Moira Municipal Emergency Management Plan

2024

Acknowledgement of Country: We, the Moira Municipal Emergency Management Planning Committee, would like to acknowledge the Traditional Owners of the land and pay our respects to their Elders past, present and emerging.

Photo: Murray River – Moira Shire

TABLE OF CONTENTS

Glossary of Abbreviations

AEMO	AUSTRALIAN ENERGY MARKET OPERATOR
AGVIC	AGRICULTURE VICTORIA
AV	AMBULANCE VICTORIA
CEO	CHIEF EXECUTIVE OFFICER
CERA	COMMUNITY EMERGENCY RISK ASSESSMENT
CFA	COUNTRY FIRE AUTHORITY
DJPR	DEPARTMENT of JOBS, PRECINCTS and REGIONS
DEECA	DEPARTMENT of ENERGY, ENVIRONMENT and CLIMATE ACTION
DET	DEPARTMENT OF EDUCTION and TRAINING
DFFH	DEPARTMENT of FAMILIES, FAIRNESS and HOUSING
DH	DEPARTMENT of HEALTH
DoT	DEPARTMENT of TRANSPORT and PLANNING
EM Act 13	*Emergency Management Act 2013*
EMLA Act	*Emergency Management Legislation Amendment Act 2018*
EMC	EMERGENCY MANAGEMENT COORDINATOR
ERV	EMERGENCY RECOVERY VICTORIA
EMLO	EMERGENCY MANAGEMENT LIAISON OFFICER
ESV	ENERGY SAFE VICTORIA
EPA	ENVIRONMENT PROTECTION AUTHORITY
IERC	INCIDENT EMERGENCY RESPONSE COORDINATOR
IC	INCIDENT CONTROLLER
ICC	INCIDENT CONTROL CENTRE
IIA	INITIAL IMPACT ASSESSMENT
IMT	INCIDENT MANAGEMENT TEAM
MEMPC	MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE
MEMP	MUNICIPAL EMERGENCY MANAGEMENT PLAN
MERC	MUNICIPAL EMERGENCY RESPONSE COORDINATOR
MEMO	MUNICIPAL EMERGENCY MANAGEMENT OFFICER
MFMP	MUNICIPAL FIRE MANAGEMENT PLAN
MFPO	MUNICIPAL FIRE PREVENTION OFFICER
MRM	MUNICIPAL RECOVERY MANAGER
NEW	NORTH EAST WATER
NSP	NEIGHBOURHOOD SAFER PLACE
PENA	POST EMERGENCY NEEDS ASSESSMENT
PV	PARKS VICTORIA
RERC	REGIONAL EMERGENCY RESPONSE COORDINATOR
RRRC	REGIONAL RELIEF and RECOVERY COORDINATOR
RRV	REGIONAL ROADS VICTORIA (formerly known as VicRoads)
RSPCA	ROYAL SOCIETY for the PROTECTION of CRUELTY to ANIMALS
SEMP	STATE EMERGENCY MANAGEMENT PLAN
SIA	SECONDARY IMPACT ASSESSMENT
TFB	TOTAL FIRE BAN
VICPOL	VICTORIA POLICE

VICSES	VICTORIA STATE EMERGENCY SERVICE
VCCEM	VICTORIAN COUNCIL OF CHURCHES EMERGENCIES MINISTRY

FOREWORD

The economic and social effects of emergencies including loss of life, destruction of property and disruption to communities can be far-reaching and devastating.

However, good planning for the use of resources in preventative (risk management) activities and building resilient communities, in the response to emergencies and towards the relief and recovery of affected communities and environments can significantly lessen the harmful effects of emergencies.

The aim of this Municipal Emergency Management Plan (MEMP) is to detail the agreed arrangements for the mitigation, preparedness, and response to emergencies that could potentially occur in Moira Shire.

This includes relief and recovery for the social, economic, built and natural environments of emergencies including loss of life, destruction of property and dislocation of communities which can be significant.

Over time, Moira Shire has been subjected to the impact and consequences of storm, fire, flood, drought and other emergencies.

These experiences reinforce the importance of building resilience and capability for emergency management in our community, with agencies and emergency services. To do this we need to use a partnership approach towards education, skill development and in conducting exercises.

In our planning and preparedness, we are building on a risk-based framework to identify risk treatment plans that are supported through the development of preparedness strategies and response and recovery plans.

Engaging the community in planning helps promote local responses. Fundamental to achieving community resilience is the understanding of the hazards, exposures and vulnerabilities of the community.

The Moira Shire Municipal Emergency Management Plan (MEMP) has been produced pursuant in accordance with the *Emergency Management Act 2013* (**EM Act 2013**) in accordance with the guidelines issued under section 77.

The MEMP addresses the mitigation of, preparedness for, response to and recovery from emergencies within the municipality. It is the result of the cooperative efforts of the Municipal Emergency Management Planning Committee (MEMPC) and community input.

The MEMP is a controlled document and should not be reproduced or distributed as it is periodically updated. Person(s) or agencies who copy this document do so at the risk of having an out-of-date version. Application should be made to the MEMPC for inclusion on the distribution list if new or additional copies are required. This Plan has been prepared to be consistent and should be read in conjunction with the *State Emergency Management Plan Victoria* at; https://www.emv.vic.gov.au/responsibilities/semp/

The MEMP describes the emergency management arrangements in place in Moira Shire.

Version No. 6.0

Issued: 12 December 2024

CONTROLLED COPY

DO NOT DUPLICATE

OFFICIAL

Page **8** of **71**

PART ONE - INTRODUCTION

1.1   Municipal Endorsement

The Moira Shire Municipal Emergency Management Plan (MEMP) has been produced pursuant to *Section 77* of the *Emergency Management Act 2013*. The MEMP addresses the mitigation of response to and recovery from emergencies within Moira Shire and is the result of the co-operative efforts of the Municipal Emergency Management Planning Committee.

Document Title	Moira Shire Municipal Emergency Management Plan
Version No.	6
Date of Release	12 December 2024

1.2   Statement of Assurance

A Statement of Assurance (including a checklist and certificate) has been prepared and submitted to the REMPC pursuant to EM Act 2013 (s60AG).

Moira Shire Municipal Emergency Management Plan

Statement of Assurance.

Certificate of Assurance for the Moira Shire Emergency Management Plan

Preparation:

This plan has been prepared in consultation with the Municipal Emergency Management Planning Committee.

I certify that the attached Municipal Emergency Management Plan complies with the requirements of the *Emergency Management Act 2013*, including having regard to the relevant guidelines issued under Section 77 of the Act, to the extent of the outlined attached checklist.

This plan was last fully reviewed on: 14 November 2024

On behalf of the Municipal Emergency Management Planning Committee

Rachael Gadd

Rachael Gadd

Chair

Moira Shire Municipal Emergency Management Planning Committee.

2024

Regional Emergency Management Planning Committee

Hume region

Approval of Moira Shire MEMP

December 12, 2024

Attention: Leah Thompson, EM Coordinator, Moira Shire Council

Leah,

In accordance with S.57(ba) of the Emergency Management Act 2013, I am pleased to confirm that at the November 14, 2024 meeting of the Hume REMPC the Committee approved the Moira Shire Emergency Management Plan 2024.

I'd like to acknowldge the contributions of the Moira Shire MEMPC in developing a comprehensive Plan. Thanks also to members of the Committee for your ongoing commitment to continually improving our collective emergency management capability to enable better outcomes for your community.

Sincerely,

Guy Wilkinson

Chair, Hume REMPC

1.3   Authority

In 2020, the *Emergency Management Legislation Amendment Act 2018* (**EMLA Act**) amended the *Emergency Management Act 2013* (**EM Act 2013**) to provide for new integrated arrangements for emergency management planning in Victoria at the State, regional and municipal levels; and create an obligation for a Municipal Emergency Management Planning Committee (**MEMPC**) to be established in each of the municipal districts of Victoria, including the alpine resorts which, for the purposes of the EM Act 2013, are taken to be a municipal district. Each MEMPC is a multi-agency collaboration group whose members bring organisation, industry, or personal expertise to the task of emergency management planning for the municipal district.

