Acknowledgement

Mildura Rural City Council acknowledges the traditional custodians of the land which now comprise the Mildura Rural City municipality. We pay our respects to Elders past and present, and celebrate and respect their continuing culture and acknowledge the memories of their ancestors.
Foreword

An emergency is a situation that poses an immediate risk to life, property, or the environment. Most emergencies require urgent intervention to prevent a worsening of the situation, although in some emergencies, mitigation and response may only be somewhat effective, or not effective at all.

The focus then for agencies is to work with communities to manage the consequences of the emergency and to restore the systems, functions and activities that affected people value and see as imperative to achieving a functioning community. Communities that are well supported to recover are more likely to survive, adapt and grow, making them more resilient to subsequent emergencies.

Emergency management involves the plans, structures and arrangements which are established to bring together the endeavours of government, voluntary and private organisations and communities in a comprehensive and coordinated way to deal with the whole spectrum of emergency needs, including prevention, response and recovery.

Emergency management planning at the municipal level is a shared responsibility involving many people and organisations in the community, in addition to agencies that are involved in emergency response, relief and recovery.

The Mildura Rural City Council, Municipal Emergency Management Plan has been produced pursuant to Section 20(1) of the Emergency Management Act 1986 and the Emergency Management Act 2013. This plan addresses the prevention of, response to and recovery from emergencies within the Mildura Rural City Council municipality and is the result of the co-operative efforts of the Municipal Emergency Management Planning Committee and assistance form Emergency Service organisations, other government agencies and the community.

The Mildura Rural City Council recognises the previous planning activities of this and other municipal areas.
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<td>Following the MEMP failing to meet the requirements of the Audit process the entire MEMP was re drafted, presented to the MEMPC and Council for endorsement.</td>
<td>Peter l’Anson Emergency Management Project Officer</td>
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Municipal Endorsement

This Plan has been produced by and with the authority of the Mildura Rural City Council pursuant to Section 20(1) of the Emergency Management Act 1986.

The Mildura Rural City Council understands and accepts its roles and responsibilities as described in Part 4 of the Emergency Management Act 1986.

This Plan is a result of the cooperative efforts of the Municipal Emergency Management Planning Committee after consultation with those agencies and organisations identified therein.

Dated this .................. Day of ............................ 2018

Signed: ....................................................

GERARD JOSÉ
CHIEF EXECUTIVE OFFICER
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1. **PART ONE - INTRODUCTION**

1.1 - **The Role of Local Government in Emergency Management**

The Emergency Management Act 1986 and the Emergency Management Act 2013 create the legislative framework for the multi-agency emergency response arrangements. Councils have emergency management responsibilities because they are the closest level of government to their communities and because they have access to specialised local knowledge about the social, environmental and demographic features of their districts. People also naturally seek help from their local Council during emergencies and to assist them in recovery.

The roles allocated to local government in the Emergency Management Act 1986, and in the Emergency Management Manual Victoria, were arrived at with close regard to the real concerns and normal functions of local government. Experience indicates that these constitute what the community expects of Council during an emergency.

1.2 - **Responsibilities of Local Government**

Local Government is responsible for:

- Local implementation of state-wide preventative strategies – planning and building codes, flood planning (in conjunction with Catchment Management Authorities), health planning and fire management planning in conjunction with Country Fire Authority (CFA), Department of Environment, Land, Water and Planning (DELWP);
- Local risk management and emergency planning;
- Management of community participation in planning and service delivery before, during and after emergencies;
- Provision of community education and awareness;
- Incorporation into local safety programs of risk reduction strategies;
- Service delivery to support people in particular need;
- Resource support to response agencies, and
- Management and support of community recovery programs, policies and strategies.
### 1.3 - Municipal Emergency Management Planning Committee

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<tr>
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<td>Municipal Emergency Manager</td>
</tr>
<tr>
<td>Council Representative</td>
<td>Councillor</td>
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<tr>
<td>Municipal Emergency Managers (MEM)</td>
<td>Governance &amp; Risk Coordinator, Manager Corporate Administration</td>
</tr>
<tr>
<td>Municipal Emergency Resource Officer (MERO)</td>
<td>General Manager Development, Manager Parks &amp; Waste Services, Manager Works &amp; Infrastructure Services, Manager Asset Services</td>
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<tr>
<td>Municipal Recovery Manager (MRM)</td>
<td>General Manager Community, Manager Community Futures</td>
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<tr>
<td>Municipal Emergency Response Coordinator</td>
<td>Appointed Officer – Victoria Police</td>
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<td>Municipal Fire Prevention Officer</td>
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<td>Country Fire Authority</td>
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<td>MRCC Emergency Management Liaison Officer</td>
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<td>Media</td>
<td>Public Relations Officer</td>
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<td>Public Health Officer</td>
<td>Environmental Health Coordinator</td>
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<td>Relief Centre Coordinator</td>
<td>Community Development Coordinator</td>
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<td>Victorian State Emergency Service</td>
<td>Operations Officer</td>
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<td>Ambulance Victoria</td>
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<tr>
<td>Department of Environment Land Water and Planning (DELWP)</td>
<td>Senior Forest Fire Management Officer</td>
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<td>Department of Economic Development, Jobs, Transport and Resources (DEDJTR)</td>
<td>DEDJTR Representative</td>
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<tr>
<td>Department of Health &amp; Human Services (DHHS)</td>
<td>Emergency Management Coordinator – North Division</td>
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<td>MEMPC Role</td>
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<tr>
<td>Vic Roads</td>
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<td>PowerCor</td>
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<td>Salvation Army</td>
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<td>Wentworth Shire Council</td>
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<td>New South Wales Police</td>
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<td>St Johns Ambulance</td>
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<td>Mallee District Aboriginal Services (MDAS)</td>
<td>Appointed Representative</td>
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1.4 - Municipal Emergency Management Planning Committee (MEMPC) Contact List

The MEMPC contact list can be found as Appendix A. This list is not for public distribution therefore will not be part of the MEMP public document.

In order to maintain an up to date contact list, it shall be an ongoing agenda item at MEMPC meetings. Agencies are also encouraged to contact the Municipal Emergency Manager (MEM) with any changes to the contact directory.

When changes are required to be made to the contact list, the MEM will ensure that the updated list is communicated to all MEMPC members, and inserted into the original MEMP held by council.
1.5 - Municipal Emergency Management Plan (MEMP) Endorsement and Distribution Process

At the completion of an update to the plan, the amended plan, with a notice of the amended sections is to be distributed to MEMPC members for comment and consideration. Following the comment and consideration process, the MEMPC will seek endorsement from all MEMPC agencies and organisations with roles and responsibilities listed in the plan before its presentation to council for consideration and adoption.

Upon adoption by Council:

- An electronic copy of the plan shall be distributed to all members of the MEMPC;
- A public copy shall be available on the council website for public viewing; and
- A copy shall be lodged as legal deposit with the State Library of Victoria within two months of council adoption.

Note: Only members of the MEMPC shall receive a full copy of the MEMP containing the MEMPC contact list. All other public copies including the lodgement with the State Library of Victoria shall not contain any contact lists.
1.6 - Statement of Audit

This Plan has been audited in accordance with the guidelines issued by the Minister for Police and Emergency Services. A report detailing the results of the audit has been forwarded to the Mildura Rural City Council.
1.7 - Aim

The aim of this Plan is to detail the agreed multi-agency arrangements as required in Part 4 of the *Emergency Management Act 1986*, and Part 6 and Part 6A of the Emergency Management Manual Victoria, for the prevention of, the response to, and the recovery from, emergencies that could occur in the Mildura Rural City Council municipality.

As the custodian of the Plan, Council acknowledges the linkages between it and other plans, strategies and processes including, but not limited to:

- Municipal Fire Management Plan;
- Municipal Heatwave Plan;
- Mildura Hazmat Plan;

*Municipal (Relief & Recovery Plan (Draft)*
- Municipal Flood / Storm Emergency Plan (Draft); and
- CERA Risk Assessment process.

1.8 - Objectives

The broad objectives of this Plan are to:

- Implement measures to prevent or reduce the causes or effects of emergencies;
- Manage arrangements for the use of municipal resources in response to emergencies;
- Manage support that may be provided to or from other municipalities;
- Assist the affected community to recover following an emergency;
- Implement measures that take into consideration vulnerable people, children and young people and people living with disability; and
- Complement other local, regional and state planning arrangements.

1.9 - Municipal Emergency Management Function

The Mildura Rural City Council (MRCC) accepts responsibility for the management of municipal resources and the coordination of community support to counter the effects of an emergency, both during the response to and recovery from emergencies.

This includes the management of:

- The provision of emergency relief to persons affected by an emergency;
- Municipal assistance to agencies during the response to and recovery from emergencies;
- Assessment of the suitability of CFA approved Community Information Guides (CIGs) and Neighbourhood Safer Place – Place of Last Resort (NSP) sites;
- The assessment of the impact of the emergency; and
- Recovery activities within the municipality, in consultation with Department of Health and Human Services (DHHS).
2. PART TWO – AREA DESCRIPTION

2.1 - Locality

Located in the far North West corner of Victoria, the Mildura Rural City Council covers an area of 22,330 square kilometres.

The Mildura Rural City Council was established on the 20 January 1995 following the amalgamation of the former City of Mildura and the Shires of Mildura and Walpeup. The Municipality borders the Murray River in the North, the South Australian Border in the West. It also borders the Councils and Shires of Swan Hill and Buloke in the East and South East and West Wimmera, Hindmarsh and Yarriambiack in the South.
2.2 Area Characteristics

2.2.1 Topography

The Mildura Rural City Council municipality covers 22,300 square kilometres. Consisting primarily of flat agricultural land there is a combination of river flats, State Forests, National Parks of Mallee scrub and Mallee desert. Altitude in the area ranges between 30 and 180 metres.

The Mildura Rural City Councils border with New South Wales (NSW) is the Murray River. A 400 km stretch from the Hattah Kulkyne National Park to the Victorian, NSW and South Australian Border. A small 10 km stretch of the Murray River borders South Australia and The Mildura Rural City Council.

The Murray River is the catchment river of the Murray Darling Basin system and is regulated by the Murray Darling Basin Authority.

2.2.2 Major Traffic Routes

The main arterial roads within the municipality are:

- The Calder Highway which runs North / South is the major link between Mildura and the cities to the south;
- The Mallee Highway crosses the municipality from East to West entering the 6.0 kilometres east of Kulwin, leaving the municipality 21 Kilometres west of Murrayville. This is part of a direct link between Adelaide and the eastern half of New South Wales;
- The Sunraysia Highway enters from the south (27 kilometres South of Ouyen) at the intersection of Martins Rd, and proceeds north to where it meets and becomes the Calder Highway 10 Kilometres South of Ouyen point just south of Ouyen. Like the Calder Highway it has direct links with the major cities and towns to the south; and
- The Sturt Highway crosses the far northern part of the municipality from east to west, entering at Mildura and leaving at the South Australian border. Like the Mallee Highway it is a major link between South Australia and New South Wales and provides valuable access for the municipality to both of those states.

2.2.3 Rail

The main rail freight station is situated in Merbein. This line links the municipality with Melbourne and Geelong. The other main rail line provides a freight capability between Ouyen and Pinnaroo (which is just over the border in South Australia). It closely follows the Mallee Highway and links a number of small unmanned stations.

2.2.4 Airports – Flight Paths

The Mildura Airport is a first class facility, which is located 10 km south west of the city. It covers approximately 240 hectares and is the largest and busiest regional airport in Victoria.
2.2.5 Critical Infrastructure

Local essential infrastructure includes:

- Water treatment plants – Mildura, Mildura West, Red Cliffs, Ouyen;
- Natural gas supplies – Mildura;
- Bulk Fuel Depots – Mildura, Irymple, Ouyen;
- Electricity Zone Sub-Stations – Red Cliffs, Mildura, Merbein, Ouyen, Wemen;
- Sewage treatment plants; and
- Telecommunication towers and Telstra exchanges.

2.2.6 Industry

Industry in the municipality revolves largely around primary production including wool, wheat and other cereal crops, viticulture, horticulture (including citrus, fruit and vegetables), pastoral, wineries, and fruit and vegetable processing. Tourism is also a major generator of income, particularly in the major population centres in and around Mildura. The region has also seen growing interest in renewable energy production and mineral sands mining.

2.2.7 Demography

The Mildura Rural City Councils population is 53,878 (2016 Census Data). The majority of the population resides in Mildura and the surrounding townships of Red Cliffs, Irymple, Nichols Point and Merbein. The next largest town is Ouyen with a population of 1,191. The remaining population is dispersed throughout the municipal district in small townships and on farming properties.

The major population centres with their respective numbers are as follows:

- Mildura (30,647)
- Irymple (5,015)
- Red Cliffs (4,626)
- Merbein (2,671)
- Nichols Point (1,463)
- Ouyen (1,082)

Other townships with a population below 1,000 are:

- Cabarita
- Cardross
- Cullulleraine
- Koorlong
- Meringur
- Muringarre
- Murgon
- Nangiloc/Colignan
- Nichols Point
Underbool
Walpeup
Werrimull
Yelta

Source: Australian Bureau of Statistics 2016 Census

The Australian Bureau of Statistics (ABS) shows that there are 843 persons from a non-English speaking country residing in the municipality who have arrived in Australia since 2005. In total ABS shows 1,143 persons whose proficiency in the English language is poor or they do not speak English.

The Mildura Future Ready Project documents the population growth of the municipality as 0.65% per annum.

Up to date information in relation to the demographics of the Mildura Rural City Council is available at www.abs.gov.au.

2.2.8 History of Emergencies

Emergencies in the municipality over the years have been very few. The following events are worthy of note:

- 1956 Major flooding of the Murray River
- 1970 Collision between a train and a fuel tanker
- 1974 Outbreak of Australian arbo-encephalitis
- 1977 Major property damage due to hailstorm
- 2011 Storm & Rain Event
- 2012 Fuel tanker accident Calder & Sturt Hwys
- 2014 Bronzewing Fire
- 2016 Storm Event
- 2016 Moderate flooding of Murray river

2.2.9 Municipal Location Maps

Maps of the Municipality are not attached to this document.

Agencies that require municipal maps can obtain them by contacting the Municipal Emergency Resource Officer or the Municipal Emergency Manager.

Public copies of maps of the municipality are available at:

2.2.10 State & Municipal Boundaries

The Mildura Rural City Council borders the New South Wales Shires of Wentworth in the North and Balranald in the East. It also borders South Australia in the West. Bordering Victorian Councils and Shires include Swan Hill and Buloke in the East, West Wimmera in the South East and Hindmarsh and Yarriambiack in the South.

The Mildura Rural City Council maintains liaison with these councils as required.

State & Municipal Boundaries Map
3. PART THREE – PLANNING ARRANGEMENTS

3.1 Authority & Background

The *Emergency Management Act 1986* requires the appointment of a planning committee, specifies the general make-up of the committee, requires the committee to comply with directions and guidelines issued by the Minister for Police and Emergency Services and allows for the making of regulations about the operation of the committee. (EMMV Part 6.4) http://files-em.em.vic.gov.au/public/EMV-web/EMMV-Part-6.pdf

Section 20 (1) Part 4 of the *Emergency Management Act 1986*; ‘a municipal council must prepare and maintain a municipal emergency management plan’.

Section 21 (3) Part 4 of the *Emergency Management Act 1986*, ‘a municipal council must appoint a municipal emergency planning committee which has members and employees of the municipal council, response and recovery agencies and local community groups involved in emergency management issues.’

Section 21 (4) Part 4 of the *Emergency Management Act 1986*; ‘the function of the municipal emergency planning committee is to prepare a draft municipal emergency management plan for consideration by the municipal council’.

Council acknowledges its responsibilities under the aforementioned legislation and commits to provide administrative and management support to the MEMP Committee, along with careful and respectful consideration of its recommendations.

During the development of the plan, the MEMPC received information and advice from representatives of the following agencies and organisations:

- Ambulance Victoria
- Australian Red Cross
- Country Fire Authority
- Department of Environment, Land, Water and Planning
- Department of Health and Human Services
- Forrest Fire Management
- Lower Murray Water
- Mildura Airport Pty Ltd
- Mildura Rural City Council
- Parks Victoria
- Power Cor
- Salvation Army
- Victorian Council of Churches Emergencies Ministry
- Victoria Police
- Victoria State Emergency Service

The *Emergency Management Act 2013* established Emergency Management Victoria (EMV) as the overarching body for emergency management in Victoria.
The *Emergency Management Act 2013* is yet to have an effect at the municipal level. It is anticipated that the 2013 Act will in time supersede the 1986 Act. However, until such time, the *Emergency Management Act 1986* largely dictates local municipal requirements.

### 3.2 Municipal Emergency Management Planning Committee (MEMPC)

This Committee is formed pursuant to Section 21(3) & (4) of the *Emergency Management Act 1986*, to formulate a plan for the Mildura Rural City Councils consideration in relation to the prevention of, preparedness for, response to, and recovery from emergencies within the Mildura Rural City Council municipality.

The following agency representatives make up the MEMPC:

- Municipal Emergency Managers (MEM)
- Council Representative/ Councilor
- Municipal Emergency Resource Officers (MERO)
- Municipal Recovery Managers (MRM)
- Municipal Emergency Response Coordinator (MERC)
- Municipal Fire Prevention Officer / Animal Welfare Coordinator
- MRCC Emergency Management Liaison Officer (EMLO)
- Country Fire Authority District 18 (CFA)
- Victoria SES Regional (VICSES)
- Ambulance Victoria (AV)
- Department of Environment, Land Water & Planning (DELWP)
- Department of Economic Development, jobs, Transport and Resources (DEDJTR)
- Lower Murray Water (LMW)
- Parks Victoria (PV)
- Vic Roads
- Power Cor
- Mildura Airport
- Red Cross
- Salvation Army
- Victorian Council of Churches
- Mallee Catchment Management Authority
- Mildura Life Saving Club
- Mildura Base Hospital
- Wentworth Shire Council
- New South Wales Police
- St Johns Ambulance
3.2.1 Role of the Municipal Emergency Management Planning Committee (MEMPC)

The Municipal Emergency Planning Committees role is to assess and review hazards facing the municipality using the “Community Emergency Risk Assessment” (CERA) process and prepare the Municipal Emergency Management Plan which documents preparedness, response and recovery operational arrangements.

The ongoing role of the committee is to:

- Develop and maintain the MEMP for consideration by Council;
- Assist in analysing and evaluating emergency related risks;
- Ensure the needs of vulnerable people such as children, young people, people living with disability and older residents are considered in emergency management planning;
- Help develop risk treatment strategies, and
- Prepare risk specific response and recovery plans for the municipality.

3.2.2 Quorum of the Committee

A quorum will be achieved with the attendance of the following representatives:

- Victoria Police – MERC or Deputy
- Council – MERO or Deputy in addition to the MRM or Deputy
- Control Response agencies: one representative from at least two different agencies (ie: CFA and SES)
- Recovery Agency – at least one representative from one different agency.
- One representative from at least two different Community Groups involved in Emergency Management.

No resolutions can be made if a quorum is not reached but a meeting can be held; minutes taken and issues referred for resolution to the next meeting of the MEMPC at which a quorum is reached.

3.2.3 Role of the Chairperson

The Chairperson is responsible for making sure that each meeting is conducted according to the Terms of Reference and that matters are dealt with in an orderly, efficient manner. The Chairperson carries the authority to keep order and maintain progress in line with the agenda.

The Chairperson must make the most of all committee members and ‘lead the team’. This also involves regularly reviewing the Committee's performance and identifying and managing the process for renewal of the Committee through recruitment of new members.

Another committee member or the MERO will fill the role of Chairperson in the event of a casual absence.

The position of Chairperson will be appointed by the Committee in November each year, to hold the position for a period of one year or until Council appoints another Committee member in their place.
3.2.4 Frequency of Meetings

The Committee will meet a minimum of three times per year with specific dates set at the final ordinary meeting for the calendar year. Months for meetings will be, March, June, and October.

The Committee may also meet following an Emergency event where any part of this plan is used or if there is an extraordinary need where urgent action needs to be taken in relation to the plan.

3.2.5 Agendas & Minutes

Calls for topics for the MEMP Committee agenda will be circulated two weeks prior to the meetings. Members are to provide a written report to the Municipal Emergency Manager at Mildura Rural City Council, outlining any agency specific emergency management actions and issues of interest to the MEMP Committee not less than 10 days prior to the meeting.

Meeting minutes will be circulated to the MEMP Committee membership not later than seven days after the meeting.

Reports to Council will be made where specific issues require a Council determination based on the recommendation of the MEMP Committee.

Responsibilities and actions will be identified and where appropriate, subject to time lines in the minutes.

3.2.6 Administrative Support

Administrative Support to the Municipal Emergency Planning Committee and Sub-Committees will be provided in the first instance by the Governance and Risk Unit of Council.

