2018

Mildura Rural City Council
Municipal Relief and Recovery Plan

Mildura Rural City Council

Amendment and Endorsement Details

Issue No	Date	Page No	Amendment Details	Endorsement

Acknowledgements

The information, data and legislation referenced in the Mildura Rural City Council (MRCC) Municipal Relief and Recovery Plan has direct links to several key state, regional and municipal documents. The MRCC Municipal Relief and Recovery Plan reflects or reproduces key pieces of information and the Municipal Emergency Management Plan Committee (MEMPC) would like to acknowledge the direct contribution the documents listed have made to the content. For a more comprehensive overview of the Victorian Emergency Management system go to www.emv.vic.gov.au

Emergency Management Victoria Part 1: Emergency Management Manual Victoria (December 2015)

State Emergency Management Agency Roles Part 7: Emergency Management Manual Victoria (July 2018)

State Emergency Relief and Recovery Plan Part 4: Emergency Management Manual Victoria (July 2018)

State Emergency Response Plan Part 3: Emergency Management Manual Victoria (August 2016)

Municipal Emergency Management Panning Arrangements Guidelines for Committee. Part 6: Emergency Management Manual Victoria (October 2016)

Loddon Mallee Region Emergency relief and recovery plan -Emergency management arrangements for relief and recovery in the Loddon Mallee (reviewed June 2017)

Mildura Rural City Council Municipal Emergency Management Plan (MEMP) (2018)

Resilient Recovery Discussion paper: Emergency Management Victoria (2017)

Disaster Recovery Toolkit for Local Government. Booklets 01-08. Emergency Management Victoria, Victorian Government (2014)

Disclaimer

The information, arrangements and expectations contained in this document are based on data and material available at the time of endorsement and are subject to modifications and amendments that reflect the changing Emergency Management environment. Changes to government, emergency services and supporting organisations policies, procedures, arrangements and capability may influence and/or impact the deployment of the plan at the time of an emergency.

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Foreword

The Mildura Rural City Council Local Government Area is vast and diverse. The unique geography of our region includes large expanses of dry land farms, irrigated horticultural areas and huge national parks with distinct natural environments. At times, our region is also subject to extreme temperatures and weather conditions. In an emergency this diversity presents risks for residents that need to be mitigated and prepared for.

The Municipal Relief and Recovery Plan provides details of the arrangements and expectations surrounding individuals, communities, government agencies, emergency services, volunteers and Mildura Rural City Council in the Relief and Recovery phases of any emergency.

It provides additional relief and recovery context to the Municipal Emergency Management Plan (MEMP) which is mandatory for all Councils in Victoria to have in place to ensure a coordinated and effective response to emergencies in their municipalities.

The resilience of our Rural communities and City has been tested over the years with floods, bushfires, storms and road accidents all impacting the community in different ways. As a result Mildura Rural City Council needs to be as prepared as possible to respond to disasters and emergencies that could have immediate or long-term effects on individuals, families and the wider community.

We recognise that the community expects and looks to Council for leadership, support and assistance in times of an emergency and this Plan is designed to guide Council to respond in a coordinated manner that is equitable and addresses the needs of the most vulnerable.

Martin Hawson

Municipal Recovery Manager (MRM)

Acknowledgement of Country

The Municipal Emergency Management Planning Committee and Council acknowledges the traditional custodians of the land which now comprises the Mildura Rural City Council area, and those of our neighbouring municipalities. We pay our respects to Elders past, present and future: we celebrate and respect their continuing culture and connection to the land.

MUNICIPAL EMERGENCY
INCIDENT ORGANISATIONAL CHART

Incident Emergency
Management Team (IEMT)

Municipal Emergency
Recovery Committee

**Incident Controller
(IC)
Control Agency**

Incident Emergency
Response Coordinator
(IERC) VicPol

This chart is designed to
show the Agencies and
decision makers in the
response to recovery
phases.

Incident Controller
(IC)   and/or
Municipal Emergency
Response Coordinator
(MERC) VicPol

VicPol
Ambulance Vic
Support Agencies

DHHS
VICSES
CFA
EPA
MFB
DEDJTR
DELWP
BOM
VicRoads
Others

Municipal Emergency
Management Group
(MEMG)

Municipal Recovery
Manager (MRM)
Municipal Emergency
Resource Officer
(MERO)
Municipal Emergency
Manager (MEM)
Others

Municipal Recovery
Manager (MRM)

Support Agencies

DHHS
VicPol
EMV
RDV
DEDJTR
LMW
MDC
SunRCS
SCHS
MFC
Community
ARC
Salvation Army
VCC
Others

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PART 1. Municipal relief and recovery overview

1.1   Purpose

The Mildura Rural City Council (MRCC) Municipal Relief and Recovery Plan has been developed as a supporting document to the MRCC Municipal Emergency Management Plan (MEMP). It is designed to provide clarity on the responsibilities, expectations and arrangements to effectively coordinate relief and recovery services across the municipality in the event of an emergency situation.

The aim of relief and recovery is to support community safety and resilience by successfully navigating the impacts of an emergency on the social, built, economic, natural and agricultural environments. By doing so communities can build cohesion and resilience to future emergencies.

MRCC has the responsibility for the coordination and delivery of relief and recovery at a municipal level.

*Reference-MRCC Municipal Emergency Management Plan (MEMP)

1.2   Scope

1.2.1 Aim

The Municipal Relief and Recovery Plan will focus on providing deliverables at a municipal level which includes:
o   Alignment of arrangements with the State and Regional Relief and Recovery Plans.
o   A localised relief and recovery framework that details the arrangements, expectations, roles and responsibilities of:
  • Mildura Rural City Council (MRCC)
  • Emergency services
  • Relief and recovery agencies
  • Community
o   A detailed plan of improvement actions to be achieved over the life of the plan.
o   Alignment to compliance requirements under the *Emergency Management Act 1986 and 2013.*
o   Clear definitions of key terminology and their context in relation to local relief and recovery activities.

1.2.2 Area characteristics

The MRCC Municipal Relief and Recovery Plan's LGA covers 22,300 square kilometers and contains a combination of horticulture and dryland farming communities based around the regional city of Mildura.

The region has large expanses of native bushland including dominant natural features such as the Murray River and associated flood plains, salt pans, Murray Sunset National Park, Hattah-Kulkyne National Park, a portion of the Wyperfeld National Park, Big Desert Forest and Big Desert Wilderness Park.

The LGA is accessible by four key highways: The Calder, Mallee, Sunraysia and Sturt Highways, which provide linkages to major cities and connections between tristate borders. The municipality also hosts a large scale freight rail network that acts as major transport links between Victoria, South Australia and New South Wales ports.

Industries identified as key drivers of the local economy include the primary production of wool, cereal crops, viticulture and horticulture and associated production industries such as wineries and fruit and vegetable processing. Many of the local townships and communities are dependent on these primary industries for their sustainability and growth.

The tourism industry is emerging as a major generator of income particularly in the regional centre of Mildura and adjoining areas. More recently the region is experiencing growing investment in renewable energy production.

1.2.3 Municipal profile

The municipality has locally recognised areas that are not specific, geographical locations but are referred to in a general sense by the community as Sunraysia, Mallee, the Mallee Track, the Millewa and Hattah,

MRCC MUNICIPAL MAP

Mildura Rural City Council has a diverse and aging population of 53,878 (2016 census data). The majority of the population resides in the Mildura City area (30,647) or one of the key satellite townships of Irymple (5,015), Red Cliffs (4,626), Merbein (2,671) or Nichols Point (1,463).

Ouyen (1,083) is the largest rural town and the central business centre for residents living across the Mallee Track.

The remaining population is dispersed across rural communities and on farming properties with populations less than 1,000. This includes the remaining townships of the Mallee Track (Murrayville, Underbool, and Walpeup etc.), the Millewa (Cullulleraine, Meringur and Werrimull) and other small towns such as Merbein South, Cabarita, Cardross, Koorlong, Nangiloc, Colignan, and Yelta.

Table 1. Population age structure
Mildura Rural City Council (Based on place of usual residence)

Age (years)	Males	Females	Total	% Total LGA
0-14	5,234	5,000	10,234	19.00%
15-24	3,388	3,280	7,208	13.50%
25-44	6,200	6,421	12,621	23.50%
45-64	6,995	7,190	14,185	26.25%
65-84	4,113	4,519	8,632	15.75%
85+	531	889	1,420	2.00%
Total	**26,461**	**27,299**	**54,030**	**100.00%**

The Australian Bureau of Statistics (ABS) 2016 Census shows 3.8% of the local population are Aboriginal or Torres Straits Islander, compared to 2.8% of the Australian and 0.2% of the Victorian population.

Of those residing in the LGA, 10.8% (5,813) of the population were born overseas. Recent arrivals settling in the region are predominantly from India, Malaysia, England, New Zealand or Philippines. Whilst 82.3% of residents speak English at home, data shows 1,143 residents identify their proficiency in English as poor or do not speak English.

*This information correlates with data in the Municipal Emergency Management Plan (MEMP) and ABS 2016 Census

1.2.4   Community Profiles

For more details on the demographic picture of the region, Community Profiles for the following geographical areas are available in **Appendix B,** this includes the following:

o   Mildura City
o   Red Cliffs Area (Red Cliffs, Yatpool and Thurla)
o   Ouyen Area (Ouyen, Galah, Kulwin, Mittiyack, Kiamal, Trinita and Hattah)
o   Nangiloc and Colignan Area (Nangiloc, Colignan, Karadoc, Iraak, Carwarp and Nowingi)
o   Murrayville Area (Murrayville, Panitya, Cowangie and Tutye)
o   Underbool and Walpeup Area (Underbool, Walpeup, Boinka, Linga and Torrita)
o   Irymple and Nichols Point Area
o   Millewa Area (Cullulleraine, Meringur and Werrimull)
o   Merbein Area (Merbein, Merbein South, Birdwoodton, Cabarita and Yelta)
o   Cardross and Koorlong Area
o   Mallee Seasonal Calendar.

1.3 Structure

1.3.1 Governance

Mildura Rural City Council is responsible for facilitating the Municipal Relief and Recovery Plan as a part of its Municipal Emergency Management Plan (MEMP) requirements under the *Emergency Management Act's 1986 and 2013.*

This plan has been designed as a supplement to the MEMP with direction and support from the Relief and Recovery Sub Committee, a subsidiary of the Mildura Rural City Council Municipal Emergency Management Planning Committee (MEMPC).

1.3.2 Municipal Emergency Management Planning Committee (MEMPC).

The *Emergency Management Act 1986* requires Council to establish and support a Municipal Emergency Planning Committee (MEMPC) that may include representation from the following;

o   Council nominated Chair - the Chief Executive Officer or a staff member appointed by the Chief Executive Officer
o   Victoria Police (VicPol)
o   Victoria State Emergency Services (VICSES)
o   Country Fire Authority (CFA)
o   Department Health Human Services (DHHS)
o   Australian Red Cross (ARC)
o   Community representatives
o   Representatives from agencies with a roles in local emergency response, relief and/or recovery
o   Other support services as required

Governance arrangements for the MEMPC are detailed in the MEMPC Terms of Reference.

The Municipal Relief and Recovery Plan's endorsement by the MEMPC is indicative of its member's agreement to support the documented arrangements, expectations and responsibilities of the plan.

Throughout the life of the plan, additional individual projects and activities may be presented to the MEMPC for consideration in order to maximise its value to all member organisations and avoid conflicts.

*Reference –Municipal Emergency Management Panning Arrangements Guidelines for Committee. Part 6: Emergency Management Manual Victoria

1.3.3 Municipal Emergency Management Plan (MEMP)

The MEMP is the key emergency management tool for the municipality and must be an integrated, coordinated and comprehensive emergency plan. It is the overarching Emergency Management plan for the municipality and provides information to emergency services, other organisations and the community on how risks will be dealt with and the management of arrangements for emergencies to promote community safety.

It provides context for the development and integration of risk specific response and recovery plans

*Reference- Municipal Emergency Management Planning Arrangements- Guidelines for Committees. Part 6: Emergency Management Manual Victoria

1.3.4 Relief and Recovery Sub Committee and associated working groups

A Relief and Recovery Sub Committee was established to identify and examine issues that directly relate to emergency relief and recovery, this includes the following key tasks:

- Review of the current Relief and Recovery Plan's.
- Alignment of relief and recovery services in an emergency.
- Formulate recommendations to be presented to the MEMPC for consideration.
- Report on progress and completion of relief and recovery agenda items.
- Develop and implement actions to support the implementation of the MEMP.
- Provide reports and reviews to MEMPC on relevant actions and activities.

The Sub Committee consists of members of the MEMPC as well as relevant local support services, agencies and community representatives whom bring specialist skills and knowledge of emergency management, relief, recovery and/or community to the table.

The Sub Committee's membership is fluid and responsive to the emergency management environment at the time, however representation should be regularly reviewed through the chair and contact details provided to the MEM for records.

Organisations represented are expected to attend Sub Committee and associated working group meetings, planning sessions and implement actions.

1.3.5 Plan development

With a primary focus of community safety for all residents the development of the Relief and Recovery Plan is underpinned by the following key assumptions:

- Communities should be involved in emergency preparedness, including strategies to assist the most isolated and vulnerable members.
- Relief and recovery is everyone's responsibility.
- Communities are resilient and should be encouraged to be self-reliant.
- Community-led activities can generate ownership of decisions and more sustainable outcomes and reach higher quality and innovative solutions.
- Creating and maintaining community networks is fundamental to understanding needs.
- Understanding community diversity and cultural makeup leads to more targeted and responsive relief and recovery activities.
- Relief and recovery activities should meet the needs of all people and recognises that women, men, children, young people, older people, people from diverse backgrounds and people with a disability may have different needs, barriers and challenges.

Methodology

The Municipal Relief and Recovery Plan was developed through a rigorous process of review, research and consultation that included input from the following activities:

- The development of a detailed project plan.
- Extensive desktop research and analysis of best practice, legislation and policy.
- Comparative and best practice review of other Council, regional and state plans.
- Collection of feedback and input from key stakeholder groups and individuals.
- Consultative survey with Municipal Emergency Management Planning Committee (MEMPC).
- Workshops with key stakeholder groups including key Council Officers, emergency services, agencies and community representatives.
- Circulated for comment and feedback to key support agencies.
- Placed on public exhibition for community comment and feedback.

The development process was conducted by an internal Council Project Working Group consisting of the MRCC Community Development Coordinator, Community Recovery Executive Officer and Community Planning Officer, with internal and external technical specialists engaged as required. This included but was not limited to the MRCC Emergency Management Team, Department of Health and Human Services (DHHS), Relief and Recovery Sub-Committee members, MRCC Aboriginal Action Committee (AAC), Disability Access Action Committee (DAAC) and support agencies and organisations.

1.3.6 Custodianship

The ongoing maintenance and renewal of the Municipal Relief and Recovery Plan is the responsibility of Council under the guidance of the MEMPC and will be incorporated into Council's existing reporting and monitoring processes and procedures. The plan will be reviewed every three (3) years in alignment with the MEMP and be readily available to MEMPC representatives for amendment, audit requirements and/or compliance with legislation.

1.3.7 Links between levels of government

This document aligns with the content and context of the State Emergency Relief and Recovery Plan and Loddon Mallee Region Emergency Relief and Recovery Plan and highlights the municipal contribution to coordinated planning and service delivery.

1.3.8 State, regional and local responsibilities in relief and recovery

Table 2 Relief and recovery coordination roles and responsibilities (state, regional and local)

State	Regional	Local
The state Relief and Recovery Manager (SRRM) reports to and supports the Emergency Management Commissioner (EMC) in the coordination of state relief and recovery activities. The EMV provides strategic leadership and coordination of the work	Department Health and Human Services (DHHS) is responsible for coordinating relief and recovery at the regional level. DHHS is supported by Red Cross in regional relief coordination.	Municipal Councils are responsible for coordinating relief and recovery at the local level. Municipal Councils work with local partners to determine local arrangements to manage relief and recovery activities.
Review and maintain state relief and recovery plans and lead relief and recovery planning processes-including state planning committees. Develop state relief and recovery plans and lead post-incident relief and recovery processes, including operational committees. Lead inter- jurisdictional and national liaison on Victorian relief and recovery. Coordinate state resources and activities across the relief and recovery sector, including support of local and regional relief and recovery coordination. Facilitate the relief and recovery sector's capability assessment, readiness and preparedness.	Review and maintain regional relief and recovery plans. Lead relief and recovery planning processes, including regional planning committees. Develop regional post-incident relief and recovery plans and lead regional post-incident relief and recovery processes, including operational committees. Lead regional transitions from response to recovery. Coordinate existing regional resources and activities across the relief and recovery sector, including support of local relief and recovery coordination. Facilitate the regional relief and recovery sector's capability assessment, readiness and preparedness. Coordinate regional relief and recovery sector's public information and messaging.	Support and facilitate the Municipal Emergency Management Planning Committee and associated sub committees (See 1.3.1). Arrange emergency shelter and accommodation for displaced households. Provide personal support and counselling referral. House displaced and lost or stray companion animals. Councils will work with the, RSPCA, Australian Veterinary Association where required and local animal welfare agencies. Secondary impact assessment includes gathering and processing information, surveying and make determinations regarding occupancy of damaged buildings.

Coordinate state relief and recovery sector public information and messaging in connection with with Regional or Incident Joint Public Information Committees as required. Assess state situation, impacts, risks, progress and resources. Monitor regional situations, impacts, risks, progress and resources. Collate and analyse state information on loss and damage and resulting consequences. Coordinate whole of government relief and recovery funding processes. Coordinate real time relief and recovery intelligence and information to the Victorian State Government Ensure the effectiveness of funded relief and recovery initiatives are evaluated and fed into forward planning. Lead state transition from response to recovery.	Assess regional situations, impacts, risks, progress and resources. Monitor local situation, impacts, risks, progress and resources. Collate and analyse information on loss and damage and resulting consequences. Coordinate regional relief and recovery intelligence to EMC and SRRM. Provide advice to municipal councils to enable them to appropriately manage relief and recovery consequences of local events.	Provide leadership and support to Municipal Community Recovery Committees. Staff and manage recovery and/or information centers. Provide and manage community development services and activities. Coordinate clean-up activities, including disposal of dead animals (domestic, native and feral). Oversee and inspect rebuilding and redevelopment. Undertake the assessment, restoration, clearing and rehabilitation of public buildings and assets (e.g. roads, bridges, sporting facilities, public amenities) where the municipal council is the manager of that building or asset.

*Reference-State Emergency Relief & Recovery Plan Part 4: Emergency Management Manual Victoria and MRCC Municipal Emergency Management Plan (MEMP)

MRCC RELIEF AND RECOVERY ESCALATION PROCESS

Australian Government

Emergency Management Commissioner

State Relief & Recovery Manager

Other Victorian Government Regions

Regional Recovery Coordinator

Other Municipal Councils

Communities

Mildura Rural City Council

Escalation

Request for
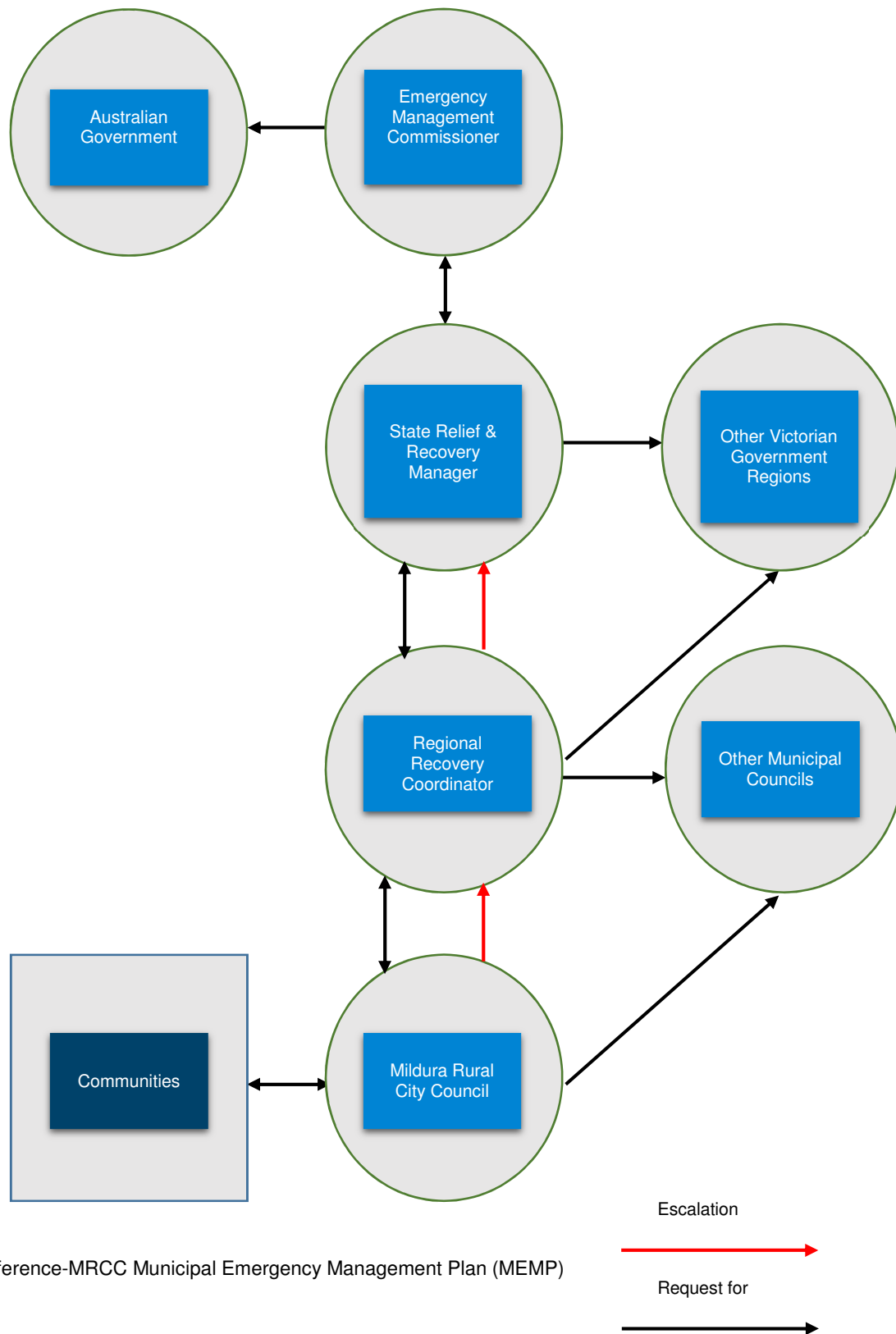
*Reference-MRCC Municipal Emergency Management Plan (MEMP)

The coordination of relief and recovery and the associated responsibilities, across all levels of government, is systematic and escalates through levels of authority in direct response to an individual event. It is designed to provide additional support and capacity as the event unfolds. It is not designed to replace or relieve lower levels of relief and recovery responsibilities.

An emergency can escalate from local to regional, state or national if:

o   Requested because capability is exceeded; or
o   An emergency has affected multiple municipalities in one region, or multiple regions within the state; or
o   An emergency has a significant community wide impact, in which case the Victorian Government may establish an event specific relief or recovery coordination structure to oversee a whole-of sector response.

*Reference-MRCC Municipal Emergency Management Plan (MEMP)

Where the relief and recovery coordination of an emergency exceeds the level or capacity of Council, it will request that the Loddon Mallee Regional Recovery Coordinator coordinate from a regional level. Where this occurs DHHS, with support from the Red Cross, will assume responsibility.

*Reference- Loddon Mallee region emergency relief and recovery plan

At a municipal level Council has the capability to meet most community relief and recovery expectations and needs with guidance and support from regional and state Emergency Management relief and recovery providers. The capacity to maintain these services will depend on the scale, impact and timeframe of the event.

1.4   Relief and recovery planning

The response phase of an emergency can be a whole of government, integrated tiered approach that requires transparency, cooperation and collaboration across the major stakeholders. This includes those agencies identified with responsibilities under the Act, as well as those who provide essential support and services.

To activate and deliver services in a coordinated manner that has the most value to each unique emergency situation, it is essential that an agreed understanding and a strong commitment to the stages of preparedness, response and relief/recovery is clearly articulated and demonstrated between the key response, relief/recovery agencies and support services.

At a municipal level this includes developing and maintaining relationships, processes and protocols that cover the phases and scale of possible events and identifies the probable impacts on local relief and recovery (see 5.3.1 Local recovery networks).

When transitioning from relief to recovery, planning will focus on an assessment of the incident impacts to determine the influences on the recovery environment and functions. For further details See PART 4: Transition to recovery.

*Reference-State Emergency Relief and Recovery Plan Part 4: Emergency Management Manual Victoria

The EMV Disaster Recovery Toolkit for Local Government has been utilised in the development of this plan, providing guidance on all aspects of emergency recovery planning, coordination, and delivery. The toolkit can be accessed through Emergency Management Victoria. The EMV Disaster Toolkit for local Government identifies **five environments for the recovery environments** and functions instead of four as per the State and Regional frameworks www.emv.vic.gov.au. The Relief and Recovery Sub-committee has chosen to adopt the five (5) recovery environments due to the relationship and dependence of communities on the local social, economic and environmental health of the agriculture industry. See community profiles for further information. More details on the application of recovery functions at the municipal level is outlined in PART 5: Providing municipal recovery services.

Where an incident surpasses local capability or capacity and is expected to extend relief and recovery requirements, the Regional Recovery Coordinator(RRC) or State Relief and Recovery Coordinator (SRRC) may determine that a regional incident specific relief or recovery plan (or both) is required. Whilst incident specific relief plans need to be developed in as short a time as possible to ensure the relevant supports are implemented quickly, incident specific recovery plans require more detail and information around medium and long term community recovery needs and therefore will take longer.

The Loddon Mallee Region Emergency Relief and Recovery Plan (2016) page 12 identifies the incident specific relief and incident specific recovery plans purposes as follows:

Incident specific relief plan
The purpose of a regional incident-specific relief plan is to set out arrangements for coordinating the planning and delivery of emergency relief across the affected region. The plan includes:
o   Coordination arrangements for the incident.
o   Description of the emergency and its impacts.
o   Description of the area and its impacts.
o   Description of the area and communities affected by the event.
o   Planning relief activities.