This Municipal Emergency Management Plan (**MEMP**) has been prepared in accordance with the requirements of the EM Act 2013 including having regard to the guidelines issued under section 77, *Guidelines for Preparing State, Regional and Municipal Emergency Management Plans*.

1.4 Plan Assurance and Approval

Assurance

A Statement of Assurance (including a checklist and certificate) has been prepared and submitted to the Hume REMPC pursuant to EM Act 2013 (s60AG).

Approval

This MEMP is approved by the Hume Regional Emergency Management Planning Committee (REMPC).

This MEMP comes into effect when it is published and remains in effect until superseded by an approved and published update.

Plan Review and Updates

To ensure this MEMP provides for a current integrated, coordinated, and comprehensive approach to emergency management and is effective, it is to be reviewed at least every three years or as determined by the MEMPC.

Urgent update of this MEMP is permitted if there is significant risk that life or property will be endangered if the plan is not updated (EM Act 2013 s60AM). Urgent updates come into effect when published on the municipal council website.

This MEMP will be reviewed not later than November 2027.

Planning Context

The reforms within the EMLA Act *brings* consistency to state, regional and municipal plans. Each municipal district or alpine resort management board is required to have a MEMP that is consistent with the relevant Regional Emergency Management Plan (**REMP**) and associated sub plans, and the State Emergency Management Plan (**SEMP**) and associated sub plans.

The MEMP should not replicate the Regional or State levels plans; rather, the MEMP should provide specific information tailored to the municipality's context and risk.

Under the EMLA Act *it* is the multi-agency MEMPC, not solely the municipal council that must prepare and maintain a MEMP. Additionally, the responsibility to approve the MEMP now sits with the REMPC, not municipal councils.

1.5 Objective

The broad objectives of this Plan are to:

- Implement measures to prevent or reduce the causes or effects of emergencies and promote resilience within our communities
- Manage arrangements for the utilisation and implementation of municipal resources in response to emergencies
- Assist the affected community to recover following an emergency
- Complement other local, regional and state planning arrangements.

1.6 Review

Content of this Plan is to be reviewed periodically or after an emergency which has utilised part of this Plan. Organisations delegated with responsibilities in this Plan are required to notify the MEMPC of any changes of detail (e.g., contact information) as they occur.

Amendments are produced and distributed by the MEMPC as required and circulated to the distribution list.

1.7 Testing

The MEMP will be tested on a periodical basis unless there has been activation during the period. This will be done in a form determined by the MEMPC and involve multi agencies. Any procedural anomalies or short falls encountered during exercises or ensuing operations must be addressed and rectified at the earliest

opportunity. It is recognised that the best form of testing is the actual operation during an emergency and the subsequent debrief.

A number of options exist to enable testing of this Plan, these range from debriefs, training and exercises.

Council's Municipal Emergency Management Officer (MEMO) is responsible for overseeing the conduct of and debrief from an exercise as well as maintaining a record of outcomes. Where appropriate the MEMO will ensure debrief, outcomes are reflected in amendments to the MEMP.

1.8 Capability and Responsibilities

The *State Emergency Management Plan* requires each agency to maintain the capability to fulfil its emergency response role and responsibilities. This MEMP contains the actions that agencies will take in the response to and recovery from emergencies in the municipality. It also relies on the ability of all participants to fulfil their obligations under the MEMP.

All agencies with responsibilities under the MEMP have confirmed their capability and commitment to meet their obligations. This is evidenced by the development and endorsement of the MEMP, including revisions, before it is presented to the MEMPC for consideration.

Inquiries relating to the MEMP are to be forwarded to.

MEMP Executive Support
Moira Shire Council

P.O. Box 578

Cobram VIC 3643

info@moira.vic.gov.au

PART TWO – AREA CHARACTERISTICS

2.1   Topography

The Moira Shire is bounded by the Murray, Goulburn, and Ovens Rivers, and is approximately two and half hours' drive or 220 kilometres north of Melbourne. The Shire's economic base is provided through primary industries, predominantly fruit, dairy and beef, with growing tourism and manufacturing sectors. It is a popular holiday and retirement area, incorporating a large part of the Murray Valley. It adjoins Indigo Shire and the Rural City of Wangaratta to the east, the Shire of Campaspe to the west, and Greater Shepparton City Council and Benalla Rural City to the south.

The municipality is an area of 4057 square kilometres and has a population of approximately 30,000, a significant number of whom reside in four urban centres - Cobram, Nathalia, Numurkah, and Yarrawonga.

The municipality is dissected by two major highways. The Goulburn Valley Highway running north-south from Moira Shire and intersects with the Murray Valley Highway in the western side of the municipality. The Murray Valley Highway travels the complete length of the municipality in an east west direction with Yarrawonga, Cobram, and Nathalia adjacent to or intercepted by it.

These road networks are important links to the interstate transport and tourism industries as the main routes used by Melbourne-Brisbane traffic and similarly the Murray Valley Highway (east-west) to connect with the Hume Freeway.

The municipality is serviced by an aerodrome located at Yarrawonga, which is registered in accordance with the Civil Aviation Safety Regulations.

Moira Shire is almost exclusively within the area of the Goulburn Broken Catchment Management Authority. The exception to this is the Ovens River corridor along the eastern border of the Shire, which is within the areas of the North East Catchment Management Authority. Four major waterway systems flow through the Shire – the Murray River, Goulburn River, Ovens River, and Broken Creek system.

The Murray River forms the northern boundary, the Ovens River forms part of the eastern boundary and the Goulburn River forms the western boundary and joins the Murray River to the west of Nathalia. The flows in the Murray and Goulburn Rivers are largely regulated.

The Ovens River is mostly unregulated, with peak flows during winter and spring and low flows during summer. The Lower Ovens River, downstream of Wangaratta, is a declared a Heritage River under the *Heritage Rivers Act 1992*.

The Broken Creek catchment dissects the Shire passing through Tungamah, Katamatite, Numurkah and Nathalia before joining the Murray River at Barmah. The Broken Creek system is a major waterway, with almost all its catchment lying within the Shire.

The major tributaries are the Broken Creek, Nine Mile Creek, Boosey Creek and Sandy Creek, all of which have a high environmental value. Wetlands are a major contributor to the function and health of floodplain and waterway systems.

In Moira Shire wetlands include floodplain billabongs, ephemeral drainage lines and shallow depressions. Most wetlands in the region are ephemeral, occur on private land, are less than 10 hectares in size and occur on floodplains (Goulburn Broken Catchment Management Authority).

The natural vegetation, habitats, wetlands, and waterways in Moira Shire support a diversity of native flora and fauna providing habitat for migratory birds and breeding habitat for threatened species such as the Murray Cod. Significant biodiversity assets in the Shire include;

- Goulburn, Oven and Murray Rivers and floodplains

- Wetlands including the Barmah Wetlands (a RAMSAR listed wetland)
- Remnant woodlands and grasslands
- Broken, Boosey, Nine Mile and Sandy Creeks and tributaries
- Nationally listed species including the Superb Parrot
- State listed species including the Grey Crowned Babbler, Bush Stone Curlew and Yarran Wattle
- Ephemeral drainage lines such as the Muckatah Depression.

The Barmah National Park, in the northwest of the Shire, is one half of the much larger Barmah-Millewa Forest in south-eastern Australia. The Barmah National Park is located on the southern (Victorian) side of the Murray River, while the Millewa National Park is located on the northern (New South Wales) side of the Murray River.