3.2.7 MEMPC Terms of Reference

Refer to Appendix B.

3.3 Committees, Sub Committees & Work Groups

To assist with the activities of MEMPC, sub-committees or work groups may be established to examine various issues or topics in more detail and/or to review and update the MEMP or any sub-plans of the MEMP.

Sub-committees or work groups will consist of members of the MEMPC and if required, invited community members or agencies with specialist knowledge or direct influence in an area.

Sub-committees and work groups must report back to the MEMPC on progress and completion of agenda items.
3.4 Emergency Management Functions & Roles

3.4.1 Delegations, Appointments and Contacts

Council has appointed a number of council officers and allocated emergency management positions / responsibilities. These positions are:

- Municipal Emergency Manager (MEM)
- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager (MRM)
- Municipal Fire Prevention Officer (MFPO)

The contact details for these positions is available from the MEM at Mildura Rural City Council and in Appendix A.

The responsibilities / roles of these positions is contained in sections 3.4.2 to 3.4.5.

3.4.2 Municipal Emergency Manager (MEM)

The Municipal Emergency Manager (MEM) is the key role in the coordination and maintaining of the Emergency Management functions and deliverables of the Mildura Rural City Council. The Mildura Rural City Council has appointed the Governance and Risk Coordinator and the Manager Corporate Administration as the Municipal Emergency Managers. The role of the MEM is to:

- Chair the Municipal Emergency Management Planning Committee;
- Ensure the MEMP is effective and current;
- Keep the municipal Operation Centres(s) prepared to ensure prompt activation if needed;
- Coordinate the emergency management activities of, and liaise with the MERO, MRM and MFPO;
- Coordinate a range of risk reduction activities to ensure maximum efficiency and synergy is obtained;
- Maintain an effective contact base so municipal resources can be accessed on a twenty-four hour basis;
- Liaise with the community, support staff and groups designated to deal with specific risks;
- Track the progress of risk treatment programs;
- Ensure that municipal resources are utilised effectively in a community emergency, for response and recovery activities;
- Ensure that an Municipal Emergency Operations Centre (MEOC) can be activated at short notice in the event of an emergency;
- Coordinate the Municipal Emergency Management Group as appropriate during an emergency;
- Maintain effective liaison with all regional, State or Commonwealth emergency related agencies servicing the municipal district;
- Ensure that contractual arrangements with contractors are in place to provide response or recovery support during an emergency;
• Ensure that appropriate operating procedures and processes are developed, documented and tested by those required to use them during an emergency, and that suitable training takes place;
• Ensure that appropriate procedures, processes and systems are in place to record and monitor any council expenditure specifically applicable to an emergency;
• Ensure that applications for expenditures eligible for assistance from State sources are submitted to appropriate agencies;
• Ensure that debriefing sessions are held for any response and recovery operation after an emergency to examine effectiveness of the MEMP, and update it as necessary; and
• Keep the Council and Chief Executive Officer informed on emergency management activities, including the presentation of an annual report on activities that includes expenditure incurred by the council during the previous 12 months.

3.4.3 Municipal Emergency Resource Officer (MERO)

Pursuant to section 21(1) of the Emergency Management Act 1986, Mildura Rural City Council has appointed four Municipal Emergency Resource Officers (MERO’s)

• General Manager Development
• Manager Works & Infrastructure Services
• Manager Asset Services
• Manager Parks & Waste Services

Municipal Authority

The MERO has full delegated powers to deploy and manage Council's resources during emergencies. Council staff and resources may be deployed as per their normal operations or tasked solely to the event based on operational circumstances. This delegation also includes responsibility for managing financial expenditure in accordance with Council’s financial management policies.

The role of the MERO is to:

• Partake as a member of the Incident Emergency Management Team (IEMT) at incidents;
• Coordinate municipal resources in emergency response;
• Provide council resources when requested by emergency services or police during response activities;
• Maintain effective liaison with emergency agencies within or servicing the municipal district;
• Liaise with the MEM and the MRM on the best use of municipal resources;
• Organise a response debrief if requested by the Municipal Emergency Response Coordinator (MERC), an appointee of Victoria Police; and
• Participate in the process of Relief to Recovery.
3.4.4 Municipal Recovery Manager (MRM)

Mildura Rural City Council has appointed two Municipal Recovery Managers (MRM’s)
- General Manager Community
- Manager Community Futures

In consultation with the MERO the MRM has full delegated powers to deploy council and community resources to assist with recovery.

This delegation also includes responsibility for managing financial expenditure in accordance with Council’s financial management policies.

The role of the MRM is to:
- Assist in planning and preparing for emergency relief and recovery in partnership with the MERO coordinate municipal and community resources and activities in consultation with the MEM during relief and recovery;
- Coordinate and establish Community Recovery Committees where appropriate (see 6.9)
- Establish priorities for the restoration of community services and needs;
- Establish and coordinate Emergency Relief Centres as required;
- Coordinate the secondary and post impact assessments;
- Establish an Information and Coordination Centre;
- Liaise, consult and negotiate on behalf of the affected area with recovery agencies and the municipality;
- Escalate relief and recovery coordination to a regional level if the needs for provisions exceed the capability of Council;
- Liaise with the Regional Recovery Committee and the Department of Health and Human Services; and
- Undertake other specific recovery activities as determined by the municipality;
- Ensure communication and community engagement activities are established and coordinated.

The MRM may delegate duties to provide for effective management of the recovery functions.
3.4.5 Municipal Fire Prevention Officer (MFPO)

Pursuant to section 96A of the *Country Fire Authority Act 1958*, Mildura Rural City Council has appointed one Municipal Fire Prevention Officer, being the Civic Compliance Coordinator. The role of the MFPO is to:

- Manage the Municipal Fire Prevention Work Group as Chairperson;
- Undertake and regularly review Council’s fire prevention planning and plans (together with the Municipal Fire Prevention Work Group);
- Liaise with Fire Services, Brigades, other Authorities and Councils regarding fire prevention planning and implementation;
- Advise and assist the Municipal Emergency Management Planning Committee on Fire Prevention and related matters;
- Report to Council on fire prevention and related matters;
- Carry out statutory tasks related to fire prevention notices and infringement notices;
- Investigate and act on complaints regarding potential fire hazards;
- Advise, assist and make recommendations to the general public on fire prevention and related matters;
- Issue Permits to Burn (under Section 38 of the *Country Fire Authority Act 1958*);
- Facilitate community fire safety education programs and support Community Fireguard groups in fire prone areas.

The MFPO can be contacted via the MEMP contact list at Appendix A or via MRCC on 5018 8100 during business and after hours.

3.4.6 Emergency Management Liaison Officer (EMLO)

The Emergency Management Liaison Officer is a representative of council that is typically located at the Incident Control Centre (ICC) as part of the Incident Emergency Management Team (IEMT).

The role of the EMLO is to provide a communication link that enables the MERO or MRM and the ICC to exchange information. The EMLO actively seeks situational awareness and intelligence to inform relief and recovery requirements, community information, council operations and secondary impact assessments.

The EMLO has no financial delegation or authority to deploy resources. The EMLO is in most circumstances contacted by either the MEM or the MERO to undertake a role.

3.5 Audit and Maintenance

3.5.1 Audit

The Mildura Rural City Council, pursuant to section 21A of the *Emergency Management Act 1986*, shall submit its Municipal Emergency Management Plan for audit every three years. This audit will assess whether the plan complies with guidelines issued by the Minister.
3.5.2 Maintenance

The content of this Plan is to be reviewed annually in September by the Municipal Emergency Manager (MEM) to ensure:

- Its compliance with relevant legislation, directions and guidelines from the Minister; and
- Its accuracy in regards to information it contains in each section.

An out of session meeting may be called after an emergency which utilised part of this plan or when the plan has undergone a major review/change or on the identification of a new risk.

Where changes of substance are required to the Plan, the MEM will send a draft copy of the updated Plan, together with an Amendments List, to all members of the committee for their approval prior to it being tabled at either a MEMPC general meeting or a special meeting convened for the purpose of the review.

Following acceptance by the MEMPC the updated plan and list of amendments will be submitted to council for endorsement. Following council endorsement a copy is to be provided to the State Library, as per S49 of the Libraries Act 1988.

Organisations delegated with responsibilities in this Plan are required to notify the Municipal Emergency Manager of any changes of detail (e.g. contact information), as they occur. Amendments will be produced and distributed by the Municipal Emergency Manager as required. This includes administrative amendments. Refer to Appendix F for distribution list.

A standing agenda item at each meeting of the MEMPC will be comment and review of an aspect or section of the MEMP to ensure a fluid and continued maintenance process.

3.5.3 Exercises

In order to ensure the effectiveness of this Plan an annual exercise should be undertaken. The MEMPC will determine the areas of the Plan to be tested, (Preparedness, Response, Relief or Recovery). This will be done in a form determined by the MEMPC. Any procedural anomalies or short falls encountered during these exercises, or ensuing operations, must be addressed and rectified at the earliest opportunity.

3.5.4 Training

The Mildura Rural City Council should conduct training annually to ensure those staff with Emergency Management responsibilities are capable of undertaking them.

Training could include:

- Relief Centre refresher;
- Municipal Operations Centre set up;
- Presentation to staff interested to Volunteer for emergency management roles;
- VICSES emergency management training ; or
- Participation in annual exercise.
3.6 Maintenance of Sub-Plans

Sub-plans to the MEMP will undergo a full review by a working group or sub-committee of the MEMPC every three years or in accordance with the *Emergency Management Act 1986* or EMMV timelines.

All sub-plans will undergo a minor review by the MEM each year to ensure it contains up to date contact information.

Following review, the sub-plan will be presented to the MEMPC for consideration and adoption (See Appendix K).

3.7 Municipal Planning Process

The Municipal Planning Process is of a continuous nature to ensure the ongoing development, maintenance and refinement of emergency management planning. The planning process is in line with the steps outlined in the Emergency Management Manual Victoria (EMMV).

4. PART FOUR – PREVENTION & MITIGATION ARRANGEMENTS

4.1 Introduction

Mildura Rural City Council recognises it has a key role in prevention and mitigation activities to reduce the risk, or minimise the effects of, emergencies that may occur in the municipal area. Council's enforcement and continued reviewing of existing policies in relation to land use, building codes and regulations and urban planning, along with the various agencies responsible for prevention activities throughout the community, combine to ensure that all measures possible are addressed to reduce the likelihood of emergency.

Municipalities must undertake risk assessments to ensure that planning reflects the local risk environment. The process used for this purpose is the Community Emergency Risk Assessment (CERA) which combines hazard information and intelligence from a number of sources in order to gain a clear understanding of the elements that define ‘risk’ within a specific area.

These sources include:

- Existing ‘single hazard’ risk assessments for example the Victorian Fire Risk Register (VFRR), Integrated Fire Management Planning (IFMP) and Flood Studies;
- New or existing community profile information for example Part 2 of Municipal Emergency Management Plans; and
- Subject matter experts and local community representatives.

The CERA meeting format is designed to promote a collaborative discussion between agencies, experts and community representatives on the ways in which various hazards may affect important assets, values and functions for a defined ‘community of interest’. This format enables participants to then identify underlying weaknesses, consequences and long term impacts.
4.2 Community Emergency Risk Assessment (CERA) Process

CERA consists of two sessions held with the MEMPC and facilitated by VICSES. Typically, in the first session, the committee:

- Identify the hazards they think pose a threat to their community;
- Identify the assets, values and functions they think are integral to the normal functioning of their community; and
- Prioritise the Top five hazards.

In the second session, hazard experts and representatives of key community assets, values and functions focus on one of the top identified hazards and work together to understand and describe:

- The nature and behaviour of hazards that may impact upon their community; and
- The exposure and vulnerability of key community assets, values and functions to each hazard.

The committee then goes on to identify strengths and weaknesses in existing planning and mitigation arrangements, and identify opportunities for improvement to prevention, control and mitigation measures.

To finalise the CERA process VICSES staff load the data from the group discussions into an excel-based risk assessment tool that will:

- Calculate the levels of risk; and
- Create risk sheets (that can be exported) and heat maps for inclusion in Emergency Management Plans.

A Heat Map visually represents where the top identified risks lie in correlation to the committee’s confidence in the existing controls. It also highlights risks that are a priority for further investigation and mitigation works.

4.3 Summary of Identified Risks

<table>
<thead>
<tr>
<th>Risk</th>
<th>Risk Rating</th>
<th>Elements at Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>People</td>
</tr>
<tr>
<td>Drought</td>
<td>Extreme</td>
<td>✓</td>
</tr>
<tr>
<td>Industrial Explosion</td>
<td>Extreme</td>
<td>✓</td>
</tr>
<tr>
<td>Utility Failure (power supply)</td>
<td>Extreme</td>
<td>✓</td>
</tr>
<tr>
<td>Transport Accident (Air)</td>
<td>Extreme</td>
<td>✓</td>
</tr>
<tr>
<td>Epidemic (Human)</td>
<td>Extreme</td>
<td>✓</td>
</tr>
<tr>
<td>Transport Accident (Road)</td>
<td>Extreme</td>
<td>✓</td>
</tr>
<tr>
<td>Heat Health</td>
<td>Extreme</td>
<td>✓</td>
</tr>
<tr>
<td>Event Description</td>
<td>Severity</td>
<td>Risk</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>----------</td>
<td>------</td>
</tr>
<tr>
<td>Transport Accident (Hazmat)</td>
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<td>Severe Storm</td>
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<td>✓</td>
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<tr>
<td>Water Pollution</td>
<td>High</td>
<td>✓</td>
</tr>
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<td>Utility Failure (water supply)</td>
<td>High</td>
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<td>Flood</td>
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<td>Bridge Collapse</td>
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<td>Structural Fire</td>
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<td>Wildfire</td>
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<tr>
<td>Fire Industrial (including landfill)</td>
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<td>Gastro-Intestinal Illness</td>
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<td>Utility Failure (Gas Supply)</td>
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<td>Utility Failure (Telecommunications)</td>
<td>High</td>
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<td>Transport Accident (Rail)</td>
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<td>Heat Wave</td>
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<td>Terrorism</td>
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<td>Civil Disturbance</td>
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<td>Pollution (Air)</td>
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<td>✓</td>
</tr>
<tr>
<td>Industrial Accident</td>
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<td>✓</td>
</tr>
</tbody>
</table>
4.4 Treatment / Mitigation Plans

A number of Sub Plans have been developed to address some of the risks identified in the Mildura Rural City Council Municipality. Developed Plans include:

- Municipal Fire Management Sub-Plan;
- Municipal Heat Wave Plan;
- Landfill & Waste Fire Management Sub-Plan;
- Mildura Hazmat Plan; and
- Emergency Relief Centre Sub-Plan.

4.5 Monitoring & Review

Risk assessment is a continuous process. The MEMPC will continue to assess identified risks and existing controls, and will assess new and emerging risks as necessary.

Sub – plans that form a part of the MEMP will be reviewed prior to their expiry by a working group of the MEMPC.
4.6 Community Education

The Mildura Rural City Council produced and distributed the “Ready React Recover” information guide. The guide outlines the three key steps to emergency preparedness in our region and provides tips on how to be ready for, react to, and recover from, potential hazard.

Mildura Rural City Council also provides information in relation to emergencies at www.mildura.vic.gov.au. There is also regular information and updates on the council Facebook page.

www.facebook.com/MilduraCouncil

Emergency Service Organisations undertake a range of community education and multimedia programs to inform and assist the community to prepare for emergencies this information can be found at:

VicEmergency: www.emergency.vic.gov.au

This is a “one-stop shop” for Victorians to source information regarding preparedness, incidents and warnings, and recovery for all types of emergencies.

Country Fire Authority: www.cfa.vic.gov.au

The Country Fire Authority Website has a range of information specific to bush, grass and other fires. There is also information and resources specific to children and young people for teachers and parents.

State Emergency Service: www.ses.vic.gov.au

The SES has information and initiatives including ‘Storm Safe, ‘Flood Safe’ and ‘Quake Safe’. Games and information are provided for primary and secondary school children and teacher lesson plans.

Better Health Channel: www.betterhealth.vic.gov.au

Provides a range community information and links to other resources about health related emergencies (pandemic, heat, smoke etc.).

Australian Red Cross: www.redcross.org.au

Preparedness:

The Red Cross Emergency REDiPLAN is a community information program to help people better prepare for, respond to and recovery from emergencies. The Red Cross can provide speakers for community gatherings to talk about Preparedness and introduce REDiPLAN. REDiPLAN can be downloaded free form http://www.redcross.org.au

Recovery Resources

The Red Cross has produced a number of written publications to complement their “on ground” Recovery Services. The Red Cross recovery resources can be accessed via the Australian Red Cross website, where there are descriptions of each publication, and an order form.
5. PART FIVE – RESPONSE ARRANGEMENTS

5.1 Introduction

Emergency response is the action taken immediately before, during and in the first period after an emergency to reduce the effect and consequences of emergencies on people, their livelihoods and wellbeing, property and the environment and to meet basic human needs.

Emergency relief and recovery activities should be integrated with emergency response activities and commence as soon as the effect and consequences of the emergency are anticipated. (EMMV Part 3)

Mildura Rural City Council is responsible for the provision, management and coordination of municipal resources in support of the response to, and recovery from, emergencies and disasters. Municipal resources include those owned by the Mildura Rural City Council, and those under its control (including contracted resources).

Mildura Rural City Council is also responsible for the coordination of community resources in response to, and recovery from, emergencies and disasters.

5.2 Response Activation

MRCC has provided a direct number to contact the on duty MERO to response agencies in the municipal area. The MERO can also be contacted by calling the MRCC after hour’s emergency number and advising of the requirement for the MERO to be contacted.

5.3 Principles of Response Planning and Operational Management

The Victorian Government has endorsed a set of emergency management priorities to underpin and guide all decisions made during emergencies in Victoria.

The State Emergency Management Priorities provide clear direction on the factors that are required to be considered and actioned during a response to any emergency. The intent is to minimise the impacts of emergencies and enable affected communities to focus on their recovery as early as practicable.

The State Emergency Management Priorities are:

- Protection and preservation of life is paramount. This includes
  - Safety of emergency services personnel; and
  - Safety of community members including vulnerable community members and visitors/tourists located within the incident area
- Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members make informed decisions about their safety;
- Protection of critical infrastructure and community assets that supports community resilience;
- Protection of residential property as a place of primary residence;
- Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability; and
- Protection of environmental and conservation assets that considers the cultural, biodiversity and social values of the environment.
The State emergency management priorities provide a framework for emergency managers to identify the priority roles and actions of agencies in an emergency response, especially where there are concurrent risks or competing priorities.

The Victorian Government’s approach to the management of any emergency, consistent with the philosophy adopted Australia-wide, is to ensure that those agencies which are trained and equipped to provide a particular emergency response service, respond; and responding agencies are coordinated in their activities to counter the effects of the emergency and to meet the immediate needs of affected, or potentially affected, people.

The same management arrangements are used whenever more than one agency is involved in the response to an emergency, regardless of the size of the emergency. As the needs caused by an incident escalate, the response expands accordingly, in accordance with the plans of participating agencies, and any other specialist plans which apply to the situation.

Responsibility for response in the first instance rests at the municipal level. If the need for resources to respond to an emergency exceeds those available at the municipal level, support is sought from elsewhere, in the following order:

- Regional;
- State; and then
- Commonwealth, other States and Territories.

Recovery agencies should be notified by responders as soon as possible, to ensure they are activated. The Incident Controller is responsible for ensuring that this occurs.

The response management task is to bring together, in an integrated organisational network, the resources of the many agencies and individuals who can take appropriate and timely action. Response management is based on the three key management tasks of coordination, control and command.

5.4 Coordination, Control and Command

5.4.1 Introduction

Emergency response management is based on the functions of coordination, control, command, consequence management and communications.

- Coordination is the bringing together of agencies and resources to ensure effective response to and recovery from emergencies;
- Control is the overall direction of response activities in an emergency, operating horizontally across agencies;
- Command is the internal direction of personnel and resources, operating vertically within an agency; and

To meet the objectives of EMV, those undertaking the Coordination, Control and Command roles must ensure:

- The consequences of the emergency are managed; and
- There is communication to meet the information needs of the community, stakeholders and Government.
5.4.2 Coordination

Emergency response coordination involves the bringing together of agencies and resources to ensure an effective response to emergencies. The main functions of emergency response coordination are to:

- Ensure effective control has been established and maintained in response to an emergency;
- Ensure effective information sharing; and
- Systematically acquire and allocate resources in accordance with the requirements imposed by emergencies.

Emergency response coordination operates throughout the management of response, including during provision of immediate relief, and during the transition to recovery activities.

5.4.3 Control

Control is the overall direction of response activities in an emergency. Authority for control is established in legislation or in an emergency response plan, and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation. Control relates to emergency situations/incidents and operates horizontally across agencies.