Refer to the Regional Incident-specific relief planning templates.

Incident specific recovery plan
The purpose of a regional incident-specific recovery plan is to set out arrangements for managing the planning and delivery of emergency recovery across the affected region. The plan includes:
o   Description of the emergency.
o   Assessment of the impacts on the affected regions and communities.
o   Description of the risks and consequences.
o   Planned recovery activities.
o   Governance and reporting arrangements.
o   Evaluation of recovery.
o   Funding for recovery.

Refer to Regional Incident-specific recovery planning templates

1.4.1   Response, relief and recovery interface

The image below models the overlapping phases of an emergency event and can be used as a guide in preparedness, response and relief/recovery emergency management planning. It is utilised at a state and regional emergency management planning level and therefore provides consistency across all tiers in managing the emergency.

EMERGENCY RELIEF AND RECOVERY INTERFACE
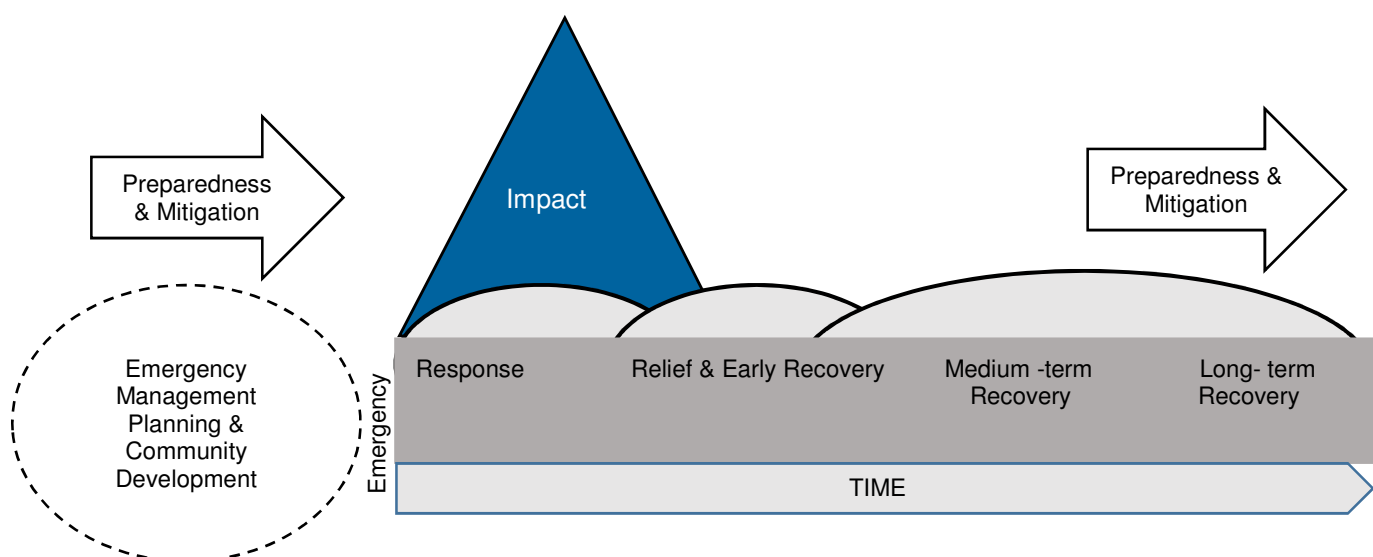
1.4.2 Relief and recovery are consequence driven

To make appropriate decisions on relief and recovery the decision makers rely on clear, relevant, timely and accurate information about the needs of individuals, families and communities. Agencies are required to assess and manage the effects of relief and recovery activities on affected communities through impact and needs assessments (Council and the Victorian Government is required to share any information they gather).

Table 3 Consequence management starts in response and is managed through to recovery:

Assessment	Timing	Action	Who
Initial Impact Assessment (IIA)	24-48 hours	Response agencies undertake initial impact assessment which can assists to inform relief activities. Usually quantifiable data.	Incident Controller.
Secondary Impact Assessment (SIA)	Within 4 weeks	The impact assessment for relief and recovery requires an additional layer of assessment beyond the initial assessment, this includes comparisons with baseline information. It is a more detailed and holistic assessment that takes into account the built and natural environment, social and economic impacts and the resulting community needs.	Recovery Agency responsible for recovery coordination at each tier.
Post-emergency needs assessment (PENA)	Up to 12 months or more	Estimates the longer term psychosocial impacts on community, displaced people, cost of destroyed assets and the impacts that the destruction of assets and business has on how community members live. It informs the medium to long term recovery.	Recovery Agency responsible for recovery coordination at each tier.

*Reference-State Emergency Relief and Recovery Plan Part 4: Emergency Management Manual Victoria

Post Emergency Debrief

Following an emergency, where either a Municipal Emergency Management 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.

*Reference -MRCC Municipal Emergency Management Plan (MEMP)

1.4.3   Financial arrangement

As relief and recovery are consequence driven, financial support is dependent on the needs of the community. Individuals and communities are encouraged to be self-reliant and this includes funding as much of their own relief and recovery needs as possible.

Council with support from DHHS, is responsible for developing relief and recovery services locally and this in turn should influence funding considerations. Depending on the scale and impact of the event the Regional Recovery Coordinator may be able to facilitate financial assistance and funding for Council, agencies and/or organisations who provide relief and recovery services.

As the local lead for relief and recovery activities, Council will manage funding and financial provisions in accordance with its operational business and financial management policies, procedures and legislative requirements under the *Local Government Act 1986*. Where services are already within the scope of an agency's responsibility, that agency is responsible for the recovery costs, including existing staffing, resources and services sourced from others.

The Victorian Department of Treasury and Finance provides Natural Disaster Financial Assistance (NDFA) for local Councils to lead recovery in their affected communities. This funding assists in restoring municipal and other public assets and emergency protection works.

Additional information on funding arrangements can be found at:www.dtf.vic.gov.au/Victoria-Economy/Natural-disaster-financial-assistance

1.4.4   Non-Major emergencies

Council has an obligation outside the emergency management framework applied to medium, large or major emergencies, to support individuals and families who are affected by isolated, non-major emergencies or events that result in their primary residence becoming uninhabitable e.g. a house fire or extensive storm damage.

Council responsibilities

Council is responsible for the coordination of relief following a non-major emergency.

Council facilitates a Non-major Relief Services Working Group, consisting of VicPol, DHHS, CFA, SES, Red Cross and Salvation Army representatives who meet once per quarter to identify and address issues relating to non-major relief. The group provides information to the MEMPC on services as required.

Council has a system in place to respond to requests for assistance through a direct referral system from the responding emergency agency. This includes a 24/7 emergency contact number that is only provided to emergency agencies and not for public use.

Council services can be extended with approval from the MRM. Council has a documented process for support and notification to external agencies that is reviewed annually and implemented by designated staff.

Emergency Process	Updated
MRCC Emergency Non-Major Emergency process.	April 2018

Department Health Human Services (DHHS)

DHHS provides financial assistance to eligible people affected by non-major emergencies on the next working day through the local DHHS business office. DHHS requires referral of those affected from Council through the appropriate mechanisms.

The department is the functional lead for emergency housing and accommodation.

Where a Council's local relief coordination capacity is exceeded, it will seek regional relief coordination support from the department.

Emergency Services Organisations

Emergency service organisations are responsible for notifying Council of relief needs immediately following a non-major emergency through the local notification process.

Municipal Emergency Planning Committee (MEMPC)

The MEMPC is responsible for ensuring there is an established non-major emergency process in place for the municipality.

The MEMPC may identify capacity or capability issues that may limit Council's ability to coordinate relief following a non-major emergency and escalate these issues to the Regional Emergency Management Planning Committee (REMPC) for support and guidance.

1.4.5   Community Education

Mildura Rural City Council produces and distributes the "Ready React Recover" information guide. The guide outlines three key steps to emergency preparedness in our region and provides tips on how to be ready for, react to, and recover from, potential emergency events.

Council provides information in relation to emergencies at www.mildura.vic.gov.au and there are regular community information bulletins and updates posted on Council's 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 CFA 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 along with teacher lesson plans.

*Reference-MRCC Municipal Emergency Management Plan (MEMP)

1.4.6   Vulnerability and emergencies

Sections of the community are more likely to feel or experience barriers to accessing or providing services and supports in an emergency. This can be due to isolating social, economic, cultural or physical factors underpinned by discrimination, stigma and fear.

Key determinants of a person's vulnerability in an emergency can be shaped by their perceptions and experiences relating to:
o   Tolerance and acceptance, the recognition of a person's identity.
o   Their ability to access resources and supports.
o   Fear of intrusion through a compromise of their safety or privacy.
o   The level of inclusion or exclusion represented in legislation or policy.

Community members need to be engaged in the planning and delivering of emergency relief and recovery provision. The diversity of local communities needs to be accommodated to ensure equitable and accessible services. This needs to be considered in:

o   Training programs.
o   Support for diverse emergency services and agency staff.
o   Reflected in emergency management roles and responsibilities.
o   Imbedded in policy and procedures.
o   Communications and materials.

Groups that are more susceptible to exclusion and more vulnerable in emergencies are identified as:

o Gender specific groups	o Seniors
o Children and Youth	o Culturally and Linguistically Diverse (CALD)
o Families	o Aboriginal and Torres Strait Islanders
o People with a disability and complex needs	o Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ)

Appendix E References web sites that provide information (strategic and practical) that underpin relief and recovery preparation and delivery for those communities at risk of increased vulnerability and local agencies and contact for support.

Vulnerable Persons Register

A list of vulnerable people in an emergency and the organisations that support them is available on the State Vulnerable Persons Register. The list is maintained by the funded agencies responsible for supplying services and assessing their clients' vulnerability against the DHHS adopted Vulnerable Persons Guidelines.

The vulnerable people register only records those people at the higher end of the vulnerability scale, for example people who are immobile and cannot easily be evacuated. People with lesser levels of vulnerability will exist outside this register and may need to be identified and catered for. An example would be the visually or hearing impaired.

This list is directly available to Police, Department Health and Human Services (DHHS) and identified municipal staff and is validated every six months by the responsible agency.

*Reference-MRCC Municipal Emergency Management Plan (MEMP)

PART 2. Positions and associated responsibilities in relief and recovery

The Emergency Management Agency Roles Part 7: Emergency Management Manual Victoria, clearly identifies roles of lead agencies and provides context in regards to expectations and responsibilities. Provision of effective services for affected individuals, families and communities at all tiers of relief and recovery, requires agencies (control agencies and support agencies) to collaborate and work interdependently. The following hierarchy highlights the connections between key relief and recovery roles from state, to regional, to municipal.

THREE LEVELS OF EMERGENCY RELIEF AND RECOVERY COORDINATION
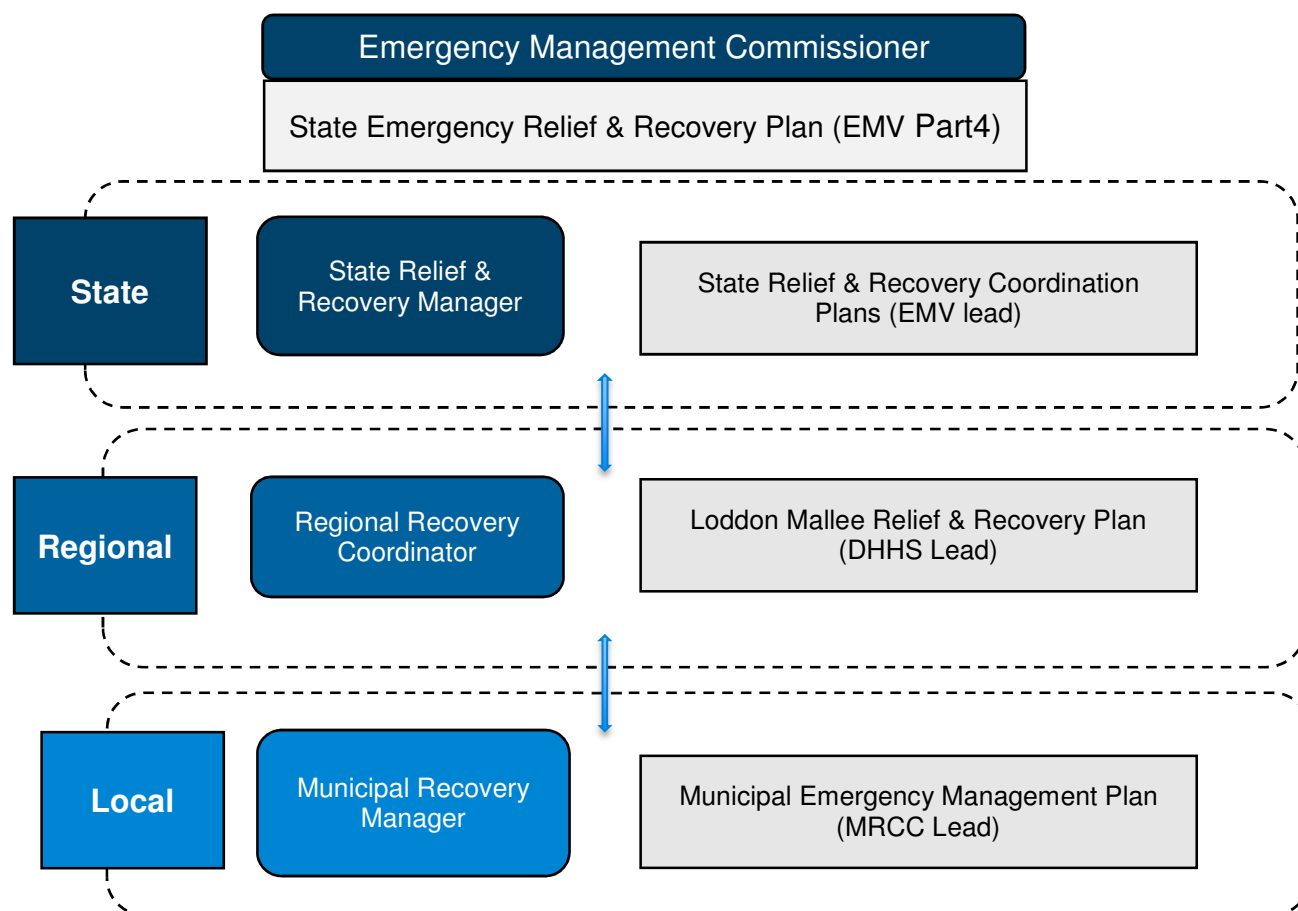
Emergency Management Commissioner
State Emergency Relief & Recovery Plan (EMV Part4)

State	State Relief & Recovery Manager	State Relief & Recovery Coordination Plans (EMV lead)
Regional	Regional Recovery Coordinator	Loddon Mallee Relief & Recovery Plan (DHHS Lead)
Local	Municipal Recovery Manager	Municipal Emergency Management Plan (MRCC Lead)

*Reference- State Emergency Relief and Recovery Plan Part4: Emergency Management Manual Victoria

See: Municipal Emergency Management Incident Organisational Chart (page 8) for the local municipal structure detail and MEMP for further clarification of roles.

Emergency Management Commissioner (EMC)

Under the *Emergency Management Act 2013*, the Emergency Management Commissioner is responsible for the *"coordination of activities or organisations, including agencies who have roles or responsibilities under the state emergency recovery plan in relation to recovery from all emergencies"*. The Emergency Management Commissioner essentially is responsible for overseeing the management of coordination at every level and reports to the Minister for Emergency Services on relief and recovery.

*Reference- State Emergency Relief and Recovery Plan Part 4: Emergency Management Manual Victoria

2.1 State relief and recovery positions – authority and responsibilities

At the state level the:

2.1.1 State Relief and Recovery Manager (SRRM)

o   Supports the Emergency Management Commissioner.
o   Facilitates sharing information and coordination of resources at a state level to support local and regional activities.
o   Identifies emerging strategic risks and capacity issues.
o   Coordinated state resources and activities to support local and regional relief and recovery coordination.
o   Coordinates state relief and recovery sector public information and messaging.
o   Assesses state situation, impact, progress and resources.
o   Collates and analyses state information on loss and damage and resulting consequences.
o   Coordinates relief and recovery intelligence for use by the Victorian State Government.
o   Leads state transition from response to recovery.

* Reference-State Emergency Relief and Recovery Plan Part 4: Emergency Management Manual Victoria

2.1.2 State Relief and Recovery Team

o   Supports the State Relief and Recovery Manager.
o   Includes state representatives of agencies responsible for the management and coordination of relief and recovery functional areas, as well as representatives from other agencies as agreed or required.
o   Implements a state relief and recovery strategy to meet the needs of community and supports local and regional operations to ensure the coordinated delivery of relief and recovery assistance.

*Reference- State Emergency Relief and Recovery Plan Part 4: Emergency Management Manual Victoria

2.1.3 DHHS Senior Liaison Officer

o   Acts as strategic and operational link between regional and state tiers of coordination.
o   Provides advice and information to the State Relief and Recovery Manager on strategic and operational matters arising from regional coordination tiers, including emergency preparedness, planning, issues, needs and risks.
o   Provides advice and information to the Regional Recovery Coordinator on strategic and operational matters arising from state relief and recovery coordination, including emergency preparedness, planning, issues, needs and risks.
o   Represents regional relief and recovery coordination at the state level.
o   Facilitates the flow of information between DHHS staff performing regional relief and recovery coordination roles and the State Relief and Recovery Manager.

* Reference-State Emergency Relief and Recovery Plan Part 4: Emergency Management Manual Victoria

2.2 Regional relief and recovery positions – authority and responsibilities

Regional roles, including authority and responsibilities for the planning, preparation and delivery of relief and recovery is detailed in the Loddon Mallee Regional Emergency Relief and Recovery Plan.

The Regional Recovery Coordinator ensures that the region has the capacity and capability to deliver on DHHS emergency management responsibilities.

At the regional level the:

2.2.1   Regional Recovery Coordinator

o   Preparing and maintaining regional relief and recovery plans for their individual regions.
o   Engaging with both the Regional Control Team (RCT) and the Regional Emergency Management Team (REMT) to facilitate planning and actions in relation to regional relief and recovery.
o   Leading support to municipal Councils in preparing, establishing and enacting emergency relief and recovery activities.
o   Leading collection and analysis of impact assessment data to inform recovery activities across all recovery environments.
o   Ensuring clear lines of communications and established with identified roles including the Regional Recovery Manager (RRM) and State Relief and Recovery Manager (SRRM).
o   Leading planning for transition from response to recovery at local and regional level.
o   Providing advice to local government specifically regarding relief and recovery requirements and communications.
o   Overseeing relief and recovery activities as per current arrangements.

Regional Recovery Coordinators may delegate to and are supported by the Regional Recovery Manager.

2.2.2   Regional Recovery Managers

o   Supports the Regional Recovery Coordinator to fulfil regional recovery responsibilities as delegated by the Regional Recovery Coordinator.

* Reference-State Emergency Relief and Recovery Plan Part 4: Emergency Management Manual Victoria

2.3   Municipal relief and recovery positions – authority and responsibilities

The Municipal Emergency Management Planning Committee documents local relief and recovery arrangements in the Municipal Emergency Management Plan (MEMP).

Relief Activation

Section 6.3.1 of the MRCC MEMP states it is the role of the Incident Controller to activate relief for Major incidents through the Municipal Recovery Manager. It is the role of Victoria Police IERC/MERC to ensure the MRM has been notified by the Incident Controller of the emergency, to ensure relief and recovery measures are in place.

*Reference-MRCC Municipal Emergency Management Plan (MEMP)

The MERO and Municipal Recovery Manager (MRM) will activate the required services and open an Emergency Relief Centre (ERC) in consultation with emergency response agencies. Should Council become aware of information that may influence or support the activation of relief services it will contact the MERC and provide advice on the situation and need.

Council is responsible for coordinating recovery at a municipal level and will be supported by DHHS as the agency responsible for regional and state recovery coordination.

Recovery Activation

Section 6.6 of the MRCC MEMP outlines the process of activating recovery activities with (in most cases) the decision coming from 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.

*Reference-MRCC Municipal Emergency Management Plan (MEMP)

When required, the MRM participates in the Municipal Emergency Management Group (MEMG) which focuses on enabling Council to carry out its functions during an emergency.

*Reference-MRCC Municipal Emergency Management Plan (MEMP)

Council has appointed two (2) Municipal Recovery Managers in accordance with section 21 (1) of the *Emergency Management Act 1986*, who with the Municipal Emergency Resource Officer (MERO), consider the relief and recovery needs of the local community in consultation with response agencies.

At the local level the:

2.3.1   Municipal Recovery Manager (MRM)

On behalf of Council is responsible for:

o   Coordination of local relief and recovery activities.

Council is the lead agency for the following relief and recovery activities:

o   Arranging emergency shelter and accommodation for displaced households.
o   Providing personal support and counselling referral.
o   Housing of displaced and lost/stray companion animals, working with the VFF, RSPC and AVA where required.
o   Secondary impact assessment - gathering and processing information.
o   Surveying and making terminations regarding occupancy of damaged buildings.
o   Forming, leadership and supporting municipal/Community Recovery Committees.
o   Providing and staffing recovery recovery/information centres.
o   Providing and managing community development services and activities.
o   Coordinating clean-up activities, including disposal of dead animals (domestic, native and feral).
o   Overseeing and inspecting rebuilding/redevelopment.
o   Undertaking the assessment, restoration, clearing and rehabilitation of public buildings and assets (e.g. Roads, bridges, sporting facilities, public amenities) where the municipal council is the manager of that building or asset.

Council supports the following agencies in their responsibilities:

o   EMV for coordination of public information and communications in relation to emergency management.
o   DEDJTR for:
• Implementing approved actions and projects to assist economic recovery.
• Encouraging the resumption of local trade and economic activity.
• Monitoring broad economic impacts and consequences
• Victoria Building Authority for providing building maintenance and safety information to affected persons and residents.
• DELWEP and CFA for coordinating local volunteer efforts for damage to private fencing after emergencies, as referred to by DEDJTR.
• DELWP, Parks Vic and Vic Roads for undertaking erosion control on public land.
• The establishment of priorities for the restoration of community services and needs.

*Reference-Emergency management Agency Roles. Part 7: Emergency Management Manual Victoria

See the Municipal Emergency Management Incident Organisational Chart (Page 8)

Further information on the key roles and responsibilities in an emergency is detailed in the MRCC MEMP 5.7 Emergency Management Roles – Incident level.

These include the following key incident level positions and teams:

o   Incident Emergency Response Coordinator (IERC)
o   Regional Emergency Response Coordinator (RERC)
o   Municipal Emergency Response Coordinator (MERC)
o   Municipal Emergency Resource Officer (MERO)
o   Municipal Emergency Manager (MEM)
o   Emergency Management Liaison Officer (EMLO)
o   Incident Emergency Management Team (IEMT)
o   Municipal Emergency Management Group (MEMG).

PART 3. Providing municipal relief services

For the purposes of the Municipal Relief and Recovery Plan, relief is defined as 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.

3.1   Principles of emergency relief

This plan reflects the municipality's commitment to implementing relief services in alignment with the Victorian principles for the coordination and delivery of relief services. The principles provide context for relief preparations, clarity of the expectations surrounding relief during an event and a benchmark for the evaluation of relief following an emergency.

The principles for the coordination and delivery of relief are:

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

*Reference-MRCC Municipal Emergency Management Plan (MEMP)

3.2   Mitigations and preparation for relief

To mitigate risk and prepare for the response phase of an emergency the Relief and Recovery Sub Committee will take an active ongoing role in setting the framework for relief services delivery and addressing any identified opportunities for improvement. These will be presented to the MEMPC for endorsement and/or adoption.

The Relief and Recovery Sub Committee's role and responsibilities in the realm of relief are:

o   Development, maintenance and operational coordination of relief.
o   Development, maintenance and coordination of activities to improve relief capabilities.
o   Coordination and review of major relief operations.

*Reference-MRCC Municipal Emergency Management Plan (MEMP)

Appendix A of this document is an action plan that includes opportunities for improvement in relief service provision to be addressed over the life of the plan.

Table 4 Mitigation and Preparedness includes the following key activities:

Mitigation/Preparedness Action	Activity	Lead Agencies	Supporting Material/Documents
Planning	Review and endorse the MEMP annually, including arrangements for Relief and Recovery.	MEMPC	MEMPC ToR.

	Participate in regional and state relief and recovery planning and debrief activities as required.	MRCC	NA
	Review and maintain the Municipal Relief and Recovery Plan.	Relief & Recovery Sub Committee	Relief and Recovery Sub Committee Terms of Reference.
Training	Relief Centre training for relevant Relief Centre Staff and Community Emergency Liaison Officers (CELO).	MRCC	MRCC Relief Centre Training Program.
Exercises	Include relief service providers in municipal level mock exercises.	MEMPC	MEMP Agency Emergency Plans.
	Conduct a debrief with all relevant agencies.	VicPol	Debrief report circulated.
Reporting	Agencies will have appropriate record keeping in place to support the transition of community to recovery.	VicPolARC MRCC	Register, Find, Reunite. MRCC Service Enrolment.
Community Development	Agencies will have a mechanism for providing information to assist communities.	MRCC DHHS EMV VicPol	Pre-prepared community information and notices.
	Actively support communities to cope and develop resilience. Engaging Community Emergency Liaison Officer's (CELO).	MRCC DHHS	CELO training package.
	Planned and coordinated support and services for animal welfare.	DEDJTR MRCC	DELWP Emergency Plans. DEDJTR Animal Welfare Plan. MRCC Domestic Animal Welfare Plan.
Operations	Clear activation and operating procedures for Relief Centre's are available and known.	MRCC DHHS	MRCC Relief Centre Handbook. MRCC Relief Centre procedural flowcharts.
	Clear protocols to connect relief services and recovery planning and delivery.	Relief & Recovery Sub Committee. DHHS	MOU's. DHHS plans and protocols.
	Strengthen the working partnerships and collaboration between relief and recovery agencies.	Relief & Recovery Sub Committee.	Relief and Recovery Sub Committee Terms of Reference.
	Formal agreements in place with key relief service suppliers	MRCC	MOU's Service Agreements

3.3 Local relief framework

3.3.1 A community-focused relief model

This plan acknowledges that relief is a shared responsibility that requires a community centered approach. It recognises all communities have valuable insight into their levels of resilience in preparing for, experiencing and moving on from an emergency.