This larger Barmah-Millewa Forest complex is a triangle shaped area of land, located between Echuca in Victoria, Tocumwal in New South Wales and Deniliquin also in New South Wales. The roughly 70,000-hectare Barmah-Millewa Forest is the largest single stand of River Red Gum *(Eucalyptus camaldulensis)* forest in the world. It is a high value area for its ecological, recreational, scientific, cultural and aesthetic values.

The majority of Moira Shire lies in the 'Victorian Riverina' and 'Murray Fans' bioregions and forms part of the Goulburn-Broken catchment. Across the catchment, 97% of the native vegetation has been cleared. The agricultural land throughout the municipality has basically flat topography and much of it is irrigated with water predominately from the Goulburn and Murray River systems via an extensive system of irrigation channels operated by the Goulburn Murray Water Authority.

Land in the Moira Shire region is approximately 90% privately owned with the remaining land public land managed by the Department of Environment, Land, Water and Planning, Parks Victoria, Goulburn Broken and North East Catchment Management Authorities and Moira Shire Council.

The agricultural land throughout the municipality is basically flat topography. The northern and central areas are serviced by extensive irrigation from the Goulburn and Murray Rivers via an extensive irrigation channel network, the southern and western areas are predominantly dry land farming. Extensive timber lines are adjacent to each of the river systems and further timbered country is adjacent to the township of Barmah in the north west of the municipality.

2.2   Climate

Moira Shire is characterised by a temperate climate with cool winters. Average rainfall is approximately 450mm through most of the municipality although generally, average rainfalls are higher in the east.

Summer temperatures average approximately 30-31 C° during the day throughout most of the municipality and night-time summer temperatures are between 13-14.5 C°. Winter maximums average around 14 C° and minimums around 3.5 C°.

Climate Change

Victoria has already become warmer and drier – a climate trend likely to continue into the future through:

- increase in temperatures year round
- more hot days and warm spells
- fewer frosts
- less rainfall in winter and spring south of the Divide; less rainfall in autumn, winter and spring north of the Divide
- more frequent and more intense downpours
- more harsh fire weather and longer fire seasons.

These climatic changes will be a contributing factor on the frequency and severity of bushfires, heatwaves, floods and drought.

Climate change projections from the CSIRO and the Bureau of Meteorology suggest that the future climate of Moira Shire may be characterised by:

- Generally warmer weather, with more very hot days (over 35/40°C) and fewer frosts. Average annual temperatures are projected to increase by 1.5-2.9°C by 2070
- Reduced rainfall in all seasons, with the greatest decrease expected to occur in spring and winter. Annual average rainfall is projected to fall by between 6 and 10% by 2070 and occur on fewer rainy days
- Extreme rainfall and other storm events that are more intense
- Increased potential evaporation across all seasons
- Reduced flows in the Murray River and its major tributaries. Worst case projections are for flows to decline by 40-51% by 2055.

The climate is likely to become increasingly erratic with higher occurrences of heat waves, storms and frosts. These climatic changes will be a contributing factor on the frequency and severity of emergencies in the future.

Industry
Moira Shire makes up a large part of Victoria's productive food bowl. Agriculture is the primary land use in the municipality which encompasses major irrigation centred on the Goulburn Murray Irrigation District and extensive dry land farming areas.

Tourism is a major industry in the Shire, the primary focus of tourism activity being a focus on and around the Murray River including its associated attractions such as Lake Mulwala and the Barmah Forest area.

2.3   Demography
The Moira Shire has a population of approximately 30,522 (Australian Bureau of Statistics 2021). A significant number reside in four urban centres - Cobram, Nathalia, Numurkah, and Yarrawonga.

The Yorta Yorta Nation Aboriginal Corporation is recognised as the Registered Aboriginal Party for the land comprising Moira Shire. Historically, the majority of the municipality was included in the Yorta Yorta Nation with eight tribes occupying Moira Shire and surrounding areas. Aboriginal and / or Torres Strait Islander people make up 2.1% of the population.

The indigenous history of the Moira Shire is evident in many of the place names that are still used today. Moira is thought to be the indigenous name for the area, used to describe the numerous reedy lagoons to be found there. Other indigenous place names include;

Barmah	= meeting place	Tungamah	= brush turkey
Bundalong	= joined	Waaia	= crow
Kotupna	= wiry grass	Wunghnu	= boomerang
Picola	= rushing water	Yarroweyah	= strong wind

The Moira Shire has many registered cultural heritage places including Aboriginal historical places, burials, artefact scatters, earth features, low density artefact distributions, object collections, a quarry, scarred trees and shell middens. The environment was, and remains, extremely important to Indigenous Australians and is central to their culture. Cultural heritage sites are densest along the rivers.

Emergency Management Victoria is working with agencies and stakeholders to improve the emergency management sector's understanding and application of measures to protect Aboriginal Cultural Heritage before, during and after emergencies.

Registered Aboriginal Parties have important roles and functions in managing and protecting Aboriginal Cultural Heritage. For further information refer to:
http://www.vic.gov.au/aboriginalvictoria/heritage/registered-aboriginal-parties.html

2.3.1 Profile and Social Characteristics of Townships

In addition to the demographic profile of the municipality, individual profile and social characteristics have been developed for the townships of;

Barmah	Bearii	Bundalong	Cobram
Invergordon	Katamatite	Katunga	Koonoomoo
Nathalia	Numurkah	Picola	St James
Strathmerton	Tungamah	Waaia	Wilby
Wunghnu	Yarrawonga	Yarroweyah	Kotupna

The individual Profile and Social Characteristic of each township is available by contact Moira Shire Council.

Understanding vulnerability can help to shape emergency management planning and the deployment of resources. Visitors to the municipality or members of the community can become vulnerable due to being isolated by their geographic location, socioeconomic situation, interruption to or loss of normal services and/or their mental and physical health.

2.3.2 Transient Population

The Moira Shire municipality has a large transient population that can be attributed to industries including tourism and horticulture. This influx of visitors can add complexities when planning for and responding to emergencies.

Tourism

For the purposes of this Plan, tourism has been separated into two categories;
➢ Domestic and international visitors
➢ Recreational visitors to parks and reserves (camping).

Recreational Visitors to Parks and Reserves (Campers)

This demographic is a significant contributor to the increase in transient population to the municipality, predominantly over the summer months and in particular the school and public holiday periods.

These visitors are recreational users of parks, reserves and associated river systems, the main ones being;

River Murray Reserve	Includes the Yarrawonga, Cobram and Tocumwal Regional Parks and the Ulupna Island area - approximately 9000 hectares in area of River Red Gum Woodlands and Floodplains. Multiple entrances accessible from the Murray Valley Highway.
Lower Ovens Wildlife Reserve	Approximately 700 hectares in area of River Red Gum Woodlands and Floodplains. Entry points from the Murray Valley Highway east of Bundalong.
Barmah National Park	Approximately 28500-hectare park extending along the Murray River from Strathmerton to Barmah. Multiple entrances accessible from the Murray Valley Highway

Parks Victoria, in partnership with stakeholders, has developed and maintains an Emergency Management Plan for the Northern Hume - Parks Area for the planning, response and recovery from emergencies within parks and reserves.