In Victoria, authority for control is established in this State Emergency Response Plan (SERP), with the details listed in the Emergency Management Manual Victoria (EMMV).
5.4.4 Command

Command involves the internal direction of personnel and resources of an agency, operating vertically within the agency. Authority to command is established in legislation or by agreement within an agency.

The term ‘chain of command’ refers to the organisational hierarchy of an agency. It is the identifiable line up and down the agency hierarchy from any individual to and from their supervisor and subordinates. The chain of command identifies people or positions with accountability.

Where there is an agreed inter-agency arrangement, a functional commander may supervise personnel and resources from more than one agency.
5.5 Control and Support Agencies

5.5.1 Control Agencies

A control agency is an agency identified within this table that is the primary agency responsible for responding to a specified type of emergency. The control agency may change as the emergency progresses or is clarified.

**Control Agencies**

<table>
<thead>
<tr>
<th>Emergency (as per the Emergency Management Act 2013)</th>
<th>Form of Emergency</th>
<th>Control Agency (agency with primary role within MRCC municipality)</th>
<th>Class of Major Emergency</th>
</tr>
</thead>
<tbody>
<tr>
<td>An earthquake, flood, wind-storm or other natural event</td>
<td>Earthquake</td>
<td>VICSES</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Flood</td>
<td>VICSES</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Heat</td>
<td>EMC</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Storm</td>
<td>VICSES</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Landslide</td>
<td>VICSES</td>
<td>1</td>
</tr>
<tr>
<td>Fire and explosion</td>
<td>Aircraft</td>
<td>CFA</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Boilers &amp; Pressure Vessels</td>
<td>CFA</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Explosion</td>
<td>CFA</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Explosive Device</td>
<td>Victoria Police</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Fire</td>
<td>CFA /DEWLP</td>
<td>1</td>
</tr>
<tr>
<td>Road accident or any other accident</td>
<td>Aircraft</td>
<td>Victoria Police</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Biological materials (including leaks and spills)</td>
<td>DHHS</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Gas Leak</td>
<td>CFA</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Hazardous materials, high consequence dangerous goods or dangerous goods</td>
<td>CFA</td>
<td>1</td>
</tr>
<tr>
<td>Event</td>
<td>Authority</td>
<td>Code</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------------------</td>
<td>------</td>
<td></td>
</tr>
<tr>
<td>Lifts, cranes or scaffolding and amusement structures</td>
<td>CFA</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Building collapse</td>
<td>VICSES</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Military aircraft and ships</td>
<td>Defence Force</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Radioactive materials (including leaks and spills)</td>
<td>DHHS</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Rail and tram</td>
<td>Victoria Police</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Road</td>
<td>Victoria Police</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Aircraft – in-flight emergency</td>
<td>Airservices Australia</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Plague or an epidemic or contamination</td>
<td>DEDJTR</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Chemical contamination or livestock or agricultural produce (agricultural or veterinary)</td>
<td>DEDJTR</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Exotic animal disease (includes bees and aquaculture)</td>
<td>DEDJTR</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Plant pest or disease</td>
<td>DEDJTR</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Vertebrate pest / plagues</td>
<td>DEDJTR</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Retail food contamination</td>
<td>DHHS</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Threat Type</td>
<td>Responsible Agency</td>
<td>Priority</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>---------------------</td>
<td>----------</td>
<td></td>
</tr>
<tr>
<td>Food /drinking water contamination</td>
<td>DHHS</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Human disease</td>
<td>DHHS</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Blue-green algae</td>
<td>DELWP</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Non Hazardous pollution of inland waters</td>
<td>DELWP</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>A warlike act or act of terrorism, hijack, siege or riot</td>
<td>Victoria Police</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Other threats against persons, property or environment</td>
<td>Victoria Police</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>A disruption to an essential service</td>
<td>Victoria Police</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Food supply, critical infrastructure damage or disruption</td>
<td>Victoria Police</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Electricity</td>
<td>DELWP</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Natural gas</td>
<td>DELWP</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Petroleum and liquid fuels</td>
<td>DELWP</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Public transport</td>
<td>PTV</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Roads/bridges/tunnels</td>
<td>Vic Roads</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Water and sewerage</td>
<td>DELWP</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Rescue &lt;br&gt;(note – not listed in the EM Act 2013 and)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building, structure</td>
<td>CFA/VICSES</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Cave</td>
<td>Victoria Police</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>Victoria Police</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>potentially as support service</td>
<td>Lift, crane, scaffolding or amusement structure</td>
<td>CFA</td>
<td>1</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-----------------------------------------------</td>
<td>-----</td>
<td>---</td>
</tr>
<tr>
<td>Mine/quarry</td>
<td>Victoria Police</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Rail, aircraft and industrial</td>
<td>VICSES</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Road</td>
<td>VICSES</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Trench or tunnel</td>
<td>CFA</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td>Victoria Police / AMSA</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Search (as above)</td>
<td>Land</td>
<td>Victoria Police</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Water</td>
<td>Victoria Police</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Overdue aircraft</td>
<td>AMSA</td>
<td>2</td>
</tr>
</tbody>
</table>
5.5.2 Support Agency

A support agency is an agency that provides essential services, personnel or material to support or assist a control agency or affected persons. Any agency may be requested to assist in any emergency if it has skills, expertise or resources that may contribute to the management of the emergency.

**Functional Support Services**

<table>
<thead>
<tr>
<th>Functional Support Area</th>
<th>Lead Agency (State)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>DEDJTR</td>
</tr>
<tr>
<td>Animal Welfare (livestock and companion animals)</td>
<td>DEDJTR</td>
</tr>
<tr>
<td>Animal Welfare (wildlife)</td>
<td>DELWP</td>
</tr>
<tr>
<td>Ambulance / first aid</td>
<td>Ambulance Victoria</td>
</tr>
<tr>
<td>Business and industry</td>
<td>DEDJTR</td>
</tr>
<tr>
<td>Coronial services</td>
<td>Coroner’s Court of Victoria</td>
</tr>
<tr>
<td>Courts, corrections and consumer affairs</td>
<td>DJR</td>
</tr>
<tr>
<td>Deceased person identification</td>
<td>Victoria Police</td>
</tr>
<tr>
<td>Earth resources (mines)</td>
<td>DEDJTR</td>
</tr>
<tr>
<td>Education</td>
<td>DET</td>
</tr>
<tr>
<td>Emergency services telecommunications</td>
<td>ESTA</td>
</tr>
<tr>
<td>Energy (including electricity, gas and liquid fuels)</td>
<td>DELWP</td>
</tr>
<tr>
<td>Environmental impact (air, land and water quality)</td>
<td>EPA</td>
</tr>
<tr>
<td>Health and human services</td>
<td>DHHS</td>
</tr>
<tr>
<td>Health command</td>
<td>AV</td>
</tr>
<tr>
<td>Local government</td>
<td>DELWP</td>
</tr>
<tr>
<td>Media/communications</td>
<td>EMV</td>
</tr>
<tr>
<td>Public land</td>
<td>DELWP</td>
</tr>
<tr>
<td>Public transport</td>
<td>PTV</td>
</tr>
<tr>
<td>Functional Support Area</td>
<td>Lead Agency (State)</td>
</tr>
<tr>
<td>------------------------------------------------------------------</td>
<td>----------------------------------------------------------</td>
</tr>
<tr>
<td>Responder agencies</td>
<td>CFA, DELWP, VICSES</td>
</tr>
<tr>
<td>Roads</td>
<td>VicRoads</td>
</tr>
<tr>
<td>Spatial data</td>
<td>DELWP</td>
</tr>
<tr>
<td>Specific facilities (including secure facilities)</td>
<td>Owner or manager</td>
</tr>
<tr>
<td>State Government</td>
<td>DPC</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>DEDJTR</td>
</tr>
<tr>
<td>Tourism</td>
<td>DEDJTR</td>
</tr>
<tr>
<td>Transport (including airports and ports)</td>
<td>DEDJTR</td>
</tr>
<tr>
<td>Water and sewerage</td>
<td>DELWP</td>
</tr>
<tr>
<td>Weather</td>
<td>BOM</td>
</tr>
<tr>
<td>Worksafe</td>
<td>Victorian WorkSafe Authority</td>
</tr>
</tbody>
</table>
5.6 Collaboration / State, Regional & Incident Tiers

The people and agencies with roles and responsibility for responding to emergencies work together in teams at the state, regional and incident tiers to ensure a collaborative and coordinated whole of government approach to the management of emergencies at each tier. Note that not all tiers are active for all emergencies.

*The team structure Primary function supported by the team*

<table>
<thead>
<tr>
<th>Tier</th>
<th>Control</th>
<th>Response coordination</th>
<th>Relief and recovery coordination</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>State Control Team</td>
<td>Emergency Management</td>
<td>State Relief and Recovery Team</td>
</tr>
<tr>
<td></td>
<td>State Coordination Team</td>
<td>Joint Public Information Committee</td>
<td></td>
</tr>
<tr>
<td>Regional</td>
<td>Regional Control Team</td>
<td>Regional Emergency Management Team</td>
<td>Regional Recovery Committee or equivalent *</td>
</tr>
<tr>
<td>Incident</td>
<td>Incident Management Team (major emergencies)</td>
<td>Incident Emergency Management Team (major emergencies)</td>
<td>Municipal Recovery Planning Committee or equivalent *</td>
</tr>
</tbody>
</table>

*established as required*

5.7 Emergency Management Roles – Incident Level

5.7.1 Incident Emergency Response Co-ordinator (IERC)

The Incident Emergency Response Coordinator is usually the senior member of Victoria Police at the initial scene of an emergency or at the place where control is being exercised at incident level. This role usually relates to the first response to an emergency, and the person fulfilling the role may change in seniority as the emergency escalates or de-escalates.

The role of the IERC is to:

- Maintain a presence at the place where control is being exercised and represent the MERC in their absence;
- Ensure effective control is established and maintained;
- Ensure that the appropriate control and support agencies are in attendance – or have been notified by the controller and are responding to an emergency;
- In the event of uncertainty, determine which agency is to perform its statutory response role, where more than one agency is empowered to perform that role;
- Ensure the Incident Controller has formed and is chairing an Incident Emergency Management Team (IEMT) ensuring effective information sharing;
- Arrange for the provision and allocation of resources requested by control and support agencies and escalate unfulfilled requests to the MERC or RERC ensure timely warnings.
and information are provided to the community and support agencies by the control agency;

- Ensure the Incident Controller has developed and issued an incident action plan (including objectives and strategies for managing the incident);
- Consider the need for declaration of an emergency area; and
- Provide the MERC or RERC with information or advice on issues relating to co-ordination, control and command and of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.

5.7.2 Municipal Emergency Response Co-ordinator (MERC)

The member of Victoria Police appointed as an emergency response co-ordinator for each municipal district is known as a Municipal Emergency Response Co-ordinator (MERC). The MERC sits on the Municipal Emergency Management Planning Committee. The MERC will communicate with the Emergency Management Commissioner, through the RERC (and subsequently the Senior Police Liaison Officer).

The role of the MERC is to:

- Ensure that the appropriate control and support agencies are in attendance - or have been notified by the controller and are responding to an emergency;
- In the event of uncertainty, determine which agency is to perform its statutory response role, where more than one agency is empowered to perform that role;
- Ensure the Incident Controller has formed and is chairing an Incident Emergency Management Team (IEMT) or, if the Incident Controller is unable to attend or there are several disparate emergencies within the municipality, form and chair an IEMT;
- Arrange for the provision of resources requested by control and support agencies and escalate unfulfilled requests to the RERC;
- Advise the RERC of emergencies that have the potential to require supplementary resources from outside the municipal district;
- Ensure timely warnings and information are provided to the community and support agencies by the control agency;
- Ensure the Incident Controller has developed and issued an incident action plan (including objectives and strategies for managing the incident);
- Ensure the Municipal Emergency Resource Officer is advised of the emergency, is available to provide access to municipal resources if required and is receiving information as appropriate;
- Attend, or arrange a delegate to attend the Municipal Emergency Operations Centre, if activated;
- Consider registration of persons evacuated or otherwise affected across the municipality;
- Consider the provision of relief to evacuees and agency personnel where necessary, and advise the Municipal Recovery Manager of requirements;
- Consider the need for declaration of an emergency area;
• Ensure the Municipal Recovery Manager has been notified by the incident controller of the emergency; and

• Provide the RERC with information or advice on issues relating to the coordination, control and command of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.

5.7.3 Regional Emergency Response Co-ordinator (RERC)

The member of Victoria Police appointed as an emergency response coordinator for each Victorian Government region is known as a Regional Emergency Response Coordinator (RERC).

The RERC or their representative may chair the Regional Emergency Management Planning Committee. Details of this committee are set out in Part 5 of this Manual. The RERC will communicate with the Emergency Management Commissioner, through the Senior Police Liaison Officer.

The role of the RERC is to:

• Monitor control arrangements for emergencies across the region to ensure they are effective;

• Where necessary, ensure the Regional Controller has formed and is chairing the Regional Emergency Management Team (REMT) or, where there are multiple disparate emergencies in the Region, form and chair the REMT;

• Source resources and services requested by the Municipal Emergency Response Coordinators and escalate requests unable to be fulfilled by the region to the Emergency Management Commissioner through the Senior Police Liaison Officer;

• In the event of uncertainty, determine which agency is to perform its statutory response role within a region, where more than one agency is empowered to perform that role;

• Ensure the Regional Controller is developing a regional strategic plan for the management of the emergencies within the region;

• Ensure the Regional Recovery Coordinator has been notified of the emergency;

• Monitor the provision of warnings and information to affected communities;

• Consider registration of persons evacuated or otherwise affected across the region;

• Monitor the provision of relief across the region;

• Monitor the need to declare an emergency area; and

• Provide the Senior Police Liaison Officer with information or advice on issues relating the coordination, control and command of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.

5.7.4 Municipal Emergency Resource Officer (MERO)

See section 3.4.3

5.7.5 Municipal Recovery Manager (MRM)

See section 3.4.4
5.7.6 Emergency Management Liaison Officer (EMLO)

See section 3.4.6

5.7.7 Incident Emergency Management Team (IEMT)

The function of the Incident Emergency Management Team is to support the Incident Controller in determining and implementing appropriate Incident Management strategies for the emergency. If an emergency requires a response by more than one agency, the Incident Controller should form and chair an Incident Emergency Management Team. If the Incident Controller is unable to attend or there are several disparate emergencies within the municipality, the MERC (or representative) should form and chair the IEMT.

The Incident Emergency Management Team usually comprises:

- Incident Controller;
- Support Agency Commanders (or their representatives);
- Health Commander (functional commander of supporting health agencies);
- Municipal Recovery Manager:
- Municipal Emergency Response Coordinator (or representative):
- Other specialist persons as required; and
- Local Government representatives.

For detailed information in relation to roles and responsibilities of the Incident Emergency Management Team see EMMV Section 3 (see https://www.emv.vic.gov.au/policies/emmv/)

5.8 Resource Coordination

5.8.1 Introduction

A supplementary emergency response resource is a resource that is required by a response agency (usually an emergency service agency, including the control agency) for emergency response operations that is neither owned nor effectively controlled by that agency. Supplementary resources include, but are not limited to:

- Personnel (e.g. agency support and industry technicians);
- Equipment (e.g. plant and vehicles); or
- Services (e.g. telephone lines and expert technical advice); or
- Facilities for emergency services staging areas.

A resource is essentially any function or item, which a responding agency requires to perform its response role (for more information refer to the EMMV page 3-33).

The concept of accessing supplementary emergency response resources is that the response agency requires the resource to complete a task that would otherwise be beyond its capacity or capability.

Supplementary response resources are sourced on a four-tiered step-up basis. The arrangements initially provide for:

- The efficient use of available resources at a local (municipal) level, including neighbouring municipalities;
• Escalation to a regional level;
• Escalation to the state level; and then
• Escalation to the commonwealth/international level.

Mildura Rural City Council confirmed its commitment in 2016, to the Municipal Association of Victoria Protocol for Inter-Council Emergency Management Resource Sharing (see Appendix L).

Mildura Rural City Council has informal agreements with the Wentworth Shire Council in New South Wales, in relation to the sourcing of equipment in emergencies.

5.8.2 Municipal Emergency Management Group (MEMG)

In order to carry out its management functions the Mildura Rural City Council may form a Municipal Emergency Management Group (MEMG). This group normally consists of:

• Municipal Emergency Resource Officer (MERO);
• Municipal Recovery Manager (MRM);
• Municipal Emergency Response Coordinator (MERC);
• Municipal Emergency Manager (MEM) and
• Any other co-opted persons required.

The Municipal Emergency Management Group or part thereof, convenes when the scale of the emergency dictates the requirement for the provision of any of the functions outlined above. Members of the Municipal Emergency Management Group liaise to determine what level of activation is required.

5.8.3 Municipal Emergency Operations Centre (MEOC)

A MEOC may be established if the complexity or size of the incident dictates. The MEOC provides a central and coordinated space for the MEMG and may be established at the most appropriate location available at the time. The MRM or MERO have the Authority to establish a MEOC.

The MEOC will co-ordinate the provision of human and material resources within the municipality, during emergencies. It will also maintain an overall view of the operational activities within the MEMP’s area of responsibility for recording, planning and debrief purposes. The MEOC may also become operational during support operations to a neighbouring municipality. Administrative staff for the MEOC will be drawn from municipal employees.

5.8.4 MEOC Locations

The primary MEOC for the MRCC is:

The Alfred Deakin Centre – Benetook Room
180-190 Deakin Avenue (Cnr 12th Street)
Mildura

The alternative MEOC, in the event that the primary MEOC becomes unserviceable is:

Benetook Depot
464 Benetook Avenue
Mildura
The secondary alternative MEOC is:

Irymple Ambulance Station
2117 Fifteenth Street
Irymple

5.8.5 Resource List

A list of available council resources including Council owned or controlled assets and available Council employed or contracted personnel is available by contacting the Municipal Emergency Manager or the Municipal Emergency Resource Officer (Refer to Appendix A for contact details).

There are a number of informal arrangements with local businesses and community groups to provide resources in the response and recovery areas of emergencies at short notice. These include, but are not limited to:

- Local bulk fuel suppliers;
- Local equipment hire businesses;
- Local passenger transport / bus companies;
- Local Service Clubs; and
- Local Community Groups.

There are a number of formal agreements with community groups and sporting clubs for the use of facilities as relief centres. This list is available via the MRM, MERO and MEM (Refer to Appendix A for contact details).

5.8.6 Procedure for Resource Supplementation

There are two areas where resource supplementation may be required in an emergency or disaster situation.

These are where a resource is required as a matter of priority due to an unfolding event, and where resources are required for a planned response to an emergency or disaster.

Where a situation arises that require a priority response of resources and an IEMT has not been established or the IERC / MERC / RERC is not available, resources may be requested from the Officer in Charge of the response agency to the MERO.

Where an IEMT has been established, requests for supplementary resources should be directed to the MERO via the IERC / MERC / RERC.

The MERO will determine whether the resources requested are available from municipal resources (owned or under the direct control of the municipal council) and if available, arrange for their provision.

Where the Mildura Rural City Council is unable to fulfil the request for a resource, via their own or controlled resources, the MERO may assist the IERC / MERC / RERC in locating a resource.

Where resources are not Council owned or under the control of the Municipal Council, the MERO may at their discretion advise the control agency that the cost will or will not be charged to the control agency.
Requests for provision of Council resources should be in writing with the name and position of the person requesting including details of the tasks to be undertaken. Where oral requests are made these should be followed up in hard copy at the first available instance.

The MERO may request that the control agency make appropriate arrangements for delivery of supplementary resources.

5.8.7 Resource Supplementation Flow Chart

5.8.8 Resource Supplementation Financial Arrangements

Mildura Rural City Council understands its responsibility to provide resources under its control at no cost to the control agency for emergency operations. Municipal resources are those used to perform municipal functions, even if the resources are privately owned (contracted to Council).

However, some resources may be subject to limits and/or constraints, (e.g. the use of some equipment may be limited to a timeframe due to the expense of operation). Such limits and/or constraints should be reasonable and commensurate to the Council's capacity to provide such resources.

When a control agency requests services and supplies (for example catering) on behalf of a number of supporting agencies, the control agency will be responsible for any costs incurred.
5.9 Evacuation

5.9.1 Introduction

Evacuation is a risk management strategy which may be used as a means of mitigating the effects of an emergency or disaster on a community. It involves the movement of people to a safer location. However, to be effective it must be correctly planned and executed. The process of evacuation must include the return of the affected community.

A recommendation to evacuate should only be made when it is expected to offer a higher level of protection for members of the public than other options, and can be achieved without endangering response agency personnel.

Evacuation is a scalable activity in that it may be applied to individuals, a house, a street, a large facility (i.e. school or hospital), a suburb, a town or a large area of the State.