MRCC LOCAL RELIEF FRAMEWORK

Individuals	Community
Develop personal resilience	Develop community based resilience
Have 'Readiness' plans and prepare	Activate community networks
Communicate with at risk and vulnerable neighbours	Engage community leaders
Seek information	Harness local knowledge and skills
Connect with family and friends	Active involvement in and ownership of relief actions and communications
Stay in touch	Plan for transition to recovery
Activate community networks	
Business	**Agencies**
Have business continuity plans in place	Lead and coordinate response to emergencies (Control Agency)
Provide access to essential services, goods and resources	Provide specialist skills, supports and services
Provide technical skills and knowledge	Sharing valuable information and data
Support community and consider affected peoples situations	Activate networks and community connections
Activate industry networks	Communicate key messages
Plan for transition to recovery	Share information and knowledge
Collaborate with emergency services and community	Fulfil emergency relief responsibilities and/or commitments
	Participate in preparation and mitigation
	Have appropriate policies, process and procedures in place
	Support community-led activities
	Plan for transition to recovery
Non - Government Organisations	**Government**
Engage volunteers	Lead local preparation, mitigation and coordination of relief services
Provide specialist skills, supports and services	Activate and monitor relief services and needs
Utilise networks and community connections	Communicate with, connect and listen to individuals, families, community, businesses, agencies and organisations
Communicate key messages	
Share information and knowledge	Have appropriate arrangements, policies, processes and procedures in place
Fulfil emergency relief responsibilities and/or commitments	
Participate in preparation and mitigation	Fulfilling emergency relief responsibilities and/or commitments
Have appropriate policies, processes and procedures in place	Implement legislative requirements
Support community-led relief activities	Support community-led activities
Plan for transition to recovery	Plan for transition to recovery

3.3.2 Evacuation

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. Evacuation is the responsibility of Victoria Police with assistance from appropriate support agencies.

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

*Reference-MRCC Municipal Emergency Management Plan (MEMP)

3.3.3 Neighbourhood safer places (Places of last resort)

A Neighbourhood safer place or 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 Council and meet guidelines issued by the Country Fire Authority.

Mildura Rural City Council NSPs are located at:

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

*See MRCC Municipal Emergency Management Plan (MEMP) Appendix D– Neighbourhood Safer Places – Place of Last Resort List.

3.3.4 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).

DHHS provides support for vulnerable facilities as per their services and processes.
See www.dhhs.vic.gov.au for further information.

*Reference-MRCC Municipal Emergency Management Plan (MEMP)

3.3.5 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:

o   Type of emergency.
o   Number of people affected.
o   Demographics of the affected people.
o   Requirements of any Special Needs Groups.

Warning systems available include local radio (commercial and community), newspapers, social media, emergency service websites, emergency service alert systems (SMS and online) and on the ground emergency services staff and volunteers.

*Reference-MRCC Municipal Emergency Management Plan (MEMP).

3.3.6   Communications

All agencies involved in response, relief and recovery have responsibilities to collect, analyse and disseminate relevant information between themselves and to the public. This should be motivated by the following:
o   Getting information to the people who need it.
o   Getting the right information to the right people (internal and external).
o   Ensuring information and messaging is agency lead, consistent, timely, user friendly, compatible and useful.

*Reference-MRCC Municipal Emergency Management Plan (MEMP)

The following references provide additional tools, guidance and/or information on communications and media management.

Australian Emergency Manuals Series – manual 38 Communications
www.knowledge.aidr.org.au/resources/manual-series/

To ensure the flow of information is managed and coordinated, the following communication framework can be activated to ensure all participating agencies, persons and the wider community are informed when preparing for, during and following an emergency incident.

During the emergency all communication is coordinated in consultation with the Control Agency. Council's existing operational Communication and Media policies would be applied to coordinate communications during the recovery phase of an emergency. Council is responsible for coordinating local relief and recovery public information and messaging, in connection with regional or incident joint public information committees as required.

*Reference- Sate emergency relief and Recovery Plan. Part 4: Emergency Manual Victoria

MANAGING THE COMMUNICATION EXCHANGE

1. Information comes from many and varied sources, emergency agencies, community, media and services etc.

1.Receiving Information

2.Communication & Media Management

3.Distributing Information

2. Emergency Managers assess the situation and in consultation with the Communications Officer/PR Officers determine the information that needs to be dissipated, and to whom – i.e. to as many people as possible or a specific audience.

3.The timely dissemination of creditable information can minimise potential impact and accelerate recovery.

Control Agency

3.4 Local relief services and specialist supports

Table 5 Local relief services and specialist support arrangements

Service	Key Activities	Lead Agency	Additional support (Local)
Relief Centres	Activation of an Emergency Relief Centre (ERC). See 3.5.3.	Control Agency	MRCC
	Operate and coordinate Relief Centres and associated services and staff, internal and external. See 3.5.	MRCC	DHHS
Food and water to individuals	Provide access to food and water and support all community members' basic needs. These can be provided through a variety of settings including Relief Centres or via the distribution of relief packs to remote or isolated places of shelter.	ARC	MRCC Salvation Army
Reconnecting family and friends	Operate the 'Register. Find. Reunite' process to support the connection between family and friends and provide assurances about individuals safety and well-being (can register in person, by phone or online).	VicPol	ARC
Emergency financial support	Provide emergency financial assistance to help eligible individuals meet their basic needs in a dignified manner. This includes Personal Hardship Grants. The levels of government financial assistance will depend on the classification of the emergency.	DHHS CentreLink	SunRCS
Disbursement of material aid (non-food items)	Source and provide essential material aid (non-food items) to emergency affected people including clothes, bedding and other personal requirements.	Salvation Army	St Vincent DePaul
Emergency accommodation	Source and provide **temporary emergency** (immediate) accommodation. Up to 2 nights with meals, this can be extended at the discretion of the MRM. People should be encouraged to stay with family, friends or make their own arrangements in the first instance.	MRCC	Haven MASP MDAS
	Source and provide **interim accommodation** (up to 3 months) for affected people. Affected people should be encouraged to make their own arrangements in the first instance e.g. private housing, staying with others or contact their insurance agent.	DHHS	Haven MASP MDAS
	Source and provide **long term temporary** (generally 3 to 12 months) housing. Affected people should be encouraged to make their own arrangements in the first instance e.g. private housing, staying with others or contact their insurance agent.	DHHS	Haven MASP MDAS
Animal welfare	Coordinate safe housing of domestic lost or displaced animal.	MRCC	SARG
	Determine welfare of wildlife.	DELWP	Veterinarian Association

	Provide animal welfare and support services (other than wildlife) including stock.	DEDJTR (AgVic)	MRCC VFF Veterinarian Association
Drinking water - households	Provide drinking water to households.	LMW	DELWP GWMW MRCC DHHS
Food and grocery supply continuity	Provide logistic continuity and planning and operations for major food distribution operators.	DEDJTR	MRCC
Health, medical care and first aid	Provide prehospital care for affected people. Establish field primary care clinics and/or provide other health and medical relief assistance measures.	Ambulance Victoria	St Johns VMAT Mildura Base Hospital SCHS MTHCS Headspace
	Provide environmental and general community health information, advice and assistance. Ensure hygienic food handling - safe production, storage and distribution. Coordinate refuse removal, pest control and control of infectious diseases (immunisation).	MRCC	DHHS
Community information	Provide relief and recovery information to assist communities to make informed decisions about their safety.	Control Agency	MRCC DHHS
Psychological support	Source and provide access to appropriate personal supports including psychological First Aid and emotional and spiritual care in Relief and Recovery Centres and through community outreach.	MRCC	VCC ARC Salvation Army SCHS MTHCS MDAS SMECC
Supporting vulnerable people	Source and provide appropriate supports and services for vulnerable people and facilities.	DHHS- for facilities and services	MRCC SCHS MTHCS MDAS SMECC
	Source assistance for the replacement of personal ID and official documents.	DoJR	
	Source consumer advice and assistance i.e. Insurance, tenancy, legal advice, banking etc.	DoJR	Insurance Council Australia
Supporting community inclusion	Provide accessible support and culturally sensitive services for people of culturally diverse backgrounds, including access to interpreter services.	SMECC	MRCC VITS
	Provide accessible and inclusive services, support and information for marginalised and/or isolated people. This includes considering; children, young people, socio-economically disadvantaged, CALD, ATSI, LGBTIQ, older people and rurally isolated.	MRCC	SMECC MDAS SCHS MTHCS MASP MFC Headspace SunRCS

	Harness community goodwill and volunteering.	MRCC	Volunteer organisations and agencies

*Reference - Emergency Management Agency Roles Part 7: Emergency Manual Victoria

3.4.1 Emergency accommodation

Emergency Accommodation in relief is provided through arrangements with local venues and providers. In the first instant Council will support vulnerable and displaced residents to connect with family and friends for short term emergency accommodation options. If this is not an option, Council will then look to a range of local accommodation providers to meet the needs of residents. As a last resort option, sleeping arrangements will be made available at Relief Centre sites. This will be coordinated by the MRM in collaboration with DHHS.

A list of accommodation providers who have registered their availability in an emergency and attended an information session, to familiarise themselves with the Council accommodation process, is available. Individuals and families requiring interim or longer term emergency accommodation will be referred to local emergency housing agencies who are funded to provide these services or they will be advised to contact their insurance providers.

3.5 Emergency Relief Centres (ERC)

It is acknowledged that each emergency is unique and the size and diversity of the municipality vast. Each community has individual strengths and challenges that may affect the operations and logistics relating to individual Relief Centre services, capacity and capability. Preparing the services requires planning, flexibility, adaptability and levels of community and individual resilience.

A Relief Centre is considered a venue where essential and urgent assistance for individuals, families and communities, during and in the immediate aftermath of an emergency, is provided. It is a safe place away from the emergency where people receive support.

Council has the responsibility of overseeing the coordination, operations and logistics of Relief Centres after activation by the Control Agency in consultation with key Council Emergency Management Officers.

3.5.1 Relief Centre mitigation and preparedness

Council has developed a comprehensive training package to provide versatile in-house training, designed to upskill existing staff to appropriately, confidently and safely deliver relief services to the community in the event of an emergency in the municipality.
The program centers on the following:

o   Emergency management decision making.
o   Compliance with legislative requirements.
o   Coordination and management of resources.
o   Operations, roles and responsibilities.
o   Responding to community.

Training is structured to provide guidance and information which can be adapted to a range of emergency situations, is responsive to the escalation of an incident and whilst still providing consistency and guidance for those delivering services. It provides a range of skills and knowledge required by the four (4) stakeholder groups (see Relief Centre training stakeholder groups page 36) in the Relief Centre services space.

RELIEF CENTRE TRAINING STAKEHOLDERS

Council has a number of staff trained in the operations of a Relief Centre who are registered on an internal database. This is updated following training sessions and at key times of the year, at times of extreme weather patterns and/or heading into periods of extended business closures. For example at the start of bushfire season.

3.5.2   Relief Centre operations and logistics

In a Relief Centre environment all the mandated services are accommodated with a range of support agencies introduced in direct response to community needs as they arise. This is influenced by the nature, scale and timeframes of an event and covers the key relief activities detailed in 3.4 Local relief services and specialist supports.

Council is responsible for ensuring that suitable Relief Centre venues are identified and available (or can be made available at short notice) and are resourced to operate. Council will maintain a list of suitable venues for the municipality.

3.5.3   Key Relief Centre processes, procedures and protocols

Council has documented key Relief Centre processes. These processes are reviewed annually and updated if any significant changes are required to ensure the effectiveness of the processes. These are available on request.

Emergency Relief Centre Process	Updated
MRCC Emergency Relief Centre Activation Process	April 2018
MRCC Emergency Relief Centre Accommodation Process	April 2018
MRCC Emergency Relief Centre Registration Process	April 2018
MRCC Emergency Relief Centre Closure Process	April 2018
MRCC Cooling Centre Process	April 2018

MRCC Relief Centre handbook

Due to the complexity of Relief Centre operations and logistics the MRCC Relief Centre Handbook is the primary tool applied to operate a Relief Centre. Relief Centre Team Leaders use the handbook to provide consistency and scope around the functions of a Relief Centre

The handbook provides the safe operating procedures, protocols and processes around the following:

o **First 1-4 hours** in a Relief Centre: including coordination, access, staffing, services, the assessment of surrounds, building and facilities, external services, personal welfare, IT infrastructure, pet needs, layout, set up, record keeping and signage.
o **First 4-8 hours** in a Relief Centre: including key roles and responsibilities, areas for consideration including cleaning, staffing, donations, reporting, planning, accommodation and areas for attention.
o **First 8-12 hours** in a Relief Centre: areas for consideration include catering, staffing, accommodation, cleaning, donations, reporting and planning.
o **First 12-18** hours in a Relief Centre: areas for consideration include communication, staffing, accommodation, cleaning, donations, reporting and planning for ongoing services.
o **Closure procedures** which includes a checklist procedure for closing down operations
o **Transition** to Recovery services including establishing Recovery Centres.
o **Definitions** of key terms.
o **Operational guidelines** for the management of operations e.g. setting up, client registration and Councils emergency accommodation operations.
o **Guidance and tips** on communication and providing services for people with special needs.
o **Roles and responsibilities** of Council's staff in a Relief Centre.

3.5.4   Relief Centre occupational health and safety (OH&S) and risk management

A Relief Centre is viewed by Council as a 'Council facility' and as the lead coordinating agency, it is managed in accordance with Council's existing OH&S and risk management policies and procedures. These policies and procedures are designed to protect internal and external staff, volunteers and the public.

Whist external agencies and organisations are responsible for implementing their own OH&S and risk management policies, their staff and/or volunteers are required to follow the directions of the Relief Centre Team Leaders and comply with requests regarding workplace safety, wellbeing, risk management and identified hazards whilst on site.

Any potential or identified OH&S risk, hazards and/or safety incidents, should be reported immediately to the Relief Centre Team Leaders who will address them directly or report the issue through the chain of command for resolution.

3.5.5   Relief Centre roles and responsibilities

MRCC Relief Centre Team Leaders

o MRCC allocates two (2) Relief Team Leaders per Relief Centre site, a Team Leader Operations and Team Leader Logistic.
o Provide up to date reports (daily) through accurately monitoring the Relief Centre services (internal and external services) and community needs.
o Provide information and data when requested by the MRM or MEM on the community needs and any specialist supports requirements.
o Whilst the Team Leader of operations is ultimately responsible for the coordination of a Relief Centre the two positions are designed to work in tandem to ensure a successful, responsive and safe environment is provided

Team Leader Operations:

o Reports directly to the MRM or MEM on all aspects of the Relief Centre services.
o Coordinates the provision of basic needs including shelter, food, access to amenities, health and wellbeing and medical support.
o Coordinates all staff and onsite services (internal and external).
o Monitors safety, health and well-being of evacuees, pets, volunteers and staff.
o Coordinates Council's registration (service enrolment) and record keeping processes.
o Coordinates communication between community, relief centre staff, volunteers and agencies.

Team Leader Logistics:

o   Acquires equipment and resources as the event unfolds.
o   Manages Relief Centre finances and procurement of goods, services and materials.
o   Sources additional resources, equipment and furniture.
o   Accommodates services and agencies on site.
o   Coordinates transport and parking needs.
o   Manages identified risks, hazards and safety.

MRCC Relief Centre staff

On average five (5) to seven (7) Council Staff, including the Team Leaders are required to open a Relief Centre. This depends on the nature and scale of an event, with the decision at the discretion of the MRM. MRCC Relief Staff:

o   Follow the directions of the Relief Centre Team Leaders.
o   Provide services related to Council's roles and responsibilities in a Relief Centre including, but not limited to:

•   Setting up a Relief Centre.
•   Undertaking Council registration of evacuees (services enrolment) and makes referral to specialist services and support agencies if required.
•   Processing Council's emergency accommodation – up to two (2) days and meals or as directed by the MRM.
•   Making referrals to appropriate services.
•   Providing supplies, resources and materials to displaced people.
•   Providing general Council services.
•   Communicating key messages and information to community.
•   Reporting identified risks, hazards and incidents to the Relief Centre Team Leaders.
•   Completing appropriate reporting and monitoring processes within the scope of their allocated roles and responsibilities.
•   Supporting relief and recovery services and community activities as required.

Inside the Relief Centre:

Victoria Police

o   Controller of the 'Register. Find. Reunite' service.
o   Provides a Vicpol member for all Relief Centres to maintain order and safety.
o   Emergency Management and information sharing on the event.
o   Liaise with Relief Centre Team Leaders.

Australian Red Cross

o   Manages and operates the 'Register. Find. Reunite' service at Relief Centres.
o   Supports Council to provide food and water if required (Regional Red Cross EMLO).
o   Provides and coordinates food and water for emergency relief eg. Catering in emergency Relief Centre and emergency Relief Packs to isolated communities, where agreed, at the local level (Note: The local Red Cross may be limited in its capacity to provide this and may need to be escalated to the regional level.)

Department Health and Human Services (DHHS)

o   Supports Council to arrange emergency shelter and accommodation for displaced households.
o   Administers relief payments through the Personal Hardship Assistance grants to help individuals and families meet their own basic needs.

o   Assists in the assessment of individuals, families and community immediate and ongoing relief requirements.
o   Supports vulnerable people and issues arising from vulnerable facilities.
o   Have specialist staff available to work with disaster effected individuals, families and community eg. Social workers, Community Development and Community Liaisons.

Salvation Army

o   Coordinates the provision of essential material aid (non-food) items to emergency affected persons including bedding and other personal requirements. (Note: The local Salvation Army may be limited in its capacity to provide this and it may need to be escalated to the regional level).
o   Supports the Red Cross in its responsibilities of coordinating food and water when required. (Note: The local Salvation Army may be limited in its capacity to provide this and it may need to be escalated to the regional level).

Medical and First Aid (St Johns or VMAT)

o   Provision of First Aid services on site.
o   Provide medical triage, support and advice.

Victorian Council of Churches (VCC)

o   Provides psychological support, including emotional and spiritual care and personal support.
o   Can provide community outreach, direct visits and attend community meetings and gatherings.
o   Coordinates the multi-faith, multicultural response to emergencies.

Community Emergency Liaison Officers (CELO)

o   Community based volunteers who assist Council in the establishment of Relief Centres in rural and remote areas.
o   Provide advice, information and direction on local communications, community networks, capacity and resilience.
o   Undertake community leadership roles in an emergency.

*See MRCC Relief Centre Handbook for more details on processes, roles and responsibilities

3.6   Emergency Relief Centre Locations

In an emergency a current and appropriate list of nominated Relief Centre sites is available from Council through the MEM upon request by the Control Agency. This list is kept as an attachment to the MEMP and reviewed and updated as outlined in the MEMP.

*See MRCC Municipal Emergency Management Plan (MEMP)

PART 4. Transition to Recovery

4.1 Transitioning from relief to recovery

It is <u>essential</u> to ensure a smooth transition from the response/relief activities to the community recovery process in any emergency at the municipal level. While it is recognised that these recovery activities will ideally have commenced shortly after impact, there will be a conclusion of response and relief activities and a formal hand over to the recovery phase. This will occur when the Municipal Emergency Response Coordinator (MERC) in conjunction with the control agency and Municipal Emergency Resource Officer (MERO) declares 'Stand Down' of response.

The early involvement of recovery agencies in the emergency will support a smooth transition of ongoing activities from response to recovery.

The interface between relief and recovery should commence as soon as possible with recovery activities extended well beyond relief finishing, see 1.4.1 Response, Relief and Recovery interface for further detail.

*Reference - State Emergency Relief and Recovery Plan Part 4: Emergency Management Manual Victoria

4.1.1 Considerations for transition

Transitioning to 'business as usual' is an important phase that requires careful consideration and planning. Recovery agencies should consult with communities on this transition of services to ensure adequate support particularly for the most vulnerable.

During planning and preparations for transition the following may impact decisions and should be considered:

o   Extent to which the emergency risk remains, the nature of the event and chance of a reoccurring threat.
o   Extent to which response agency personnel are still required and the impact their removal will have.
o   Extent of the effects and consequences of the emergency, the level of loss/damage/impact.
o   Extent to which the community still needs relief services and how this will impact recovery activities in the short, medium and long term.
o   Extent of recovery resources available, assembled and ready to manage their responsibilities.

* Reference - State Emergency Relief and Recovery Plan Part 4: Emergency Management Manual Victoria

4.1.2 Transition activities and tasks

The following activities and tasks should be undertaken during transition:

o   Notification of the Transition Agreement to response, relief and recovery agencies following a stand down declaration by the MERC in conjunction with the MERO and MRM.
o   A briefing report for the Recovery Coordinator from the Incident Controller.
o   Handover of the immediate media coordination arrangements from the Control Agency to the Recovery Coordination Agency (at a local level – ie Council).
o   Identification of resources for transfer from response and relief to recovery for continuity of services, including logistics and supply contracts.
o   Provision of initial impact assessment, data, information and the status of clean-up projects by the control agency.
o   Implementation and/or development of a model for ongoing recovery coordination operations, including identification of additional agencies required for service delivery.

- o Identification and notification of the hazard and/or threat and OH&S issues for recovery interests.
- o Development of a communication strategy, notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests – authorised by the appropriate control and recovery agencies.
- o Consideration to implement initial outreach programs to enable more accurate assessments of impacts and determination of appropriate recovery activities.
- o Engage and deploy appropriate recovery resources and staffing.

4.1.3   Schedule of transition arrangements

A transition agreement needs to be developed and signed off by the Incident Controller (IC), Municipal Emergency Response Coordinator (MERC) and Municipal Recover Manager (MRM).

Depending on the scale of the event, the appropriate team of state, regional or municipal emergency response and recovery officers will agree to the timing of the transition. At a municipal level the MRM will manage the transition to recovery and be prepared to assume recovery responsibilities. The State Emergency Response Plan Part 3: Emergency Management Manual Victoria affirms that the community must receive continuous services during the transition and a phased transition may be appropriate.

Transition Agreement.

The Yarra Ranges -EMV Transition Relief to Recovery agreement template can be utilised for transition planning for services and can be found in the MEMP.

*Emergency Management Victoria –Transition: Response-Recovery

4.1.4   Transition information and data sharing

To make informed decisions regarding planning and preparing for the transition from relief to recovery, access to and the sharing of applicable data is extremely beneficial for recovery services and agencies.

A collaborative approach to sharing data will assist affected residents and communities in recovery. Where possible and within privacy and confidentiality legislation the following agencies can support this process by providing appropriate information and data to the MRCC Recovery Management Team:

Table 6 Data and information sharing roles

Data and/or Information	Agencies
Relief Centre registration data	MRCC
Emergency Accommodation provision	MRCC and DHHS
Emergency Financial Assistance	DHHS
Impact on vulnerable people and facilities (DHHS facilities & services)	DHHS
Social Health and wellbeing impacts	DHHS
Damage to houses	Control Agency
Damage/loss community facilities and assets	MRCC
Small business	MRD Local business associations
Medium to large scale industry, business and supply chains	DEDJTR-RDV
Event specific data	Control Agency
Medical support and injuries	VicPol, and Ambulance Vic
Stock and Animal loss	DEDJTR-AgVic
Environmental damage/loss	EPA
Farming Infrastructure	DEDJTR

*Note - This table is a guide as the data required will link directly to the nature of the event and affected communities and individuals

Privacy and Confidentiality

All agencies collecting information relating to people affected by an emergency must comply with privacy and confidentiality legislation and treat all personal information sensitively.

Council has a privacy notification built into its registration process (Service Enrolment form) that gives permission for the personal details and circumstances of individuals and families attending a Relief Centre to be shared for the purposes of accessing support services, providing referral information and/or material aid to support recovery from the current emergency situation. This must be signed before information can be shared.

PART 5. Providing municipal recovery services

Council acknowledges that emergency recovery can continue long after the event and that emergencies impact and disrupt the normal relationships between communities and service providers, this includes Council's relationship with residents. This is reflected in this section of the Relief and Recovery Plan.

Council's recovery actions and activities as described in this document aligns with **five (5) areas** of recovery, this includes the four traditional recovery environments plus an agricultural environment due to the connection between the nature of the municipality's communities and their intrinsic relationship to the agricultural industry.

The EMV Disaster Recovery Toolkit for Local Government has been utilised in the development of this section, providing guidance on all aspects of emergency recovery planning, coordination, and delivery. The Toolkit can be accessed through Emergency Management Victoria.
 www.emv.vic.gov.au

5.1   Principles of Recovery Coordination

Recovery is defined in the *Emergency Management Act 2013* as *'the assisting of persons and communities affected by emergencies to achieve an effective level of functioning'*.
Both relief and recovery begin when an emergency occurs and many response, relief and recovery activities are undertaken concurrently.

Typically, relief is activated during and in the immediate aftermath of an emergency. Recovery is generally a longer term process for affected individuals and communities.
The National Principles for Disaster Recovery are:

o   Understanding the context.

o   Focusing on the consequences of the emergency.

o   Recognising complexity.

o   Being community focused.

o   Using community-led approaches.

o   Ensuring coordination of all activities.

o   Employing effective communication.

o   Acknowledging and building capacity.