2.4   Municipal Maps
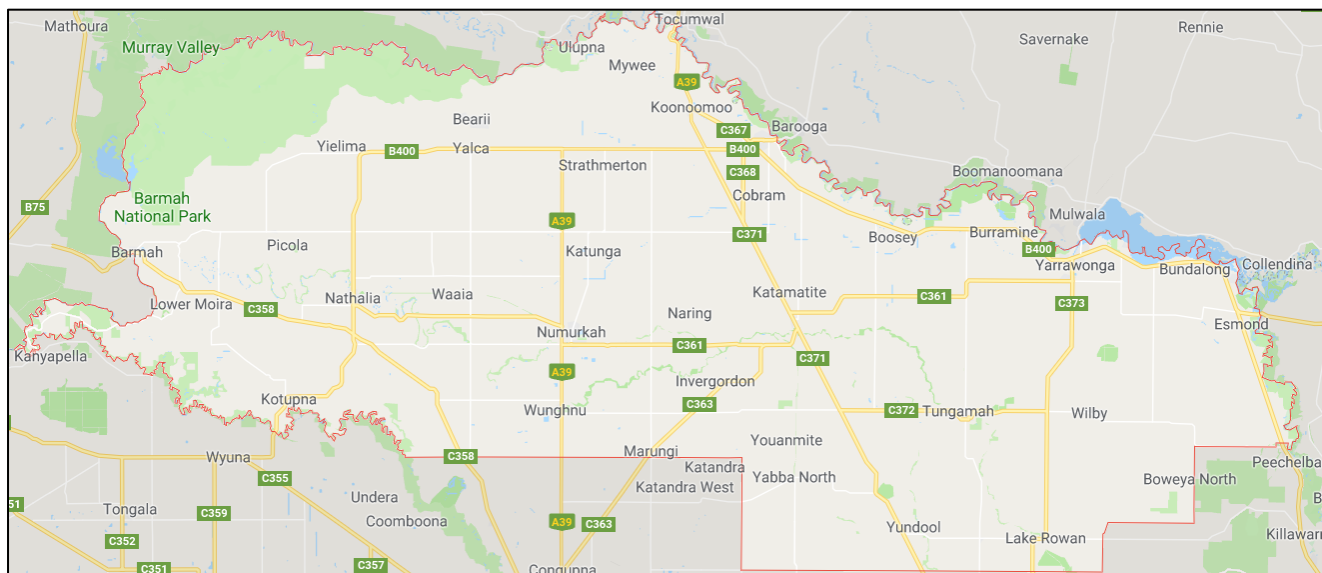
Council has a Geospatial Information System which is available on request via Councils Municipal Emergency Management Officer or Recovery Manager.

2.5   History of Emergencies

Flood
The most significant history of emergencies within the Moira Shire area is flood related. The Murray and Goulburn Rivers have a long history of flood events dating back to last century, as does the Broken Creek which dissects the shire.

Storms
Significant windstorms have impacted on this Municipal area over a number of years, with varying degrees of damage and property loss, the potential is ever present for this type of incident.

Fires
Fire risk throughout the municipality is present throughout the entire year. In recent history there have only been a small number of major fires. Fire risk throughout the municipality includes:
➢ Structure fires:
    o Residential or dwellings
    o Industrial/commercial.
➢ Rural:
    o Public land
    o Agricultural environment.

Because of the strong growth which takes place from time to time in the areas of forest contained in the Barmah Forest and on Ulupna Island, there is a regular threat of major grass and bushfires during the summer periods. The change in farming practices and reduction of irrigated land also increases risk for grassfires.

Road Accidents
Motor vehicle accidents, particularly trucks/transports also have a significant history of occurrence on the Goulburn Valley Highway (between Numurkah and Tocumwal) and the Murray Valley Highway.

Version No. 6.0

Issued: 12 December 2024

CONTROLLED COPY

DO NOT DUPLICATE

OFFICIAL

Page 17 of 71

Recent Emergencies

The recent emergencies affecting the municipality include;

Date	Emergency
February 2010	Flash flooding in and around the Numurkah area causing minor damage to a small number of residences in the low-lying area of the Numurkah Township.
March 2010	Severe storm event affected the Waaia – Wunghnu area, causing damage to residential properties and rural farm sheds.
January 2011	This flood followed an extended wet weather period with major flooding along the lower Goulburn River in September 2010 and moderate flooding in December. While minor flood flows occurred along the lower Goulburn and higher than normal flows were experienced in the Murray River, the Broken Creek catchment further west experienced major flooding.
26 February 2012	Heavy rain began to fall; as a result, a severe weather warning for flash flooding was issued for most of the state, including the South West, North Central, Northern Country, Wimmera, Mallee, Central, West and South Gippsland and North-East forecast districts.
1 March 2012	Minor flooding occurred in the Goulburn River downstream from Shepparton while major flooding (indicative of 1% AEP event) occurred across the Broken Creek catchment. Significant flows originated in the upper Broken and Boosey creek catchments and in the Muckatah Depression. Record flooding resulted at Tungamah, Katamatite, Numurkah and Nathalia as well as at Wunghnu and St James. Some local flooding occurred at Yarrawonga and Cobram, a result in some instances of flash flooding.
21 March 2013	At approximately 8:00 pm, a category F3 tornado with winds between 250 km per hour and 300 km per hour crossed north-east Victoria up to the border of New South Wales, impacting Koonoomoo, Rutherglen, Cobram, Yarrawonga, Bundalong, Euroa and Mulwala.
9 February 2014	Three separate grass fires combined into one resulting in excess of 10,000 Ha being burnt. The "Wunghnu Complex" fire started to the South West of Wunghnu and extended North and East bypassing the township of Numurkah.
16 December 2014	Lightning strikes ignited a number of fires across Victoria on 16 December 2014 which resulted in a number of significant fires that affected three local government municipalities. The fires resulted in the loss of homes, farm equipment and outbuildings, stock and crops.
2014 calendar year	Activations of the Municipal Recovery arrangements in response to single incident house fires.
February 2015	Activation of the Moira Shire Council Heatwave Plan in response to the issuing of Heat Health Alerts.
26 August 2015	Gas leak High Street Cobram that disrupted part of the CBD.
1 November 2015	A series of severe storms stretched from southern Queensland through NSW down to Echuca. The storm damaged homes and buildings in the Nathalia and Strathmerton area; in the Strathmerton township 15 houses were severely damaged to the point of being uninhabitable.
December 2015	Activation of the Moira Shire Council Heatwave Plan in response to the issuing of Heat Health Alerts.
2015 calendar year	Activations of the Municipal Recovery arrangements in response to single incident house fires.
23 February 2016	The Murray Regional Algal Coordinating Committee issued a Red Alert warning for blue green algae in the Murray River from Cobram to Barham. The algae bloom extended to and affected the Murray River from Lake Hume to Murrabit including rivers and irrigation channels connecting with the Murray River. In the Moira Shire Council this included the Murray Valley Irrigation area, Broken and Nine Mile Creeks. The Red Alert warning remained in place to 24 June 2016.

January, February & March 2016	Activations of the Moira Shire Council Heatwave Plan in response to the issuing of Heat Health Alerts.
June-October 2016	Above average rainfall resulted in Victoria experiencing its second wettest September on record, with the state's northeast hardest hit by major flooding in mid-September. Flooding and a severe storm event affected 48 Local Government Areas and caused significant property and road damage. The Moira Shire was affected along the Murray River from Bundalong to Ulupna Island, including the evacuation of Ulupna Island. More than 50 council managed roads were closed as a result of water inundation.
December 2016	Activations of the Municipal Heatwave Plan in response to Heat Health Alerts issued.
January & February 2017	Activations of the Municipal Heatwave Plan in response to Heat Health Alerts issued.
1 December 2017	Widespread rainfall beginning on 1 December 2017 affected most of Victoria. The worst affected locations were in the weather forecast areas of the Northern Country, North East and North Central. While there was no confirmed above floor inundation to residential homes flood water inundated both public and private owned land. A large number of council managed roads were closed or damaged by flood water or rainfall.
19 December 2017	Widespread rainfall, strong winds, hail and flash flooding on the evening of 19 December 2017 affected most of Victoria. The worst affected locations were in the weather forecast areas of the North-West, Northern Country, North East and North Central. Wide spread damage included damage to homes and buildings, trees, power poles and lines. At the height of the storm 110,000 properties were without power. Power outages were experienced throughout the municipality and broader Goulburn Valley area. The main impact was from tree debris, the recovery continued into the middle of January 2018 to complete.
2017 calendar year	Activations of the Municipal Recovery arrangements in response to single incident house fires.
January 2018	Activations of the Municipal Heatwave Plan in response to Heat Health Alerts issued.
December 2018	Activations of the Municipal Heatwave Plan in response to Heat Health Alerts issued.
2018 calendar year	Activations of the Municipal Recovery arrangements in response to non-Major emergencies.
January 2019	Activations of the Municipal Heatwave Plan in response to Heat Health Alerts issued.
February 2019	COVID 19 a novel virus took the world by surprise and is still ongoing this is a virus that mutates and impacts the respiratory system causing both short and long term affects. Due to the contagious nature of this virus many have been impacted having to isolate
October 2022	A significant rainfall event occurred across the Goulburn Broken catchment from Wednesday 12 to Friday 14 October. Heavy and persistent rainfall fell across much of the catchment, river, and creek systems. With 48-hour rainfall totals exceeding 200mm in some areas. There were further rainfall events across southern NSW and the Upper Murray catchments that also triggered major flooding on the Murray system. Large parts of the shire equating to approximately 70% with infrastructure being inundated for a prolonged period extending from early October well into December.