Joint Standard Operating Procedure JSOP 03.12 Evacuation for Major Emergencies provides the procedure for evacuations. JSOP 03.12 is available from https://files-em.em.vic.gov.au/public/JSOP/EMV-JSOP.htm or Appendix J.

See below for Evacuation Responsibilities Flow Chart

5.9.2 Evacuation Responsibilities Flow Chart
5.9.3 Warning Systems

The method of alerting people to the need for evacuation will depend on a number of factors. Consideration should be given to:

- The type of emergency;
- The number of people affected;
- The ethnic origins of the affected people; and
- The requirements of any Special Needs Groups.

5.10 Vulnerable People & Facilities

5.10.1 Vulnerable People Register

A list of vulnerable people in an emergency is available on the State ‘Vulnerable Persons Register’ (VPR) and is directly available to Police, Department of Health & Human Services (DHHS) and identified municipal staff.

The VPR is a register of people who are receiving support from an agency and who have been assessed as requiring assistance when there is an emergency. They will usually have complex needs and be without support to assist them to plan and respond to an emergency.

Agencies are responsible for adding eligible clients to the register and keeping information up to date and have a responsibility to encourage and where necessary support those vulnerable clients to undertake planning for emergencies. The Mildura Rural City Council oversees the maintenance of the register locally. Agencies are not expected to be part of a client’s plan for an emergency where this is outside their current practice.

The VPR is directly available to Victoria Police.

5.10.2 Vulnerable Facilities

Mildura Rural City Council maintains a database of Vulnerable Facilities such as, schools, child care facilities, hospitals, and aged care homes.

This is available to emergency service organisations through the Municipal Emergency Resource Officer (MERO) the Municipal Recovery Manager (MRM) or the Municipal Emergency Manager (MEM).

5.11 Impact Assessment

Impact assessment is the appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure as a result of an emergency. Data is used to inform recovery planning. Typically there are three stages to impact assessment (adapted from EMV Impact Assessment Guidelines):

5.11.1 Stage 1: Initial Impact Assessment (IIA)

IIA often comprise visual inspections and/or the compilation of early available quantifiable data (such as the number of dwellings destroyed or damaged) and the impacts on people remaining in the affected area. It provides early information to assist in the prioritisation of meeting the immediate needs of individuals and the community. It also indicates if further assessment and assistance is required.

The Incident Controller is responsible for initiating and managing IIA and authorising the release of collected information. The Incident Controller must nominate a designated
senior member of the IEMT, this could be either a Planning Officer or a Deputy Incident Controller to be responsible for the management of this function.

Due to safety requirements, IIA field data is generally gathered by responder agencies. However, it may include other suitable personnel who are appropriately trained and escorted. Field assessments will commence once authorised by the Incident Controller.

Recovery managers/coordinators should be included in the IEMT to ensure the provision of relief and planning for recovery occurs alongside response activities.

The incident controller will regularly provide the information to the IEMT (even if not complete) to give responsible agencies the ability to assess the situation and their responding activities.

5.11.2 Stage 2: Secondary Impact Assessment (SIA)

SIA is a subsequent progressive and more holistic assessment of the impact of the event on the community and takes into account built and natural environments, social and economic impacts, and resulting community needs. Impact assessments for relief and recovery require an additional layer of analysis beyond the IIA, which includes a comparison with baseline information.

An adaptive and evidence-based relief and recovery program requires timely, accurate and progressively more comprehensive information about the impact of an emergency on communities.

The responsibility for activation and coordination of SIA will be dependent on the scale of the emergency. Coordination will be undertaken by the:

- Municipal Recovery Manager (MRM) at the local tier;
- Regional Recovery Coordinator at the regional tier (where multiple LGAs are performing secondary impact assessment or a multi-agency secondary impact assessment is underway); or
- State Relief and Recovery Manager at the State tier.

Agencies involved in SIA must undertake their activities in consultation with the nominated recovery coordinator to reduce duplication and ensure comprehensive information gathering and reporting. Timelines for SIA is seven days to four weeks post incident, this however may be longer for some emergencies.

5.11.3 Stage 3: Post Emergency Needs Assessment (PENA)

Post emergency needs assessments provide a view of the overall cost of the impact and provides insight in relation to the length of time it will take the community and economy to recover. This data assists in informing government considerations regarding financial assistance, impact mitigation projects and recovery support to the community.

Should the emergency extend beyond the boundaries of the Mildura Rural City Council, the PENA may be merged with that of the other affected municipality(s).

Post emergency needs assessments should be flexible and adaptable to the circumstances of the emergency event. The need for this stage depends on the nature and scale of the event. The nominated recovery manager/coordinator will assess whether a post emergency needs assessment is required.

Timelines for PENA is dependent of scale, but is typically from four weeks (or earlier if combined with SIA) and can take up to 12 months or more.
The responsibility for coordination of post emergency needs assessments will be dependent on the scale of the emergency. Coordination will be undertaken by the:

- Municipal Recovery Manager (MRM) at the local tier;
- Regional Recovery Coordinator at the regional tier; or
- State Relief and Recovery Manager at the State tier.

Information gathered from Secondary and Post Impact assessments shall be provided to the MRM, Recovery Committee and the Community Recovery Committee to provide information for the development of recovery plans.

5.12 Post Emergency Debrief

Following an emergency, where either a Municipal Operations Centre or Emergency Relief Centre is activated, the MERO together with the MRM will arrange for a debrief for both MRCC and agency staff. The learnings from debriefs will contribute to the continuous improvement processes.

Refer to Section: 3.2.4 Frequency of Meetings.

5.13 Neighbourhood Safer Places (Places of Last Resort)

A Neighbourhood Safer Place – Place of Last Resort (NSP) may, as a last resort provide improved protection (a safer place) for people from the immediate life threatening effects of a bushfire if their plan has failed. They are places or buildings designated and signposted by the municipal Council and that meet guidelines issued by the Country Fire Authority.

Mildura Rural City Council NSPs are located at:

- Mildura Aerodrome Ovals, Eleventh Street, Mildura;
- Johansen Memorial Recreational Reserve, Sturt Highway, Cullulleraine;
- Mildura South Football Ground, Twelfth Street, Mildura;
- Kenny Park, Box Street, Merbein;
- Quandong Park, Calder Highway, Red Cliffs;
- Henshilwood Oval, Karadoc Avenue, Irymple;
- Blackburn Park, Calder Highway, Ouyen;
- Mildura Show Grounds, Twelfth Street, Mildura;
- Underbool-Linga Memorial Hall, 12-14 Malkin Avenue, Underbool; and
- Murrayville Pool, 34 Reed St Murrayville.

For access to NSPs in an emergency see Appendix D– Neighbourhood Safer Places – Place of Last Resort.
5.14 Public Information & Warnings, Community Awareness

5.14.1 Warnings

It is the responsibility of the Control Agency to issue warnings to potentially affected communities and other agencies. Council may be asked to assist with the dissemination of this information. During a response, warnings and the release of other public information should be authorised by the Incident Controller prior to dissemination.

The method of alerting people to the need for evacuation will depend on a number of factors. Consideration should be given to:

- The type of emergency;
- The number of people affected;
- The ethnic origins of the affected people; and
- The requirements of any Special Needs Groups.

5.14.2 Information Management

In preparation for, and during emergency response activities, information is needed by all participating agencies, persons affected and the wider community. The following list summarises the principles which should be kept in mind by those responsible for managing the flow of information:

- Get information to the people who need it;
- Get the right information to the right people; and
- Ensure it is consistent, timely, user-friendly, accurate, compatible and useful.

All agencies involved in the response to an incident have a responsibility to collect, analyse, and disseminate relevant information received regarding the incident, as appropriate. Further information regarding warnings and information is contained within Part 3 of the EMMV.

Any information released to the public on behalf of Council, will be to educate and assist the community to prepare for emergencies.

5.14.3 Information Dissemination

All methods of information dissemination should be considered including:

- Radio;
- Television;
- Social media;
- Agency information lines (Vic Emergency Information Line);
- Vehicle mounted public address;
- Door knocks;
- Face to face at relief centre, Council’s physical locations, e.g. Visitor Information Centres, libraries and customer service centres.
5.14.4 Information Centre

If required, a public and media information centre will be established. All public and media releases shall be issued from this centre. Council shall appoint a Media Liaison Officer. Past events have demonstrated that affected communities crave information about the event. The Control Agency along with the Police and relevant response/recovery agencies should plan for a community briefing at the earliest opportunity. On-going briefings should also be planned where due to the nature of the event there is a clear need.

One of the most efficient ways to communicate the meeting times and dates to the affected community is through local commercial radio, ABC radio and/or social media.

5.14.5 Media Management and Liaison

Mildura Rural City Councils Media & Communications Unit can make use of its social media outlets to raise community awareness of, or provide information about an unfolding event. These same outlets can be used to provide ongoing relief and recovery information as required. The Media & Communications Unit will also make arrangements for the distribution of media releases and communications with local and state radio and print networks, including the ABC, commercial networks and community based radio stations. All authorised requests for such activation should be made in the first instance to the Manager Corporate Administration.

5.14.6 Transition from Response to Recovery

In any emergency it is essential to ensure a smooth transition from the response to the recovery phase. Planning for this should commence as soon as practical and involve the MERC, MERO, MRM and recovery agencies. Dependent on the size and impact of the emergency, regional agencies and managers may be involved in the transition phase. There are a number of considerations that may impact the timing of the transition, these include:

- The extent to which an emergency risk remains;
- The extent to which the powers available to response agencies (which may only be available during an emergency response) are still required;
- The extent to which the effect and consequence of the emergency are known;
- The extent to which the effected community continues to require relief services; and
- The extent to which the recovery resources have assembled and are ready to manage their responsibilities.

In some circumstances, it may be appropriate for certain goods and facilities obtained under the emergency response phase to be utilised in recovery activities. In these situations a formal hand over of the goods and facilities to the MRM should occur. Hand over from response to recovery will only occur after a formal agreement has been reached between response and recovery agencies.
The document “An Agreement for the Transition of Coordination Arrangements from Response to Recovery” is available on the EM COP website, from the Regional Recovery Coordinator and as Appendix H to this Plan.

The document may be used in its entirety or as a guide to facilitate and ensure a smooth transition from relief to recovery.

5.14.7 Record Keeping / Information Management

Council uses its own systems for information management to track all activities relating to incidents. It is also a repository of plans and contact details that can be accessed by relevant Council staff from any location where there is internet access.

This includes the management and collation of information relating to impact assessments and management of attendances by Council services to response relief and recovery activities.

6. PART SIX – RELIEF & RECOVERY ARRANGEMENTS

6.1 Introduction

Emergency relief and recovery is a multi-agency responsibility that needs to be managed and planned for in a structured manner. The broad needs created by the impact of an emergency on a community will be met through a range of services, and provided by a range of both government and non-government organisations, community agencies and the private sector.

Mildura Rural City Council has the responsibility for the coordination and delivery of relief and recovery at a local level. The MEMPC, Relief and Recovery Sub-Committee is responsible for the development, maintenance and co-ordination of relief and recovery plans as sub plans to the MEMP.

6.2 Overview

Relief and recovery commences at the onset of an emergency. Often there will be an immediate requirement for emergency relief, which will evolve into the delivery of recovery services. Throughout the response activities there should be a steady effort to move toward recovery. At an agreed point there will be a formal transition from response to recovery between the IC, MERC, MERO, MRM and any recovery agencies.

The Municipal Recovery Manager (MRM), or a person delegated by him/her, is to initiate relief and recovery activities as documented in this section of the MEMP as soon as possible, when appropriate, after an emergency occurs. The MRM is to convene a meeting of the Municipal Recovery Representatives as soon as is practical where the emergency is of a magnitude that requires their involvement. A range of recovery activities may be required after an emergency. Management of recovery should occur in the context of clear and agreed arrangements, and involve processes of consultation and cooperation through established communication channels. Wherever possible, the normal municipal management and administrative structures and practices will be used, ensuring that these structures and practices will be responsive to the special needs and circumstances of the affected community.

Emphasis should be given to supporting and maintaining the identity, dignity and autonomy of affected individuals, families and the community. Recovery information and services will therefore need to be readily accessible and responsive to the needs and expectations of affected persons.
6.3 Emergency Relief

Emergency relief is a component of emergency response and is the provision of essential and urgent assistance to individuals, families and communities during, and in the immediate aftermath of an emergency.

The principles for the coordination and delivery of relief in Victoria are:

- Emergency-affected communities receive essential support to meet their basic and immediate needs;
- Relief assistance is delivered in a timely manner, in response to emergencies;
- Relief promotes community safety and minimises further physical and psychological harm;
- Relief and response agencies communicate clear, relevant, timely and tailored information and advice to communities about relief services, through multiple appropriate channels;
- Relief services recognise community diversity;
- Relief is adaptive, based on continuing assessment of needs;
- Relief supports community responsibility and resilience;
- Relief is well coordinated, with clearly defined roles and responsibilities; and
- Relief services are integrated into emergency management arrangements.

Emergency relief consists of a number of activities including:

- Shelter;
- Community information;
- Psychosocial support;
- Health;
- Reconnecting families and friends (Register. Find. Reunite.);
- Food and water;
- Accommodation;
- Non-food items (material aid);
- Emergency financial assistance;
- Animal welfare; and
- Harnessing goodwill.

6.3.1 Emergency Relief Activation and Deactivation Major Incidents

It is the role of the Incident Controller to activate relief services for Major Incidents through the Municipal Recovery Manager.

It is the role of the Victoria Police IERC / MERC to ensure that the MRM has been notified by the incident controller of the emergency, to ensure relief and recovery measures and in place.
Deactivation of relief services and/or the transition from relief to recovery is a decision of the IEMT and the MRM.

6.3.2 Non-Major Emergencies, Emergency Relief (Single Incident)

Activation of relief following non-major emergencies (single incidents) is the responsibility of the Incident Controller. MRCC provides a 24/7 on call response for non-major emergency relief. Contact details for this response are provided to response agencies.

6.3.3 Communicating with the Community

Communicating with the community in relation to relief services is the responsibility of the MRM. See 10.14 Public Information & Warnings, Community Awareness).

6.3.4 Relief and Recovery Escalation

When the requirement for relief and recovery services is beyond the capacity that can be resourced and managed at the local level the MRM can escalate this to the Regional Recovery Manager, who may in turn escalate to the State level.

Escalation builds on existing local arrangements, rather than replacing them. If assistance is required because capacity is exceeded, responsibility is retained but aided by additional support.

The diagram on the following page illustrates the escalation process through to National Level.
6.3.4.1 Relief & Recovery Escalation Process

- Australian Government
- Emergency Management Commissioner
- State Relief & Recovery Manager
- Other Victorian Government Regions
- Regional Recovery Coordinator
- Other Municipal Councils
- Mildura Rural City Council
- Communities

Escalation
Request for assistance
6.3.5 Emergency Relief Centres (ERC’s)

The Mildura Rural City Council has designated appropriate facilities within the Municipality for the delivery of emergency relief, known as Emergency Relief Centres (ERCs). An ERC is a safe place away from the emergency where people can receive supports outlined above. Council is responsible to ensure that identified venues are available (or can be made available at short notice) and resourced to operate as ERCs. The Mildura Rural City Council has a number of staff trained and resources available to activate and maintain an ERC. ERC’s are regularly audited and have updated ERC Resource Kits available as well as an up to date list of available and trained staff who are available to be deployed.

The locations of ERCs are listed in Appendix E.

6.3.6 Support Services for Relief

The following services or information may be available at ERC’s dependent on the size and complexity of the emergency.

- Health and First Aid Services;
- Register. Fine. Reunite (VicPol via Red Cross)
- Psychological Support
- Animal Welfare Services
- Emergency Financial Assistance or Information
- Information and assistance with;
  - Emergency shelter
  - Food and water
  - Material Aid (non-food items)

If municipal resources are overwhelmed, refer to Relief and Recovery Escalation Process (see 6.3.4.1).

6.3.6.1 Registration

Victoria Police is responsible for the coordination and control of the Register, Find, Reunite, service of emergency affected people. The Australian Red Cross is tasked with managing and operating the service. Register, Find, Reunite, commences during the response phase of an emergency and continues throughout relief efforts and assists to inform recovery.

The Mildura Rural City Council provides a registration process at ERC’s for all persons who attend. This process is separate from the Victoria Police / Red Cross, Register, Find, reunite process.

The Council registration process will commence immediately as the relief centre is open or at an area where relief services may be provided. The data collected will allow for follow up services through relief and recovery. Information from Council relief registration shall provide data for Secondary Impact assessments and Post Emergency Needs Assessments, and funding from regional and state bodies.
6.3.6.2 Food and Water

The Mildura Rural City Council is responsible for undertaking the lead role in the provision of providing food and water to relief centres and communities. Consultation with the IEMT should occur to ascertain the duration of the event as a matter of priority and, if necessary escalate the relief catering to the regional level. Locally water authorities are responsible for the provision of drinking water to households and are supported by MRCC.

In circumstances where food and grocery supply logistics are required for the provision of food DEDJTR is the responsible agency. Appendix F lists a number services and providers that may be available to assist with the supply of food and water. (Appendix F contains personal contact information and does not form part of the public MEMP copy)

6.3.6.3 Material Needs

Appendix F provides a list of agencies and contact details that may be able to assist with material needs. Regional coordination and support is the responsibility of the Red Cross. Appendix F contains personal contact information and does not form part of the public MEMP copy.

6.3.6.4 Personal Support

Personal support at relief centres and through community outreach may be offered by a range of providers including MRCC, Red Cross and Victorian Council of Churches, and is supported regionally by DHHS.

6.3.6.5 Temporary Accommodation

Council has a number of local accommodation providers listed to assist with emergency accommodation. This list can be accessed through the MRM and MEM. Council is supported locally and regionally by DHHS.

6.3.6.6 Financial Assistance

The Department of Health and Human Services (DHHS) is responsible for the assessment, distribution and administration of emergency assistance payments. These payments are needs assessed and are part of a financial assistance program delivered through DHHS after an emergency to help ease the financial burden. The MRM will arrange for representatives from DHHS to provide this service if required.

6.4 Recovery

6.4.1 Recovery Definition

The Emergency Management Act 1986 states that recovery is “the assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning” (Sec. 4A).

Recovery from emergencies is a developmental process of assisting individuals and communities to manage the re-establishment of those elements of society necessary for their wellbeing.
The process involves cooperation between all levels of government, non-government organisations, community agencies and the private sector in consideration of:

- The emotional, social, spiritual, financial and physical wellbeing of individuals and communities;
- The restoration of essential and community infrastructure;
- The rehabilitation of the environment;
- The revitalisation of the economy of the community to ensure, as far as possible that the wellbeing of a community is increased; and
- During recovery, governments and communities work together to assist affected individuals and communities to move towards a healthy, safe and functioning environment.

6.4.2 Recovery Principals

In accordance with nationally recognised disaster recovery principles fundamental for successful recovery, Mildura Rural City Council incorporates:

Understanding the context;

- Focusing on the consequences of the emergency;
- Recognising complexity;
- Being community focused;
- Using community-led approaches;
- Ensuring coordination of all activities;
- Employing effective communication; and
- Acknowledging and building capacity.

6.4.3 Recovery Environments

To support individuals and communities to manage the re-establishment of those elements of society necessary to ensure and effective level of functioning. Recovery assistance is organised by environments, functional areas and activities.

The four interrelated environments provide the framework within which recovery shall be planned, reported, monitored and evaluated, as follows:

- **Social environment** - considers the impact an event may have on the health and wellbeing of individuals, families and communities. This environment is primarily concerned with safety, security, shelter, health and psychosocial wellbeing.

- **Built environment** – considers the impacts that an event may have on essential physical infrastructure including essential services; commercial and industrial facilities; public buildings and assets; and housing.

- **Economic environment** – considers the direct and indirect impacts that an event may have on business, primary producers and the broader economy.

- **Natural environment** – considers the impact that an event may have on a healthy and functioning environment, which underpins the economy and society. Components of the
natural environment include air and water quality; land degradation and contamination; plant and wildlife damage/loss; and national parks, cultural and heritage sites.

Recovery initiatives may address specific elements of one recovery environment, or they may operate across multiple environments.

6.5 Roles & Responsibilities

Municipal Councils are required by the *Emergency Management Act 1986* to prepare a Municipal Emergency Management Plan (MEMP). This plan details the local arrangements for the management of recovery activities.

The Municipal Recovery Manager (MRM) is responsible for the coordination of municipal resources in recovering from emergencies, and has full delegated powers to deploy and manage Council’s resources during emergencies.