* Reference - State Emergency Relief and Recovery Plan Part 4: Emergency Management Manual Victoria

5.1.1 Recovery Coordination

In large scale emergency incidents, the impact to property and associated community disruption requires a comprehensive recovery and support process to enable individuals, communities, businesses and local government to manage the re-establishment of those elements of society necessary for their well-being and viability.
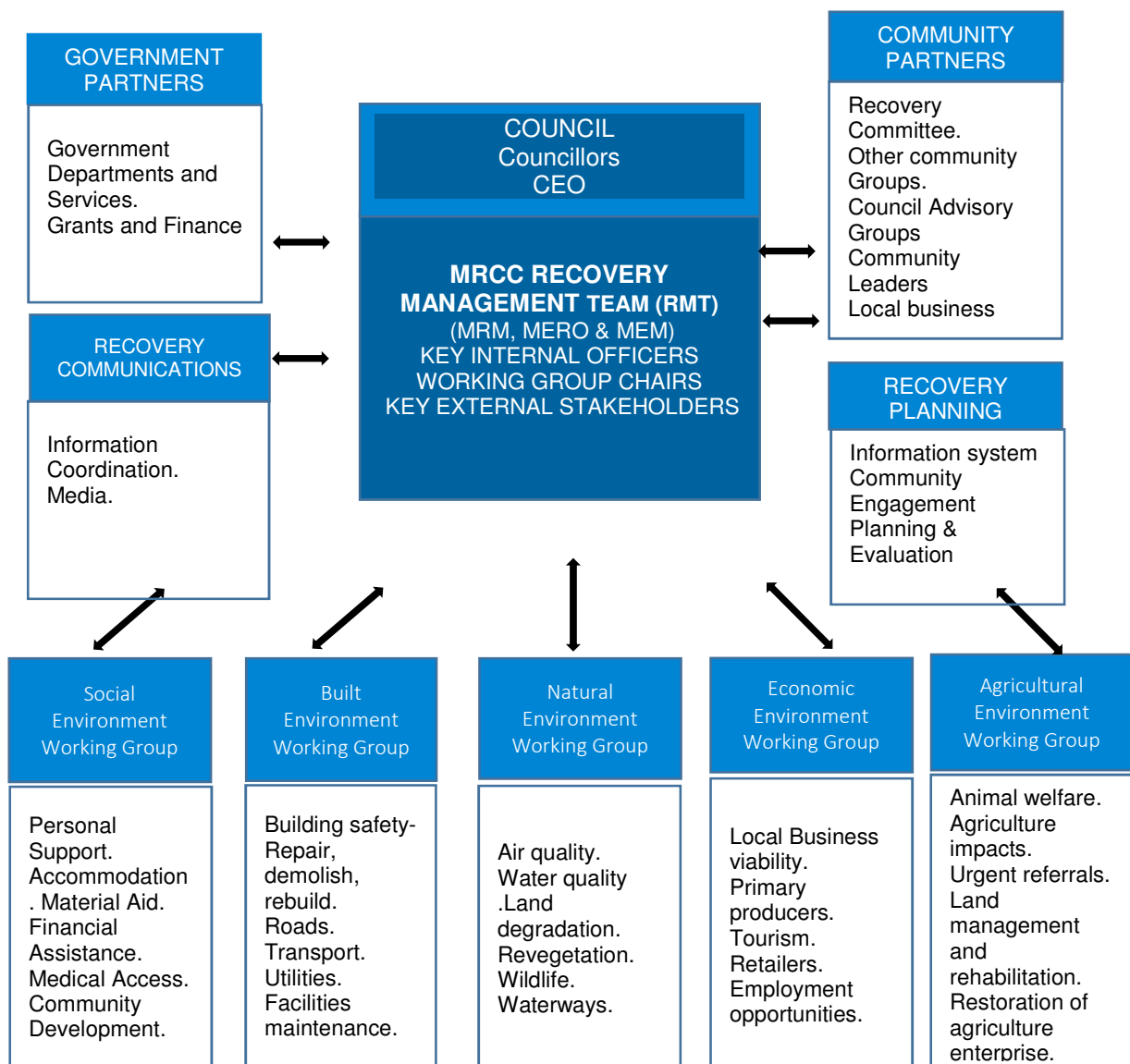
The fundamental recovery mechanism within an impacted area is the relevant local government authority. The community sees Council as the key organisation in providing accurate and timely information, but it is also seen as the primary agency for representing the views and opinions of the local community to regional, state and federal organisations.

5.2. Recovery structure

The local level recovery structure identified in this plan provides both a strategic and operational platform that adopts a collaborative (multi-agency) approach to addressing immediate and accumulative impacts and the recovery support and assistance needs of those impacted by the event, this includes:

o   Individuals and families.

o   Communities.

o   Small business and tourism.

o   Rural landholders and agricultural and primary producers.

MUNICIPAL MANAGEMENT RECOVERY FRAMEWORK

GOVERNMENT PARTNERS

Government Departments and Services.
Grants and Finance

COMMUNITY PARTNERS

Recovery Committee.
Other community Groups.
Council Advisory Groups
Community Leaders
Local business

COUNCIL
Councillors
CEO

MRCC RECOVERY MANAGEMENT TEAM (RMT)
(MRM, MERO & MEM)
KEY INTERNAL OFFICERS
WORKING GROUP CHAIRS
KEY EXTERNAL STAKEHOLDERS

RECOVERY COMMUNICATIONS

Information Coordination.
Media.

RECOVERY PLANNING

Information system
Community Engagement
Planning & Evaluation

Social Environment Working Group

Personal Support.
Accommodation. Material Aid.
Financial Assistance.
Medical Access.
Community Development.

Built Environment Working Group

Building safety-Repair, demolish, rebuild.
Roads.
Transport.
Utilities.
Facilities maintenance.

Natural Environment Working Group

Air quality.
Water quality
.Land degradation.
Revegetation.
Wildlife.
Waterways.

Economic Environment Working Group

Local Business viability.
Primary producers.
Tourism.
Retailers.
Employment opportunities.

Agricultural Environment Working Group

Animal welfare.
Agriculture impacts.
Urgent referrals.
Land management and rehabilitation.
Restoration of agriculture enterprise.

*Reference- Disaster Recovery Toolkit For Local Government 02 Recovery: Readiness: preparation for recovery before a disaster

Approach to recovery

The recovery structure is implemented and led by Council who will facilitate the municipal coordination of recovery by activating a multi-agency and integrated approach. This approach will:

o   Ensure agencies and organisations involved in the management, coordination and service delivery undertake recovery operations in a planned, coordinated and adaptive framework.

o   Recognise the complex and dynamic nature of the incident in conjunction with other recent incidents and the impacts on affected individuals, families and communities.

o   Support and build on community, individual and organisational capacity.

o   Be community focused and consequence driven across the five environments as outlined above.

5.2.1   Recovery governance arrangements

Council's recovery structure is underpinned by a governance framework which provides a set of authorities, processes, and procedures that are designed to meet state and regional strategic outcomes and ensure the MRCC Recovery Management Team meets its objectives in relation to a specific incident.

Council will administer and hold accountability for the governance framework of the MRCC Recovery Management Team (MRCC RMT).

5.2.2   Environments for Recovery

The Environments for Recovery directly links to the EMV Disaster Recovery Toolkit for Local Government booklets recommendations. These environments provide the scope of recovery planning and coordination at a functional level in the following:

o   Social Environment
o   Built Environment
o   Natural Environment
o   Economic Environment
o   Agricultural Environment.

Local Recovery Environment

In the regional and state recovery plans the agriculture environment is integrated into the other four environments, however due to the demographics of the Local Government Area and the potential impacts on individuals, families and agriculture dependent communities it is appropriate to acknowledge it separately in this municipality.

Further detail on municipal recovery arrangements are listed in 5.4 Local Recovery Environment Plans.

5.3   Local recovery

Apart from the focus on the five environments, Council acknowledges the importance of a localised recovery framework that is based on the following contributors to be successful. These provide the foundations for a coordinated approach to recovery aimed at bringing back order and reasserting normal community aspirations.

THE CONTRIBUTORS TO RECOVERY SUCCESS

Community focus:
Recovery is driven by community needs and led by the community members, engaging local people and business affected by events.

Leadership and coordination:
Recovery is supported by effective management structures and processes to enable the coordination of recovery efforts by all Council departments, the community and other stakeholders.

Informed decision making:
Decisions about recovery actions are clearly stated and based on the best available information, data and identified community needs.

Communication:
Recovery is supported by clear, timely and reliable two-way communication with the community and stakeholders.

Capacity building:
Adequate resources are directed to recovery and personnel within Council, communities and other stakeholders are supported to increase their skills and experience to contribute to effective recovery outcomes.

*Reference- Disaster Recovery Toolkit For Local Government 02 Recovery: Readiness: preparation for recovery before a disaster

5.3.1 Local recovery networks

To adequately address the above contributors Council is dependent on robust and resilient local services, community and business networks that can be activated and engaged in the recovery process.

The local recovery network is an identified group of agencies, organisations, businesses and community groups that are able to be accessed locally to support recovery planning, coordination and service delivery. Some or all, may be engaged to provide expertise, resources or services as required. Some do have statutory roles and responsibilities, however all are valuable potential partners.

This will be coordinated by the MRCC RMT and will be directly relevant to the event and its impacts.

Table 7 Local Recovery Supports and Business Network

Social Environment Recovery Network	
The people, social, health and community environment refers to the impact that an emergency may have on the health and wellbeing of individuals, families, neighbourhoods and the community fabric. This includes the main elements of safety and wellbeing, health and medical, psychosocial support, targeted programs for children, youth, men and women, individualised support programs and community support programs.	
Response agencies	VicPol CFA SES
State and Federal Departments	DHHS

	DoJR
	EMV
	DET
	DCA
	EMV
	Centrelink
Non-profit organisations	MASP
	MFC
	SunRCS
	SunAssist
	SRS
Service Clubs	Township Lions Clubs
	Township Rotary Clubs
	Township CWAs
Health authorities, doctors, community health - physical, emotional and mental health.	Mildura Base Hospital
	SCHS
	MTHCS
	Mallee PHN
	MDAS
	MRCC
	Headspace
Representatives of sectors or groups.	AAC
	DAAC
	CarersVic
	Men's Sheds (Ouyen, Red Cliffs & Mildura)
	SMECC
	MDAS
	Traditional Owner Groups
	See Appendix E
Volunteer organisations	ARC
	Salvation Army
	St Vincent de Paul
Arts and Culture Groups	MRCC-Mildura Arts & Culture Advisory Committee
Township Associations	MRCC Advisory-Community Planning Group
	DAAC
	AAC
	Local sporting Clubs
Spiritual and Religious Organisations	VCC
	Salvation Army
	SMECC

Built Environment Recovery Network	
The Built Environment considers the impact the event may have on essential physical infrastructure including essential services, commercial and industrial facilities, public buildings and assets and housing.	
Road and rail authorities and operators	Vic Track
	Vic Roads
	MRCC

	VicPol
Public transport operators	MRCC Sunraysia BusLink Mildura Coach Hire Henty Highway Coach Benetook Automotive and Bus Hire Sunassist Mildura Taxis Mildura Taxis Associated City Taxi
Emergency suppliers	Powercor Australian Gas Networks
Water and sewerage authorities	LMW GWMG
Communications operators	Telstra
Health and education authorities	MRCC DHHS Dep of Health SCHS MTHCS
Building control authorities	MRCC
Professional bodies e.g. architects, engineers, building surveyors	MRCC
Waste and debris management facilities	MRCC XS Skips Payless Skips Cleanaway Ellwaste and Recycling Services
Cultural representation	Recognised Aboriginal Parties Aboriginal Victoria Traditional Owner Groups
Natural Environment Recovery Networks	
The Natural Environment considers the impact that the event may have on a healthy and functioning environment which underpins the economy and health and wellbeing. Components of the natural environment include air and water quality, land degradation and contamination, plant and wildlife loss or damage, national parks and cultural and heritage sites.	
State and federal departments	DELWP EPA EMV ParksVic

Environmental groups	Landcare Groups Friends of Kings Billabong Sunraysia Sustainability Network (SSN) Traditional Owner Groups
Cultural representation	Recognised Aboriginal Parties Aboriginal Victoria Traditional Owner groups
Catchment authority	Mallee CMA
Local historical societies	Historical Societies (Red Cliffs, Merbein, Ouyen and Mildura)

Economic Environment Recovery Network

The Economic Environment considers the direct and indirect impacts that the event may have on business, production and the broader regional economy. Economic recovery can operate at a number of levels, ranging from; Microeconomic that addresses the needs of individuals and households, Enterprise-level activities which assist business and industry and macroeconomic where consequences of the economic impact of the emergency on the broader economy are monitored and addressed by both government and the private sector.

Local industry and business	Young Professionals Mildura City Heart Traders Mildura Regional Development Local Accommodation Providers
Industry bodies	Mildura Regional Development SunRCS See: Agriculture environment
State and Federal Departments	DEDJTR (RDV & AgVic) Centrelink Mildura Regional Development AgVic Australian Tax Office DHHS DET DoJR
Insurance Council	Insurance Council of Australia Dept Consumer Affairs SunRCS Local insurance agencies
Banking and finance	Australian Banking Association Local Banking Organisations
Local charity organisations	Salvation Army St Vincent de Paul Rotary Clubs Lions Clubs Local fundraising groups
Employment and training service providers	SuniTAFE MADEC MRCC Local Employment Agencies & JSA's NMLLEN
Micro and home business	Local Farmers' Markets

Agricultural Environment Recovery Network	
Whilst the Agricultural Environment Recovery Network is intrinsically connected to the other recovery areas and environments, the needs and circumstances of local Agricultural communities can be viewed separately due to the unique impacts potentially experienced by this sector. The recovery planning, coordination and support includes a stronger focus on the needs of farming individuals, families and communities in isolated areas (access) The demographics of these communities, animal welfare needs, environmental damage and the impacts on productivity in the short and long term, and how this will directly affect residents.	
Primary Producers	VFF Sunraysia Citrus Growers Sunraysia Mallee Organic Growers Association Dried Fruit Association DEDJTR - AgVic Mildura Murray Darling Wine Industry Association SunRCS
Animal Welfare	DEDJTR MRCC SARG RSPCA Australian Veterinary Association Animal Health Australia Local Veterinarians
Wildlife Rescue Organisations	DELWP Australian Veterinary Association Animal Health Australia Local Veterinarians
Plant Health	CSIRO DEDJTR

Reference- Disaster Recovery Toolkit for Local Government 08 Recovery tools and other resources

5.3.2 MRCC Recovery Management Team (MRCC RMT)

The MRCC RMT will provide a strategic leadership platform that adopts a collaborative multi agency approach to address the current and accumulative impacts within each community and interest group. The team will also address the recovery support and assistance needs of those impacted by the event.

A Terms of Reference for the MRCC RMT would include, but are not limited to:

o   Support the transition from response/relief to recovery ensuring agencies and organisations involved in the management, coordination and service delivery undertake recovery operations in a planned, coordinated and adaptive framework.

o   Ensure linkages between stakeholders for effective information sharing and relationships (Municipal and Community), and each impacted area within MRCC.

o   Ensure that priority issues are escalated to the most appropriate body or authority and their responses are communicated to relevant stakeholders. The MRM will be responsible for providing regular feedback and situational updates on recovery to the delegated team.

o   Ensure stakeholders implement the adopted communication and engagement strategies.

o   Develop a resourcing plan for the recovery process.

Representation on the MRCC RMT will evolve as needed but will be initially resourced by:

o   Mildura Rural City Council (MRCC)
o   Department Health Human Services (DHHS)
o   Victoria Police (VicPol)
o   Northern Mallee Community Care Partnership (NMCP)
o   Regional Development Victoria (RDV)
o   Agriculture Victoria (AgVic)
o   Sunraysia Rural Counselling Service (SunRCS)
o   Incident Control Agency

Other agencies and organisations will be invited to attend as their expertise and local knowledge is required. These groups include but are not limited to:

o   Victorian Council of Churches (VCC)
o   Australian Red Cross (ARC)
o   Community Health Services
o   Country Fire Authority (CFA)
o   Industry Groups
o   Other key stakeholders as appropriate.

It is proposed that a senior representative of MRCC will Chair the MRCC RMT initially and will be responsible for administrative support and ensuring allocated tasks are actioned. In time, the chair may be reviewed as an independent Chair would be preferred.

5.3.3 Municipal Emergency Recovery Working Groups

Relevant Recovery Environment Working Groups across the five recovery environments will report directly to the MRCC RMT Team, this could include working groups representing the following recovery environments:

o   Social Environment Work Group
o   Built Environment Working Group
o   Natural Environment working Group
o   Economic Environment Working Group
o   Agricultural Environment Working Group.

Membership will be determined by the MRCC RMT and will include representatives of organisations likely to be involved in the recovery process, including government agencies, industry groups, small business and non-government agencies.

Terms of Reference for the Recovery Environment Working Groups may include, but is not limited to:

o   Identify community needs and resource requirements and make recommendations to the MRCC RMT, recovery agencies and service providers on short and longer term actions, activities and plans with reference to community preparedness, recovery and resilience.

o   Liaise, consult, co-ordinate and negotiate where appropriate, on behalf of the community with recovery agencies, government departments, recovery service providers and MRCC in order to implement recovery programs and initiatives.

o   Advocate/lobby where appropriate with recovery agencies, government departments and MRCC in order to implement recovery programs and initiatives and make recommendations.

o   Provide reports to the MRCC RMT and other nominated representatives as required.

5.3.4   MRCC Recovery Staff

When the transition document is signed for ongoing recovery management, MRCC may appoint dedicated recovery staff to lead and manage the implementation of the recovery component of this plan with a focus on municipal community recovery.

Responsibilities of the recovery staff will include (but are not limited to):

o   Working with available resources to deliver the outcomes identified in the Community Recovery Plan.

o   Development of further sub-plans that may be required to support the overarching Community Recovery Plan.

o   Identifying and addressing relevant issues that may not have been captured in the Community Recovery Plan.

o   Provision of regular progress/milestone reports to General Manager Community, the MRCC RMT and other entities as required.

o   Gaining the support and cooperation of key agencies and service providers to achieve the objectives of the Community Recovery Plan.

o   Manage budgets, people and other resources to ensure the best possible outcomes are achieved in line with the Community Recovery Plan.

o   Conduct an evaluation of municipal recovery activities following any activation of the arrangements of the plan and communicate those outcomes to the Regional Recovery Coordinator.

5.3.5   Recovery information, communication and community liaison

Information is recognised as one of the most important requirements and services to assist recovery. Communication is the way that the information can be delivered and coordinated. Through information and communication strategies the MRCC RMT seeks to:

o   Help people manage their expectations and assumptions about recovery – including how long things take and how complex recovery is.
o   Address issues of complexity, duplication and overload that are affecting the communication of information.
o   Provide information in a variety of ways to suit the different needs of how people relate to, access, and receive information and knowledge.
o   Address the many challenges to people accessing and making meaning of the information that will help their recovery (e.g. language, disability, isolation, dislocation, resources, and stress factors).
o   Target particularly vulnerable groups in the community including low socioeconomic groups, elderly and disabled, unemployed, families, people who are socially isolated and/or displaced from their community, people with poor English speaking abilities, people with mental health challenges and people who are homeless or at risk of homelessness (including those living in caravan parks). The strengths to draw on in relation to these Information and Communication strategies include the good intention of services to work together and an abundance of information. There are particular opportunities to:
  •   Share information and resources.
  •   Identify services and gaps to prevent duplication or overflow of information.
  •   Use information to build resilience and community connections.
  •   Strengthen capacity of networks.
  •   Create a structure to continue and expand existing networks.

*See Recovery communication plan at **Appendix C.**

5.4   Local recovery environment plans

Council will formulate an emergency recovery plan for specific events based on the listed recovery goals for each of the recovery environments. Individual actions can be added, deleted or modified to reflect the nature and consequences of a disaster, ensuring the recovery plan meets community needs and expectations wherever possible.

Where the plan is unable to achieve the identified goals the MRCC RMT and/or MRM may escalate issues to other levels of government for assistance or support. The MRCC RMT will review the plans as required.

5.4.1 Social Environment Recovery Plan

Social Recovery Goals	Immediate Actions	Short term Actions	Long term Actions	Supporting Material/Documents
To assist those affected with access and referral to personal support and counselling.	Source and provide referral pathways or onsite referral at Relief – Recovery Centres. **Lead** MRCC	Source and provide referral through Outreach Services. **Lead** MRCC-MRM	Provide information to access local recovery services through community development activities and events. **Lead** Social Environment Working Group	MRCC Emergency Relief Centre registration process
To assist those affected with access to safe accommodation, suitable to their needs, including access to their own properties as soon as practicable.	Provide temporary accommodation options through Relief and Recovery Centres. **Lead** MRCC	Provide interim accommodation options through Relief – Recovery Centres or local accommodation service providers. **Lead** DHHS (Haven, MASP, MDAS. Dep Housing)	Provide long-term emergency housing through local accommodation service providers. **Lead** DHHS (Haven, MASP, MDAS. Dep Housing)	MRCC Emergency Relief Centre Accommodation process
To assist those affected to access opportunities to reconnect with communities.	Provide Relief – Recovery Centre Services including 'Register, Find, Reunite' activities. Conduct community based meetings and briefings. Activate communication plans and information sharing strategies. **Lead** MRCC	Engage community leaders and local businesses in decision making, planning and coordination of recovery. **Lead** Social Environment Working Group	Activate and support Community Recovery Committee. Support access to community recovery events and activities. Support community –led recovery activities and events. **Lead** Social Environment Working Group	MRCC Relief Centre Handbook Social Environment Working Group ToR Recovery Committee ToR Recovery Communication Plan See Appendix C

To provide access to timely information about post disaster circumstances and recovery activities.	Provide communication and information spaces e.g. notice boards, scheduled briefings etc. at Relief- Recovery Centres. Activate the communications plan with appropriate messaging for different audiences. Schedule regular community and agency briefings. **Lead** MRCC-MRM	Review the communications plan. Activate the communications plan with appropriate messaging for different audiences. **Lead** Social Environment Working Group	Review the Communications Plan. Implement the communications plan with appropriate messaging for different audiences. **Lead** Social Environment Working Group	Recovery Communications Plan See Appendix C
To assist with the coordination and distribution of material relief to those affected.	Provide access to a range of appropriate material goods, services and information in a range of formats at Relief-Recovery Centres (face to face, referral and contact information etc.). Activate appropriate services and organisations. **Lead** Salvation Army	Activate appropriate services and organisations. Communicate access information through the appropriate communication channels. Engage community and local business. Activate local recovery networks. Work with Volunteer organisations. **Lead** Salvation Army	Activate local recovery networks and agencies. Work with Volunteer organisations. **Lead** Salvation Army	Municipal Relief and Recovery Plan (Note: Local capacity and capability needs to be investigated see Appendix A) Community Recovery Committee ToR

To reduce risk to public health following the disaster	Take actions to minimise public health risks, e.g. remove potential risks and provide public health advice. Provide a safe environment and access to supports, information and services that minimise public health risks at Relief- Recovery Centres. Activate appropriate services and organisations. Schedule regular community and agency briefings. **Lead** MRCC	Take actions to minimise public health risks, e.g. remove potential risks and provide public health advice. Provide referral to service and agencies. Activate appropriate services and organisations. Schedule regular community and agency briefings. Review and activate communication plans and information sharing strategies. **Lead** MRCC	Activate local recovery networks and agencies. Activate appropriate services and organisations. Review and activate communication plans and information sharing strategies. **Lead** MRCC	MRCC policy *Health and Wellbeing Act*
To build trust between Council, agencies and communities.	Provide appropriate and safe relief –relief-recovery environments. Activate the communications plan with appropriate messaging for different audiences. Schedule regular community and agency briefings.	Review and activate communication plans with appropriate messaging for different audiences. Schedule regular community and agency briefings. Be responsive and community focused. Activate local recovery networks and agencies.	Review and activate the communication plans with appropriate messaging for different audiences. Schedule regular community and agency briefings. Be responsive and community focused. Activate local recovery networks and agencies.	MRCC Relief Centre Handbook Recovery Community Recovery Committee ToR Communication Plan See Appendix C

		Demonstrate leadership.	Demonstrate leadership.	
		Acknowledge limitation.	Acknowledge limitation.	
		Schedule community meetings and briefings.	Activate Community Recovery Committees.	
			Support access to community recovery events and activities.	
			Work with government and regulatory bodies to ease the burden on community.	
	Lead MRCC	**Lead** MRCC	**Lead** MRCC	
To identify emergency social issues for incorporation into medium and long term recovery plan.	Engage effectively with communities and have mechanisms in place to collect and share information for long term planning and decision making. Activate the local recovery management structure. Start recovery process early in the response to prepare and plan.	Activate local recovery networks, services and agencies. Engage with community leaders. Activate the local recovery management structure. Regularly meet with Government departments, agencies, services and communities to identify and reassess community recovery needs.	Develop and support Community Recovery Committee. Support communities to access community recovery events and activities. Communicate with local services and agencies. Work with government and regulatory bodies to ease the burden on community.	MEMP Municipal Relief and Recovery Plan MRCC RMT ToR Community Recovery Committee ToR
	Lead MRCC	**Lead** MRCC-(MRM)	**Lead** MRCC- MRCC RMT	

5.4.2 Built environment recovery plan

Built Recovery Goals	Immediate Actions	Short term Actions	Long term Actions	Supporting Material/Documents
To reinstate, replace or remove as appropriate, infrastructure that was damaged either directly or indirectly by the disaster, taking into account the protection and preservation of heritage or cultural sites	Identify impacts, risks and hazards to community. Identify vulnerable facilities. Provide information on community impacts and needs to response, relief and recovery agencies as required. Provide temporary infrastructure and facilities, such as, Relief – Recovery Centres, meeting areas, toilets/showers, and laundry and so on, to support recovery needs. Activate appropriate local businesses and organisations. Open channels to liaise with appropriate government departments and services **Lead** MRCC	Undertake works that provide safe access for residents and relief and recovery staff e.g. roads, bridges and signage and road furniture. Undertake works required to make the community safe e.g. removal of unsafe buildings and infrastructure. Assess and collect appropriate evidence and data on the impact on the built environment and communicate to appropriate audiences (government, community and businesses), including financial impacts. Engage with community leaders and traditional owners to ensure cultural sensitivity and the protection of culturally significant sites and heritage. Support community briefing. **Lead** Built Environment Working Group	Work to restore/replace community facilities and essential services. Review and assess the ongoing impact on the built environment and communicate to appropriate audiences (government, community and businesses). Support Community Recovery Committee. Support community –led recovery activities and events. **Lead** Built Environment Working Group	Built Environment Working Group ToR Community Recovery Committee ToR