3.1　Victorian Emergency Management Arrangements

This MEMP supports holistic and coordinated emergency management arrangements within the region. Where possible, this plan does not conflict with or duplicate any other in-force emergency management plans that exist. It is consistent with and contextualises the SEMP and REMP for the Hume Region. **This MEMP should be read in conjunction with the SEMP and the Hume Region REMP.**

Councils have responsibilities under the framework as they are the closest level of government to communities and have access to specialised local knowledge about the environmental and demographic features of their municipalities. People will naturally seek help from their local Council and emergency management agencies during emergencies and the recovery process.

The EM Act 2013 also established the following positions and functions:

➢ The State Crisis and Resilience Council
○　An emergency management advisory body responsible for providing advice to the Minister for Police and Emergency Services on emergency management policy and strategy.

➢ The Emergency Management Commissioner
○　Responsible for coordinating the response to major emergencies (including ensuring appropriate control arrangements are in place) and operating effectively during Class 1 and Class 2 emergencies.

➢ The Chief Executive of Emergency Management Victoria
○　Responsible for the day-to-day management of Emergency Management Victoria.

➢ The Inspector-General for Emergency Management
○　Responsible for developing and maintaining a monitoring and assurance framework and evaluating the performance of the sector.

Bushfire Recovery Victoria was established in January 2020 as a dedicated and permanent Victorian Government agency to coordinate recovery from the 2019-20 Eastern Victorian bushfires. In late 2022, Bushfire Recovery Victoria transitioned to Emergency Recovery Victoria (ERV) as a permanent and comprehensive recovery entity.

ERV works with Council and emergency management sector partners to support local communities to plan for and recover from disasters. ERV lead recovery coordination for state and regional levels under four recovery environments:

•　Natural
•　Social
•　Built
•　Economic

With a regional presence across the state, ERV may provide support to local governments impacted by emergencies.

The Department of Families, Fairness and Housing (DFFH) have emergency management responsibilities and policies that aim to build resilience and minimise the impact on Victorians, especially the most disadvantaged.

Key supporting Policies include:

- The *Vulnerable People in Emergencies Policy*. This policy covers the key activities of:
  - Planning for vulnerable people in emergencies:
    - Funded agencies have a responsibility to encourage and, where necessary, support clients (who meet the definition of a vulnerable person) to undertake personal emergency planning.
  - Vulnerable Persons Registers:
    - Funded agencies are asked to consider and screen clients to identify people who should be listed on a Vulnerable Persons Register Identification of facilities housing vulnerable people:
    - Municipal councils are required to develop and maintain a list of facilities where vulnerable people are likely to be situated.
- The Department of Families, Fairness and Housing's Health and Human Services Sector *Emergency Preparedness Policy*. This policy supports the emergency preparedness and response arrangements of facility-based and home-based health and human services operating in Victoria.

Agency Roles: Individual agencies performing specific tasks in response to emergencies according to their legislated role, obligations, and administrative arrangements. Agencies roles are set out in the SEMP.

Communications: Communications relates to communicating to the public, reporting to government, and communicating with stakeholder agencies during emergencies.

As set out in the State Emergency Response Plan, communications responsibilities vary depending on the class of emergency:
- The **Emergency Management Commissioner** is responsible for public, stakeholder and government communications for Class 1 and Class 2 emergencies and is supported by the appropriate control agency. Agency commanders keep their agency chain of command appraised of their situation. Agencies and municipal councils will also assist with the relaying of public information via their electronic media applications.
- The **Chief Commissioner of Police** is responsible for public, stakeholder and government communications for Class 3 emergencies. This includes all warnings and public information. Agency commanders keep their agency chain of command appraised of their situation. Municipal councils will also assist with the relaying of public information via their electronic media applications.
- The **Incident Controller** is responsible for public, stakeholder and government communications. **Agency Commanders** keep their agency chain of command appraised of their situation. Agencies and municipal councils will also assist with the relaying of public information via their electronic media applications.

Consequence Management: Consequence management should inform and be a precursor to relief and recovery planning and activities.

Consequence management involves the coordination of activities of agencies with a role in delivering services to communities, with the aim of minimising adverse consequences of emergencies on communities. The Emergency Management Commissioner is responsible for consequence management for major emergencies. In Hume Region, the lead for consequence management is the REMPC.

During a major emergency, all agencies including critical infrastructure providers may need to activate their business continuity arrangements to manage the adverse consequences of the emergency on their area of responsibility.

Control Agencies: The SEMP nominates the primary control agency responsible for responding to each specific form of emergency**.**

Controllers: There are three levels of controllers'; State, Regional and Incident. Incident Controllers are appointed to manage the response to the specific emergency dependent on the 'Class' of emergency. For State and Regional controllers' roles and responsibilities refer to the State Emergency Response Plan.

Emergency Management Liaison Officer: Support agencies may provide or may be requested by an Emergency Response Coordinator or Controller to provide an Emergency Management Liaison Officer(s) at the state, regional or incident level.

An Emergency Management Liaison Officer (EMLO):
- Represents the agency in the relevant control centre
- May represent the agency at the Incident Emergency Management Team or Regional Emergency Management Team, if the relevant agency commander is unable to attend (not the State Emergency Management Team, where a senior agency representative is required to attend)
- Should be empowered to commit, or to arrange to commit, the resources of the agency to respond to an emergency
- Provides advice in relation to the role and activities of the agency
- Should maintain ongoing communications with the agency.

Where an EMLO cannot be deployed to a particular location, the role may be from a remote location, for example through a teleconference or video conferencing link.

Emergency Response Coordinators: Regional (RERC) and Municipal (MERC) are appointed members of Victoria Police responsible for coordinating agencies and resources to support the response to emergencies affecting the Hume Region or municipal district, in this context, the Moira Shire.

Emergency Response Facilities: Emergency response facilities are named based on the function they support; control centre, command centre or coordination centre.

The level of activation of a facility could range from a single workstation to a full centre facility, with escalation according to the nature and scale of the emergency.

Class 1 and some types of Class 2 emergencies are managed from the Regional Control Centre (RCC) and either an Incident Control Centre (ICC), mobile command vehicle, site office or other location.

Class 2 and other emergencies, depending on the size, type and nature may be managed from an agency specific location.

Incident Control Centre (ICC): A facility to manage emergencies that can be activated in readiness for or in response to emergencies. Contain both the Incident Management Team (IMT) and Emergency Management Team (EMT) and form part of the state and regional network of control centres used to manage both Class 1 and Class 2 emergencies.

