Emergency Management Victoria
ESIA	Emergency Services Infrastructure Authority
LHQ	Local headquarters
MAV	Municipal Association of Victoria
MFB	Metropolitan Fire Brigade
MoU	Memorandum of Understanding
MP	Member of parliament
RAIR	Road, aircraft, industrial and rail
RCR	Road Crash Rescue
RAI	Rail, aircraft, industrial
RFA	Requests for assistance
RTO	Registered Training Office
SRC	State Response Controller
TAC	Transport Accident Commission
TLE	Tsunami, landslide and earthquake
VESEP	Volunteer Emergency Services Equipment Program
VICSES	Victoria State Emergency Service
VUS	Volunteer Unit Subsidy

Appendix A

VICSES UNITS BY LOCATION

MELBOURNE



33 units
11 RCR units (34%)

- Brimbank
- Broadmeadows
- Chelsea
- Craigieburn^{RCR}
- Emerald^{RCR}
- Essendon
- Footscray
- Frankston^{RCR}
- Glen Eira
- Greater Dandenong
- Hastings
- Healesville^{RCR}
- Hobsons Bay
- Knox^{RCR}
- Lilydale^{RCR}
- Malvern
- Manningham
- Maroondah
- Melton
- Monash
- Moorabbin
- Narre Warren
- Nillumbik^{RCR}
- Northcote
- Pakenham^{RCR}
- Port Phillip
- Sorrento^{RCR}
- Sunbury^{RCR}
- Upper Yarra^{RCR}
- Whitehorse
- Whittlesea
- Wyndham
- Wyndham West

GIPPSLAND



24 units
17 RCR units (71%)

- Bairnsdale^{RCR}
- Bendoc^{RCR}
- Bruthen
- Buchan^{RCR}
- Cann River^{RCR}
- Erica
- Foster
- Inverloch
- Leongatha^{RCR}
- Loch Sport
- Maffra
- Mallacoota^{RCR}
- Moe
- Morwell^{RCR}
- Orbost^{RCR}
- Phillip Island^{RCR}
- Rosedale^{RCR}
- Sale^{RCR}
- San Remo^{RCR}
- Stratford^{RCR}
- Tambo Valley^{RCR}
- Warragul^{RCR}
- Wonthaggi^{RCR}
- Yarram^{RCR}

GRAMPIANS



14 units
11 RCR units (79%)

- Ararat^{RCR}
- Bacchus Marsh^{RCR}
- Ballarat
- Dimboola^{RCR}
- Dunmunkle^{RCR}
- Edenhope^{RCR}
- Goroke
- Hepburn Shire
- Horsham^{RCR}
- Kaniva^{RCR}
- Nhill^{RCR}
- St Arnaud^{RCR}
- Stawell^{RCR}
- Warracknabeal^{RCR}

HUME



25 units
22 RCR units (88%)

- Alexandra^{RCR}
- Beechworth^{RCR}
- Benalla^{RCR}
- Bright^{RCR}
- Chiltern
- Cobram^{RCR}
- Corryong^{RCR}
- Euroa^{RCR}
- Falls Creek
- Kilmore^{RCR}
- Kinglake^{RCR}
- Mansfield^{RCR}
- Marysville^{RCR}
- Mitta Mitta^{RCR}
- Murchison^{RCR}
- Myrtleford^{RCR}
- Numurkah^{RCR}
- Rutherglen^{RCR}
- Seymour^{RCR}
- Tallangatta^{RCR}
- Tatura^{RCR}
- Wangaratta^{RCR}
- Wodonga^{RCR}
- Yackandandah
- Yarrowonga^{RCR}

LODDON MALLEE



22 units
19 RCR units (86%)

- Bendigo^{RCR}
- Birchip^{RCR}
- Castlemaine^{RCR}
- Dunolly
- Echuca
- Gisborne^{RCR}
- Heathcote^{RCR}
- Kerang^{RCR}
- Kyabram
- Marong^{RCR}
- Maryborough^{RCR}
- Mildura^{RCR}
- Murrayville^{RCR}
- Ouyen^{RCR}
- Robinvale^{RCR}
- Rochester^{RCR}
- Rushworth^{RCR}
- Swan Hill^{RCR}
- Wedderburn^{RCR}
- Woodend^{RCR}
- Woomelang^{RCR}
- Wycheproof^{RCR}

BARWON SOUTH WEST



24 units
23 RCR units (96%)

- Balmoral^{RCR}
- Bannockburn^{RCR}
- Bellarine^{RCR}
- Camperdown^{RCR}
- Cobden^{RCR}
- Colac^{RCR}
- Corio^{RCR}
- Dartmoor^{RCR}
- Dunkeld^{RCR}
- Geelong
- Hamilton^{RCR}
- Heywood^{RCR}
- Lismore^{RCR}
- Lorne^{RCR}
- Mortlake^{RCR}
- Otway^{RCR}
- Port Campbell^{RCR}
- Port Fairy^{RCR}
- Portland^{RCR}
- South Barwon^{RCR}
- Terang^{RCR}
- Torquay^{RCR}
- Warrnambool^{RCR}
- Winchelsea^{RCR}

RCR: Road crash rescue unit

SA: Satellite unit, not included in unit total



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