To facilitate the clean-up of homes	Facilitate immediate clean-up efforts and waste disposal including, hazardous waste and chemicals. Undertake any works to allow safe access for residents and relief-recovery staff e.g. roads, bridges and signage and road furniture. Activate appropriate local businesses and organisations. Collect appropriate information and data including costings and ongoing impacts. **Lead** MRCC RMT	Assess impacts and priorities and schedule works regarding public facilities. Undertake works to restore function to damaged public facilities. Provide access to waste disposal and landfill sites for communities, businesses and services. Activate appropriate local businesses and organisations. Work with other working groups to understand the community's needs and priorities. Attend Community Meetings and briefings. **Lead** Built Environment Working Group	Facilitate key non-essential works. Work with other working group to understand the community's needs and priorities. Work with local cultural and heritage groups. Support Community Recovery Committee. Attend community meetings and briefings. **Lead** Built Environment Working Group	MEMP Built Environment Working Group ToR Community Recovery Committee ToR
To assist those affected to rebuild following the disaster should they choose to.	Collect and collate appropriate information and data concerning damaged and destroyed homes of those affected and who register at the Relief-Recovery Centres Conduct initial impact assessments. **Lead** Incident Controller-MRCC RMT	Collect and collate appropriate information and data concerning damaged and destroyed homes of those affected. Conduct secondary Impact assessment. **Lead** MRCC	Advocate for appropriate supports for those rebuilding following and event. **Lead** Built Environment Working Group	MRCC Policy Built Environment Working Group ToR Community Recovery Committee ToR

To consider the future disaster resilience of infrastructure as part of reinstatement plans.	NA- Not an immediate priority.	NA- Not an immediate priority.	Apply appropriate legislative requirements to repairing and replacing damaged public infrastructure and facilities as per Council policy and processes. **Lead** MRCC	MRCC policy Community Recovery Committee ToR
To identify emerging built issues for incorporation into medium and long term recovery plans.	Collect and collate appropriate information and data concerning damaged and destroyed homes of those affected and who register at the Relief-Recovery Centres. Conduct initial impact assessments. **Lead** Incident Controller-MRCC RMT	Collect and collate appropriate information and data concerning damaged and destroyed homes of those affected. Conduct secondary Impact assessments. Engage with community leaders and traditional owners to ensure cultural sensitivity and the protection of culturally significant sites and heritage. Support community briefing. **Lead** Built Environment Working Group	Participate in long term built environment recovery planning and activities. Work with local cultural and heritage groups. Support Community Recovery Committee. **Lead** Built Environment Working Group	MEMP Municipal Relief and Recovery Plan RMT ToR Community Recovery Committee ToR

5.4.3 Natural environment recovery plan

Natural Recovery Goals	Immediate Actions	Short term Actions	Long term Actions	Supporting Material/Documents
To minimise public risk and make roads and public land areas safe for emergency services, utilities agencies and residents to enter affected areas.	Prioritise and undertake works that allow safe access for residents and relief and recovery staff, for example removal of dangerous trees and debris in public spaces. Conduct initial impact assessments **Lead** Incident Controller-MRCC RMT	Work with environmental services and agencies to make available community open space and facilities. Collect and collate appropriate information and data concerning damaged and destroyed natural areas and public open space. Conduct secondary impact assessments. Engage with community leaders and traditional owners to ensure cultural sensitivity and the protection of culturally significant sites and heritage. Support community briefing. **Lead** Natural Environment Working group	Work to restore/replace community open spaces and restore access to natural environments. Review and assess the ongoing impact on the natural environment and communicate to appropriate audiences (government, community and environmental groups). Support Community Recovery Committee. Support community –led recovery activities and events. **Lead** Natural Environment Working group	Natural Environment Working Group ToR Recovery Committee ToR MEMP Community Recovery Committee ToR
To minimise the effects of erosion.	Prioritise and undertake works that allow safe access for residents and relief and recovery staff, for example removal of	Undertake erosion control measures as required.	Work to restore/replace community open spaces and restore access to natural environments.	MRCC policy Natural Environment Working Group ToR Community Recovery Committee ToR

	dangerous trees and debris in public spaces. Conduct initial impact assessments	Work with environmental services and agencies to make public open spaces available. Collect and collate appropriate information and data concerning damaged and destroyed natural areas and public open space. Conduct secondary impact assessments. Engage with community leaders and traditional owners to ensure cultural sensitivity and the protection of culturally significant sites and heritage. Communicate any safety issues to agencies and community	Review and assess the ongoing impact on the natural environment and communicate to appropriate audiences (government, community and businesses). Support Community Recovery Committee.	
	Lead Relevant Agency (event driven)	**Lead** Natural Environment Working group	**Lead** Natural Environment Working Group	
To assist with overcoming air, water and soil contamination.	Facilitate and undertake the clean-up and environmentally responsible disposal of any hazardous waste such as asbestos, treated timber and chemicals. Activate the appropriate services, agencies and local businesses.	Facilitate and undertake clean-up works. Work with environmental services and agencies to make public spaces available. Collect appropriate information and data concerning damaged	Review and assess the ongoing impact on the natural environment and communicate to appropriate audiences (government, community and businesses). Support Community Recovery Committees.	EPA guidelines MRCC policy Natural Environment Working Group ToR Community Recovery Committee ToR

	Conduct initial impact assessments.	and destroyed natural areas and public open space. Conduct secondary impact assessments. Communicate any safety issues to agencies and community. **Lead** Natural Environment Working group	**Lead** Natural Environment Working Group	
	Lead Relevant Agency (event driven)			
To facilitate the re-establishment and rehabilitation of the natural environment following the disaster, taking into account the protection and preservation of heritage or cultural sites.	NA- Not an immediate priority	NA- Not an immediate priority	Review and assess the ongoing impact on the natural environment and communicate to appropriate audiences (government, community and businesses). Support Community Recovery Committee. Engage with community leaders and traditional owners to ensure cultural sensitivity and the protection of culturally significant sites and heritage. **Lead** Natural Environment Working group	Natural Environment Working Group ToR Community Recovery Committee ToR
To identify emerging natural environment issues for incorporation into	Collect and collate appropriate information and data concerning damaged and destroyed natural	Collect and collate appropriate information and data concerning damaged and destroyed homes of those affected.	Participate in long term Natural Environment recovery planning and activities,	MEMP Municipal Relief and Recovery Plan MRCC RMT ToR

medium and long term recovery plans	environments and public open spaces. Conduct initial impact assessments	Conduct secondary Impact assessment. Engage with community leaders and traditional owners to ensure cultural sensitivity and the protection of culturally significant sites and heritage. Support community briefing.	Work with local cultural and heritage groups. To repair or replace public facilities and infrastructure with consideration to environmentally-friendly practices and sustainable emergency sources. Support Community Recovery Committee.	Community Recovery Committee ToR
	Lead Relevant Agency (event driven)	**Lead** Natural Environment Working Group	**Lead** Natural Environment Working Group	

5.4.4 Economic environment recovery plan

Economic Recovery Goals	Immediate Actions	Short term Actions	Long term Actions	Supporting Material/Documents
To support local businesses to re-establish themselves after the disaster, especially those critical to the community.	Collect and collate appropriate information and data concerning damaged and destroyed local businesses through Relief-Recovery Centre information. Refer community to appropriate business and financial support organisations and services. Activate appropriate services and agencies. Conduct initial impact assessments.	Collect appropriate information and data concerning damaged and destroyed local businesses through appropriate local agencies and services. Activate Recovery Networks. Engage with community leaders, business, and industry and community advisory groups. Activate appropriate local businesses and organisations. Work with other working groups to understand community needs and priorities. Attend community meetings and briefings. Conduct secondary impact assessments.	Activate local Recovery Network Facilitate financial support to local business to re-establish. Work with other working groups to Facilitate actions with local businesses and industry that support recovery activities and events. Support community –led recovery activities and events. Encourage business donations and support for recovery activities and events. Work with big business to facilitate understanding and/or concessions for the financial situation of residents affected. Support Community Recovery Committee. Work with appropriate economic advisory boards and industries to develop recovery plans, initiatives and actions.	MRCC Emergency Relief Centre Registration process Economic Environment Working Group ToR Municipal Relief and Recovery Plan Community Recovery Committee ToR MRCC RMT ToR

	Lead Incident Controller-MRCC RMT	Lead Economic Environment Working Group	Lead Economic Environment Working Group	
To retain and improve the local employment opportunities	NA- Not an immediate priority.	NA- Not an immediate priority.	Active local Recovery Network. Work with local employment and training organisations to assist affected business and industry owners and employees. Encourage and support employment and re-training opportunities for affected businesses and industry employees. Seek government support for employment initiatives. Work to re-establish main employers. **Lead** Economic Environment Working Group	Municipal Relief and Recovery Plan Economic Environment Working Group ToR
To attract customers back to local communities	NA- Not an immediate priority.	NA- Not an immediate priority.	Work with local businesses, business groups and community progress associations to address barriers to customers returning to businesses in local communities e.g. tourism. Support communities to develop and activate marketing strategies to encourage customers to return. Activate local Recovery Networks.	Municipal Relief and Recovery Plan Economic Environment Working Group TOR's Community Recovery Committee ToR

| | | | Work with government departments to facilitate support for economic develop activities in effected communities

Support Community Recovery Committee.

Lead
Economic Environment Working Group | |
|---|---|---|---|---|
| To reduce immediate and ongoing economic impacts to the community of restorations and rebuilding. | NA- Not an immediate priority | NA- Not an immediate priority | Engage community in determining their economic goals.

Activate local Recovery Networks. Work with government departments to facilitate support for economic development activities in affected communities.

Support Community Recovery Committee.

Lead
Economic Environment Working Group | Municipal Relief and Recovery Plan Economic Environment Working Group TOR's Community Recovery Committee ToR |

| To identify emerging economic environment issues for incorporation into medium and long term recovery plans | Collect and collate appropriate information and data concerning local business impacts from those who present at Relief and Recovery Centres.

Make referral to business support agencies and services
Conduct initial impact assessments | Collect and collate appropriate information and data concerning local businesses and economic impacts.

Conduct secondary impact assessments.

Engage with community and business leaders and industry organisations

Support community briefing.

Support Recovery Committees. | Participate in long term economic environment recovery planning activities.

Work with local business, industry and community groups to support community lead economic development activities and events.

Facilitate with government financial support for the re-establishment of local business and economic recovery of affected communities.

Support Community Recovery Committee. | MEMP
Relief and Recovery Plan
MRCC Recovery staff
MRCC RMT ToR
Economic Environment Working Group ToR
Community Recovery Committee ToR |
| | **Lead**
DEDJTR – MRCC RMT | **Lead**
Economic Environment Working Group | **Lead**
Economic Environment Working Group | |

5.4.5 Agricultural environment recovery plan

Agricultural Recovery Goals	Immediate Actions	Short term Actions	Long term Actions	Supporting Material/Documents
To support the wellbeing of rural communities.	Provide access to relevant supports and services at Relief –Recovery Centres. Refer community to appropriate business and financial support organisations and services. Activate appropriate services and agencies including animal welfare organisations.	Collect and collate appropriate information and data concerning impacts on agriculture and associated communities. Activate Recovery Networks. Engage with community leaders, businesses and industry and community advisory groups. Activate appropriate local businesses and organisations. Work with other working groups to understand the community's needs and priorities. Attend Community Meetings and briefings. Conduct secondary impact assessments.	Activate local Recovery Network. Facilitate financial support to local agricultural and farming businesses to re-establish. Support community-led recovery events and activities. Work with other working groups to facilitate actions with local businesses and industry that support recovery activities and events. Encourage donations and support for recovery activities and events. Work with big business to facilitate understanding and/or concessions for the financial situation of residents affected. Support Community Recovery Committee. Work with appropriate economic advisory boards and industries to develop recovery plans, initiatives and actions.	MRCC Emergency Relief Centre Registration process Agricultural Environment Working Group ToR Community Recovery Committee ToR

	Lead DEDJTR	Lead Agricultural Environment Working Group.	Lead Agricultural Environment Working Group.	
To revitalise the economy of rural communities through the reestablishment of agriculture enterprise.	NA- Not an immediate priority	NA- Not an immediate priority	Work with local businesses, industry groups and community progress associations to address barriers to customers and to revitalise and re-establish the agriculture industry in the area. Work with community leaders. Activate communication channels. Support communities to develop and activate marketing strategies to encourage customers to return. Activate local Recovery Networks. Work with government departments to facilitate support for economic development activities in affected communities. Support Recovery Committees. Provide advice and assistance to affected landholders through workshops, field days and printed materials. **Lead** Agricultural Environment Working Group.	Agricultural Environment Working Group ToR Community Recovery Committee ToR

To address the animal welfare needs of livestock, pets and wildlife in the area.	Collect and collate appropriate information and data concerning animal welfare (livestock, domestic pets and wildlife). Activate local businesses, agencies and organisations. Conduct initial impact assessments.	Work with local animal welfare groups and organisations (SARG) to coordinate animal welfare services. Arrange urgent stock accommodation, feed and water. Provide veterinary care. Work with agencies and organisation to support responses for wildlife in the affected areas. Activate appropriate local businesses and organisations. Work with other working groups to understand their needs and priorities. Attend Community Meetings and briefings. Support Recovery Committee. Conduct secondary impact assessments.	Activate local Recovery Network. Support community-led recovery events and activities. Facilitate actions with local businesses and industry that support recovery activities and events. Encourage donations and support for animal recovery activities and events. Support Community Recovery Committee. Work with appropriate animal welfare advisory boards and agencies to develop recovery plans, initiatives and actions.	MRCC Domestic Animal Welfare Plan. Agricultural DEDJTR Animal Welfare Plan Environment Working Group ToR Agricultural Environment Working Group Community Recovery Committee ToR
	Lead DEDJTR (DELWP wildlife)	**Lead** Agricultural Environment Work Group	**Lead** Agricultural Environment Work Group	
To identify emerging agricultural environment issues for incorporation into	Collect and collate appropriate information and data concerning the agricultural environment issues and	Collect and collate appropriate information and data concerning the agricultural environment and its	Participate in long term economic environment recovery planning and activities (if applicable)	MEMP Municipal Relief and Recovery Plan MRCC RMT ToR

| medium and long term recovery plans | impacts on associated communities.

Make referral to support agencies and organisations and services.

Conduct initial impact assessments.

Lead
DEDJTR | impacts on associated communities.

Conduct secondary Impact assessment.

Engage with community and business leaders and industry organisations.

Support community briefing.

Lead
Agricultural Environment Working Group | Work with local business, industry and community groups to support community lead activities and events.

Facilitate with government financial support for the re-establishment of local business and economic recovery of effected communities.

Support Community Recovery Committee.

Lead
Agricultural Environment Working Group | Agricultural Environment Working Group ToR
Community Recovery Committee ToR |

5.5   Recovery evaluation

MRCC Recovery staff will conduct an evaluation of municipal and community recovery activities following any activation of the arrangements in the plan. Staff must also ensure the Regional Recovery Coordinator is made aware of the outcomes of those evaluations.

The evaluation process should analyse the roles and measure the outcomes of the MRCC RMT and Recovery Environments Working Groups. Each event is a key factor in learning from and improving the municipalities' capacity to respond to and recover from emergency events.

The National Monitoring and Evaluation Framework provides MRCC with a strategic tool to review and assess its performance in planning, responding to and recovering from these incidents and is a critical resource bank of information such as key learnings and challenges.

Recommendations detailed in this analysis will also assist in planning and preparedness arrangements for future emergencies to ensure MRCC fosters continuous improvement through lived experience and lessons learnt, and in our roles as pivotal advocates for the communities and industry groups in the MRCC LGA.

Glossary

The following key terms and definitions have been identified as they apply to this document and its context:

Agricultural environment	A reference to the Agriculture environment as the fifth recovery environment has been adopted due to the relationship and dependence of communities on the local social, economic, environmental health of the agriculture industry and animal welfare.
Accessible	Able to be accessed, approached, reached, entered, spoken with or used by all (individuals, families and communities).
Animal Welfare	Companion animals, livestock and wildlife impacted by emergencies could need access to adequate feed and water, provision of shelter, housing and adequate space, freedom from pain, injury, disease and obvious discomfort and should be kept free from unnecessary fear and distress.
Authority Structure	Emergency Management authority structure is defined by the *Emergency Management Act 1986* and *Emergency Management Act 2013.* The State Emergency Response Plan identifies the organisational arrangement for managing the response to emergencies in Victoria. It applies to all agencies having roles or responsibilities in response to those emergencies, regardless of scale.
Built Environment	Considers the impacts the event may have on essential physical infrastructure including essential services, commercial and industrial facilities, public buildings and assets and housing.
Capability	The collective ability to reduce the likelihood and consequences before, during and after an emergency.
Capacity	The extent to which the core elements of capability can be sustained before, during and after an emergency.
Coordination	The bringing together of agencies and resources to ensure an effective response to and recovery from, emergencies.
Control	The overall direction or response activities in an emergency, operating horizontally, across agencies. Authority for control is established in legislation or emergency response plans, and carries with it the responsibility for tasking other agencies in accordance with the needs of the situation. The 'line of control" refers to the supervision for those appointed to perform the control function.
Control Agency	An agency identified as the primary agency responsible for responding to a specified type of emergency. The control agency may change as the emergency progresses or is clarified.
Command	Involves the internal direction of personnel and resources of an agency, operating vertically within the agency. The 'chain of command' refers to the organisational hierarchy of an agency.

	Where there is an agreed interagency arrangement, a functional commander may supervise personnel and resources from more than one agency.
Communications	The channels, information and systems that engages individuals and communities and enables them to make better decisions about their safety and wellbeing ultimately for better community outcomes.
Community-led	Community-led recovery is a national principle that acknowledges and supports the resources, capacity, resilience and leadership already present within individuals and communities.
Community Development	The process where community members come together to take collective action and generate solutions to common problems that help to build community capacity and resilience.
Community focused	Providing opportunities for interactions that allow community members to voice opinions and concerns, providing a voice for the whole of the community. Emphasis is on community's ideas, concerns, diverse needs and interactions.
Community Profiles	A comprehensive picture of the makeup of communities that helps to form an understanding of emergency impacts, and inform recovery planning and decision making.
Community Recovery	Individuals, families and communities are in the position to contribute effectively to their own recovery when the need arises.
Consequence Driven	Consequence management drives the tiered approach to emergency relief and recovery coordination, with unmanaged risks/consequences escalating to the next level. Decision makers look beyond the immediate impacts of an emergency and consider the consequences of these impacts to individuals, families and communities. Agencies must also assess and manage the consequences of their relief and recovery activities on affected communities.
Economic Environment	Considers the direct and indirect impacts that an event may have on business, primary production and the broader regional economy.
Emergency	The actual or imminent occurrence of an event which in anyway 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 or endangers or threatens to endanger the environment or an element of the environment in Victoria, including, without limiting the generality of the foregoing- a) an earthquake, flood, wind-storm or other natural event; and b) Fire; and c) An explosion; and d) A road accident or any other accident; and e) A plague or an epidemic or contamination; and f) A warlike act or act of terrorism, whether directed at Victoria or part of Victoria or at any other State or territory of the Commonwealth; and g) A hi-jack, siege or riot; and h) A disruption to essential services.

Emergency Accommodation	Assist people displaced by the emergency to access temporary accommodation, and return to permanent housing as soon as possible. Accommodation arrangements can range from short term to long-term. Individuals are expected to make arrangements to meet their own ongoing accommodation needs. Friends, family, community, business or government agencies and insurance companies, could provide interim accommodation.
Emergency Management Act	The *Emergency Management Act 1986* has been amended but provides a focus on ensuring that (prevention, response and recovery) are organised within a structure that facilitates planning, preparedness, operational coordination and community participation (s.4A). The *Emergency Management Act 2013* defines most of Victoria emergency management structure, assigns significant roles and responsibilities and provides for special needs concerned with the management of emergencies. Both Acts should be read in conjunction and considered as one Act.
Emergency Management	Brings together an integrated organisational network consisting of the resources of the many agencies and individuals who can take appropriate and timely action to prevent or mitigate, respond to and/or support relief and recovery in an emergency situation.
Emergency Management Victoria (EMV)	The central body for emergency management in Victoria. EMV consists of the Chief Executive and the Emergency Management Commissioner (EMC), supported by staff from the Department of Justice and Regulation.
Emergency Relief Centre (ERC)	A nominated venue where essential and urgent assistance for individuals, families and communities during and in the immediate aftermath of an emergency is provided. It is a safe place away from the emergency where people receive needed supports and services.
Equity	The quality of being fair and impartial to ensure inclusion and accessibility to information, services, supports and assistance.
Escalation	The interaction between levels of coordination. Where the capability has been completely exhausted within both the relief and recovery coordination agencies and across other agencies, a request through the appropriate mechanism can escalate the functions to the next tier of support.
Evacuation	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.
Financial Assistance	Intended to help eligible individuals met their basic needs in a dignified manner. (Personal Hardship Assistance Program).

Governance	Is the process for making and implementing decisions and activities and is supported by clear operational and policy arrangements that meet the needs of communities, agencies and service providers.
Incident level	The classification of an incident is based on the size, scale and risks of the incident and the resources needed to management it.
Inclusive	Accommodating and recognising diversity in planning, functions and service provision to ensure accessibility.
Impact Assessment	Response agencies undertake initial impact assessments which can help to inform relief activities. Usually quantifiable data. The impact assessment for recovery requires an additional layer of assessment beyond the initial assessment this includes comparisons with baseline information. It is more detailed and holistic assessment that takes into account the built and natural environment, social and economic impacts and the resulting community needs.
Material Aid	Non-food items such as clothing, bedding materials and personal necessities to help ensure personal comfort, dignity, health and wellbeing.
Mitigation/Prevention	The elimination or reduction of the incidences or the severity of the effects.
Municipality	The Local Government Area (LGA) of Mildura Rural City Council.
Municipal Emergency Management Plan (MEMP)	Addresses the prevention of, response to, and recovery from emergencies within the Mildura Rural City Council municipality in accordance with Section 20(1) of the *Emergency Management Act 1986* and the *Emergency Management Act 2013*.
Municipal Emergency Management Planning Committee (MEMPC)	Is established under Section 21(3) of the Emergency Management Act 1986 which required MRCC to appoint a MEMPC to operate at a strategic level in preparing a draft MEMP, providing specialist advice into the development of relevant sub plans, building and sustaining working partnerships, generating common understandings and sharing a defined purpose regarding municipal emergency management.
Natural Environment	Components of the natural environment include air and water quality, land degradation and contamination, plant and wildlife loss or damage to national parks and cultural and heritage sites. Considers the impacts that the event may have on a healthy and functioning natural environment as well as its consequences for the economy and community health and wellbeing.
Neighbourhood safer places	A *place of last resort* that may provide improved protection for people from immediate life threatening effects of a bushfire if their plans have failed.
Outreach	Involves visiting people in their homes to provide information and referral options to those affected by the emergency.
Personal Support	The provision of information, practical assistance, assessment of immediate needs and referral to other support agencies and services.

	Can be provided through Relief and Recovery Centre's, and through community outreach.
Psychosocial Support	Support the emotional, spiritual, cultural, psychological and social needs of affected people and communities during an emergency and as they resume their normal life. Psychological First Aid provides help to affected people to overcome the immediate impact, feel safe, connected and socially supported.
Recovery	The assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning.
Recovery Principles	The National Principles for Disaster Recovery are: o Understanding the context. o Focusing on the consequences of the emergency o Recognising complexity. o Being community Focused o Using community-led approaches. o Ensuring coordination of all activities. o Employing effective communication. o Acknowledging and building capacity.
Relief	Provision of essential needs to individuals, families and communities during and in the immediate aftermath of an emergency.
Relief Assistance	Provision of assistance for the immediate health, wellbeing and essential needs of individuals and communities that supports wellbeing and reduces vulnerability.
Relief Principles	The principles for the coordination and delivery of relief are: o Emergency-affected communities receive essential support to meet their basic and immediate needs. o Relief assistance is delivered in a timely manner, in response to emergencies. o Relief promotes community safety and minimises further physical and psychological harm. o Relief and response agencies communicate clear, relevant, timely and tailored information and advice to communities about relief services, through multiple appropriate channels. o Relief service recognise community diversity. o Relief is adaptive, based on continuing assessment of needs. o Relief supports community responsibility and resilience. o Relief is coordinated, with clearly defined roles and responsibilities. o Relief services are integrated into emergency management arrangements.
Resilience	The capacity of individuals, communities, institutions, businesses and systems to survive, adapt and thrive no matter what kind of chronic stresses and acute shocks they experience.

Response	Actions 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 need.
Risk Management	Involves managing the risk of emergency events based on community safety, needs and possible consequences. The Community Emergency Risk Assessment (CERA) provides the MEMPC with a framework for considering and improving the safety and resilience of the community from hazards and emergencies.
Non-major emergencies	Outside the emergency management framework that is applied to medium, large or major emergencies, and involves support for individuals and families who are affected by isolated incidents or events that result in their primary residence becoming uninhabitable.
Social Environment (Health and Wellbeing Environment)	Considers the impact that the event may have on individuals, families and the community. In particular to safety, security, shelter, health and psychological wellbeing.
State of Disaster	Section 23 of the *Emergency Management Act 1986* provides a power for the Premier to declare a State of Disaster, in the whole or any part of Victoria, for an emergency that presents a 'significant and widespread danger to life or property".
Support Agency	An agency that provides essential services, personal support, materials and/or resources to assist a control agency or affected persons. Any agency may be requested to assist in an emergency if it has skills, expertise or resources that may contribute to the management of the emergency.
Transition	Depending on the scale of the event, the appropriate team of state, regional or municipal emergency response and recovery officers will agree to the timing of the transition. Transitioning to 'business as usual' is an important phase that requires careful consideration and planning.
Volunteers	Any person who freely offers to take part in an enterprise or undertake a task and/or who works for an organisation without being employed.
Vulnerable facility	A vulnerable facility
Vulnerable Persons Register	A list of vulnerable people, as identified through assessment against the Department Health Human Services (DHHS) adopted Vulnerable Persons Guidelines.
Vulnerability	Individuals, families or communities that are more susceptible to being wounded or hurt, physically or emotionally, disadvantaged or are more open to moral attack or criticism than most.
Wellbeing	Telling a story of how people perceive their lives based on health, outlook and relationships. Wellbeing integrates mental (mind) and physical health (body) and their environment.