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

Support Agencies: The SEMP nominates key support agencies for the response to each emergency. However, all agencies may be support agencies during major emergencies. This may be in relation to the agency performing a specific response, relief, or recovery function, or for ensuring the continuity of its normal services during a major emergency, as part of consequence management

3.1.1 Functional Responsibilities by Class of Emergency

Full definitions of the classes of emergencies are contained in the State Emergency Response Plan, however, they are briefly summarised below:

Class 1 Emergencies
➢ a major fire; or ➢ any other major emergency for which the Fire Rescue Victoria (FRV), the Country Fire Authority (CFA), DEECA Department of Energy, Environment and Climate Action or the Victoria State Emergency Service Authority is the control agency under the State Emergency Response Plan.
Class 2 Emergencies
A major emergency which is not: ➢ a Class 1 emergency; or ➢ a warlike act or act of terrorism; or ➢ a hi-jack, siege or riot. (Examples of Class 2 emergencies include human pandemic and animal pandemic; the focus of these emergencies is often on consequence management).
Class 3 Emergencies
A warlike act or act of terrorism, or a hi-jack, siege, or riot. Class 3 emergencies may also be referred to as security emergencies.

3.1.2 Classes of Emergencies

The SEMP explains in detail the roles and responsibilities for the different classes of emergencies however they are briefly described in the tables below:

Class 1 Emergencies:

	Response coordination	Control	Command	Consequence management	Communication
State	Emergency Management Commissioner (liaises with RERCs and MERCs through the SPLO[11])	State Response Controller	Agency chain of command	Emergency Management Commissioner (State Consequence Manager) All agencies	Emergency Management Commissioner (supported by the line of control)
Region	RERC	Regional Controller		All agencies	
Incident	MERC/IERC	Incident Controller		All agencies	

Version No. 6.0

Issued: 12 December 2024

CONTROLLED COPY

DO NOT DUPLICATE

OFFICIAL

Page **23** of **71**

Class 2 Emergencies:

	Response coordination	Control	Command	Consequence management	Communication
State	Emergency Management Commissioner (liaises with RERCs and MERCs through the SPLO)	Class 2 State Response Controller	Agency chain of command	Emergency Management Commissioner (State Consequence Manager) All agencies	Emergency Management Commissioner (supported by the line of control)
Region	RERC	Regional Controller (if appointed)		All agencies	
Incident	MERC/IERC	Incident Controller (if appointed)		All agencies	

Class 3 Emergencies:

	Response coordination	Control	Command	Consequence management	Communication
State	Chief Commissioner of Police	VicPol chain of command	Agency chain of command	Emergency Management Commissioner (State Consequence Manager) All agencies	Chief Commissioner of Police
Region	RERC			All agencies	
Incident	MERC/IERC			All agencies	

Non-Major Emergencies (formal response):

	Response coordination	Control	Command	Consequence management	Communication
State	Emergency Management Commissioner (liaises with RERCs and MERCs through the SPLO)	-	Agency chain of command	-	-
Region	RERC	-		-	-
Incident	MERC/IERC	Incident controller		All agencies	Incident controller

Version No. 6.0

Issued: 12 December 2024

CONTROLLED COPY

DO NOT DUPLICATE

OFFICIAL

Page **24** of **71**

Non-Major Emergencies
Small events that meet the definition of 'emergency' where an agency formally responds to an emergency and the arrangements for managing a major emergency are not yet in place or are not required; such as where the emergency can be resolved using local resources and significant consequences to the community are not anticipated.

3.1.3   Emergency Management Teams

The most important collaboration in response to an emergency is the Emergency Management Team. The establishment and operation of emergency management teams is determined by *Emergency Management Team Arrangements – for all emergencies (December 2014) –* available from Emergency Management Victoria; https://www.emv.vic.gov.au/responsibilities/incident-management/emergency-management-team-arrangements-2014

The SEMP also explains in detail the role and responsibilities for the different tier team structures. The following is a summary of emergency management teams at regional and municipal levels.

Emergency Management Team Structure – regional and incident (municipal) tiers:

	Primary function supported by a team			
	Control	Response Coordination		Relief and recovery coordination
		Communications	Consequence management	
Regional tier	Regional Control Team **	Regional Emergency Management Team **		
Incident tier	Incident Management Team (major emergencies)	Incident Emergency Management Team (major emergencies)		Municipal Recovery Planning Committee or equivalent*
	Incident Emergency Management Team (non-major emergencies)			

*Established as required

Regional tier team:

Team	Primary function supported by a team	Team members
Regional Control Team	**Control** To support regional controllers, perform the regional control function	**Chair:** • Regional Controller, where only one is appointed • A Regional Controller or the Regional Emergency Response Coordinator where more than one Regional Controller is appointed **Members:** • Regional Controllers • Regional Emergency Response Coordinator (VicPOL) • Regional Recovery Coordinator (ERV) • Commanders of the key support agencies
Regional Emergency Management Team	**Coordination** To support the Regional Emergency Response Coordinator and Regional Controllers (where appointed) to; • Raise awareness of the emergency across the whole of government • Identify and manage strategic risks and consequences	**Chair:** • Regional Controller, where only one is appointed • A Regional Controller or the Regional Emergency Response Coordinator where more than one Regional Controller is appointed • The Regional Emergency Response Coordinator where no Regional Controller is appointed **Members:** • The people at the regional tier responsible for performing the coordination, control, consequence management, recovery and communication functions

Team	Primary function supported by a team	Team members
	• Develop a regional strategic plan outlining high level actions of all agencies	for major emergencies that are anticipated or occurring • Regional tier functional representatives of a wide range of agencies responsible for delivering public services • Municipal Council Emergency Management Liaison Officer • Individual agencies or representatives of business/industry/community groups, as appropriate, for specific emergencies

The team structure applies regardless of the number and class of emergencies being managed, although the chair and membership of each team may vary.

The Regional Control Team/Regional Emergency Management Team activates in response to a major emergency, where one is anticipated or to ensure readiness for major emergencies.

Incident (municipal) tier team (major emergency):

Team	Primary function supported by a team	Team members
Incident Management Team	**Control** To support an Incident Controller to perform their control function. The Incident Controller will establish an Incident Management Team (IMT) where they require assistance to perform their control function. The IMT is usually part of the AIIMS incident management system adopted by the agency for the specific class of emergency and which should be based on; • Flexibility • Management by objectives • Functional management • Unity of effort • Span of control	**Chair:** Incident Controller **Members:** Members of the control and support agencies providing the Incident Controller with support in functions that could include; • Planning • Intelligence • Public information • Operations • Investigation (VICPOL) • Logistics • Finance
Incident Emergency Management Team	**Coordination** The Incident Emergency Management Team (not part of the AIIMS doctrine) focus is on managing the effect and consequences of the emergency. An Incident Emergency Management Team for a major emergency will meet formally and should locate in an incident control centre. Some representatives may need to attend by teleconference.	**Chair:** • Incident Controller, where only one is appointed • Municipal/Incident Emergency Response Coordinator, where there are several classes of emergency, with several incident controllers appointed, or where there is no Incident Controller appointed. **Members:** • Incident Controller • Municipal/Incident Emergency Response Coordinator • Agency Commanders • Health Commander (AV) • Municipal Council Emergency Management Liaison Officer • Agency/community/business representatives as appropriate

Version No. 6.0

Issued: 12 December 2024

CONTROLLED COPY

DO NOT DUPLICATE

OFFICIAL

Page **26** of **71**

For a major emergency, an Incident Management Team and an Incident Emergency Management Team support the Incident Controller. The Incident Emergency Management Team for a major emergency has a wider membership and a broader focus on consequence management than one established for a non-major emergency.

Incident (municipal) tier team (non-major emergency):

Team	Primary function supported by the team	Members The chair and membership will vary according to the class and specific form of emergency
Incident Emergency Management Team	Control and Coordination To plan and coordinate the actions of the agencies responding to the emergency. For non-major emergencies, the Incident Emergency Management Team (IEMT) will usually locate near the incident scene.	Chair: • Incident Controller • The Incident Emergency Response Coordinator, where there is no incident controller appointed. Members: • Incident Controller • Incident Emergency Response Coordinator • Agency commanders

3.2 Hume Region Emergency Management Arrangements

Planning for both response and recovery at the regional level is required because emergencies can affect multiple municipalities, and because many services provided by State Government agencies are administered and delivered at a regional level. Planning for both response and recovery at the regional level are aligned to the State's geographical regions.