The Mildura Rural City Council has agreed to undertake the following functions during recovery, either by statutory obligation or voluntary actions for the wellbeing of the community:

- Restoration of services normally provided by the Municipality;
- Restoration of Municipal drains, road and bridges;
- Assessments of dwellings and buildings to ascertain a level of safety for approved use;
- Monitoring of public health matters;
- Providing local knowledge to the other recovery agencies; and
- In conjunction with the Department of Health and Human Services and Community Agencies, provide services, information and facilities to assist the community in recovery from an event. This could involve the establishment of a coordination centre.

Some of these functions will have begun before recovery officially begins.

6.6 Activation & Notification

The activation of recovery activities will, in most cases be a decision out of the IEMT. Should the MRM not be part of that team at the time, it is the responsibility of the MERO to inform the MRM of the need or potential need for recovery services.

Where the incident is within the municipality, the MRM will initiate recovery activities as required. The MRM shall convene a meeting of the Municipal Emergency Recovery Committee as soon as is practical where the emergency is of a magnitude that requires their involvement.

It is important to understand the continuum that extends from response, immediate relief, relief, early recovery to recovery and how this affects the overarching services (and the necessary coordination between services) to achieve the best outcomes for impacted communities. As soon as response to an emergency has commenced, the relief and recovery phases need to be considered and/or mobilised.
6.7 Local Recovery Management Principals

Emphasis will be given to supporting and maintaining the identity, dignity and autonomy of affected individuals, families and the community. Management of recovery will occur in the context of clear and agreed arrangements, and involve processes of consultation and cooperation through established communication channels.

Wherever possible, the normal municipal management and administrative structures, practices and IT systems will be used, to ensure a responsive approach to the special needs and circumstances of the affected community. Recovery information and recovery services need to be readily accessible to affected individuals, families and communities and responsive to their needs and expectations and should be available at ERC’s and at Council offices.

Mildura Rural City Council will use its current systems to log and process recovery requirements for the community.

6.8 Role of DHHS in Recovery

In the Recovery Processes of an emergency, DHHS:

- Acts as principal recovery planning and management agency at regional level. EMV preforms this function at state level; and
- Assumes a role of facilitation in developing a coordinated response as appropriate to the circumstances e.g. when the event is of a magnitude which is beyond the resources of the municipality or the incident affects only a few people but the affected population is dispersed across the region. EMV preforms this function at state level.

6.9 Community Recovery Committee

Where the magnitude of the event requires community input into the recovery process, one or more Community Recovery Committees may be established within the affected area(s).

Mildura Rural City Council through the MRM may offer to establish and support Community Recovery Committees following emergencies and disasters. Council’s role is to assist the community to establish a balanced and effective community recover committee. Council’s role can include:

- Convening initial interest groups and inviting relevant organisations or community leaders;
- Suggesting models that include representatives of groups from the population;
- Suggesting an independent chair; and
- Providing assistance with terms of reference and processes.

The Committee should comprise of:

- Council representatives
- Government agencies
- Community groups
- Affected persons
- Health Services
- Non-government agencies
- Business Functions include:
  - Monitor the overall progress of the recovery process in the affected community;
  - Identify community needs and resource requirements and make recommendations to appropriate recovery agencies, municipal Councils and the State's recovery management structure;
  - Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies, government departments and municipal Councils;
  - Liaise with DHHS as Coordinator through the designated DHHS Regional representative;
  - Direct or delegate;
  - Undertake specific recovery activities as determined by the circumstances and the Committee;
  - Consider social principles e.g. gender, children.

6.10 Communication / Engagement with the Community

Emergencies and disasters are highly stressful and disruptive events for those affected. Effective communication and engagement can increase the community and the individual’s ability to influence their recovery and builds social cohesion. Communities that are engaged and well informed will recover sooner and become stronger following an emergency event.

Successful engagement and communication recognise that communication with a community should be two-way, and that input and feedback should be sought and considered over an extended time.

Mildura Rural City Council will lead the process of community information, this should include briefings and community meetings. Single points of contact should be established and the community encouraged to obtain information that will support their recovery.

Conduits for information should be considered to reinforce recovery information and support, examples of these are:
  - Churches, Pastors or Ministers;
  - Police and other emergency services;
  - General store and post offices;
  - Local media;
  - Doctors or health care providers;
  - Sports coaches; or
  - Community leaders

6.11 Supply of Monies Goods and Services

The municipality and other recovery agencies shall obtain and pay for goods/services through their own supply systems.

The Municipal Recovery Manager (MRM) with the assistance of EMV or DHHS will coordinate the acquisition and supply of goods and services which cannot be provided by the
municipalities or participating agencies. When goods can only be obtained in such a manner, approval for payment from EMV or DHHS is required prior to the goods being obtained. The MRM is responsible for the coordination and management arrangements of donated good and monies.

6.12 Counselling, Financial Assistance and Temporary Accommodation

Council will co-ordinate the provision of these services at the municipal level. If the above functions are outside the capabilities of the municipal resources, the responsible agency is the Department of Health and Human Services (DHHS).

6.13 Agencies Assisting in Recovery

Many local and regional community organisations / groups / clubs have resources that can be of use in an emergency. Many of these have been agreed to by these Community organisations / groups clubs. It is the responsibility of the Mildura Rural City Council to provide the management system to co-ordinate offers of assistance from these organisations.

6.14 Victorian Government Assistance measures


7. **PART SEVEN – ANCILLARY ARRANGEMENTS**

7.1 Telecommunication Systems

DEDJTR are the lead agency for the telecommunications function in terms of restoration and recovery (EMMV Part 7). Telecommunication carriers are the supporting agency. https://files-em.em.vic.gov.au/public/EMV-web/EMMV-Part-7.pdf

7.1.1 General

All agencies are responsible for the provision of their own telecommunication systems during emergencies, however any agency requiring telecommunication support should put their request to the Municipal Emergency Response Coordinator (MERC). Victoria Police being the lead agency for access to telecommunication resources.

7.1.2 Telephone Communications

During an emergency there is a possibility that the mobile networks could fail. Landline networks should be planned as the primary means of telecommunication during an emergency event, when available, and should be utilised to capacity.

When identifying locations for use as MOCs, Assembly Areas and Emergency Relief Centres, consideration should be given to the telecommunication facilities already in place at those locations.

Additional telephones can be provided by Telstra, upon request to the MERC, who will, in turn, submit such requests to the Regional Emergency Response Coordinator (RERC) for action. All costs, related to such installations are the responsibility of the requesting organisation.
7.2 Medical & Health

Major emergencies may involve mass casualties, fatalities and patients with complex trauma. They can also lead to public health issues that could have an impact on the health of a community.

The State Health Emergency Response Plan (SHERP) outlines the arrangements for managing the pre-hospital and hospital response to emergencies that go beyond day-to-day business arrangements, ensuring that health and medical emergency responses are coordinated and appropriate.

The SHERP also focuses on the needs of children in emergencies and on psychological support to prevent long-term health effects.

The aim of these arrangements is to identify the health and medical facilities available within the Mildura Rural City Council Municipality.

Due to the dual nature of these arrangements, it will be divided into two components; each being addressed accordingly. These components will be Health and Medical.

7.2.1 Health

The MRCC Environmental Health Coordinator is responsible for all public health matters in the municipality.

These responsibilities in an emergency include:

- Advice on water supply;
- Ensuring hygienic food handling - safe production, storage and distribution;
- Refuse removal;
- Pest control;
- Control of infectious diseases (immunisation); and
- Assist DEDJTR with disposal of dead animals.

The Environmental Health Coordinator may also undertake inspection of food safety at Emergency Relief Centres and staging areas where there are concerns.

7.2.2 Medical

Implementation of the medical arrangements will be automatic where people are injured or require medical assistance. This automatic response will be by Ambulance Victoria and hospitals within the municipality.

Ambulance Victoria will be responsible for contacting additional first aid support when required (e.g. St. John Ambulance).
7.2.3 Medical Response Management

Medical response management at an emergency scene will be carried out by the Health Commander (an experienced Ambulance Victoria Manager) and may be delegated to a Field Emergency Medical Officer (FEMO).

The role of the Health Commander at the scene of an emergency is to:

- Arrange resources required;
- Provide triage, (prioritise patients for treatment);
- Coordinate transport of patients; and
- Determine destination of patients.

7.3 Access to Affected Areas

Victoria Police are responsible for managing access to emergency affected areas through Traffic Management Points (TMPs). The decision to implement and remove TMPs is done in conjunction with the Incident Controller (IC). Before access can be allowed, safety assessments of the road network must be undertaken.

Mildura Rural City Council is responsible for road infrastructure and hazardous tree inspections on local roads. VicRoads undertakes these assessments on VicRoads managed roads.

7.3.1 Requesting Procedure

All requests for resources to undertake road assessments should be directed to the Municipal Emergency Response Coordinator (MERC), who will request them through the Municipal Emergency Resource Officer (MERO).

7.4 Management of Resources

Responsibility for the management of resources shall rest with the Municipal Emergency Resource Officer (MERO).

7.5 Waste Management

Emergencies and disasters can generate significant amounts of waste and recovery materials. Disaster waste is often hazardous and unable to be recycled therefore good preplanning is required to ensure that waste facilities and landfills can either cope with a surge in waste or have a contingency plan in place to redirect waste.

*Council acknowledges section 4.2.1 contingency planning of the Ministerial Guideline: making, amending and integrating the Statewide Waste and Resource Recovery Infrastructure Plan and Regional Waste and Resource Recovery Implementation Plans, and aims to meet the requirements.*
APPENDIX A

MEMPC Contact List

Municipal Emergency Planning Committee Contact List.
This Appendix is not for Public Distribution
APPENDIX B

MEMPC Terms of Reference

Terms of Reference 2018 - 2021
Yet to be completed
APPENDIX C

MEMP Distribution List

Electronic copies are the preferred manner of distribution
Hard copies can be provided if requested

<table>
<thead>
<tr>
<th>Distribution</th>
</tr>
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<tbody>
<tr>
<td>Master Copy – help by Municipal Emergency Manager</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Adjoining Municipalities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Swan Hill Rural City Council, MERO</td>
</tr>
<tr>
<td>Hindmarsh Shire Council, MERO</td>
</tr>
<tr>
<td>Yarriambiack Shire Council, MERO</td>
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<tr>
<td>Buloke Shire Council, MERO</td>
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<tr>
<td>West Wimmera Shire Council, MERO</td>
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<tr>
<td>Wentworth Shire Council, LEMO</td>
</tr>
<tr>
<td>Balranald Shire Council, LEMO</td>
</tr>
<tr>
<td>District Council of Renmark Paringa, Incident Commander</td>
</tr>
<tr>
<td>Loxton Waikerie District Council, Incident Commander</td>
</tr>
<tr>
<td>Southern Mallee District Council, Incident Commander</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Economic Development, Jobs, Training and Resources, Loddon Mallee Region</td>
</tr>
<tr>
<td>Department of Environment Land, Water and Planning, Irymple</td>
</tr>
<tr>
<td>Forrest Fire Management, Irymple</td>
</tr>
<tr>
<td>Parks Victoria, Irymple</td>
</tr>
<tr>
<td>Ambulance Victoria, Mildura</td>
</tr>
<tr>
<td>Mildura Base Hospital</td>
</tr>
<tr>
<td>Ouyen Hospital</td>
</tr>
<tr>
<td>Mildura Airport, Operation Manager</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Victoria Police</th>
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</thead>
<tbody>
<tr>
<td>Municipal Emergency Response Coordinator, Mildura</td>
</tr>
<tr>
<td>Regional Emergency Response Coordinator</td>
</tr>
<tr>
<td>Mildura Police Station</td>
</tr>
<tr>
<td>Merbein Police Station</td>
</tr>
<tr>
<td>Red Cliffs Police Station</td>
</tr>
<tr>
<td>Ouyen Police Station</td>
</tr>
<tr>
<td>Werrimull Police Station</td>
</tr>
<tr>
<td>Underbool Police Station</td>
</tr>
<tr>
<td>Murrayville Police Station</td>
</tr>
</tbody>
</table>
South Australian Police
Renmark Disaster Plan Coordinator

New South Wales Police
Local Area Commander

**Country Fire Authority**
- District 18 Head Quarters, Swan Hill
- District 18 Operations Manager, Swan Hill
- District 18 Operations Officer, OIC Mildura Fire Station
- District 18 Operations Officer, Mildura Office

**State Emergency Service**
- Regional Operations Manager
- Regional Operations Officer
- Mildura Unit Controller
- Ouyen Unit Controller
- Murrayville Unit Controller

**Department of Health & Human Services**
- DHHS, Mildura Office Manager
- DHHS, Loddon Mallee Emergency Management Coordinator

**Mildura Rural City Council**
- Municipal Emergency Resource Officers
- Municipal Recovery Managers
- Municipal Emergency Managers
- Municipal Fire Prevention Officer
- Environmental Health Coordinator
In accordance with the Country Fire Authority Act 1958, MRCC has adopted a number of Neighbourhood Safer Places across the municipality.

Neighbourhood Safer Place (NSP) also known as Bush Fire Places of Last Resort (BPLR’s) is a place of last resort for individuals to access and remain during the passage of fire through their neighbourhood without the need to take a high risk journey. It is intended to provide a place of relative safety, but does not guarantee the survival of those who assemble there and should only be accessed when personal bushfire survival plans cannot be implemented or have failed.

The NSP or BSLR’s is an area that provides a level of protection from the immediate life threatening effects of a bushfire (direct flame contact and radiant heat).

Not all townships will have NSP / BPLR because specific criteria identified may not be met.

Adopted Neighbourhood Safer Places recommended by the CFA and MRCC are as follows:

- Mildura Aerodrome Ovals, Eleventh Street, Mildura
- Johanansen Memorial Recreational Reserve, Sturt Highway, Cullulleraine
- Mildura South Football Ground, Twelfth Street, Mildura
- Kenny Park, Box Street, Merbein
- Quandong Park, Calder Highway, Red Cliffs
- Henshilwood Oval, Karadoc Avenue, Irymple
- Blackburn Park, Calder Highway Ouyen
- Mildura Show Grounds, Twelfth Street, Mildura
- Underbool-Linga Memorial Hall, 12-14 Malkin Avenue, Underbool
- Murrayville Pool, 34 Reed St Murrayville
APPENDIX E

Emergency Relief Centres

A list of emergency relief centres is not yet complete.
Information about available relief centres is available from the MEM or Relief Co-ordinator.
APPENDIX F

Food and Water Supplies and Catering

Contact details not for public distribution.

**Bulk Food and Water Suppliers**

- Mallee Food Distributors - 92 Madden Ave Mildura
- One Stop Wholesalers - 55-57 Madden Ave Mildura –
- Coffex Coffee - 69 Orange Ave Mildura -
- PFD Food Services - 55 The Crescent Mildura -
- Coffee Group Mildura - 74 Orange Ave Mildura –