Abbreviations and acronyms:

The following abbreviations and acronyms have been identified as they apply to this document and its context:

AAC	Aboriginal Action Committee
ABS	Australian Bureau of Statistics
ATSI	Aboriginal Torres Strait Islander
AgVIC	Agriculture Victoria
BOM	Bureau of Meteorology
CALD	Cultural and Linguistically Diverse
CBD	Central Business District
CCTV	Closed Circuit Tele Vision
CELO	Community Emergency Liaison Officer
CEO	Chief Executive Officer
CERA	Community Emergency Risk Assessment
CFA	Country Fire Authority
CRC	Community Recovery Committee
CRP	Community Recovery Plan
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CWA	Country Women's Association
DAAC	Disability Access Advisory Committee
DCA	Department of Communications and the Arts
DEDJTR	Department of Economic Development, Jobs, Transport and Resources
DELWP	Department of Environment, Land, Water and Planning
DET	Department of Education and Training
DHHS	Department of Health and Human Services
DoJR	Department of Justice and Regulation

EMC	Emergency Management Commissioner
EMLO	Emergency Management Liaison Officer
EMT	Emergency Management Team
EMV	Emergency Management Victoria
EPA	Environment Protection Authority
ERC	Emergency Relief Centre
GM	General Manager
GWMW	Grampians Wimmera Mallee Water
IC	Incident Controller
ICLC	Irymple Community Leisure Centre
IEMT	Incident Emergency Management Team
IERC	Incident Emergency Response Coordinator
IIA	Initial Impact Assessment
IMT	Incident Management Team
JSOP	Joint Standard Operating Procedure
LGA	Local Government Area
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex
LMW	Lower Murray Water
MADEC	Mildura and District Educational Council
Mallee CMA	Mallee Catchment Management Authority
Mallee PHN	Mallee Primary Health Network
MASP	Mallee Accommodation Support Program
MCC	Mass Care Coordinator
MDAS	Mallee District Aboriginal Services
MDC	Mildura Development Corporation
MEM	Municipal Emergency Manager
MEMG	Municipal Emergency Management Group

MEMP	Municipal Emergency Management Plan	SA2	Statistical Area Level 2
MEMPC	Municipal Emergency Management Planning Committee	SARG	Sunraysia Animal Rehousing Group
		SCHS	Sunraysia Community Health Services
MERC	Municipal Emergency Response Coordinator	SIA	Secondary Impact Assessment
MERO	Municipal Emergency Resource Officer	SMECC	Sunraysia Mallee Ethnic Communities Council
MFB	Metropolitan Fire Brigade	SRS	Sunraysia Residential Services
MFC	Mallee Family Care	SSC	State Suburbs Classifications
NMLLEN	Northern Mallee Local Learning and Employment Network	SunRCS	Sunraysia Rural Counselling Service Inc
MOU's	Memorandum of Understanding's	ToR	Terms of Reference
MRCC	Mildura Rural City Council	VCC	Victorian Council of Churches
MRM	Municipal Recovery Manager	VFF	Victorian Farmers Federation
MSAU	Mallee Sexual Assault Unit	VicPOL	Victorian Police
MTHCS	Mallee Track Health and Community Service	VicSES	Victorian State Emergency Service
NDFA	Natural Disaster Financial Assistance	VITS	Victorian Interpreting and Translation Services
NMCP	Northern Mallee Community Partnership	VMAT	Victorian Medical Assistance Team
NSP	Neighbourhood Safer Place		
OH&S	Occupational Health and Safety		
PENA	Post Emergency Needs Assessment		
RC	Recovery Coordinator		
RDV	Regional Development Victoria		
REMEC	Regional Emergency Management Executive Committee		
REMPC	Regional Emergency Management Planning Committee		

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Appendix A

Municipal Emergency Relief and Recovery Improvement Action Plan

MITIGATION AND PREPAREDNESS				
A safer and resilient local community that is well prepared for emergencies				
Outcome	Activity	Timeframe	Budget	Lead
Building individuals, community and local businesses resilience associated with relief and recovery.	1. Develop and implement an annual program to empower individuals, communities and businesses to strengthen and build resilience through: o community education and emergency awareness projects and activities o provision of opportunities to be involved in disaster planning and decision making o promoting and connecting to community leadership o recognising community diversity in emergency relief and recovery planning and decision making	Annually	Within budget	MRCC
Well defined operational protocols between relief and recovery agencies and services.	2. Develop working Relief and Recovery services agreements and protocols between key support agencies, local businesses and community leaders to deliver services in an emergency, including: o activation and deactivation of services (operational) o reporting and information sharing o communications o resources coordination and management	Develop 2019 Review Annually	Within budget	MRCC Relief and Recovery Sub Committee
Interagency exercises are inclusive of local agencies and services.	3. Include relief and recovery agencies in interagency (desk top and live) exercise opportunities.	Ongoing	Within budget	MEMPC
Community is well-informed and educated about emergencies through well-defined protocols for Council communications.	4. Develop Communications Plan and Protocols for use in emergencies, encapsulating Response, Relief, Transition and Recovery phases.	2018	Within budget	MRCC

RELIEF
Emergency affected communities have access to appropriate essential supports to meet their basic and immediate needs

Outcome	Activity	Timeframe	Budget	Lead
Following an event, complete evaluation and identify opportunities for improvement and address them.	4. Develop a process to conduct an evaluation/debrief and identify opportunities for improvement and action.	Following an event	Within budget	Relief and Recovery Sub Committee
A coordinated communication system between community, agencies and service providers.	5. Develop a process with identified key messaging for; • Community • Relief Staff • Services staff	2019	Within budget	Relief and Recovery Committee
Relief & Recovery staff are given the opportunity to debrief.	6. Develop a process to conduct an evaluation/debrief and identify OFI and action.	Following an event	Within budget	Relief and Recovery Sub Committee

TRANSITION
Transition from relief to recovery will be a planned and considered process based on short-term and long-term social, economic, built, natural and agricultural environmental impacts

Outcome	Activity	Timeframe	Budget	Agency
Provide a prepared and a coordinated transition from relief to recovery.	7. Review the transition arrangement with key stakeholders.	2018	Within budget	MRCC

RECOVERY
The provision of a coordinated approach to recovery aimed at bringing back order and reasserting normal community aspiration.

Outcome	Activity	Timeframe	Budget	Agency
Establish the Recovery Working groups in a timely manner.	8. Review, the process to activate the Recovery Working Groups to undertake recovery activities, events and projects as guided by the emergency recovery plan.	2018	Within budget	MRCC
Ensure recovery actions are applicable to the event and needs of the affected people and communities.	9. Document the recovery plan development process.	2018	Within budget	MRCC MEMPC
Review learning from each event.	10. Develop a process to conduct an evaluation/debrief and identify opportunities for improvement and action.	Following an event	Within budget	Relief and Recovery Sub Committee

Annual Community Action Plan

The consultation undertaken throughout the development of the Municipal Recovery and Relief Plan has identified a range of initiatives and ideas which will empower local individuals, communities and businesses to build resilience and strengthen community ownership of relief and recovery on a practical level.

The community generated activities listed under the below themes directly link to outcome one (1) of the Municipal Emergency Relief and Recovery Improvement Action Plan above, providing the initial framework for the Annual Community Action Plan which will be reviewed annually by the Relief and Recovery Sub-Committee, as indicated in in the above plan.

Outcome: Building individuals, community and local businesses resilience associated with relief and recovery			
THEME 1: Communications Actions			
Activity	Measure	Timeframe	Lead/s
1. Encourage and support individuals, families and communities preparedness and resilience through community information sessions.	Conduct community information session/s on emergency preparation promoting emergency messaging techniques, 'family and friends' phone trees".	Jan 2019	MRCC Community Futures AAC SMECC DAAC
2. Distribute easy English, bilingual and inclusive emergency information materials.	Develop and distribute material (fridge magnets) with emergency contact numbers in: ○ Braille ○ Languages other than English	June 2019	MRCC Communications & Marketing MRCC Community Futures Relief and Recovery Sub Committee
3. Support community and agency emergency communications and networking initiatives.	Implement strategies that support the development of agency and community owned emergency communication systems (databases)	June 2019	Relief and Recovery Sub Committee
THEME 2: Relationship Actions			
Activity	Measure	Timeframe	Lead/s
4. Be active in the community prior to emergencies. 'Go to the people and engage them in emergency	Conduct information and awareness sessions with	Ongoing	Relief & Recovery Sub Committee

activity, events and training. In particular targeting: ○ Community Leaders ○ Elders ○ Youth Leaders	representatives of community to engage them in relief and recovery services.		
5. Provide opportunities for local culturally appropriate services and agencies to be directly involved/lead relief and recovery planning and services delivery.	Include identified cultural services and groups as members of the Relief and Recovery Sub-committee and relevant working groups.	2018	Relief and Recovery Sub Committee

THEME 3: Community Involvement Actions			
Activity	**Measure**	**Timeframe**	**Lead/s**
6. Engage diverse representation of the Community Emergency Liaison Officers (CELO) and other emergency Volunteering options.	Hold a public forum to engage a range of community volunteers that reflects the diversity of the municipality.	May-June 2019	Relief and Recovery Sub Committee MRCC Community Futures
7. Set up a Community Volunteer Register that can be activated during and following an emergency	Community Volunteer Register established and available.	May-June 2019	MRCC Community Futures

THEME 4: Support Systems Actions			
Activity	Measure	Timeframe	Lead/s
8. Develop a system for transporting community members in an emergency, ensuring vulnerable people are able to access relief and recovery services, in particular the Relief Centres.	Develop a register of accessible transport options to be activated for vulnerable people in emergencies.	December 2018	MRCC Community Futures
9. Provide access to appropriate training for volunteers and staff to increase their understanding of the barriers experienced by community members who may need to access, relief and recovery services e.g. Relief Centres.	Review and develop the current MRCC Relief Centre Training Program.	Ongoing	MRCC Community Futures
10. Have accessible translation services in place and Relief and Recovery Centres.	Review current processes to better support diverse and vulnerable community members to effectively access Relief Centres.	November 2018	MRCC Community Futures

Appendix B

Community Profiles

- o   Mildura City
- o   Red Cliffs Area (Red Cliffs, Yatpool and Thurla)
- o   Ouyen Area (Ouyen, Galah, Kulwin, Mittiyack, Kiamal, Trinita and Hattah)
- o   Nangiloc and Colignan Area (Nangiloc, Colignan, Karadoc, Iraak, Carwarp and Norwingi)
- o   Murrayville Area (Murrayville, Panitya, Cowangie and Tutye)
- o   Underbool and Walpeup Area (Underbool, Walpeup, Boinka, Linga and Torrita)
- o   Irymple and Nichols Point Area
- o   Millewa Area (Cullulleraine, Meringur and Werrimull)
- o   Merbein Area (Merbein, Merbein South, Birdwoodton, Cabarita and Yelta)
- o   Cardross and Koorlong Area
- o   Mallee Seasonal Calendar.

Mildura City

Community Profile

Overview	
Population	Mildura City: 32,738
Median age	39
Families	8,239
ATSI	1,517 (median age 19)
Language	English 79.5% Italian 1.8%, Turkish 1.2%, Tongan 0.8%, Hazarghi 0.8% Mandarin 0.45%, Japanese 0.3%
Internet	26% no access at home
Industry	As a regional centre Mildura City hosts many regional services and is the retail and tourism hub of the municipality. It also caters to cross border residents (SA and NSW). Large scale employers in the City include hospitals, schools, supermarkets, Council and Aged Care facilities and services.

Risks and Hazards

Mildura City has a number of facilities and areas of identified risk or hazards. Details can be found in the summary of identified risks in the Municipal Emergency Management Plan (MEMP).

Emergency Services

Police, SES, Mildura CFA and Ambulance Victoria.

CBD

The Mildura City CBD is a high traffic area (foot and road) with a range of large and small retail shops and services. The CBD has many people working in the area including, Police and Council staff. There are a large number of licenced venues in the CBD including bars, restaurants and clubs. The CBD is monitored by a CCTV network.

Facilities

Schools

- Mildura West Primary School (376)
- Mildura South Primary School (591)
- Ranfurly Primary School (380)
- Mildura Primary School (322)
- Chaffey Secondary College 7-10 (470)
- Mildura Senior College (919- including the English Language School campus)
- St Joseph College (879- including the VCAL & Mercy Campuses)
- Holy Trinity Lutheran College P-10 (396)
- St Paul's Primary School (292)
- Sacred Heart Primary School (359)
- Mildura Specialist School (200)
- FloConnect (NA)

Vulnerable

MRCC Vulnerable Facilities Register includes; Kindergarten and Preschools (6), Child Care Centres (8), Aged care and disability facilities (24) and Hospitals (2). *See Council for updated facilities.*

Council has home based Family Day Care providers across the municipality.
Seasonal labour hire on farms and properties.

Council

Key council facilities include the Mildura Arts Centre, Mildura Waves Complex and Library, Recreation Reserves, Madden and Deakin Customer Service Centres, Benetook Depot, Maternal and Child Health Centres and sporting club rooms and facilities. A register of Council facilities is available, including suitable Relief Centre sites.

See MEMP for updated details.

Other public facilities

A large number of key health and community services are provided locally including; Sunraysia Mallee Ethnic Communities Council (SMECC), Mildura District Aboriginal Service (MDAS), Mallee Family Care (MFC), Centrelink, Department Health Human Services (DHHS), Haven, Mallee Accommodation Support Program (MASP), Sunraysia Community Health Services (SCHS) and Headspace Mildura.
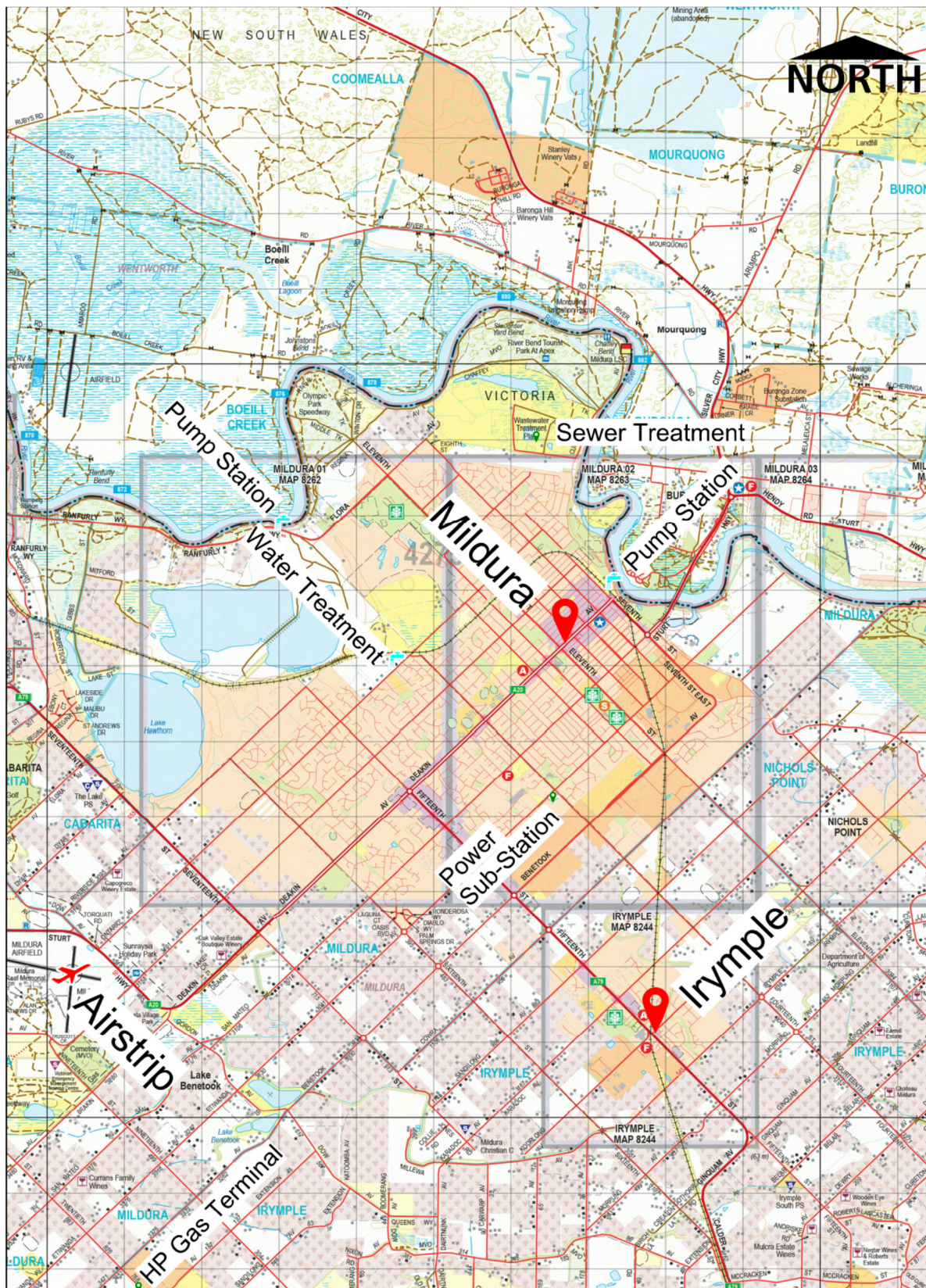
Tourism

- Camping, walking trails and water sports along the river.
- Peak season is between Nov-Apr and public and school holidays.

Communications

Telecommunication is reliable with most government and non-government agencies having access to Facebook and websites to distribute communications. Most schools have a Skoolbag app that can notify all parents/guardians.

Location

Red Cliffs Area (Red Cliffs, Yatpool and Thurla)

Community Profile

Overview	
Population	Red Cliffs: (SA2) 5,879 Red Cliffs: (Centre) 2,919
Median age	42
Families	1,500
ATSI	165 (median age 20)
Language	English 84.5%, Italian 2%, Turkish 0.6% Greek 0.2%, Khmer 0.2% and Mandarin 0.2%.
Internet	27% no access at home
Industry	Range of horticulture and produce processing, including large wineries, major freight and general transport route via the Calder Highway. Growing solar energy industry.

Risks and Hazards

Red Cliffs is bisected by the Calder Highway connecting to Melbourne. The area borders on the Hattah and Murray-Sunset National Parks, bushfire prone areas.

Red Cliffs provides access to the Murray River and Kings Billabong water ways.
Fires at the Almond processing plants have been an ongoing concern in the area.

Emergency Services

- Red Cliffs CFA
- Red Cliffs Police
- CBD CCTV cameras
- Red Cliffs Salvation Army

CBD

A thriving shopping strip centred around Indi Avenue and Ilex Street has a variety of businesses including supermarkets, pharmacy, news agency, petrol stations, post office and bank. Barclay Square is a large central public open space, with a range of outdoor facilities including three phase power outlet and public amenities. Red Cliffs has a power substation that provides power to Victoria, SA and NSW homes, businesses and facilities.

Facilities

Schools

- Red Cliffs East Primary School (131 students)
- Red Cliffs Primary School (189 students)
- Red Cliffs Secondary College (752 students)
- St Joseph Primary School (83 students)
- Red Cliffs Kindergarten (56 students)

Vulnerable

- Jacaranda Village and Nursing Home (75 beds)
- Seasonal workers and backpacker labour.

Council

- MRCC Red Cliffs Depot
- Red Cliffs AS Kenyon library
- Quandong Recreation Reserve (sporting club rooms)
- Red Cliffs Skate Park
- Maternal Child Health Centre
- Red Cliffs Kindergarten
- Red Cliffs Swimming Pool
- Red Cliffs Civic Centre
- Red Cliffs Senior Citizens Centre
- Red Cliffs RSL and Military museum

Other public facilities

- Red Cliffs Golf Club
- Red Cliffs Resource Centre

Tourism

- Extensive walking trails and camping (waterways and national parks).
- Water sports and recreational activities

Accommodation

- 3 Red Cliffs Hotel-Motel's
- Red Cliffs Caravan Park
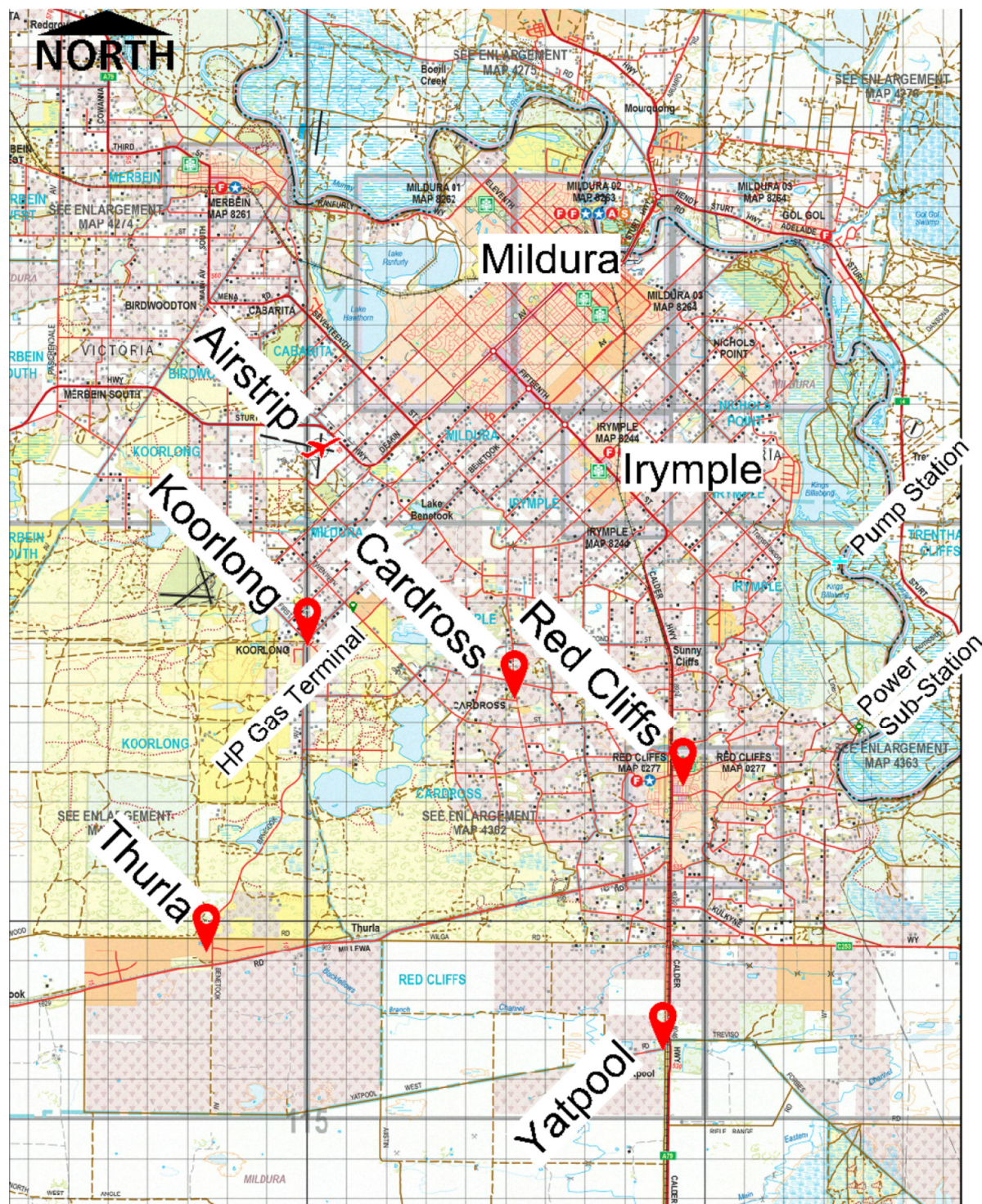- Backpackers Hostel
- Red Cliffs Hotel

Venues

- Red Cliffs Hotel
- Red Cliffs Community Club

Communications

Local Facebook pages including Red Cliffs Focus Group and Red Cliffs Resource Centre. All schools have their own Facebook page. Most schools have a Skoolbag app that can notify all parents/guardians.

Location

20 mins and 16.7km's from Mildura.

Disclaimer: This statistical information and data is based on material available through the ABS 2016 Census and other sources and is only intended as a guide to the makeup of the communities listed. For more accurate information contact the appropriate agency.

Ouyen Area (Ouyen, Galah, Kulwin, Mittyack, Kiamal, Trinita and Hattah)

Community Profile

Overview	
Population	Ouyen (SCC) 1,191 Ouyen (urban) 1,045
Median age	52
Families	275
ATSI	20 (median age 20)
Language	English 88.8%, Mandarin 0.6%, Malayalam 0.3%, Nepali and Punjabi 0.3%
Internet	36% no access at home.
Industry	Range of dry land and livestock farming industries, with access to small retail businesses. Major freight and transport route between Mildura, Adelaide, Sydney and Melbourne.

Risks and Hazards

Ouyen and surrounding farming families are surrounded by large expanses of bushfire prone farming and national park areas. It is an intersection for the Calder Highway and Mallee Highway which are busy road and rail transport and freight corridors.

Ouyen experiences prolonged power outages and is susceptible to extended periods of high temperatures.

Ouyen is the closest main rural town for many small rural communities along the Mallee Track.

Emergency Services

- Ouyen CFA and SES
- Ouyen Police Station
- Ambulance Service
- Ambulance Community Officers
- MRCC Community Emergency Liaison Officer (CELO)

CBD

Ouyen has a main shopping strip that includes a bakery, supermarket, bank and other retail stores. On the Calder Highway it has two petrol stations and takeaway shops for passing trade. Most resident's make regular trips to Mildura however

most basic needs can be met in Ouyen. Many travel between Ouyen and Mildura for work.