Hume Region has an integrated approach to emergency management planning and has combined the response and recovery planning committees into a single regional emergency management planning committee.

Regional committees provide a critical link between municipal and state planning committees.
The role, structure and framework of these committees are consistent with the SEMP.
The Hume Regional emergency management arrangements are:
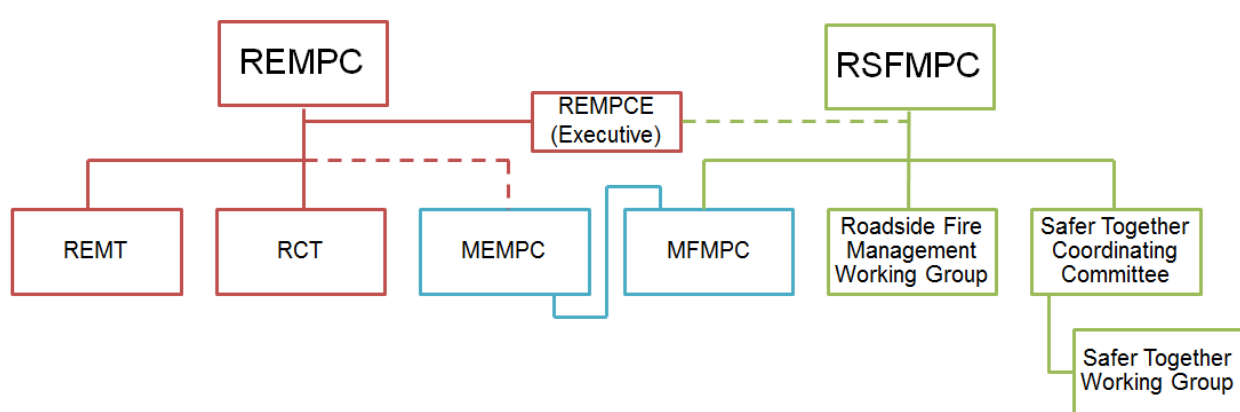
The **Hume Regional Emergency Management Planning Committee (REMPC)** coordinates emergency response, relief and recovery planning within the Hume Region. Part of the role of the committee includes ensuring that a regional emergency response plan and a regional recovery plan, and supporting framework, are prepared, maintained and adopted.

The **Hume Regional Strategic Fire Management Planning Committee** coordinates fire management planning within Hume Region. The responsibilities of the committee include the Hume Regional Strategic Fire Management Plan and supporting framework within the region.

The **Hume Regional Control Team** is responsible for preparing a readiness plan for 7-day periods. The plan focusses on immediate challenges and does not describe underlying seasonal risks or 'business as usual'. The challenges relate to emergencies, community activity and agencies. They may be new or existing.

The plan's primary audience is the Regional Emergency Management and Control Teams. The plan may also inform readiness planning at state and incident level.

The Victoria State Emergency Service is responsible for developing and maintaining the Hume Regional Flood and Storm Plan.

The Moira Shire MEMPC, Fire Management Planning Committee (MFMPC) and Council are actively involved in the Hume Regional emergency management committees and processes.

Regional Emergency Response Coordinator (RERC)

The role of Regional Emergency Response Coordinator (RERC) is identified in the *Emergency Management Act 2013*. The Chief Commissioner of Police appoints a RERC for each region.

This role is responsible for bringing together agencies and resources within a region to support the response to emergencies.

The RERC communicates with the Emergency Management Commissioner through the State Police Liaison Officer (SPLO).

The role of the RERC is to:

- Coordinate resources or services within the emergency response region, consistent with the provisions of the *Emergency Management Act 2013*.
- Monitor control arrangements for emergencies across the region to ensure they are effective.
- In the event of uncertainty, determine which agency is to perform its statutory response role within a region, in accordance with the requirements of the SEMP *roles and response tables*, where more than one agency is empowered to perform that role.
- Where necessary, ensure the Regional Controller has formed and is chairing the Regional Emergency Management Team; where there are multiple disparate emergencies in the Region, form and chair this team.
- Monitor the provision of information and warnings to affected communities.
- Source resources and services requested by the MERC and escalate requests unable to be fulfilled by the region to the Emergency Management Commissioner through the SPLO.
- Ensure the Regional Controller/s develop a regional strategic plan for the management of the emergencies within the region.
- Ensure the Regional Recovery Coordinator has been notified of the emergency to ensure relief and recovery measures are in place.
- Monitor the provision of relief across the region, in collaboration with the Regional Recovery Coordinator.
- Consider registration of persons affected by the emergency.
- Monitor the need to declare an emergency area.
- Provide the State Police Liaison Officer with information or advice on issues relating to the control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.
- Ensure the Regional Control and Emergency Management Teams conduct an operational debrief, where necessary, after a period of activation.

3.3   Municipal Emergency Management Arrangements

3.3.1   Municipal Emergency Management Planning Committee (MEMPC)

The MEMPC is responsible for formulating and reviewing the MEMP which sets out arrangements for prevention of, response to, and recovery from emergencies within the municipality.

The role of the MEMPC is to:

- Develop and maintain the MEMP for consideration by the REMPC
- Assist in analysing and evaluating emergency related risks
- Determines the need for a MFMPC in accordance with the SEMP
- Helps produce risk treatment strategies
- Prepares risk specific response and recovery plans for the municipality.

The MEMPC operates as a planning committee and not as a reporting committee. It is a member of and is represented on the REMPC.

The MEMP documents the outcomes of the planning process conducted by the MEMPC. 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 arrangements for emergencies, to promote community safety and resilience.

The Municipal Emergency Management Planning Committee (Executive Core) for Moira Shire comprises;

Ambulance Victoria	Ambulance Victoria Representative
Australian Red Cross	Community Partnership Officer
Emergency Recovery Victoria	Regional Recovery Manager
Country Fire Authority	Country Fire Authority Commander
Department of Energy, Environment and Climate Action	Representatives including FFM, PV and AgVic
Department of Families, Fairness and Housing	Manager Emergency Management
Department of Health	Senior Emergency Management Officer
Goulburn Murray Water	Representative
Goulburn Valley Water	Representative
North East Water	Representative
Moira Shire Council	o Municipal Emergency Management Officer (MEMO) o Municipal Emergency Management & Recovery Officer (Deputy MEMO/MRM) o Municipal Recovery Manager (MRM) o Emergency Management Coordinator
Victoria Police	Municipal Emergency Response Coordinator
Victoria State Emergency Service	Operations Officer - Emergency Management

Membership of the Full Stakeholder Committee or any subcommittee may comprise representatives from the following organisations in addition to the Executive Core Committee. The Full Stakeholder Committee meets annually.

- Community group representatives
- Critical infrastructure and service providers in the municipality as needed (e.g., CMA, utility service providers, Regional Roads Victoria, etc.)
- Department of Transport
- Department of Jobs, Precincts and Regions
- Health and medical representatives
- Local community groups involved in emergency management
- Local industry representatives
- Local recovery agency representatives
- Local representatives of other relevant agencies as needed
- Maritime Services Board NSW

- Moira Shire Council
  - Municipal Emergency Manager Officer & Deputies
  - Municipal Recovery Manager & Deputies
  - Chief Executive Officer
  - Other council roles as needed
- New South Wales Police
- New South Wales emergency management representatives
- Salvation Army
- St John Ambulance
- Victorian Council of Churches Emergency Ministry

The development and maintenance of this Plan includes information and advice from the membership of this Committee/s.
Membership of the Committee is reviewed on an annual basis to ensure continuing relevance to the Plan.
Terms of Reference for the Committee have been agreed and developed and will be reviewed annually.