**Service Clubs**

**Mildura Lions Club**

Club president -
Mobile-
Club Secretary -
Mobile-
Catering Manager -
Mobile -

**Red Cliffs Lions Club**

**Irymple Lions Club**

**Ouyen Lions Club**

Club president –
Secretary –
## APPENDIX G

### Glossary of Terms/Abbreviations

<table>
<thead>
<tr>
<th>Term</th>
<th>Abbreviation</th>
<th>Explanation</th>
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<tbody>
<tr>
<td>ACT</td>
<td>N/A</td>
<td>Either the <em>Emergency Management Act 1986</em> or <em>Emergency Management Act 2013</em> or both.</td>
</tr>
<tr>
<td>ACTION</td>
<td>N/A</td>
<td>The executive command to mount an operation whereby all required personnel are called to their posts.</td>
</tr>
<tr>
<td>AFFECTED AREA</td>
<td>N/A</td>
<td>An affected area for the purposes of managing response and recovery is the entire geographic area affected in any significant way by an emergency.</td>
</tr>
<tr>
<td>AGENCY</td>
<td>N/A</td>
<td>Means a Government agency or a non-Government agency.</td>
</tr>
<tr>
<td>ALERT</td>
<td>N/A</td>
<td>That period when the Divisional or Local Emergency Response Coordinator, or the Chief Officer of a Control Agency, believes an emergency may occur and requires all, or designated, Functional Services to increase their level of preparedness to cope with the emergency.</td>
</tr>
<tr>
<td>AMBULANCE VICTORIA</td>
<td>AV</td>
<td>Statutory provider of pre-hospital emergency care and ambulance services in Victoria.</td>
</tr>
<tr>
<td>AUSTRALIAN MARITIME SAFETY AUTHORITY</td>
<td>AMSA</td>
<td>Provide the infrastructure for safety of navigation in Australian waters, and maintain a national search and rescue service for the maritime and aviation sectors.</td>
</tr>
<tr>
<td>BUREAU OF METEROLOGY</td>
<td>BOM</td>
<td>Agency of the Australian Government responsible for providing weather services to Australia and surrounding areas.</td>
</tr>
<tr>
<td>CATCHMENT MANAGEMENT AUTHORITY</td>
<td>CMA</td>
<td>CMA’s primary responsibility is to ensure that natural resources in the region are managed in an integrated and ecologically sustainable way.</td>
</tr>
<tr>
<td>COMMUNITY EMERGENCY RISK ASSESSMENT</td>
<td>CERA</td>
<td>A framework for considering and improving the safety and resilience of their community from hazards and emergencies.</td>
</tr>
<tr>
<td>COMMAND</td>
<td>N/A</td>
<td>The direction of members and resources of an agency in the performance of the organisation’s roles and tasks. Authority to command is established in legislation or by agreement within an agency. Command relates to agencies and operates vertically within an agency.</td>
</tr>
<tr>
<td>CONTROL</td>
<td>N/A</td>
<td>The overall direction of response activities in an emergency situation. Authority for control is established in legislation or in</td>
</tr>
<tr>
<td>Term</td>
<td>Abbreviation</td>
<td>Explanation</td>
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</tr>
<tr>
<td>an emergency response plan, and causes with it the responsibility for tasking and co-ordinating other agencies in accordance with the needs of the situation. Control relates to situations and operates horizontally across agencies.</td>
<td>N/A</td>
<td>The agency identified in State Emergency Response Plan which is primarily responsible for responding to a specified emergency.</td>
</tr>
<tr>
<td>The bringing together of agencies and elements to ensure effective response to emergencies and is primarily concerned with the systematic acquisition and application of resources (agency, manpower and equipment) in accordance with the requirements imposed by the emergency or emergencies.</td>
<td>N/A</td>
<td>The provision of psychological support and advice to persons affected by an emergency.</td>
</tr>
<tr>
<td>Volunteer and career fire service that CFA provides firefighting and emergency services to rural areas and regional towns in Victoria, and to portions of the outer suburban areas of Melbourne.</td>
<td>CFA</td>
<td>COUNTRY FIRE AUTHORITY</td>
</tr>
<tr>
<td>The government created department to bring together many of the key functions that drive economic development and job creation across Victoria. These include transport and ports, investment attraction and facilitation, trade, innovation, regional development and small business, together with key services to sectors such as agriculture, the creative industries, resources and tourism.</td>
<td>DEDJTR</td>
<td>DEPARTMENT OF ECONOMIC DEVELOPMENT, JOBS, TRANSPORT AND RESOURCES</td>
</tr>
<tr>
<td>State government department responsible for protecting the environment, management of natural resources, managing water resources, planning, local government, fire and emergency management and property and land titles.</td>
<td>DELWP</td>
<td>DEPARTMENT OF ENVIRONMENT, LAND, WATER AND PLANNING</td>
</tr>
<tr>
<td>Government department responsible for health, ambulance services, families and children, youth affairs, public housing, disability, ageing, mental health and sport policy.</td>
<td>DHHS</td>
<td>DEPARTMENT OF HEALTH AND HUMAN SERVICES</td>
</tr>
<tr>
<td>Emergency means an emergency due to the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage any property in Victoria, including, without limiting the generality of the foregoing: an earthquake, flood, windstorm or other natural event; a fire; an explosion; a road accident or any other accident;</td>
<td>N/A</td>
<td>EMERGENCY</td>
</tr>
<tr>
<td>Term</td>
<td>Abbreviation</td>
<td>Explanation</td>
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</tr>
<tr>
<td>a plague or an epidemic; a warlike act, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; or a hijack, siege or riot.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EMERGENCY AREA</td>
<td>N/A</td>
<td>Means an emergency area declared under Section 36A of the Emergency Management Act 1986.</td>
</tr>
<tr>
<td>EMERGENCY CO-ORDINATION CENTRE</td>
<td>ECC</td>
<td>The Centre established at Regional or Municipal level to co-ordinate resources and conduct operations ancillary to the Control Agency, during the response phase.</td>
</tr>
<tr>
<td>EMERGENCY MANAGEMENT</td>
<td>EM</td>
<td>Organisation and management of the resources and responsibilities for dealing with all humanitarian aspects of emergencies (preparedness, response and recovery)</td>
</tr>
<tr>
<td>EMERGENCY MANAGEMENT TEAM</td>
<td>EMT</td>
<td>The Emergency Management Team (EMT) is formed when two or more agencies combine or work in cooperation to respond to an emergency. It consists of the Incident Controller, the Support Agency commanders and the Emergency Response Coordinator.</td>
</tr>
<tr>
<td>MUNICIPAL EMERGENCY MANAGEMENT GROUP</td>
<td>MEMG</td>
<td>The Municipal Emergency Management Group (MEMG) is formed by the municipality in the performance of its Municipal Emergency Management Functions. The MEMG is usually municipal employees in roles such as finance, communications, logistics etc</td>
</tr>
<tr>
<td>EMERGENCY OPERATIONS CENTRE</td>
<td>EOC</td>
<td>The centre established by each agency for the command/control function within their own agency. E.g. Police Operations Centre (POC)</td>
</tr>
<tr>
<td>EMERGENCY RELIEF</td>
<td>ER</td>
<td>Relief is the provision of immediate life support and human needs of persons affected by, or responding to, an emergency.</td>
</tr>
<tr>
<td>EMERGENCY RELIEF CENTRES</td>
<td>ERC</td>
<td>Centres established to provide groups of persons with any or all of the services, of the functional areas of emergency relief.</td>
</tr>
<tr>
<td>EMERGENCY MANAGEMENT LIAISON OFFICER</td>
<td>EMLO</td>
<td>An Officer designated by his agency to represent it and who is empowered to commit or to arrange the commitment of resources of the agency to the countering of emergencies, and to provide a communication link with his agency.</td>
</tr>
<tr>
<td>EMERGENCY SHELTER</td>
<td>N/A</td>
<td>Group shelter provided for affected persons in a community hall or suchlike, including “relief centres”. It is provided during the emergency relief stage and is separate to temporary accommodation.</td>
</tr>
<tr>
<td>Term</td>
<td>Abbreviation</td>
<td>Explanation</td>
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</tr>
<tr>
<td>EVACUATION</td>
<td>N/A</td>
<td>The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return. The decision to evacuate rests with the Control Agency in conjunction with police and available expert advice.</td>
</tr>
<tr>
<td>EVACUATION CENTRE</td>
<td>N/A</td>
<td>See Assembly Area and/or Emergency Relief Centre.</td>
</tr>
<tr>
<td>FINANCIAL ASSISTANCE</td>
<td>N/A</td>
<td>Payments made to people affected by emergencies by various agencies.</td>
</tr>
<tr>
<td>FUNCTIONAL AREAS</td>
<td>N/A</td>
<td>The categorisation of services required for Emergency Relief for the purposes of allocating responsibility to nominated agencies. These are: Catering Community Organisations Emergency Accommodation Emergency Grants, Counselling &amp; Temporary Accommodation Material Needs Registration (Register, Find, Reunite –(RFR))</td>
</tr>
<tr>
<td>GOVERNMENT AGENCY</td>
<td>N/A</td>
<td>Anybody corporate or unincorporated constituted by or under any Act for a public purpose and any member or officer of such a body. Any person in the service of the Crown in the right of the State of Victoria upon whom any function, power, duty or responsibility is conferred by or under the Act.</td>
</tr>
<tr>
<td>INCIDENT CONTROL POINT</td>
<td>ICP</td>
<td>The control point established by the Control Agency in proximity to the emergency and used by the incident controller for forward command/control functions.</td>
</tr>
<tr>
<td>INCIDENT CONTROLLER</td>
<td>IC</td>
<td>An officer appointed by the control authority responsible for the resolution of an emergency. This title shall also extend to the person appointed under the provisions of Section 16 of the Emergency Management Act 1986.</td>
</tr>
<tr>
<td>INCIDENT EMERGENCY RESPONSE COORDINATOR</td>
<td>IERC</td>
<td>The Incident Emergency Response Coordinator (IERC) is usually the senior member of Victoria Police at the initial scene of an emergency or at the place where control is being exercised at incident level.</td>
</tr>
<tr>
<td>INITIAL IMPACT ASSESSMENT</td>
<td>IIA</td>
<td>Visual inspections and/or the compilation of early available quantifiable data (such as the number of dwellings)</td>
</tr>
<tr>
<td>Term</td>
<td>Abbreviation</td>
<td>Explanation</td>
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</tr>
<tr>
<td>MATERIAL NEEDS</td>
<td>N/A</td>
<td>destroyed or damaged) and the impacts on people remaining in the affected area.</td>
</tr>
<tr>
<td>MUNICIPAL EMERGENCY RESPONSE COORDINATOR</td>
<td>MERC</td>
<td>The member of Victoria Police appointed as an emergency response coordinator for each municipal district is known as a MERC.</td>
</tr>
<tr>
<td>MUNICIPAL EMERGENCY MANAGEMENT PLAN</td>
<td>MEMP</td>
<td>Municipal plan for prevention of, the response to, and the recovery from, emergencies that could occur in the Mildura Rural City Council municipality.</td>
</tr>
<tr>
<td>MUNICIPAL EMERGENCY PLANNING COMMITTEE</td>
<td>MEMPC</td>
<td>The Committee, at municipal level, is responsible for the formation and maintenance of the Municipal Emergency Management Plan (MEMP).</td>
</tr>
<tr>
<td>MUNICIPAL EMERGENCY MANAGEMENT GROUP</td>
<td>MEMEG</td>
<td>Municipal level group and the MERC responsible for the logistical efforts in an Emergency.</td>
</tr>
<tr>
<td>MUNICIPAL EMERGENCY OPERATIONS CENTRE</td>
<td>MEOC</td>
<td>A centre or area established for the functions of the Municipal Emergency Management Group MEMG</td>
</tr>
<tr>
<td>MUNICIPAL EMERGENCY RESOURCE OFFICER</td>
<td>MERO</td>
<td>The person appointed by the Municipality responsible to council for the co-ordination of municipal owned or controlled resources in emergencies.</td>
</tr>
<tr>
<td>MUNICIPAL RECOVERY MANAGER</td>
<td>MRM</td>
<td>The person appointed by the Municipality responsible to council for the co-ordination of municipal recovery activities after emergencies.</td>
</tr>
<tr>
<td>MUNICIPALITY</td>
<td>N/A</td>
<td>The area contained within the defined boundaries for local Government responsibility of a Shire, Borough, Town or City.</td>
</tr>
<tr>
<td>REGISTER, FIND, REUNITE</td>
<td>RFR</td>
<td>The Commonwealth/State's arrangements for the recording of emergency victims and for satisfying inquiries regarding the whereabouts of persons so affected.</td>
</tr>
<tr>
<td>NON-GOVERNMENT ORGANISATION</td>
<td>NGO</td>
<td>Means a voluntary organisation or any person or body other than a government agency.</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Term</th>
<th>Abbreviation</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSONAL HARDSHIP GRANTS</td>
<td>N/A</td>
<td>A term given to a series of payments comprising emergency grants. Temporary Living Expense Grant and Re-establishment Grants. Emergency grants are payable for natural emergencies, fires, floods etc. The other grants are only payable after large scale emergencies when approved by the Minister for Police and Emergency Services.</td>
</tr>
<tr>
<td>OPERATIONS LOG</td>
<td>N/A</td>
<td>An Operations Log records a serial number, date/time, event and action taken and they should be kept by all operational personnel.</td>
</tr>
<tr>
<td>RECOVERY</td>
<td>N/A</td>
<td>The process by which affected persons and communities are helped to recover to a proper level of functioning. It commences as soon as practicable after the impact of an emergency, and usually continues long after cessation of response activities. Refer also to the State Disaster Recovery Plan.</td>
</tr>
<tr>
<td>RECOVERY AGENCY</td>
<td>N/A</td>
<td>A recovery agency is an agency or person which assists individuals, families and communities to attain a proper level of functioning, by providing information, specialist services and resources, and may include Commonwealth, State and local government and non-government agencies.</td>
</tr>
<tr>
<td>REGION</td>
<td>N/A</td>
<td>A geographic area comprising a number of municipal districts and specific Victorian waters.</td>
</tr>
<tr>
<td>REGISTERED EMERGENCY WORKER</td>
<td>N/A</td>
<td>Means a person registered under Section 26 of the <em>Emergency Management Act 1986</em>.</td>
</tr>
<tr>
<td>RELIEF CENTRES</td>
<td>N/A</td>
<td>Centres established to provide groups of persons with any or all of the services, of the functional areas of Emergency Relief.</td>
</tr>
<tr>
<td>RELIEF STAGE</td>
<td>N/A</td>
<td>The immediate post impact stage of an emergency, preceding handover to recovery. For the purposes of this plan, the end of relief will be when &quot;stand down&quot; is advised by the Emergency Response Coordinator.</td>
</tr>
<tr>
<td>RESPONSE</td>
<td>N/A</td>
<td>The control of an emergency and the provision of emergency relief, including rescue and the needs of affected persons.</td>
</tr>
<tr>
<td>STAGING AREA</td>
<td>SA</td>
<td>A location designated and used during emergencies for the assembly of control or support personnel prior to deployment.</td>
</tr>
<tr>
<td>Term</td>
<td>Abbreviation</td>
<td>Explanation</td>
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</tr>
<tr>
<td>STAND-DOWN</td>
<td>N/A</td>
<td>The order given by the Regional or Municipal Emergency Response Coordinator that allows personnel to cease operations reflecting the termination of the emergency.</td>
</tr>
<tr>
<td>STANDBY</td>
<td>N/A</td>
<td>That period normally following alert when the Regional or Municipal Emergency Response Coordinator, or the Chief Officer of a Control Agency, believes that the occurrence or the effects of the emergency, are imminent. Members of the relevant agencies are placed on “Standby”, thus being ready to respond immediately.</td>
</tr>
<tr>
<td>RESOURCE SUPPLEMENTATION</td>
<td>N/A</td>
<td>Those resources requested under emergency supply unable to be obtained by Support Agencies.</td>
</tr>
<tr>
<td>SUPPORT AGENCY</td>
<td>N/A</td>
<td>A government or non-government agency which provides essential services, personnel, or material to support or assist a Control Agency or affected persons.</td>
</tr>
<tr>
<td>TEMPORARY ACCOMMODATION</td>
<td>N/A</td>
<td>Accommodation provided for individuals or families affected by an emergency. It is separate to emergency shelter. This accommodation includes caravans and suchlike, and will normally be arranged by the recovery agency. In some cases this will occur during the Response Phase.</td>
</tr>
<tr>
<td>VOLUNTEER EMERGENCY WORKER</td>
<td>N/A</td>
<td>Means a volunteer worker who engages in emergency activity at the request (whether directly or indirectly) or with the express or implied consent of the chief executive (however designated), or of a person acting with the authority of the chief executive, of an agency to which the state emergency recovery plan applies.</td>
</tr>
</tbody>
</table>
APPENDIX H

Transition from Response to Recovery

<table>
<thead>
<tr>
<th>Incident Name / Location:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Date / Time:</td>
<td></td>
</tr>
<tr>
<td>Transition Date Effective:</td>
<td></td>
</tr>
<tr>
<td>Impacted Municipality/s:</td>
<td></td>
</tr>
<tr>
<td>Control Agency:</td>
<td></td>
</tr>
<tr>
<td>Prepared by:</td>
<td></td>
</tr>
<tr>
<td>Security Level:</td>
<td>FOR OFFICIAL USE ONLY</td>
</tr>
</tbody>
</table>

**Agreement**

As at [HH:MM] [Day] [DD/MM/YYYY], control and coordination of [type of incident] incident [Name], affecting the municipality/s of [Impacted Municipality/s] has been handed over from [control agency] to [implied Municipality/s] OR [Regional Recovery Coordinator and impacted municipality/s] OR [State Relief and Recovery Manager, Regional Recovery Coordinator and impacted municipality/s]

**Purpose**

The purpose of this document is to assist emergency management agencies involved in coordination of response, relief and recovery arrangements achieve a seamless transition from response to recovery phases of emergency event coordination.

The scope of the transition agreement arrangements include:

- A description of the event;
- Authorisation arrangements;
- Coordination and management arrangements;
- Transition activities and tasks to ensure continuity of essential community support; and
- Information and communication arrangements.

A schedule of transition actions required is at Attachment 1.
<table>
<thead>
<tr>
<th>Incident Name:</th>
<th>Incident Type:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Start Date:</td>
<td>Incident Start Location:</td>
</tr>
<tr>
<td>Municipality/s affected:</td>
<td></td>
</tr>
<tr>
<td>Agencies involved:</td>
<td></td>
</tr>
<tr>
<td>Assets lost:</td>
<td></td>
</tr>
<tr>
<td>Life lost:</td>
<td>Injuries:</td>
</tr>
<tr>
<td>Relief Centre(s) activated:</td>
<td>Community Meetings:</td>
</tr>
<tr>
<td>Land area affected (ha):</td>
<td></td>
</tr>
<tr>
<td>Summary</td>
<td></td>
</tr>
</tbody>
</table>
Authority
To take effect, the following parties must endorse this agreement. A completed copy must be sent to all signatories:

<table>
<thead>
<tr>
<th>Local (if applicable)</th>
<th>Regional/Divisional</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control Agency</td>
<td>Regional Controller</td>
<td>State Response Controller</td>
</tr>
<tr>
<td>Incident Controller</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Victoria Police</td>
<td>Victoria Police</td>
<td>Victoria Police</td>
</tr>
<tr>
<td>Municipal Emergency Response Coordinator</td>
<td>Regional Emergency Response Coordinator</td>
<td>State Emergency Response Officer</td>
</tr>
<tr>
<td>Local Government</td>
<td>Department of Health and Human Services</td>
<td>Emergency Management Victoria</td>
</tr>
<tr>
<td>Municipal Recovery Manager</td>
<td>Regional Recovery Coordinator</td>
<td>State Relief and Recovery Manager</td>
</tr>
</tbody>
</table>


**Coordination and management arrangements for transition from response to recovery**

The decisions relating to the timing of the transition of response to recovery coordination, and whether recovery coordination will be transitioned to local and/or state government, will be impacted by a number of key considerations. These include:

- The nature of the hazard/threat and whether there is a risk of a recurring threat;
- The extent of impact on communities, as this may determine if a prolonged transition period needs to be implemented;
- The extent of and known level of loss and damage associated with the incident;
- The considerations for the extent of emergency relief required by affected communities; and
- The considerations for the resources required to coordinate effective recovery arrangements.

The Incident Controller, the Emergency Response Coordinator and Emergency Recovery Coordinator (State and/or Regional/Local Government – Municipal Emergency Resource Officer/Municipal Recovery Manager) will determine the transition structure and handover requirement to fully establish the Recovery Coordination arrangements. In a prolonged campaign incident, a transition period must be determined to allow sufficient time for briefing, resource planning and implementation of immediate recovery services.
The Evolution of Relief and Recovery Coordination Needs

The Transition Agreement involves specific activities of a short-term nature as recovery coordination requirements evolve and establish.

The key tasks under this agreement include:

- Continuity of emergency relief requirements, if required;
- Coordination of Initial Impact Assessments\(^1\) in the affected communities;
- Identifying resources required to support immediate community recovery requirements including public health and safety; and
- Coordination of essential clean-up operations.

Conclusion of Response implies the cessation of the responsibilities of Victoria Police as response coordinators. However, during the initial phase of recovery coordination, and on request of the Recovery Coordinator, the Victoria Police and other response agencies will continue to support recovery activities to affected communities.

Response and recovery agencies will work cooperatively during the period of transition and provide each other with appropriate support. Co-ordination responsibility is passed to the Department of Health and Human Services as the recovery co-ordination agency at the State and Regional level, while Local Government has management responsibility at the municipal level.

Transition Activities and Tasks

The following activities and tasks should be undertaken during transition:

- Notification of the Transition Agreement to response and recovery agencies;
- A briefing report for the Recovery Coordinator from the Incident Controller;
- Handover of the immediate media coordination arrangements from the Control Agency to the Recovery Coordination Agency
- Identification of resources for transfer from response to recovery for continuity or services, including logistics and supply contracts;
- Provision of initial impact assessment data/information and the status of clean-up projects by the control agency;
- Implementation/development of a model for ongoing recovery coordination operations, including identification of additional agencies required for service delivery
- Identification/notification of the hazard/threat and OH&S issues for recovery interests;
- Development of a communication strategy, notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests – authorised by Incident Controller, Response Coordinator and Recovery Coordinator;
- Ongoing management of relief centres and establishment of recovery centres with key contact information, done by Local Government; and
- Consideration to implement of initial outreach programs to enable more accurate assessments of impacts and determination of appropriate recovery activities.

Information Management/Communication

\(^1\) As obtained by reference to Initial Impact Assessment Guidelines December 2012
Information is the primary tool to assist individuals to make informed choices about their safety and to take responsibility for their own recovery.

During an emergency, community information sessions are convened by the Control Agency. They provide information about the risk and consequences of the hazard to the community. Local government and Regional Department of Health and Human Services attend these meetings to provide information about recovery services that may be required.

A communications strategy is required to maintain timely, accurate and relevant information for the community, agencies and government. The following communication methods apply during emergency response and should be continued during recovery to meet community needs:

- Community information meetings to be scheduled as needed and include key recovery representatives;
- Regular incident status updating, and linkages of agency and department public Internet pages. Note that www.recovery.vic.gov.au is the State’s single recovery website and will be updated for public recovery information;
- Provision of a Victorian Emergency Recovery Information Line 1300 799 232;
- ABC radio metropolitan and regional radio reports;
- Media releases on services available via media outlets, electronic and paper;
- Community newsletters; and
- Coordinated community and business sector outreach programs.

On request of the Recovery Coordinator, the Control Agency will continue to attend meetings post the impact/response phase. This will be jointly convened with the relevant local government representative. DHHS will provide support and assistance as required, including specialist information on family, public and community health.

Emergency management agencies have an important role to play in community engagement. This includes providing the opportunity within information sessions for the affected community to share their experiences and to have these acknowledged. Community information sessions also provide an opportunity to start identifying issues that may require additional advice or clarification as part of the recovery process.

Transition from Response to Recovery should be considerate of the short, medium and long term requirements for all four recovery environments, including buildings and infrastructure, economic, natural and psychosocial needs. Each of these environments are interdependent and require equal consideration and planning.

**Continuous Improvement**

The process of transition from Response to Recovery will vary, and is dependant of the needs of each emergency. This document provides guidance to will continue to improve over time with testing and regular revision.
Attachment 1 – Schedule of Transition Arrangements

The following schedule of transition activities is to be utilised as applicable for:

- Insert impacted municipalities

Key considerations for transition:

- Potential impacts and the timely integration of recovery activities; and
- Drawing upon impact assessment data and information from the Incident Management Team to support the recovery coordination at the municipal or regional level.

<table>
<thead>
<tr>
<th>Key Actions – Incident Control Agency</th>
<th>Lead Agency</th>
<th>Confirmation process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Control Agency to identify the timing of transition relative to the continuing threat and the role of the Incident Management Team. This may occur as a phased transition program across the impacted districts/LGAs dependant on timing of impacts and continued threat.</td>
<td>Handover report</td>
<td></td>
</tr>
<tr>
<td>Recognition of the continuing role of the Incident Control Agency in the management of the control of threats and mitigation works.</td>
<td>Briefing</td>
<td></td>
</tr>
<tr>
<td>A briefing report for the Municipal Recovery Manager and the Regional Recovery Coordinator and/or State Relief and Recovery Manager (SRRM) from the Incident Control Agency</td>
<td>Verbal Briefing</td>
<td></td>
</tr>
<tr>
<td>Establish a transition for community information arrangements from the Incident Control Agency, with community support and recovery input from the affected LGAs and DHHS for community interests.</td>
<td>Report</td>
<td></td>
</tr>
<tr>
<td>Identification of resources required from response to recovery for continuity or services, including logistics and supply contracts.</td>
<td>Report</td>
<td></td>
</tr>
<tr>
<td>Provision of initial impact data/information report, and the status of clean-up projects by control agency including the coordination of information from departments, agencies and LGA.</td>
<td>Report</td>
<td></td>
</tr>
<tr>
<td>Identification/notification of the hazard/threat and OH&amp;S issues for recovery interests.</td>
<td>Report</td>
<td></td>
</tr>
<tr>
<td>Development of a communication strategy notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests, in conjunction with the Response Coordinator, Recovery Coordinator and Municipalities.</td>
<td>Report</td>
<td></td>
</tr>
</tbody>
</table>

Key Actions – Response Coordination Agency

Briefing from Victoria Police Municipal Emergency Response Coordinator to DHHS Regional Recovery Coordinator and/or SRRM and Municipal Recovery Manager. Briefing to include the ongoing MECC functionally requirements. | VicPol | Verbal Briefing |
Details of vulnerable people who were identified and subsequently evacuated or assisted as a result of the incident have been passed onto respective LGA.

**Key Actions – Recovery Coordination Agency**

- Implementation/development of an incident specific recovery plan, including identification of additional agencies required for service delivery; including departments, agencies and LGA.