Facilities

Schools

- Ouyen P12 College (248 students)

Vulnerable

- Mallee Track Health and Community Service
- Ouyen preschool (24 placements)
- Mallee Minors Child Care Centre (24 placements)
- Pattinson House Hostel (low care 20 beds)

Council

- Ouyen MRCC Depot
- Ouyen Customer Service Centre
- Ouyen Swimming Pool
- Ouyen Community Park
- Blackburn Park Recreation Reserve
- Ouyen Land Fill

Other public facilities

- Ouyen Saleyards
- Ouyen Tennis and Golf Complex
- Ouyen Bowling Club
- Ouyen Water Treatment Plant
- Ouyen Sewerage Treatment Plant
- Ouyen Airstrip

Tourism

- Mallee-Sunset National Park, Wyperfeld National Park and Big Desert State Forrest.

Accommodation

- Ouyen Caravan Park
- Victorian Hotel Ouyen
- Hiltop Motel
- Ouyen Motel

Communications

Unreliable telecommunication with systems outages and mobile black spots. Ouyen P12 has its own web page & Facebooks and e-newsletter. Ouyen Inc has a webpage. The North West Express is the main local newspaper. ABC Radio. Most schools have a Skoolbag app that can notify all parents/guardians.

Location

100km's and 1 hour drive from Mildura.
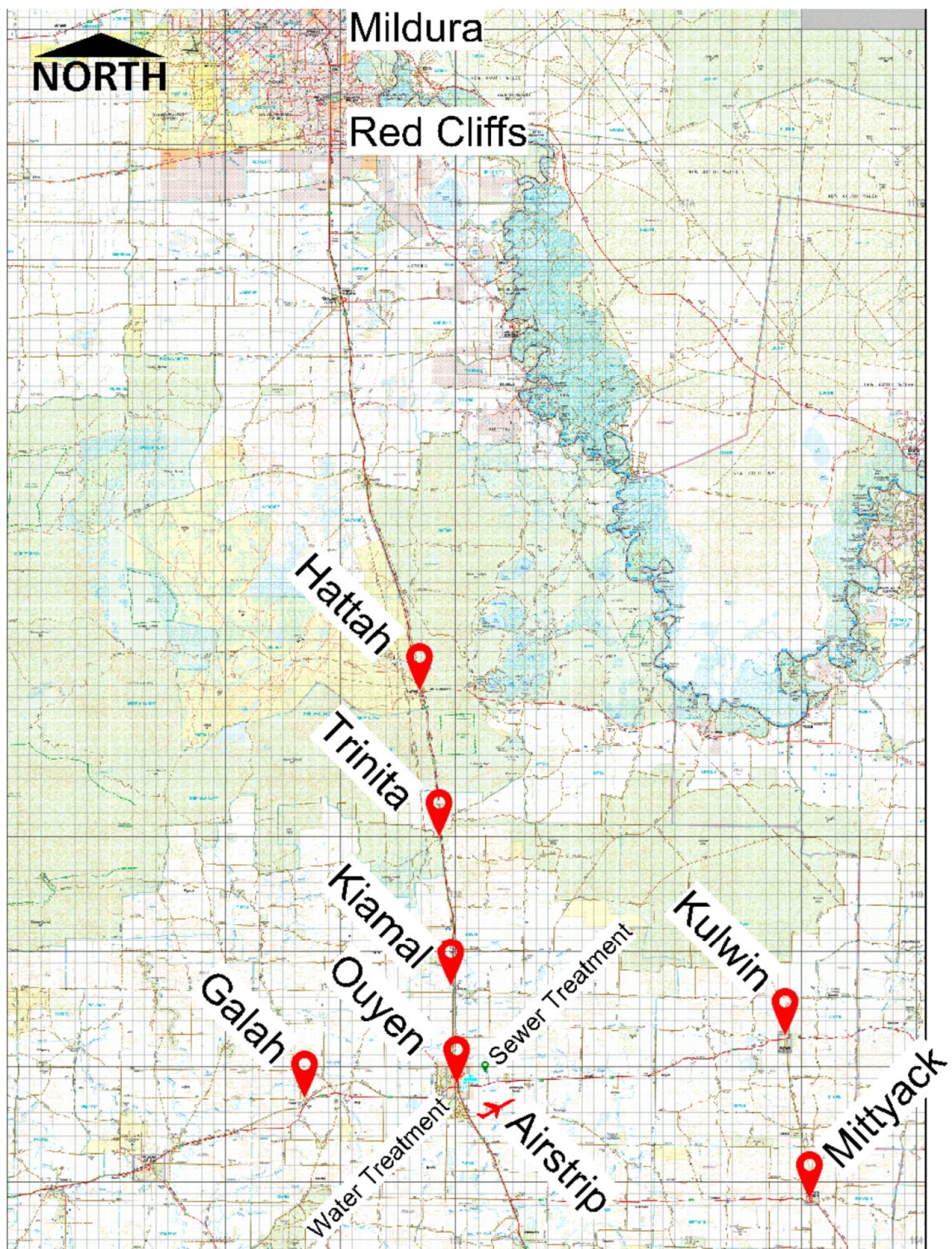
Disclaimer: This statistical information and data is based on material available through the ABS 2016 Census and other sources and is only intended as a guide to the makeup of the communities listed. For more accurate information contact the appropriate agency.

Nangiloc and Colignan Area
(Nangiloc, Colignan, Iraak, Carwarp and Nowingi)
Community Profile

Overview	
Population	Nangiloc (SSC) 141 Colignan (SSC) 329
Median age	36
Families	100
ATSI	3 (median age 12)
Language	English 76% Mandarin 6.7%, Tongan 6.1%, French 1.8%, Malay 1.8% and Cantonese 1.8%
Internet	26% no access at home.
Industry	Range of horticulture and produce processing, includes large wineries and almond processing. Solar energy infrastructure.

Risks and Hazards

Nangiloc, Colignan and surrounds are located close to the Murray River and borders the Hattah National Park and therefore is susceptible to riverine floods and bushfires.

Carwarp has a large Almond processing plant that has frequent husk pile fires.

Kulkyne Way is a busy freight route with traffic to and from the large wineries and Australian Tartaric Products complex.

Emergency Services

- Community Emergency Response Team
- Nangiloc CFA

CBD

A general store with petrol bowsers is co-located at the Nangiloc Tavern and agricultural supplies at the Landmark store.

Facilities

Schools

- Nangiloc Colignan and District Primary School (21 students)

Vulnerable

- Nangiloc Preschool (10 placements only operates on Wednesdays)
- Seasonal workers and backpacker labour (harvest)

Council

- Nangiloc Recreation Reserve (sports club rooms)
- Nangiloc Transfer Station
- Nangiloc Colignan Swimming Pool

Other public facilities

- Nangiloc Hall
- Colignan Mud Hut
- Nangiloc General Store and Tavern
- Nangiloc Bowls Club

Tourism

- Extensive walking trails and camping, waterways and national parks.
- Water sports and recreational activities.

Accommodation

- Nangiloc Caravan Park

Venues

- Nangiloc Tavern
- Nangiloc Hall
- Nangiloc Football Club Rooms

Communications

School has its own Web site and Facebook page. Public Notice board. Most schools have a Skoolbag app that can notify all parents/guardians. Mobile phone blackspots.

Location

Colignan 56km's and Nangiloc 46km's from Mildura between a 40-50mins drive.

Murrayville Area (Murrayville, Panitya, Cowangie and Tutye)

Community Profile

Overview	
Population	Murrayville (SSC) 280 Murrayville (urban) 214
Median age	51
Families	76
ATSI	3 (median age 14)
Language	English 88.8%, Korean 1.1% and Thai 1.1%.
Internet	38% no access at home.
Industry	Range of dry land and livestock farming industries, with limited access to small retail businesses. Major transport rail and road route between Victoria and South Australia.

Risks and Hazards

Murrayville and the surrounding farming families are surrounded by large expanses of bushfire prone farming and national park area. The Mallee Highway is a busy road and rail transport and freight corridor providing access to South Australia (23km's).

Murrayville experiences prolonged power outages and is susceptible to extended periods of high temperatures.

Ouyen is the closest main rural town, 110km's from Murrayville along the Mallee Highway.

Emergency Services

- Murrayville Volunteer Ambulance
- Murrayville SES
- Murrayville Police Station
- MRCC Community Emergency Liaison Officer (CELO)

CBD

Murrayville has a limited shopping strip with a supermarket, post office, corner shop, café, Murrayville Hotel and community run caravan park. Most resident's travel to Mildura or Ouyen for goods, materials and health services.

Facilities

Schools

- Murrayville Community College (113 students)

Vulnerable

- Murrayville Preschool (24 Placements)

Council

- Murrayville MRCC Depot (small)
- Murrayville Swimming Pool
- Murrayville Recreation Reserve
- Murrayville Transfer Station
- Murrayville Multi-purpose Centre
- Murrayville Hall
- Murrayville Bowling Club

Other public facilities

- Cowangie Soldiers Memorial Hall
- Kow Plains Homestead
- Pioneer Park
- Mallee Track Health & Community Services Complex
- Community Radio 3MBR FM

Tourism

- Murray-Sunset National Park and Big Desert State Forrest.

Accommodation

- Murrayville Community Caravan Park
- Murrayville Hotel
- Jacobs Well Retreat Accommodation and Conference Centre

Venues

- Murrayville Hotel

Communications

Unreliable telecommunication systems with significant black spots, particularly in the National Parks. Murrayville Community College has its own web page and newsletter. Public notice boards. The Border Times is the main local newspaper. Most schools have a Skoolbag app that can notify all parents/guardians.

Location

2 hours' and 15 mins drive 210km's from Mildura.
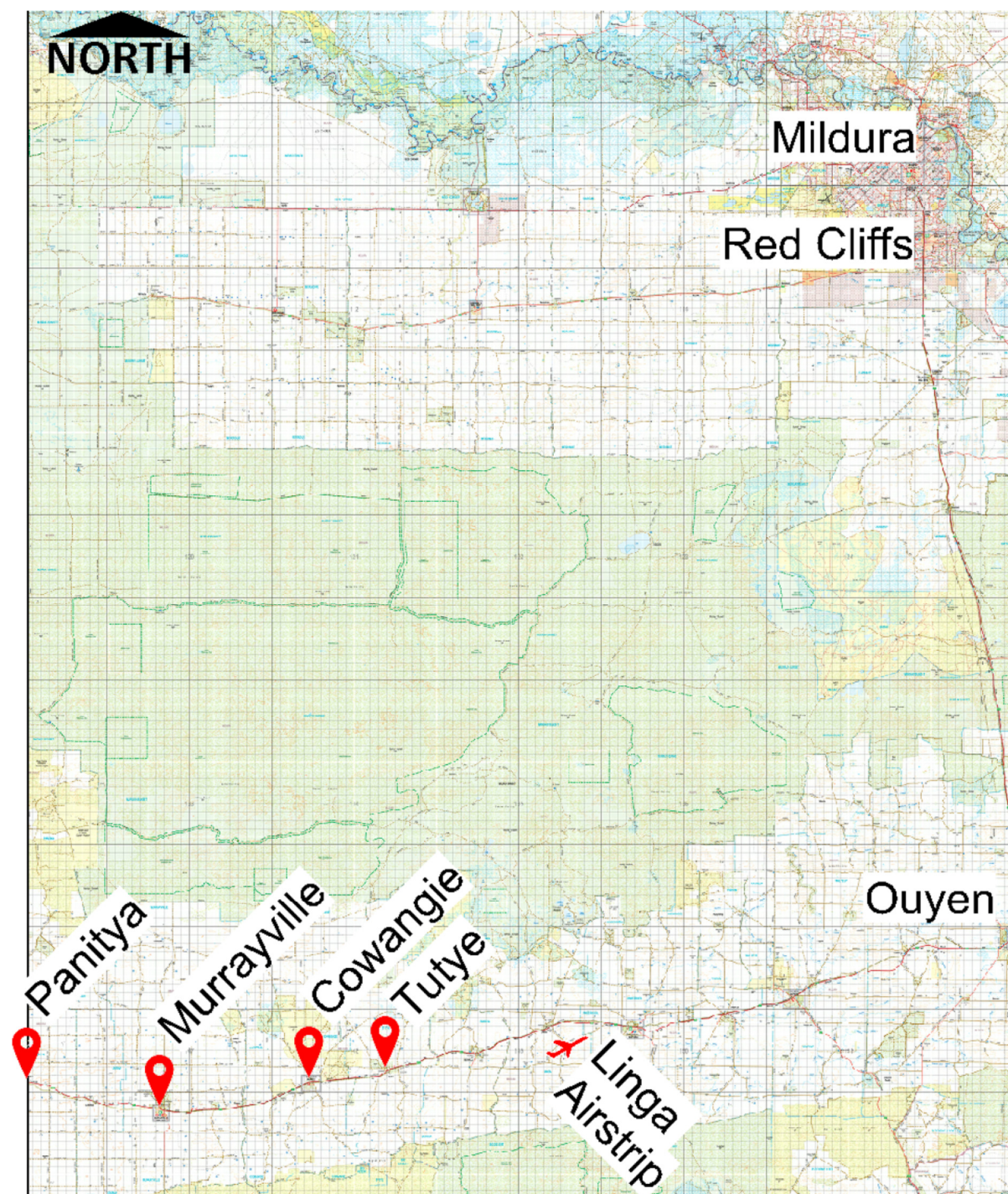
Disclaimer: This statistical information and data is based on material available through the ABS 2016 Census and other sources and is only intended as a guide to the makeup of the communities listed. For more accurate information contact the appropriate agency.

Underbool and Walpeup Area
(Underbool, Walpeup, Boinka, Linga & Torrita)
Community Profile

Overview	
Population	Underbool (SSC) 212 Walpeup (SSC) 158 **Total: 370**
Median age	45
Families	150
ATSI	0
Language	English 90% (no other)
Internet	27% no access at home.
Industry	Range of dry land and livestock farming industries, with limited access to small retail businesses. Major transport rail and road route between Victoria and South Australia.

Risks and Hazards

Underbool and Walpeup and surrounding farming families are surrounded by large expanses of bushfire prone farming and national park area. The Mallee Highway is a busy road and rail transport and freight corridor providing access to South Australia.

Underbool and Walpeup experience prolonged power outages and are susceptible to extended periods of high temperatures.

Ouyen is the closest main rural town, 50 and 33 km's along the Mallee Highway.

Emergency Services

- Underbool and Walpeup CFA
- Underbool Police
- MRCC Community Emergency Liaison Officers (CELO)

CBD

Walpeup and Underbool have community operated shops with limited retail. Most resident's travel to Mildura or Ouyen for goods, materials and health services.

Facilities

Schools

- Underbool Primary School (28 students)

Vulnerable

- Underbool water treatment plant
- Underbool Mallee Minors Child Care Centre
- Underbool and Walpeup Transfer Station
- Linga Airstrip

Council

- Underbool MRCC Depot (small)
- Outen Park (Underbool)
- Glen Park (Walpeup)
- Underbool and Walpeup Transfer Station
- Underbool Swimming Pool

Other public facilities

- Walpeup Memorial Hall
- Walpeup Tennis and Golf Club
- Underbool Recreation Reserve
- Underbool Bowling Club
- Underbool-Linga Memorial Hall
- Torrita Soldiers Memorial Hall
- Linga Airstrip
- Walpeup Wayside Stop (CP)

Tourism

- Murray-Sunset National Park, Wyperfeld National Park and Big Desert State Forest
- Pink Lakes
- Walpeup Wayside Stop

Accommodation

- Camping in national parks
- Walpeup Wayside Stop (CP

Communications

Unreliable telecommunication systems with significant black spots. Underbool Primary School has its own web page and newsletter. Public notice boards. The Border Times is the main local newspaper. Underbool Press is the main township Newsletter.

Location

Underbool is 150km's and Walpeup 133km's, between 1 hour 20 and 1 hour and 45 mins drive from Mildura.

Disclaimer: This statistical information and data is based on material available through the ABS 2016 Census and other sources and is only intended as a guide to the makeup of the communities listed. For more accurate information contact the appropriate agency.

Irymple

Community Profile

Overview	
Population	Irymple: 5,325 Nichols Point: 1,551 Total: 6,876
Median age	41
Families	1,864
ATSI	132 (medium age 24)
Language	English 87.2% Italian 4%, Greek 1.2%, Afrikaans 0.5%, Mandarin 0.3% and Punjabi 0.3%.
Internet	20% no access at home.
Industry	Grapes fresh, dried and wine Sunbeam – industrial site.

Risks and Hazards

Irymple is on the Calder Highway connecting Mildura to Melbourne with heavy vehicle traffic and freight all day and night.

Railway line runs diagonally through area.

Nichols Point adjoins/includes Kings Billabong which is a dense bushland area and bound by the Murray River.

Emergency Services

- Irymple CFA
- Ambulance Victoria

CBD

Irymple has a shopping strip on the Calder Highway which has 16 businesses including the Richie's Supermarket complex and two petrol stations.

Nichols Point has a small general store co-located with a post office and bottle shop.

Facilities

Schools

- Irymple Kindergarten (66 students)
- Irymple Primary (325 students)
- Irymple Secondary (470 students)
- Irymple South Primary (349 students)
- Nichols Point Primary (465 students)
- Mildura Christian College P-10 (78 students)
- Henderson College P-10 (149 students)

Vulnerable

- Qualia Winery (Irymple South)
- Oasis Aged Care (Karadoc Ave, Irymple)
- Rotary flats (Hassle Crt, Irymple)
- Masonic flats (15th St)

Council

- Irymple Community Leisure Centre (ICLC)
- Irymple Multicultural Seniors Centre
- Irymple Swimming Pool
- Maternal Child Health Centre
- Irymple Kindergarten
- Henshilwood Oval including: Bocce Club, Soccer Club, Cricket club and Football-Netball Club
- Casuarina Basin (Large drainage basin)

Other public facilities

- Nichols Point Oval including; Soccer Club, Cricket Club and Rugby Club
- Mildura Racecourse
- Riverside Golf Club

Accommodation

- Orana Motor Inn (Irymple)
- Coachman Tourist Park (Irymple)
- Palms Caravan Park (Nichols Point)

Venues

- Woodsies Gem Shop (Nichols Point)
- Numerous wineries and wedding venues e.g. Willow & Ivie, McDougall Wines, D'Vine Shed, Chateau Mildura
- Irymple Hotel.

Communications

Local Facebook pages include Nichols Point Community and Irymple Progress Association. All schools have their own Facebook page. Most schools have a Skoolbag app that can notify all parents/guardians.

Location

8 – 10 mins and 5 – 6.5km's from Mildura.

Millewa Area (Cullulleraine, Meringur & Werrimull)
Community Profile

Overview	
Population	Cullulleraine 69 Meringur 67 Werrimull 112 **Millewa Total 248**
Median age	53
Families	68
ATSI	4 (medium age 13)
Language	English 97% (no other response)
Internet	38% no access at home.
Industry	Range of dry land farming and agriculture industry, with limited access to small retail business.

Risks and Hazards

The Millewa area is surrounded by large expanses of bushfire prone farming and national park bushland. The Sturt Highway is a busy transport and freight corridor providing access to the South Australian border.

The Millewa has frequent and prolonged power outages and is susceptible to extended periods of high temperatures and dust storms resulting in low visibility on the roads.

Emergency Services

- Meringur CFA
- Werrimull Police

CBD

There is no definable CBD in any of the small towns as most residents travel to Mildura for goods, materials and health services. Cullulleraine has a comprehensive general store co-located with a petrol station, post office and bottle shop and Werrimull has the Werrimull Hotel and post office.

Facilities

Schools

- Werrimull P12 (43 students)
- Werrimull Pre School (3 Placements)

Vulnerable

- Isolated farming families and workers dispersed across the area.

Council

- Johannsson Recreation Reserve
- Cullulleraine Community Complex
- Lake Cullulleraine RSL Camp
- Werrimull Swimming Pool
- Werrimull Hall

Other public facilities

- Meringur Community Complex (CFA)
- Meringur Pioneer Village

Tourism

- Murray-Sunset National Park
- Water sports and recreational activities (Lake Cullulleraine)
- Access points to the Murray River

Accommodation

- Lake Cullulleraine Caravan Park
- Bushman's Rest Caravan Park

Venues

- Werrimull Hotel

Communications

Unreliable telecommunication systems with black spots across the area. Werrimull P12 has its own web page and newsletter. The community e-newsletter is intermittent. All schools have their own Facebook page. Most schools have a Skoolbag app that can notify all parents/guardians.

Location

45 mins to an hour's drive and Cululleraine 60km's, Meringur 100km's and Werrimull 85km's from Mildura.

Disclaimer: This statistical information and data is based on material available through the ABS 2016 Census and other sources and is only intended as a guide to the makeup of the communities listed. For more accurate information contact the appropriate agency.

Merbein Area (Merbein South, Birdwoodton, Cabarita & Yelta)
Community Profile

Overview	
Population	Merbein: 2,716 Merbein South: 405 Birdwoodton: 643 Cabarita: 488 Yelta: 322 **Total: 4,574**
Median age	43
Families	1,247
ATSI	127(medium age 21)
Language	English 88.5, Italian 1.7%,, Greek 0.4%, Arabic 0.4% and Mandarin 0.2%
Internet	26% no access at home.
Industry	Agriculture, dried and wine grapes and citrus – major transport hub for exports.

Risks and Hazards

Merbein (SA2) is bisected by the Calder Highway and connects to the NSW border. It is adjacent to the Sturt Highway which links to the SA border. A large scale export rail freight system runs diagonally through the Merbein township

Emergency Services

- Merbein CFA
- Merbein Police

CBD

Merbein shopping strip on Main Street, has a variety of businesses including a supermarket, news agency, petrol station, post office and community bank.

Cabarita Golf Club operates as a limited community post office. Merbein South has a general shop and petrol station co- located on the Calder Highway.

Facilities

Schools

- Merbein P12 (577 students)
- Lake Primary School (265 Students)
- Our Lady of the Sacred Heart (167 students)

Vulnerable

- Chaffey Aged Care – respite, low, high and dementia care facility (93 inpatients)
- Season workers and backpacker labour (harvest)

Council

- Merbein Community Hub -library and meeting rooms)
- Kenny Park Recreation Reserve (sports club rooms)
- Chaffey Park Recreation Reserve (sports club rooms)
- Maternal Child Health Centre
- Merbein Kindergarten (42 placements)
- Merbein Swimming Pool
- CWA Hall
- Merbein Skate Park
- Merbein South Hall

Other public facilities

- Merbein Golf Club & Cabarita Post Office
- Cabarita Golf Club

Tourism

- Extensive walking trails and camping
- Houseboat mooring site
- Boat ramp
- Merbein Common
- Blandowski Walk

Accommodation
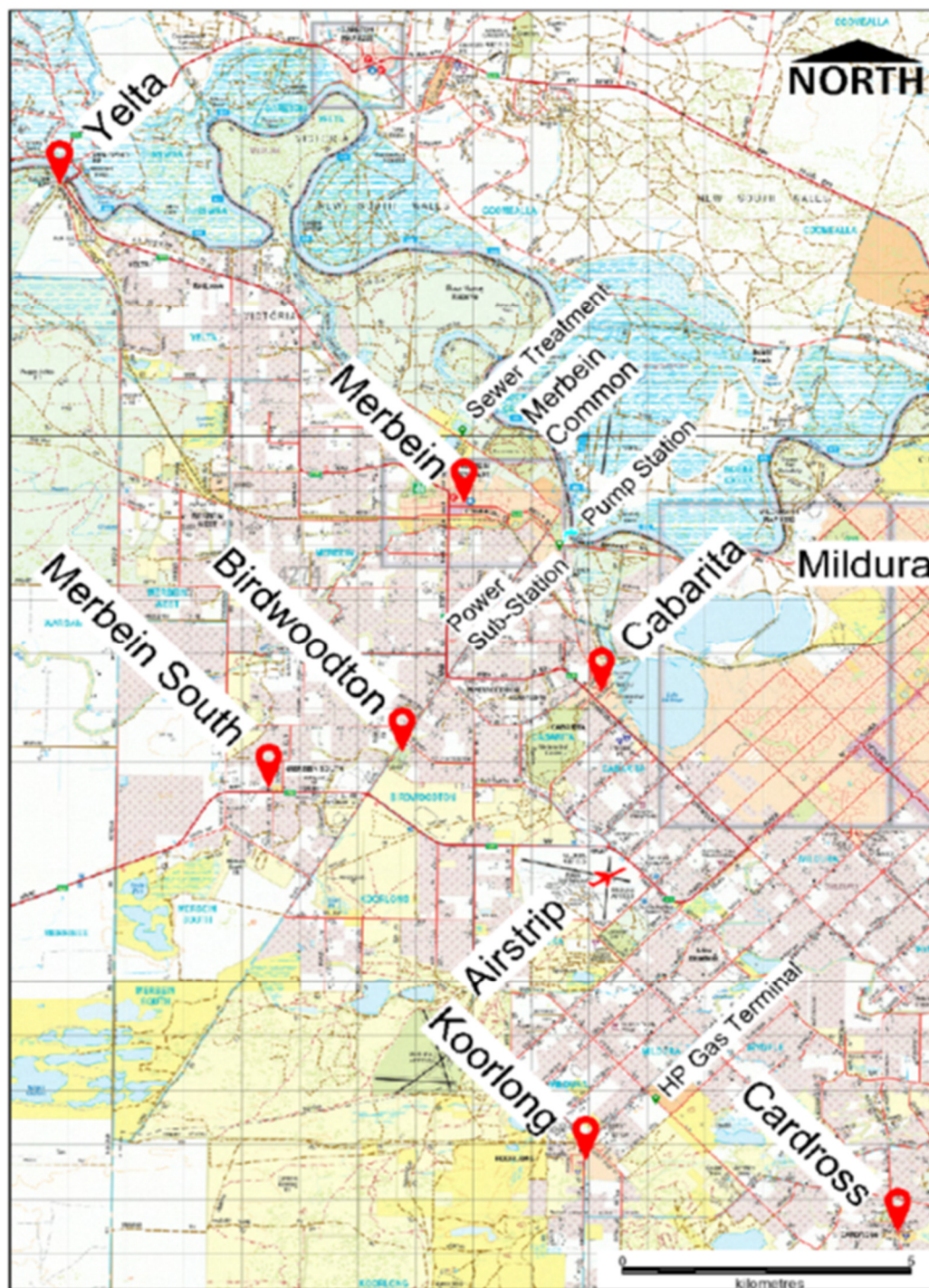
- Merbein Caravan Park

Venues

- Merbein RSL

Communications

Merbein Development Association has web site and community e-newsletter. All schools have their own Facebook page. Most schools have a Skoolbag app that can notify all parents/guardians.

Cardross and Koorlong Area

Community Profile

Overview	
Population	Cardross: 821 Koorlong: 366 **Total: 1,187**
Median age	38
Families	308
ATSI	21 (median age 18)
Language	English 86% Turkish 1.9%, Italian 1.4%, Greek 0.8%, Mandarin 0.45%, Japanese 0.3&.
Internet	16% no access at home.
Industry	Grapes fresh, dried and wine. Koorlong multiple industrial.

Risks and Hazards

Koorlong is surrounded by crown land and natural bushlands and is a high fire risk.

Cardross has low lying land that retains water for long periods of time after rain events and also borders large amounts of open bushland.

Emergency Services

- Irymple CFA responds to this area from 7 and 11 km away
- Ambulance Victoria (Irymple)

CBD

Cardross has a general store and co-located post office and bottle shop.

Koorlong has a general store co-located with Post Office and Bottle Shop walking distance from school.

Facilities

Schools

- Cardross Primary School (97 students)
- Koorlong Primary School (53 students)

Vulnerable

- NA

Council

- Cardross Community Complex

Other public facilities

- Cardross Hall
- Koorlong Public Hall

Tourism

- Sunset Strip Drag Club

Venues

- Koorlong is home to motorsports including Motorbikes, Drags and Rally Car Race Track.
- Sunraysia Field and Game shooting range is in Koorlong.

Communications

Local Facebook pages include Cardross Koorlong Community Page, Cardross Football Club, Cardross Community Complex, Koorlong Hall and Koorlong store. Cardross Primary uses Compass app for parent communication – no Facebook. Koorlong Primary School has Facebook. Most schools have a Skoolbag app that can notify all parents/guardians.

Location

12 – 14 mins and 10 – 13km's from Mildura
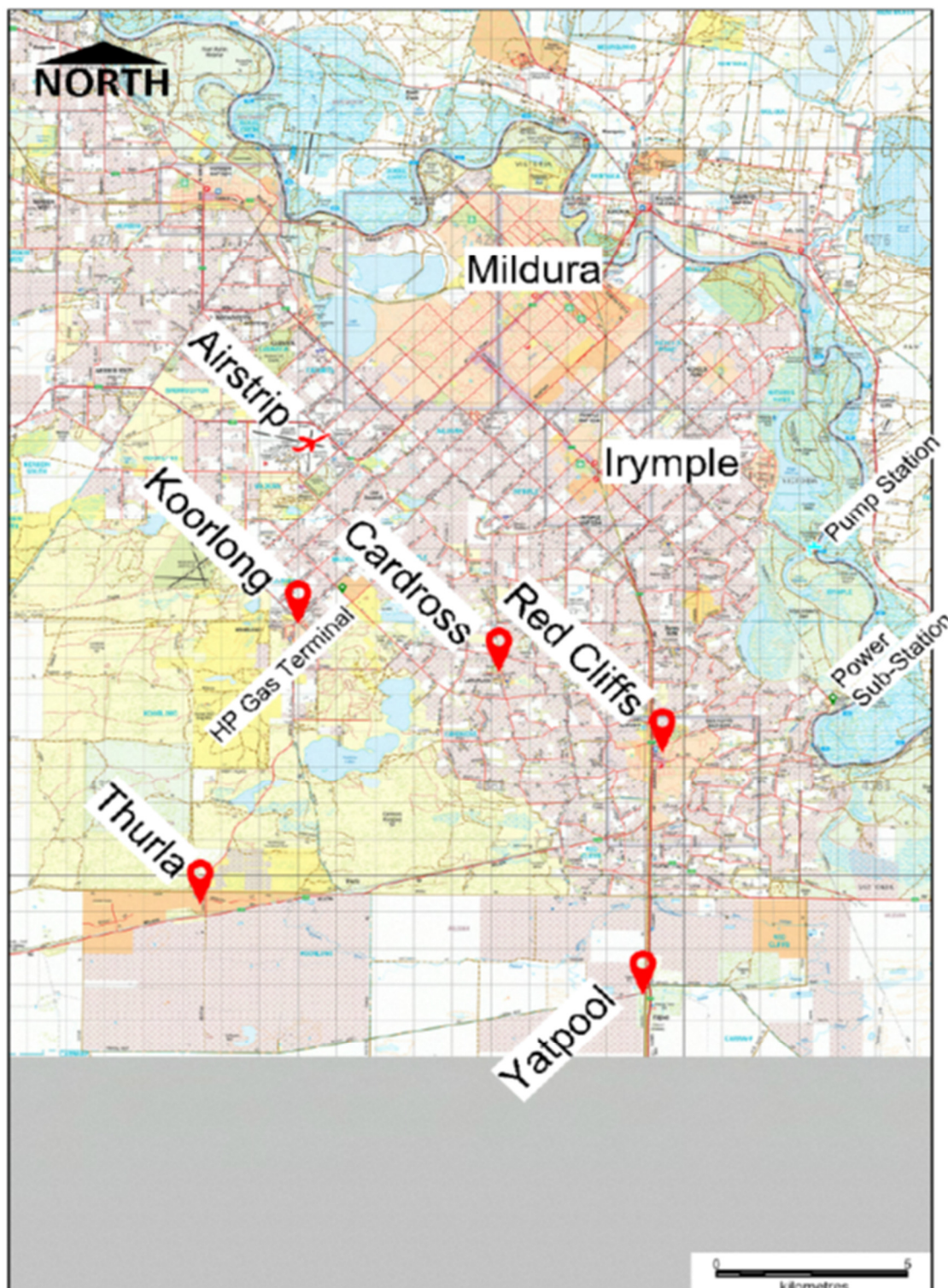
Disclaimer: This statistical information and data is based on material available through the ABS 2016 Census and other sources and is only intended as a guide to the makeup of the communities listed. For more accurate information contact the appropriate agency.

Mallee Seasonal Calendar

ACTIVITY	January	February	March	April	May	June	July	August	September	October	November	December
Cropping	Harvest complete	Focus is on weed control	focus is on weed control	Focus is on weed control. Dry sowing underway	Sowing well under way, almost complete	Majority of sowing complete Focus is on weed control	Focus is on weed control	Focus is on weed control	Impact on flowering	Impact on grain fill and or flowering	Harvest may have started particularly	Harvest underway
Livestock		Pasture sowing	Pasture sowing	Pasture sowing	Pasture sowing		Bulls out		Hay / Silage making	Hay / Silage making	Rams out. Hay / Silage making	Rams out
Sheep	Rams out		Rams out	Autumn lambing. Rams out	Autumn lambing. Rams out	Autumn lambing		Shearing. Spring lambing	Shearing. Spring lambing	Shearing. Spring lambing		
Cattle	Bulls out	Weaning spring calves. Autumn calving	Weaning spring calves. Autumn calving	Weaning spring calves. Autumn calving	Bulls out	Bulls out	Spring calving	Spring calving	Spring calving. Autumn calves weaning	Spring calving. Autumn calves weaning	Bulls out. Autumn calves weaning	Bulls out
Wine grapes	Harvest underway					Vines bare	Vines bare	Vines bare	Bud burst	Bud burst		
Dried grapes							Vines bare	Vines bare	Bud burst			
Table grapes							Vines bare. No risks	Vines bare. No risks	Bud burst	Bud burst		Crop close to harvest
Citrus							Harvest	Harvest	Harvest	Harvest some varieties	Harvest some varieties	
Almond							Flowering	Flowering	Flowering			
Pistachio									Flowering	Flowering		
Bees/Honey	Native vegetation	Native vegetation	Native vegetation	Native vegetation	Winding down wintering at home base	Wintering at home base	Pollination in orchards	Pollination in orchards	Pollination in orchards and crops	Pollination orchards and crops		

This table is only an indication and may not capture all crops and events and can change month of occurrence due to weather, farming practices and other factors.

GREEN – indicates Low Risk No known threat either to the production or surrounding environment from operations
YELLOW – indicates Medium Risk Potential threat to production from environment such as rain or high or low temperatures
RED – indicates High Risk Major risk period for Enterprise either from environment such as rain or high or low temperatures or fire.

Appendix C

Mildura Rural City Council

Community Recovery Committee (CRC) Terms of Reference template

Applicability
These terms of reference apply to the **<insert details>** Community Recovery Committee (CRC).

Project Area
The **<insert details>** CRC encompasses the communities of **<insert>,** and **<insert>** in the local government municipality of Mildura Rural City Council.

Purpose
The purpose of the terms of reference is to establish a common understanding and statement of intent to work collaboratively, and an agreed governance structure for all members of the CRC. The CRC will develop a partnership between the community/ies, Council, state government, local agencies, and non-government organisations (NGO) to support the community recovery.

The Committee will support and address a range of concerns and requirements across the community through the development and implementation of a Community Recovery Plan. Community recovery can mean many issues, the CRC should be capable of listening too and working on:

• Place specific issues, where there are a number of communities, the committee may need to consider representation across these communities and community specific matters.
• Subject specific issues that broadly fall into the following areas:

  ▪ Built Environment (homes, urban design, community infrastructure and facilities);
  ▪ Natural Environment (parks, reserves, forests, wildlife and climate change);
  ▪ Social and Welfare (health and wellbeing of individuals, families (including companion animals) and communities, education and childcare, and a strong sense of community);
  ▪ Economic and Business (rebuilding and supporting business and industry, animal welfare/stock losses, farm infrastructure and production loss).

Membership
Membership of the CRC is open to organisations and individuals that have an interest in the recovery of the **<insert>** communities.

The membership should include:

• Municipal Recovery Manager (MRM)
• Community Recovery Executive Officer (if one is appointed by Council)
• Community Development Personnel
• Community Groups
• Government agencies
• Non-government agencies

It is important that the CRC's are representative of their communities, and can address a broad range of community interests and needs. In some cases the committee may find that they require people that represent specific communities or that have specific skills and competencies such as business, arts, young people or health.

In these situations the committee should ask the community to nominate someone from the specific place or interest area, or alternatively the local council may be able to help identify such a person.

Role of the Chair and Deputy Chair
The CRC members shall elect the Chairperson and Deputy Chair for a period of 12 months. All members are eligible to stand for election.

The Chairperson is responsible for ensuring that the Committee operates in an effective manner.

The Chairperson will endeavour to ensure that all members have a fair and reasonable opportunity to present their views.

The Chairperson will endeavour to ensure that communication and decision-making processes reflect the key principles embodied in the community recovery approach.

Role of the Members
Members undertake to contribute to the group and the project in a professional manner, attending meetings regularly and respecting confidentiality.

All members will act in a united manner once decisions are made and undertake agreed actions in a timely manner.

All members are required to contribute to the smooth running and success of the project, providing advice, information, and support, particular to their skills.

Act as ambassadors, advocates and champions for projects and activities in the community.

The CRC membership aims to reflect a broad cross-section of relevant stakeholders in the community. Specifically, the members are committed to or have an interest or stake in supporting the community recovery, in consultation with community groups, represent agencies or departments.

All members of the CRC are expected to represent a broad range of interests including but not limited to their organisation, local networks, and local communities.

Role of the Community Recovery Committee is to:

• Act on items and actions in the Relief and Recovery Plan;
• Monitor recovery progress in the affected communities, gather information and provide feedback;
• Identify community needs and resource requirements and make recommendations to appropriate agencies, Council and the Municipal Recovery Manager;
• Liaise, consult, negotiate and lobby the various levels of government on behalf of the community in relation to items and actions in the Plan;
• Liaise with EMV, Department of Health and Human Services, Council and other agencies; and
• Undertake specific recovery activities as determined by the circumstances.

Structure
The CRC is a committee under the MRCC Municipal Emergency Management Planning Committee (MEMPC). The Committee may appoint new members or establish expert working groups as required.

Community Recovery Plan (CRP)

The CRP is an important part of how government will understand and support communities to undertake their reconstruction and recovery activities. The CRP outlines a wide range of projects and requirements, designed and prioritised by the community themselves.

The CRP should include a range of ideas, needs and proposed projects. The proposed projects will span all aspects of recovery including:

- o Built Environment (homes, urban design, community infrastructure and facilities);
- o Natural Environment (parks, reserves, forests, and wildlife);
- o Social and Welfare (health and wellbeing or individuals, families (including companion animals) and communities, education and childcare, and a strong sense of community);
- o Economic and Business (rebuilding and supporting business and industry, animal welfare/stock losses, farm infrastructure and production loss).
- o Agricultural Environment (Farming and horticulture, seasonal industry dependent communities and areas)

Projects or ideas can be big or small, short term or long term – but they should focus on the recovery of the communities. Big, long term aspirations can be included, but realistically, these will probably form part of a longer term strategic plan for the community.

Meetings

The CRC at its first meeting will determine the frequency of meetings which the CRC may vary as required. Attendance by members only and others through a formal request or invitation.

Quorum

<Insert details> members will form a quorum. If a quorum at any one meeting is not achieved, all decisions will be deferred to the next scheduled meeting of the CRC.

Administrative Support

MRCC will provide administrative support for the CRC, including scheduling of meetings and drafting of agendas, minutes, and other documents as requested.

Reporting

The MRM in consultation with the CRC Chair will report/submit to the MEMPC:

- • CRC recommendations for endorsement
- • Status updates of implementation of the endorsed recommendations
- • Municipal Relief and Recovery Plans for endorsement
- • Status updates of implementation of the relief and recovery endorsed plans.

The MRM may also be required to report to the:

- • State Government and Grant providers.

Community Reporting and Communication Processes

Reports will be made available to:

- • Community / Township Association meetings;
- • Community newsletters; and
- • Relevant websites.

Closure of the Community Recovery Committee

The CRC shall cease to operate on **<insert date>** and all remaining activities will be handed back to the community.

Councils Role

As a general principle, it is acknowledged that services are most effective when they are provided and managed locally and that Council can offer local leadership and coordination of the recovery process.

Below is an indicative list and the nature and extent of work by Council to deliver activities will depend on its capability, capacity, the circumstances of an event, and available external funding.

Most of the recovery activities in the list below are carried out by Council in close conjunction with, or with direct support by, government departments and agencies.
Council may:

- Appoint Community Recovery Staff;
- Be part of secondary-impact assessments – gathering and processing information;
- Management of environmental health issues;
- Support Community Recovery Committees;
- Facilitate meetings;
- Resource and provide administrative and other support if required;
- Coordinating clean-up activities, including disposal of dead animals (domestic, native and feral)
- Oversee of rebuilding and redevelopment activities;
- Provision and management of community development services and activities;
- Dissemination of information to the affected communities;
- Provision of counselling referral services;
- Repair and restoration of damaged Council owned infrastructure;

Mildura Rural City Council

Recovery Communications Plan

Introduction

During an emergency response, emergency warnings and information assists the community to make informed decisions about their safety. The Control Agency Incident Controller (e.g. CFA, DELWP and SES) is responsible for issuing warnings and community information. For further details on emergency warnings and information to assist the community refer to the Municipal Emergency Management Plan Part 4 and Part 5 - Communicating with the Community.

During the transition from response to recovery both the Incident Controller and the Municipal Recovery Manager (Council) may jointly or separately issue public information. However, once in the Recovery Phase Council leads the provision of local public information for the recovery phase for affected individuals and communities.

The Department of Health and Human Services (DHHS) can assist Council with initial (short-term) public information and communication – if requested or required.
Information helps people make informed choices and to take responsibility for their own relief and recovery.

This Recovery Communications Plan guides local communications for all stakeholders, including the media. The Plan is flexible to accommodate multi-jurisdictional responsibilities with the potential to scale up or down depending on the scope and severity of the emergency. Inter-operability is ensured through agreements at municipal, regional and state-wide levels, to share information between agencies.

Communication objectives

Recovery communications will work towards achieving the following overarching objectives:

• Inform affected people in the MRCC area of the assistance available to them to assist in their recovery.
• Inform affected people in MRCC of the progress of recovery and processes established to address recovery issues.
• Develop and implement targeted communications relevant to MRCC incorporating local demographics and using existing communication channels to assist with the strategic distribution of communication.
• Liaise with stakeholders and recovery partners to promote a coordinated approach to communication and consistent messages to affected people.

Audience Recovery information should be closely aligned with available services and should be updated as they change and evolve. Communication should be targeted to meet the recovery needs of the relevant audience.

Transition from Relief to Recovery phase

Council leads the provision of local public information for the recovery of affected individuals and communities. 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 (VicPol) and Emergency Recovery Coordinator (State and/or Regional/Local Government – 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.

It is the role of Recovery Coordinator to liaise with Incident Management Team (IMT) in the transition about how communications will be handled.

Role of Local Government

MRCCs role is to provide other agencies with information about communities during an emergency event. Council will assist with disseminating emergency information to the local community through established and trusted networks relating to all phases of an emergency and will monitor and respond to public and media queries as required under Part 4 of the Emergency Management Act 1986 (In collaboration with other agencies) Material may include but is not limited to:

Media Releases and Public Notices:

Media releases and public notices will be issued with information relevant to Council's role in supporting other agencies in the provision of community awareness and information across an emergency event. Distribution will include but not limited to local media, politicians and community newsletters as well as internal stakeholders i.e. Councillors, Customer Service, Council Management Team and the Emergency Management Team (for subsequent appropriate distribution as detailed within this plan).

Council's Media and Public Relations unit will maintain ongoing dialogue with local media to assist with information sharing.

The Emergency Management Team (EMT) will forward media releases and public notices to our partners, as detailed within the MRCC Municipal Emergency Management Plan and Sub-Plans as appropriate.

Contact and Information Sheet:

A key contacts sheet (A4 flyer) and FAQs will be produced by the Graphic Design and Web Officer, using contact details and information supplied by the EM Team.

This will be uploaded to the website, shared via social media and made available in hard copy at Council and community facilities, including Customer Service Centre's, libraries, swimming pools (if in season), and Neighbourhood Houses.

Community and School Newsletters:

Please consider that newsletters are distributed fortnightly, others monthly, bi-monthly and therefore may not be relied upon as regular methods for information distribution. EM Team staff are encouraged to make contact with newsletter editors in our more remote communities in order to request assistance with information sharing. Community and school newsletter editors may be able to assist by sharing public notices and contact/information sheets within our smaller communities.

MRCC website Emergency pages on the Council website will be maintained and updated as required with relevant information. Content must be sent to the Graphic Design and Web Officer. A home page slide may be added to the site and a custom URL created for the page in order to easily direct traffic.

Social Media:

Social media will be an important tool for information sharing; including directing online traffic to relevant sources of information. It will also be used by the community to ask questions.

During an emergency it is the role of the Coordinator Media and Public Relations or delegate to monitor council's social media including incoming queries and provide response, providing a centralised approach for information approval methods Input from Councils MRM (or Municipal Emergency Resource Officer – MERO) may be required to provide information for a response. Given the immediate, 24/7 expectation of response via social media, information for response to the public must be provided to the Media unit within one business day.

Council maintains a register of community social media accounts willing to assist in the distribution of approved, authorised emergency information. In the same way community newsletters are an important avenue into many of our more remote communities, these social media accounts provide similar local dissemination methods as community newsletters but with the benefit of immediacy.

Where appropriate, video content may be used for an easy way of providing more accessible information. Examples may include live broadcasting of a community meeting or messaging from a council spokesperson explaining the location of an Emergency Relief Centre. Where Auslan interpretation during recording is unavailable, a transcript of video content should be provided as rapidly as possible.

Internal Communication (Council)

The Municipal Emergency Manager (MEM) is responsible for preparing key messages and communications to be shared via internal email to staff. If an internal newsletter is due, key messages may be included within this newsletter.

Copies of the key messages and the information/contact sheet are to be printed and displayed in staff areas at Council facilities and service centers i.e. depots, libraries, swimming pools and health facilities. The MERO is responsible for requesting facility for printing and display of this information.

This will ensure that:
• Customer service staff can answer questions from the public, accurately;
• The same factual and consistent message is delivered to all;
• Staff will feel more connected to what is happening in the Relief/Recovery Centres.
• There is an improved understanding of Council's role in emergencies
• There is some level of preparedness if staff are called upon to assist in the IEMT, MEMG or recovery activities; and

- Business units and agencies have sufficient information to assess whether they are likely to be called upon and can commence preparations.

Methods of communication

The communication and channels chosen are supported by a variety of tools or media. Factors that determine what tools can be used are: the complexity, style, purpose, and sensitivity of the message; target audience; availability of certain materials and media; and resources.   They will include but are not limited to:
- Community Meetings
- Face to face communication
- Word of Mouth
- Pamphlets/flyers/brochures/fact sheets
- Print Newsletters
- Email newsletters
- Notice Boards/posters/billboards
- Local newspapers
- Radio
- SMS messaging
- Websites
- Social media

Inclusive Formats

Warnings should, where possible, be simple and brief and utilise a range of dissemination methods. Consideration should be given to the differing communication needs of the relevant communities. Message construction and dissemination should consider:

- Culturally and Linguistically Diverse (CALD) individuals or communities
- Hearing impaired individuals or communities
- Vision impaired individuals or communities
- Other Vulnerable people

Appendix E

Mildura Rural City Council

Vulnerability and Emergencies List of Resources

Gender

The Gender and disaster hub provides access to the National Gender and Emergency Management (GEM) Guidelines and the MAV has a detailed practical Gender and Emergency Management Factsheet
www.genderanddisaster.com.au/info-hub/national-gem-guidelines/
www.mav.asn.au

Local Contacts:

o   MRCC Community Development – (03) 5018 8100
o   Mildura Pride (Facebook) - MRCC Community Development – (03) 5018 8100

Children and Youth

Provides a range of links and resources for supporting children in preparing for, experiencing and recovering from an emergency.
www.education.vic.gov.au/about/programs/health/Pages/emergencies.aspx

Local Contacts:

o   MRCC Early Years – (03) 5018 8100
o   MRCC Youth Services – (03) 5018 8100
o   Headspace – (03) 5021 2400
o   Mallee Accommodation Support Program (MASP) – (03) 5021 6500
o   Mildura District Aboriginal Services (MDAS) – (03) 5018 4100
o   Mildura Department of Health and Human Services (DHHS) – (03) 5022 3111
o   Department Education and Training (DET) – (03) 5051 1333

Families

The Australian Institute of family studies provides a range of links to research on different aspects of disaster impact and recovery on families. DHHS provides information on addressing family violence in communities recovering from emergencies: a strategy to integrate family violence services with emergency recovery.

www.aifs.gov.au/cfca/bibliography/natural-disasters-and-families
www.dhhs.vic.gov.au

Local Contacts:

o   MRCC Community Care Services – (03) 5018 8100
o   MRCC Youth Services- (03) 5018 8100
o   Mildura District Aboriginal Services (MDAS) – (03) 5018 4100
o   Mildura Department of Health and Human Services (DHHS) – (03) 5022 3111
o   Department Education and Training (DET) – (03) 5051 1333
o   Mallee Family Care (MFC) – (03) 5021 7480

People with a disability

Australian Disaster Resilience Handbook Collection; Handbook 5- Communicating with people with a disability: National Guidelines for Emergency Managers provides a range of background and practical information for supporting people with varied and complex disabilities.
www.aidr.gov.au

Local Contacts:

o   MRCC Aged and Disability Services – (03) 5018 8100
o   MRCC Community Development – (03) 5018 8100
o   Sunraysia Community Health Services (SCHS) – (03) 5022 5444
o   Mallee Track Health and Community Service (MTHCS) – (03) 50921111
o   Mildura Department of Health and Human Services (DHHS) – (03) 5022 3111
o   Mallee Accommodation Support Program (MASP) – (03) 5021 6500
o   Sunraysia Residential Service (SRS) – (03) 5023 1906
o   SunAssist – (03) 5022 1741
o   Christie Centre – (03) 5023 2761

Seniors

The Australian Red Cross has a range of resources available for assisting vulnerable people in preparing for and recovering from a disaster including disaster Preparedness for Seniors by Seniors.
www.redcross.org/images/MEDIA_CustomProductCatalog/m4640086_Disaster_Preparedness_for_Srs-English.revised_7-09.pdf

Local Contacts:

o   MRCC Aged and Disability Services – (03) 5018 8100
o   MRCC Community Development – (03) 5018 8100
o   Sunraysia Community Health Services (SCHS) – (03) 5022 5444
o   Mallee Track Health Community Service (MTHCS) – (03) 5092 1111
o   Mildura Department of Health and Human Services (DHHS) – (03) 5022 3111
o   Senior Citizens Associations (various locations) – MRCC (03) 5018 8100
o   Mildura Men's Sheds – MRCC (03) 5018 8100
o   Mildura District Aboriginal Services (MDAS) – (03) 5018 4100

Culturally and Linguistically Diverse (CALD)

Provides information on engaging CALD communities in emergency preparedness and recovery activities to ensure services are appropriate and responsive.
www.vcoss.org.au/analysis/cald-emergencies/

Local Contacts:

o   Sunraysia Mallee Ethnic Communities Council (SMECC) – (03) 5022 1006
o   Cultural Community Groups (Various) - MRCC Community Development – (03) 5018 810

Aboriginal and Torres Strait Islander

Natural disasters can have significant cultural meanings to the Aboriginal and Torres Strait Islander people as well as economic, social and environmental impact. The connection to Country is recognised as valuable on many levels to this plan. Traditional Owners, Elders and community members are able to be significant contributors to mitigation, preparedness, relief and recovery, planning and service delivery.

Local Contacts:

o   MRCC Aboriginal Action Committee – MRCC Community Development – (03) 5018 8100
o   Mildura District Aboriginal Services (MDAS) – (03) 5018 4100

Lesbian Gay Bisexual Transgender Intersex (LGBTI)

The gender and disaster hub provides information on the barriers experienced by the LGBTI community to access supports and resources in an emergency in the first instance.
www.genderanddisaster.com.au/info-hub/

Local Contacts:

o   Mildura Pride (Facebook) – MRCC Community Development – (03) 5018 8100
o   Headspace Alphabet Soup Group – (03) 5021 2400