- Integration of recovery issues into existing arrangements, where applicable.

**Key Actions – Municipalities**

<table>
<thead>
<tr>
<th>Action Description</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identification of transition issues for local MECCs, ICCs, Incident Control Agency, Municipal Emergency Response Coordinator, Municipal Recovery Manager and Regional Recovery Coordinator.</td>
<td>LGAs</td>
</tr>
<tr>
<td>Analysis of initial impact information, validation with municipal records/data base and provision of a consolidated report</td>
<td>LGAs</td>
</tr>
<tr>
<td>Ongoing management of relief centres and establish recovery coordination centres with key contact information by Local Government;</td>
<td>LGAs</td>
</tr>
<tr>
<td>Implementation of initial outreach programs to enable more accurate assessments of loss and damage impacts to be compiled for recovery programs</td>
<td>LGAs</td>
</tr>
<tr>
<td>Establish community based recovery processes as per Municipal Emergency Management Plan</td>
<td>LGAs</td>
</tr>
</tbody>
</table>

Via Recovery Planning Arrangements
APPENDIX I

Emergency Management Contact List

(Confidential list not for distribution)
# APPENDIX J

## Joint Standard Operative Procedure SOP-J03.12

**Joint Standard Operating Procedure**

<table>
<thead>
<tr>
<th>JOINT SOP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
</tr>
<tr>
<td><strong>Purpose</strong></td>
</tr>
</tbody>
</table>
| **Scope** | This Joint Standard Operating Procedure (JSOP) relates to the responsibilities of applicable agencies, through the five stages of evacuation; decision, warning, withdrawal, shelter and return, and applies to Incident Controllers and agencies who are required to perform tasks in the event of an evacuation.  

This JSOP applies to major emergencies requiring evacuation of community members from an incident area. The principles of the JSOP may apply for evacuation during non-major emergencies.  

This JSOP is limited to emergencies that require the movement of people to a safer place. Emergencies that provide no alternative but to 'shelter in situ' need to be considered outside or in addition to this JSOP.  

The role of Evacuation Manager is the responsibility of Victoria Police. Any reference to Evacuation managers in this JSOP is to be read in conjunction with Victoria Police policy and protocols. |
| **Applicable Agencies** | This procedure applies to the following agency personnel;  
- CFA  
- DELWP (FFMvic)  
- MFB  
- VICSES  

Note: Victoria Police discharge their responsibilities for evacuation as per their agency policies and procedures. |
| **Content** | The procedural contents of this JSOP are:  
- Step 1: Decision to evacuate  
- Step 2: Warning  
- Step 3: Withdrawal  
- Step 4: Shelter  
- Step 5: Return  
- Schedule 1: Consideration of Evacuation during an Emergency  
- Schedule 2: Recommendation to Evacuate  
- Schedule 3: Consideration for Return of Evacuees after an Evacuation  
- Schedule 4: Recommendation- Safe to Return  
- Schedule 5: Evacuation Responsibilities Flow Chart |
<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>Incident Controller, Evacuation Manager, Victoria Police, Incident Health Commander, Municipal Council, DHHS.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Definitions</td>
<td>The following definitions apply to this procedure:</td>
</tr>
<tr>
<td></td>
<td>Evacuation</td>
</tr>
<tr>
<td></td>
<td>The planned relocation of persons from dangerous or potentially dangerous areas to safer areas and eventual return. The purpose of an evacuation is to use distance to separate the people from the danger created by the emergency.</td>
</tr>
<tr>
<td></td>
<td>Major Emergency</td>
</tr>
<tr>
<td></td>
<td>(a) A large or complex emergency (however caused) which:</td>
</tr>
<tr>
<td></td>
<td>a. Has the potential to cause or is causing loss of life and extensive damage to property, infrastructure or the environment; or</td>
</tr>
<tr>
<td></td>
<td>b. Has the potential to have or is having significant adverse consequences for the Victorian community or part of the Victorian community; or</td>
</tr>
<tr>
<td></td>
<td>c. Requires the involvement of 2 or more agencies to respond to the emergency; or</td>
</tr>
<tr>
<td></td>
<td>(b) A Class 1 emergency; or</td>
</tr>
<tr>
<td></td>
<td>(c) A Class 2 emergency</td>
</tr>
<tr>
<td></td>
<td>Shelter in Indoors</td>
</tr>
<tr>
<td></td>
<td>The process by which members of the public are asked to taking shelter indoors to provide a level of protection from the impact or consequences of an emergency.</td>
</tr>
</tbody>
</table>

### PROCEDURE

1. Decision to Evacuate

   1.1. A recommendation to evacuate should only be made when this is expected to offer a higher level of protection for members of the public than other options, and can be achieved without endangering response agency personnel.

   1.2. Any consideration of a recommendation to evacuate should be made in accordance with the State Emergency Response Plan, any local emergency management and evacuation plans in place and this JSOP.

   1.3. In making the decision on recommending to evacuate an area, the Incident Controller shall:

       1.3.1. Give consideration to the points identified in Schedule 1; and

       1.3.2. Record the final decision in their log book, as a minimum, and where practicable the key considerations for or against a recommendation to evacuate on the proforma in Schedule 1.

   1.4. In urgent circumstances requiring evacuation the Incident controller will immediately disseminate the recommendation to evacuate, irrespective of whether or not they have contacted Victoria Police and completed the Recommendation to Evacuate form, in Schedule 2.
1.5. Where the Incident Controller decides to recommend that people should evacuate, the IC is urgently required to communicate this decision to:

1.5.1. Victoria Police representative present, (in accordance with Schedule 2);
1.5.2. Incident Management Team (IMT);
1.5.3. Incident Emergency Management Team (IEMT);
1.5.4. Up the Line of Control and/or the agency chain of command; and
1.5.5. Incident personnel via the responsible IMT functional leaders.

1.6. Victoria Police members may use VP Form 682 and other policies to guide their actions in the evacuation stages. These documents are aligned to this JSOP and schedules.

1.7. The Incident Controller may, depending on the circumstances, delegate the function of the management of an evacuation to a Deputy Incident Controller, or an Evacuation Manager, however the decision to recommend an evacuation remains with the Incident Controller.

1.7.1. The appointment of a Deputy Incident Controller should consistent with JSOP 3.08 Appointment of Regional and Level 3 Incident Controllers.

1.8. The IMT shall give consideration to the impact of a decision to recommend evacuation on the management of the emergency.

1.9. In some urgent life threatening circumstances, and in an effort to preserve life, the decision to recommend evacuation may be made by any agency representative. In this circumstance, the Incident Controller is required to be notified of the decision as soon as possible.

1.10. If an evacuation is recommended, the Incident Controller should give consideration to the duration of the evacuation and document in Schedule 1.

2. Warning

2.1. If the Incident Controller recommends evacuation of a given area, the Incident Controller is required to:

2.1.1. Give priority to communicating the recommendation to evacuate to the public, in consultation with Victoria Police, where required;
2.1.2. Issue the recommendation to evacuate using appropriate tools and/or methods;
2.1.3. Ensure that all recommendations to evacuate refer, where appropriate, to any other ‘emergency warnings’ issued for the area recommended to be evacuated; and
2.1.4. Ensure that all information releases regarding a recommendation to evacuate include an estimated time, beyond which it may be too dangerous to evacuate.

2.2. Where authorisation of the Incident Controller is not practicable and an extreme and imminent threat to life may exist, an evacuation message can be issued by any agency personnel.
3. Withdrawal

3.1. On receipt of a recommendation to evacuate by the Incident Controller, Victoria Police will ensure an Evacuation Manager is appointed. This role may already be nominated or in place in anticipation of an emergency that may require evacuation.

3.2. The Evacuation Manager will:

3.2.1. Ensure that they have ascertained all necessary information from the Incident Controller;

3.2.2. Record all relevant information and ensure resources required to effect evacuation are available;

3.2.3. Sectorise and prioritise the affected area and consider assembly areas if required;

3.2.4. Identify transport options;

3.2.5. Develop and communicate a traffic management plan (in consultation with the Traffic Management Manager) ensuring egress routes are clearly identified and consider welfare/first aid options on route;

3.2.6. Ascertain a list of vulnerable people/facilities in the area and consider their relocation in consultation with the Health Commander;

3.2.7. Identify relief options and determine the most appropriate form of relief in consultation with the Incident Controller and the IEMT; and

3.2.8. Activate a registration system for relocated people.

3.3. During the withdrawal stage the Evacuation Manager should consult with the Health Commander in relation to:

3.3.1. Managing the withdrawal of identified vulnerable persons from health and aged care facilities;

3.3.2. Support the withdrawal of identified vulnerable people who have health related needs; and

3.3.3. Support the health needs of the community once evacuated.

3.4. The Evacuation Manager should communicate withdrawal decisions and maintain ongoing communications with the Incident Controller, Health Commander, IEMT, Municipal Council(s) and support agencies. This includes reporting progress and completion of withdrawal actions.

4. Shelter

4.1. Emergency shelter options should be provided following an evacuation for as long as it is required until other accommodation arrangements are made.

4.2. Emergency shelter may include:

4.2.1. Assembly areas and/or safer locations; and/or

4.2.2. Emergency Relief (including emergency relief centres).

4.3. The decision of shelter options should be made in consultation with the Incident Controller, Victoria Police and the relevant municipal council.
4.4. General Considerations for shelter should include:

4.4.1. Registrations;
4.4.2. Public information;
4.4.3. Basic needs (water, food) including sanitation;
4.4.4. Contingency arrangements;
4.4.5. Animal welfare;
4.4.6. Health and safety including security;
4.4.7. Exit strategies; and
4.4.8. Link to recovery information.

4.5. The Evacuation Manager will communicate shelter decisions and maintain ongoing communications with the Incident Controller, Health Commander, Municipal Council(s) and support agencies.

5. Return

5.1. In making the decision for or against allowing members of the public to return to the area, the Incident Controller, in consultation with the Evacuation Manager is required to complete schedule 4.

5.2. The Incident Controller or Evacuation Manager shall:

5.2.1. Give consideration to the points identified in Schedule 3; and

5.2.2. Record the final decision in their log book, as a minimum, and where practicable the key considerations for or against a recommendation of safe to return on the proforma in Schedule 3.

5.2.3. Victoria Police members may use VP Form 682, 682A and other policies to guide their actions in the evacuation stages. These documents are aligned to this JSOP and schedules.

5.3. Where the Incident Controller or Evacuation Manager decides to allow people to return to the area, the Incident Controller or Evacuation Manager is required to immediately communicate this decision to:

5.3.1. Victoria Police representative present, (in accordance with Schedule 4);
5.3.2. Incident Management Team (IMT);
5.3.3. Incident Emergency Management Team (IEMT);
5.3.4. Up the Line of Control and/or the agency chain of command;
5.3.5. Incident personnel via the responsible IMT functional leaders.

5.4. The Evacuation Manager is responsible for planning and managing the return of evacuated people with the assistance of other agencies where required.
SAFETY

Protection and preservation of life is paramount. This includes:
- Safety of emergency response personnel
- Safety of community members including vulnerable community members and visitors/tourists

In the application of this JSOP the following safety considerations apply:
- Recommendation to evacuation need to consider is the evacuation process can be achieved without endangering response agency personnel.

REFERENCE

<table>
<thead>
<tr>
<th>Related Documents</th>
<th>State Emergency Response Plan (EMMY Part 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evacuation Guidelines (EMMV Part 8- Appendix 9)</td>
<td></td>
</tr>
<tr>
<td>SOP J03.08 Appointment of Regional and Level 3 Incident Controllers.</td>
<td></td>
</tr>
<tr>
<td>SOP J03.10 Traffic Management</td>
<td></td>
</tr>
<tr>
<td>Victoria Police Manual – Emergency Response</td>
<td></td>
</tr>
<tr>
<td>Victoria Police Evacuation Guidance Card.</td>
<td></td>
</tr>
<tr>
<td>VP Form 662 and VP Form 682A</td>
<td></td>
</tr>
</tbody>
</table>

Environment

Nil
# REVIEW

<table>
<thead>
<tr>
<th>Date Issue</th>
<th>4 September 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date Effective</td>
<td>1 October 2017</td>
</tr>
<tr>
<td>Date to be Reviewed</td>
<td>September 2020</td>
</tr>
<tr>
<td>Date to Cease</td>
<td>N/A</td>
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</tbody>
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# AUTHORITY

The Emergency Management Commissioner has issued this SOP under section 50 of the Emergency Management Act 2013.

<table>
<thead>
<tr>
<th>Approved</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Craig Lapsley</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Management Commissioner</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Endorsed</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve Warrington</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Officer, CFA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stephanie Rotarangi</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief Fire Officer, DELWP (FFMVic)</td>
<td></td>
<td></td>
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<tr>
<td>Greg Leach</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acting Chief Officer, MFB</td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Baker</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acting Chief Officer Operations VICSES</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Schedule 1

## Consideration of Evacuation during an Emergency

**Incident Controller’s considerations**
The Incident Controller should actively assess the following issues, when considering whether to recommend that members of the public evacuate a given area:

<table>
<thead>
<tr>
<th>Issue</th>
<th>Incident Controller’s Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>What community is likely to be impacted by the emergency? (Whole, part, or single sites? Attach map if appropriate)</td>
<td></td>
</tr>
<tr>
<td>What is the current and expected threat to the community, what are the trigger points and what is the time to impact?</td>
<td></td>
</tr>
<tr>
<td>How confident are you that you have the resources you need or are likely to need to successfully suppress/mitigate the risk?</td>
<td></td>
</tr>
<tr>
<td>Is there time for an evacuation to be implemented?</td>
<td></td>
</tr>
<tr>
<td>What is the expected duration of the event?</td>
<td></td>
</tr>
<tr>
<td>Would the time to impact on the community require immediate evacuation or is there time prepare the community to evacuate?</td>
<td></td>
</tr>
<tr>
<td>How well prepared is the community you are considering for a recommendation for evacuation? Is there a plan to assist with evacuation?</td>
<td></td>
</tr>
<tr>
<td>Are there any identified vulnerable facilities or individuals that need to be considered?</td>
<td></td>
</tr>
<tr>
<td>Has consideration been given to self-evacuees? (people who have already left the area) Do communications plans and registration of evacuees need to consider for these people?</td>
<td></td>
</tr>
<tr>
<td>Has consideration been given to people who will choose not to evacuate or are left behind?</td>
<td></td>
</tr>
<tr>
<td>Are there any events and/or activities that have brought travelers into the area? Are there plans of management plans or similar in place for the event, to assist with evacuation?</td>
<td></td>
</tr>
<tr>
<td>Does the control agency have adequate resources to help Victoria Police in managing the evacuation?</td>
<td></td>
</tr>
<tr>
<td>Does the control agency and support agencies have adequate resources to protect evacuees during and after the evacuation?</td>
<td></td>
</tr>
<tr>
<td>Does the IMT and/or Incident Controller have the resources to liaise with Victoria Police on evacuation?</td>
<td></td>
</tr>
<tr>
<td>Is there an adequate location(s) for the community to evacuate to?</td>
<td></td>
</tr>
<tr>
<td>Is there a safe route for evacuation?</td>
<td></td>
</tr>
<tr>
<td>Have you consulted with the members of the IEMT and the Evacuation Manager or Emergency Response Coordinator and Health Commander?</td>
<td></td>
</tr>
</tbody>
</table>

### Recommend evacuation of

(specify area)

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
</table>

Incident Controller’s name: ___________________________ Signature: ___________________________ Date/Time: ___________________________
# Schedule 2

## Recommendation to Evacuate

<table>
<thead>
<tr>
<th>Incident Name:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Date / Time:</td>
<td></td>
</tr>
<tr>
<td>Incident Controller:</td>
<td></td>
</tr>
</tbody>
</table>

**Advice to Victoria Police:**

It is recommended that all members of the public located in the following area: (attach map if needed)

----------------------------------------------------------------------------------------------------------------------------------

due to the threat posed by the

__________________________incident

be advised to:

- Prepare to Evacuate from ........hrs ...........date
- Evacuate from ........hrs ...............date

and seek shelter at:

----------------------------------------------------------------------------------------------------------------------------------

**Preferred route of travel to the place of shelter:**

Evacuees should travel via:

----------------------------------------------------------------------------------------------------------------------------------

**Community Advice:**

The following methods have been used to advise the community to Prepare to Evacuate and/or Evacuate Now:

- Public Information Warning Platform  □
- Emergency Alert  □
- Other ______________________________
- Other ______________________________
- Other ______________________________

**This advice is current to:**

__________________________ hrs. _____________ date.

Evacuation after this time is considered life threatening due to the potential impact of the emergency in the area nominated above.

**Signed:**

_________________________________________ / ........

Incident Controller (Date/Time)

**Received:**

_________________________________________ / ........

Victoria Police/ Evacuation Manager (Date/Time)
# Schedule 3

## Considerations for Return of Evacuees after an Evacuation

### Incident Controller’s considerations

The Incident Controller should actively assess the following issues, when considering whether to recommend that members of the public can return to a given area:

<table>
<thead>
<tr>
<th>Issue</th>
<th>Incident Controller’s Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Impacted Area</strong></td>
<td></td>
</tr>
<tr>
<td>How safe is the area (e.g., presence of hazardous conditions, possibility of re-occurring, structural safety)?</td>
<td></td>
</tr>
<tr>
<td>Does there need to be consideration of crime scene preservation in the area?</td>
<td></td>
</tr>
<tr>
<td>Where deaths have occurred, or suspected to have occurred, in the evacuated area, consideration need to be given to potential restrictions to access by the Coroner or Chief Commissioner of Police.</td>
<td></td>
</tr>
<tr>
<td>What services and utilities are available to the area e.g., electricity, gas, water, sewerage, telecommunications?</td>
<td></td>
</tr>
<tr>
<td>Does a staged approach to return need to be considered?</td>
<td></td>
</tr>
<tr>
<td><strong>Community preparedness</strong></td>
<td></td>
</tr>
<tr>
<td>Are there risks to the mental state and physical health of the evacuees if they return and for people who chose not to evacuate or where left behind?</td>
<td></td>
</tr>
<tr>
<td>Are there any identified vulnerable facilities or individuals that need to be considered?</td>
<td></td>
</tr>
<tr>
<td>Will goods and services be available for return of evacuees?</td>
<td></td>
</tr>
<tr>
<td>Are there risks to the economy and livelihood of the community if evacuees are unable to return?</td>
<td></td>
</tr>
<tr>
<td>What are there alternative options to immediate return for the community?</td>
<td></td>
</tr>
<tr>
<td>Has consideration been given to potential self-evacuees? (people who left the area prior to the recommendation to evacuate). Ensure that communication plans and notification to evacuees consider these people.</td>
<td></td>
</tr>
<tr>
<td>Are community recovery processes in place to assist the community?</td>
<td></td>
</tr>
<tr>
<td><strong>Resourcing</strong></td>
<td></td>
</tr>
<tr>
<td>Are there adequate health and welfare resources and support mechanisms to support the public to return?</td>
<td></td>
</tr>
<tr>
<td>Have members of the EMT, IEMT and the Evacuation Manager or Emergency Response Coordinator and Health Commander been consulted as part of the process?</td>
<td></td>
</tr>
<tr>
<td>Have key recovery agencies currently managing evacuees (eg. relief centres and recovery coordination centres) been notified / consulted on potential return decision?</td>
<td></td>
</tr>
<tr>
<td>Do the control agency and/or Victoria Police and support agencies have adequate resources to assist with the return of evacuees?</td>
<td></td>
</tr>
</tbody>
</table>

### Recommend safe to return (specify area)

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
</table>

**Incident Controller’s name:**

**Signature:**

**Date/Time:**

---

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## Schedule 4

**Recommendation - Safe to Return**

<table>
<thead>
<tr>
<th>Incident Name:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Date / Time:</td>
<td></td>
</tr>
<tr>
<td>Incident Controller:</td>
<td></td>
</tr>
</tbody>
</table>

**Advice to Victoria Police:**

It is recommended that all members of the public relocated from the following area: (attach map if needed)

............................................................................................................................

can safely return to this area.

The following roads are now safe to travel on by: (Attach additional form/Map if needed)

**Please Refer to following access level:**

- **No Entry** - Emergency Services Only Access
- **Restricted Access**
  - B - Essential Services Assessment
  - C - Residents, Media, Recovery Services, B Access
  - D - C Access, Others Authorised (e.g. employees)
  - Open

<table>
<thead>
<tr>
<th>Road Name</th>
<th>Road Location (suburb/area)</th>
<th>Direction (e.g. North Bound)</th>
<th>Access Level (No Entry, B, C, D or Open)</th>
<th>Confirmed by</th>
<th>Agency</th>
</tr>
</thead>
</table>

The following essential services have been maintained or restored to an acceptable level for safe return of evacuees:

- **Gas & Electricity**
  - Confirmed by: ____________________________ (Contact Name, title & Company)
- **Access to potable water**
  - Confirmed by: ____________________________ (Contact Name, title & Company)
- **Telecommunications**
  - Confirmed by: ____________________________ (Contact Name, title & Company)
- **Other**
  - Confirmed by: ____________________________ (Contact Name, title & Company)
<table>
<thead>
<tr>
<th>The following road closures and disruptions to essential services remain in place and should be highlighted in return plans and community advice:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Road Closures:</strong></td>
</tr>
<tr>
<td>……………………………………………………………………………</td>
</tr>
<tr>
<td>……………………………………………………………………………</td>
</tr>
<tr>
<td>……………………………………………………………………………</td>
</tr>
<tr>
<td><strong>Estimated Restoration:</strong> .........................................../........</td>
</tr>
<tr>
<td><strong>Confirmed by:</strong> ...............................................................</td>
</tr>
<tr>
<td><strong>Contact Name, title &amp; Company</strong></td>
</tr>
<tr>
<td><strong>Disrupted Services:</strong></td>
</tr>
<tr>
<td>……………………………………………………………………………</td>
</tr>
<tr>
<td>……………………………………………………………………………</td>
</tr>
<tr>
<td>……………………………………………………………………………</td>
</tr>
<tr>
<td><strong>Estimated Restoration:</strong> .........................................../........</td>
</tr>
<tr>
<td><strong>Confirmed by:</strong> ...............................................................</td>
</tr>
<tr>
<td><strong>Contact Name and title</strong></td>
</tr>
<tr>
<td>The following areas have been declared a crime scene:</td>
</tr>
<tr>
<td><strong>Declared Crime Scene Area</strong> ……………………………………</td>
</tr>
<tr>
<td>Community Advice:</td>
</tr>
<tr>
<td>The following methods have been used to advise the community of the Recommendation of safe return:</td>
</tr>
<tr>
<td><em>(Ensure that communication methods consider evacuees remote from the area)</em>.</td>
</tr>
<tr>
<td><strong>Public Information Warning System</strong> □</td>
</tr>
<tr>
<td><strong>Emergency Alert (if suitable)</strong> □</td>
</tr>
<tr>
<td><strong>Other</strong> ……………………………………………………………</td>
</tr>
<tr>
<td>This advice is current to: .........................................../........</td>
</tr>
<tr>
<td><strong>Signed:</strong> ……………………………………………………………</td>
</tr>
<tr>
<td><strong>Incident Controller</strong> .........................................................</td>
</tr>
<tr>
<td><strong>Date/Time</strong></td>
</tr>
<tr>
<td><strong>Received:</strong> ……………………………………………………………</td>
</tr>
<tr>
<td><strong>Victoria Police/ Evacuation Manager</strong> .....................................</td>
</tr>
<tr>
<td><strong>Date/Time</strong></td>
</tr>
</tbody>
</table>
Schedule 5
Evacuation Responsibilities Flow Chart

- **Decision**
  - Recommended by Incident Controller
  - Assisted by Victoria Police

- **Warning**
  - Issued by Incident Controller

- **Withdrawal**
  - Managed by Victoria Police/Evacuation Manager
  - Supported by all Agencies

- **Shelter**
  - Coordinated by Victoria Police
  - Municipal council is responsible for the provision of shelter
  - Supported by DHHS and all Agencies

- **Return**
  - Managed by Victoria Police/Evacuation Manager
  - Supported by all Agencies

Evacuation Stage | Responsibility | Assistance
APPENDIX K

Sub Plans

Municipal Fire Management Plan 2016 – 2020
The Municipal Fire Prevention Officer is responsible for the maintenance and amendment of this plan. The Plan is reviewed every three years. Copies are held by Council’s MFPO and CFA Regional Headquarters and are also available from Council’s website:

The MRCC Environmental Health Officer is responsible for the maintenance and amendment of this plan. The plan is reviewed every three years. Copies are held by Council’s Environmental Health Officer, the MEM and are also available from Council’s website:

Township Bushfire Mitigation Sub-Plan Mildura Municipality 2015
The Municipal Emergency manager is responsible for the maintenance and amendment of this plan. This plan has a ten year life with reviews of work done occurring yearly and a major review in the fifth year of the plan. Copies are held by the MEM and are also available from Council’s website:

Relief and Recovery Sub-Plan
The MRCC Relief and Recovery Sub-Plan is currently under development.
APPENDIX L

Extract Protocol for Inter-Council Emergency Management Resource Sharing

PROTOCOL FOR INTER-COUNCIL EMERGENCY MANAGEMENT RESOURCE SHARING

MUNICIPAL ASSOCIATION OF VICTORIA
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   Limitations ........................................................................ 6

8. Operation............................................................................ 6
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**Acronyms and Definitions**

<table>
<thead>
<tr>
<th>Reference</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFAC</td>
<td>Australasian Fire Authorities Council</td>
</tr>
<tr>
<td>Assisting Council</td>
<td>Council providing resources under this protocol</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>RERC</td>
<td>Regional Emergency Response Coordinator</td>
</tr>
<tr>
<td>EMA</td>
<td>Emergency Management Australia</td>
</tr>
<tr>
<td>EMMV</td>
<td>Emergency Management Manual Victoria</td>
</tr>
<tr>
<td>MAV</td>
<td>Municipal Association of Victoria</td>
</tr>
<tr>
<td>MECC</td>
<td>Municipal Emergency Coordination Centre</td>
</tr>
<tr>
<td>MEMEG</td>
<td>Municipal Emergency Management Enhancement Group</td>
</tr>
<tr>
<td>MEMPC</td>
<td>Municipal Emergency Management Planning Committee</td>
</tr>
<tr>
<td>MEMP</td>
<td>Municipal Emergency Management Plan</td>
</tr>
<tr>
<td>MERC</td>
<td>Municipal Emergency Response Coordinator (Police)</td>
</tr>
<tr>
<td>MERO</td>
<td>Municipal Emergency Resource Officer</td>
</tr>
<tr>
<td>MRM</td>
<td>Municipal Recovery Manager</td>
</tr>
<tr>
<td>Receiving Council</td>
<td>Council that requests and receives resources under this protocol</td>
</tr>
</tbody>
</table>
1. Introduction / Background

Emergencies sometimes require councils to source additional resources to ensure that the affected community is restored to normal functioning as efficiently as possible. Some emergency response agencies have agreements for mutual aid with kindred organisations that allows them to plan appropriately for responding to large scale or complex emergencies, and this protocol is intended to provide a similar agreement for local councils.

Council emergency management resources are generally sourced from within the municipal boundaries where the emergency occurs, which can impact significantly on the resources of the responsible council, particularly for larger or more complex emergencies. The Municipal Association of Victoria (MAV) and the Municipal Emergency Management Enhancement Group (MEMEG) have identified a need to determine an agreed position between councils regarding the provision of council resources to assist other councils with response and recovery tasks during emergencies.

The EMA Guidelines for Interstate Disaster Assistance and the AFAC Mutual Aid and Resource Sharing Guidelines were recognised as having similar requirements to this inter-council resource sharing protocol. As such, some of the key concepts and policies detailed in these documents have been applied to this protocol.

This protocol is not intended to inhibit, or diminish the effectiveness, of any existing inter-council resource sharing arrangement. Councils should however review any such existing arrangements to ensure that issues identified in this protocol are addressed.

It is recognised that local government personnel who perform duties at another council in relation to an emergency event will gain valuable skills and experience. This knowledge will provide an opportunity for the council that provided personnel to refine their MEMP and enhance performance for future emergency events.

In order to be effective this protocol will require the support and commitment of council executive staff.

2. Purpose

The purpose of this protocol is to provide an agreed position between councils for the provision of inter-council assistance for response and recovery activities during an emergency. This protocol details the process for initiating requests for resources from another council and identifies associated operational and administrative requirements.

The application of this protocol is expected to enhance the capability of councils to provide the best possible outcomes for emergency management and to support the step up arrangements as detailed in the Emergency Management Manual Victoria (EMMV).

The co-ordination of responding agencies involves the systematic acquisition and application of resources (personnel, equipment and facilities) in accordance with the requirements of the emergency. This protocol will facilitate appropriate timely mustering of resources ready to discharge municipal functions.

3. Emergency Management Legislation and Policy

This protocol is consistent with the concepts and policy guidelines articulated in the Emergency Management Act 1996 and the Emergency Management Manual of Victoria (EMMV).
4. Scope of Activities
This protocol applies to requests for human resources, equipment and/or facilities in relation to response or recovery activities associated with an emergency.
Duties undertaken by council staff seconded to another council for assisting with response and recovery operations should be within the scope of councils’ emergency management responsibilities as set out in Part 6 of the EMMV (extract included as Appendix 2).

5. Memorandum of Understanding
Some councils may prefer to enter memoranda of understanding with neighbouring councils to formalise resource sharing arrangements, although this is not considered to be a requirement. There is an existing memorandum of understanding template included in the Municipal Public Health Emergency Management Guidelines. This memorandum of understanding was developed for the purpose of supporting partnerships between council environmental health departments, however it could be easily adapted for resource sharing in relation to emergency management. The Municipal Public Health Emergency Management Planning Guidelines are available from the Australian Institute of Environmental Health – Victorian Branch.

6. Commencement Date
Arrangements based on this protocol will commence operation immediately following the endorsement and agreement to operate within its framework by more than one council.

7. Requests for Assistance
Resources can be requested at any time during an emergency including the recovery stages. Requests for assistance may be initiated by the CEO (or person acting in this role) or by any person nominated by the CEO at the receiving council. Requests should be directed to the CEO, or any person nominated by the CEO, at the assisting council. It is noted that in many cases the person nominated by the CEO will be the MERO at both the assisting and receiving council.

Such requests may be oral or in writing, however oral requests must be confirmed in writing as soon as is practicable and in most cases will be logged at the Municipal Emergency Coordination Centre (MECC).

Requests for assistance should include the following information:
- A description of the emergency for which assistance is needed;
- The number and type of personnel, equipment and/or facilities (resources) required;
- An estimate of time as to how long the resources will be required; and
- The location and time for the staging of the resources and a point of contact at that location.
The Municipal Emergency Response Coordinator (MERC) or Regional Emergency Response Coordinator (RERC) should be contacted before the resources are moved. Requests for resources should be logged in the Municipal Emergency Coordination Centre (MECC).

It is anticipated that a requesting council will initially seek assistance from surrounding councils. This will reduce travel times and expenses for assisting councils to respond and return.

Limitations
A council that has committed to this protocol and is requested to provide assistance should endeavour to provide the resources requested unless such resources are required for that council’s own purposes.

A council that provides resources that are later required for that council’s own purposes may request such resources to be returned prior to the agreed time-frame the receiving council will release those resources as soon as possible.

8. Operation

Command and Co-ordination
The council receiving assistance will be responsible for the command and management of council functions for the emergency response and recovery activities, and specifically for the management of resources made available.

The control agency will manage municipal resources assigned to response activities.

The council receiving assistance will endeavour to afford the same powers, duties, rights and privileges to staff from the assisting council as its own staff performing equivalent roles or functions.

Authority to Perform Duties
Where staff from an assisting council are requested to perform duties in specific roles, those staff must be appropriately authorised to undertake the role prior to commencement.

Induction / Occupational Health & Safety
The statutory and common law obligations which require the receiving council to provide for the health and safety of its own employees apply equally in relation to those personnel deployed from an assisting council.

The control agency will be responsible for the occupational health and safety (OH&S) of all council personnel deployed in emergency response roles.

Prior to personnel from assisting councils being deployed to assist with the emergency, the council receiving assistance will make arrangements for such personnel to be registered and appropriately briefed and debriefed. The briefing must include details of hazards and safety requirements and any measures required to respond to these, an overview of the emergency, the tasks/activities to be performed and reporting lines including the process for reporting OH&S concerns or incidents. A representative from the control agency should participate in the induction briefing sessions and it should be recorded that this induction took place.

The receiving council will be diligent in assigning appropriate roles to the personnel from an assisting council. The performance of some duties may require personnel to
Protocol for Inter-Council Emergency Management Resource Sharing

possess specific qualifications or accreditation. Personnel from an assisting council will not be assigned to a role if uncertainty exists regarding the competency of the person to perform those duties. Personnel from an assisting council may be reassigned to alternative duties or stood down at any time.

The receiving council will assume an employer’s normal responsibilities for the wellbeing of personnel from the assisting council/s. This responsibility covers issues such as rostering, fatigue, psychological well-being, and all occupational health and safety requirements.

The assisting Council will be responsible for the payment of workers compensation premiums for their own staff and for the payment of any accident compensation payments to their own staff. The assisting council is responsible for ongoing staff support and should ensure that any notifiable workplace incidents under the Occupational Health and Safety Act (2004) that may have occurred during the emergency event are reported to Worksafe and recorded in an incident register for investigation follow up as per OH&S regulations. The assisting council should ensure that debriefing opportunities and support services are available for their staff as necessary.

Payment of Expenses

The council receiving assistance will be responsible for the reimbursement, or payment, of all expenses incurred by the assisting council, including salaries, overtime, penalties, travel and accommodation expenses and consumables utilised in conjunction with the resources provided.

The assisting council will calculate expenses and provide a detailed account for all reasonable costs incurred by the seconded staff. Salaries, overtime and penalty rates will be calculated at rates applicable to the assisting council. The assisting council may at its absolute discretion waive any part of these costs.

Claims for Reimbursement of Expenditure from the State

Claims for reimbursement of eligible municipal expenditure on defined natural disasters from the State Government may include the expenses paid to the assisting council.

Liability for Loss or Injury

It is agreed and understood that each individual council (assisting/receiving council) will be responsible for its own potential liabilities in respect to any losses arising out of activities associated with “Resource Sharing” under this protocol on the assumption that common law will prevail.

It is further agreed and understood that each council’s CMP Liability Insurance Policy is extended to indemnify those councils providing the resource service/equipment (principal/assisting council) in respect of any claim able to be indemnified under the policy brought in respect of personal injury or damage to property caused by an occurrence, or for breach of professional duty arising directly and solely out of the negligent acts, errors or omissions of those councils receiving the resource service/equipment. This extension does not extend to any negligent acts, errors or omissions of the principal council, its staff or agents themselves.

Withdrawal from Protocol

A participating council may withdraw from the arrangements based on this protocol at anytime by providing written notice to the MAV.
Participating Councils

A list of participating councils will be maintained by the MAV and will be available on the MAV website. The MAV will notify all councils of any changes to the protocol membership. Membership will be reviewed and confirmed on a three yearly basis by the MAV.

Councils are requested to formally commit to this protocol by signing and returning the attached letter template for this purpose.
Dear [salutation],

Re: Protocol for Inter-council Emergency Management Resource Sharing

The _____________ Council confirms its commitment to this protocol.

The purpose of this protocol is to provide an agreed position between councils for the provision of inter-council assistance for response and recovery activities during an emergency. This protocol details the process for initiating requests for resources from another council and identifies associated operational and administrative requirements.

The application of this protocol is expected to enhance the capability of councils to provide the best possible outcomes for emergency management and to support the step up arrangements as detailed in the Emergency Management Manual Victoria (EMMV).

The co-ordination of responding agencies involves the systematic acquisition and application of resources (personnel, equipment and facilities) in accordance with the requirements of the emergency. This protocol will facilitate appropriate timely mustering of resources ready to discharge municipal functions.

Signed CEO or Delegated Officer.
Appendix 1 – Checklist

Requesting Assistance or Resources from Another Council

<table>
<thead>
<tr>
<th>Action to Complete</th>
<th>Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO (or person acting in this role) or person nominated by the CEO at the receiving council to direct request for resources to the CEO at the assisting council either verbal or in writing.</td>
<td></td>
</tr>
<tr>
<td>Request for resources must be confirmed in writing and should include:</td>
<td></td>
</tr>
<tr>
<td>A description of the emergency;</td>
<td></td>
</tr>
<tr>
<td>The number and type of personnel, equipment and/or facilities required;</td>
<td></td>
</tr>
<tr>
<td>An estimate of how long resources will be required; and</td>
<td></td>
</tr>
<tr>
<td>The location and time for the staging of the resources and a point of contact at that location.</td>
<td></td>
</tr>
<tr>
<td>The Municipal Emergency Response Coordinator (MERC) or Divisional Emergency Response Coordinator (DERC) should be contacted before resources are moved.</td>
<td></td>
</tr>
<tr>
<td>Control agency to manage municipal resources assigned to response activities. Receiving council to endeavour to afford the same powers, duties, rights and privileges to staff from the assisting council as its own staff performing equivalent roles or functions.</td>
<td></td>
</tr>
<tr>
<td>Staff from an assisting council must be appropriately authorised to undertake roles prior to commencement.</td>
<td></td>
</tr>
<tr>
<td>Personnel from assisting council should be registered and appropriately briefed prior to being deployed. Any briefing should include:</td>
<td></td>
</tr>
<tr>
<td>Details of hazard and safety requirements;</td>
<td></td>
</tr>
<tr>
<td>An overview of the emergency;</td>
<td></td>
</tr>
<tr>
<td>The tasks/activities to be performed; and</td>
<td></td>
</tr>
<tr>
<td>Reporting lines including for OH&amp;S incidents.</td>
<td></td>
</tr>
<tr>
<td>A representative of the control agency should participate in this briefing.</td>
<td></td>
</tr>
<tr>
<td>Receiving council should reimburse, or directly pay, for all expenses incurred by the assisting council including salaries, overtime, penalties, travel and accommodation expenses and consumables utilised in conjunction with the resources provided as outlined by the assisting council. The assisting council will calculate expenses and provide a detailed account for all reasonable costs incurred.</td>
<td></td>
</tr>
<tr>
<td>Assisting council should ensure that appropriate debriefing and support services are available for their staff. The assisting council should also ensure that any workplace incidents that may have occurred during the emergency event are recorded and that WorkSafe is advised</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 2 - Extract from Part 6 of the EMMV

Operational role statement for municipal councils
The operational role statement identifies the resources or services councils should provide within Victoria’s emergency management arrangements, and sets out key operational management requirements.

The council is responsible for managing and coordinating municipal resources for responding to, and recovering from emergencies. Municipal resources include those owned by the council and those under its control if sourced from other agencies. Local and regional planning ensures that agencies’ expectations of council services are based on a realistic assessment of council capability.

Councils may obtain part or all of these services or resources from outside contractors. In such cases, the council is responsible for providing the agreed resources on time, and paying the costs incurred.

Response

Response activities
A council’s response activities include:

- Establishing and operating centres and facilities such as:
  - a municipal emergency coordination centre (MECO);
  - emergency relief centres; and
  - emergency services staging areas.

- Providing and coordinating emergency catering:
  - in conjunction with Red Cross and other providers;
  - for response agency personnel; and
  - for affected members of the community.

- Facilitating the provision of information:
  - as warnings to the community in consultation with other agencies; and
  - as information to public and media in consultation with control agencies.

- Coordinating and ensuring effective transport in the area by:
  - providing transport for those at risk;
  - clearing impassable roads, including removing trees;
  - unblocking drains; and
  - assisting with resources to partially or completely close roads and determining alternative routes.

- Providing and coordinating equipment for response support:
  - equipment for traffic or crowd diversion (e.g. barricades, traffic signs);
  - material to absorb spill fluids;
  - levee or damming materials; and
  - heavy equipment for tasks such as: earth moving; clearing large material or debris; transporting large or heavy materials, water or personnel; lifting materials or personnel; and pumping water.
Recovery

Recovery activities
Activities required at a local level may include, and should be documented in the MEMPlan:

Coordinating and managing:
- municipal resources through the Municipal Recovery Manager;
- the provision of material needs to affected persons;
- environmental health such as food, water, sanitation, and vector control;
- volunteer helpers; and
- public appeals.

Providing:
- community development services;
- personal support services (e.g. counselling, advocacy); and
- emergency and/or temporary accommodation.

Gathering and processing information:
- for post-impact assessments; through survey and
determination of occupancy of damaged buildings; and by monitoring the progress of recovery.

Providing information and advice:
- through provision and staffing of recovery/information centre(s);

information services to the affected community such as public meetings, newsletters, and advertising; and to recovery agencies and the State Government.

Organising clean-up and repair activities:
- removing debris, clearing blocks (hazard removal);
- disposing of dead, maimed or diseased stock;
- repairing/restoring infrastructure such as roads, bridges, sporting facilities, and public amenities;
- supervising and inspecting rebuilding and redevelopment; and
- providing heavy equipment for earth moving; clearing large material or debris; transporting large and/or heavy materials, water or personnel; and lifting materials or personnel.

Sponsorship and advocacy:
- of community recovery committees;

- of the interests of the affected community.
Councils will need to identify and negotiate with local agencies that are able to provide these services. Some services may be internally provided, others may be local agencies, State or Australian government agencies. Agencies are responsible for funding the provision of these services themselves, as these services are existing services that they already provide to the community.