Municipal emergency management sub-committees are to stand up when there is a need these include;

- Municipal Fire Management Planning Committee
- Municipal Flood Management Planning sub committee

3.3.2 Municipal Emergency Response Coordinator

The role of MERC is determined by the *EM Act 2013*. The Chief Commissioner of Police appoints a member of Victoria Police to this role for each municipal district for Moira Shire, this position is the Station Commander, Cobram Police Station.

This position must sit on the MEMPC.
 Any Control Agency requiring municipal support will request that support through this position who will pass on all relevant requirements to the MEMO.

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

The roles and responsibilities of this position include;
- Maintain a presence at the place where control is being exercised and represent the Municipal Emergency Response Coordinator (MERC)
- Ensure effective control is established and maintained
- Arrange for the provision and allocation of resources requested by control and support agencies and escalate unfulfilled requests to either the Municipal or Regional Emergency Response Coordinator
- Ensure timely warnings and information are provided to the community and support agencies by the control agency
- Ensure the Incident Controller has developed and issued an Incident Action Plan (including objectives and strategies for managing the incident)
- Consider the need for declaration of an emergency area

3.3.3 Municipal Councils

The Sourcing Supplementary Response Resources Practice Note clarifies the policy and procedures governing the sourcing of supplementary emergency resources by Control Agencies.

In line with capacity, capability and contractual constraints, councils will endeavour to provide council-managed resources in line with the request. The use of some resources may be charged to the requesting agency, or time limited, due to the expense or nature of the operation, or safety considerations.

Municipal Resources

Municipal Councils are responsible for the provision, management, and coordination of municipal (Council) resources in support of the response to, and recovery from emergencies. Municipal resources are those owned by or under the control of Council. Council is also responsible for the coordination of community or 'Other Resources' in response to, and recovery from emergencies.

Requests for the use of Council resources will also include prioritisation of the need to retain the use of municipal resources to continue providing services to community.

Other Municipal Council Roles and Activities

Other roles activated during emergency response, relief and recovery activities are described in their relevant part or sub-plan of this Plan.

Within Council, emergency management operates across the organisation including;

Land use planning	Compliance
Environmental health	Regulatory services
Infrastructure management	Animal management
Public health and wellbeing	Information technology
Event management	Risk and business continuity
Municipal Building Surveyor	Communications and marketing

3.4   Council's Emergency Management Arrangements

The following are Council's key emergency management arrangements and capacity.

3.4.1   Emergency Management Coordination Group (EMCG)

Councils EMCG is responsible for coordinating Council's emergency management arrangements.

The EMCG is responsible for developing, implementing and maintaining the emergency management arrangements for Council and functions detailed in this Plan.

The committee comprises Councils emergency management roles of:
* MEMO
* MRM
* Emergency Management Coordinator
* Others co-opted as required.

One of the EMCG's committee's primary functions is to work with and ensure that Council continues to provide services to the community throughout the duration of an emergency.

Where appropriate the Committee or part thereof will convene in anticipation of or in response to an emergency and determine what level of activation is required.

The functions of this Committee may be carried out in consultation with:
* The MERC, with respect to the coordination and provision of resources, including where necessary, escalation to regional level
* The Control Agency
* The Regional Recovery Coordinator/Manager
* Councils Business Continuity arrangements.

3.4.2 Emergency Management Administration Support Officer

Council has appointed the Emergency Management Administration Support Officer to the position of Executive Officer to the Municipal Emergency Management Planning Committee.

The role of the Executive Officer is to manage the process of the Committee meetings; this includes but is not limited to;

- Proposing meeting dates to the chair
- Sending out invitations/reminders via email to the Committee
- Preparing and distributing agendas on behalf of the Committee
- Meeting minute taking and distribution on behalf of the Committee
- Follow up action items to ensure those made responsible have actioned them
- Act as the caretaker of the Plan and custodian of the planning process
- Actioning planning amendments identified during the planning process and Committee meetings
- Managing the process of Plan amendment distribution
- Confirming regular updates of the contact lists and other sections of the Plan
- Recording outcomes of the risk management process and subsequent reviews
- Municipal Emergency Coordination Centre Manager
- Update and distribute the Plan as required
- Other emergency management related duties as determined by Council.

3.4.3   Municipal Emergency Management Officer (MEMO)

Council has appointed a Municipal Emergency Management Officer (MEMO) for the municipality in accordance with the *SEMP (page 64) s59G of the EM Act 2013*. This role is responsible for the effective management of Council's emergency management activities as outlined in the SEMP.

The roles and responsibilities of this position include;

- Coordinate a range of risk reduction activities to ensure maximum efficiency and synergy is obtained
- Liaise with the community on all safety matters and support staff and groups designated to deal with specific risks
- Track the progress of risk treatment programs
- Ensure the MEMP is effective and current
- Ensure that municipal resources are utilised effectively in an emergency, for response and recovery activities
- Coordinate the emergency management activities of, and liaise closely with, the Emergency Management Coordinator, MRM and MFPO
- Ensure that a Municipal Emergency Coordination Centre can be activated at short notice in event of an emergency
- Arrange meetings of the MEMPC and/or the EMCG as appropriate during an emergency
- Maintain effective liaison with all regional, state or Commonwealth emergency related agencies servicing the municipal district
- Ensure that an effective contact base is maintained so that municipal resources can be accessed on a 24-hour basis
- Ensure that arrangements with contractors to provide response or recovery support during an emergency are agreed to and documented in advance of such events
- Ensure that appropriate operating procedures and processes are developed, documented and tested by those required to use them during an emergency, and that suitable training takes place
- Ensure that appropriate procedures, processes and systems are in place to record and monitor any Council expenditure specifically applicable to an emergency
- Ensure that applications for expenditures eligible for assistance from State sources are submitted to appropriate agencies
- Ensure that debriefing sessions are held for any response and recovery operation after an emergency to examine effectiveness of this Plan, and upgrade it as necessary
- Keep the Council and Chief Executive Officer informed on emergency management activities

Version No. 6.0

Issued: 12 December 2024

CONTROLLED COPY

DO NOT DUPLICATE

OFFICIAL

Page **32** of **71**

3.4.4   Deputy MEMO/MRM

Council has implemented a combined Deputy MEMO/MRM role for the municipality and has appointed members of staff who are trained with extensive knowledge of the municipality. This is a on call roster after hours position.

The roles and responsibilities of this position include:
- Coordinate municipal resources in emergency response
- Provide Council resources when requested by emergency services or police during response activities
- Maintain effective liaison with emergency agencies within or servicing the municipality
- Maintain an effective contact base so municipal resources can be accessed on a twenty-four-hour basis
- Liaise with the MEMO and MRM on the best use of municipal resources
- Organise a response debrief if requested by the MERC
- Ensure procedures and systems are in place to monitor and record expenditure by the Council in relation to emergencies
- Coordinate municipal and community resources for relief and recovery
- Establish priorities for the restoration of community services and needs
- Liaise, consult and negotiate with recovery agencies and Council on behalf of the affected area and Community Recovery Committees
- Perform other duties as determined.

A database of Council owned resources, non-Council owned resources and contractors is maintained and managed by this position.

3.4.5   Municipal Recovery Manager (MRM)

Council has appointed a Municipal Recovery Manager (MRM) for the municipality in accordance with the *SEMP (page 67) s59H of the EM Act 2013*.

The roles and responsibilities of this position include;
- Coordinate municipal and community resources for relief and recovery
- Establish priorities for the restoration of community services and needs
- Liaise with the MEMO on the best use of municipal resources
- Establish an information and coordination centre at the municipal offices or a location more appropriate to the affected area
- Liaise, consult and negotiate with recovery agencies and Council on behalf of the affected area and Community Recovery Committees
- Liaise with the Regional Recovery Committee and Department of Families, Fairness and Housing
- Undertake other specific recovery activities as determined
- Assist with collating and evaluating information gathered in the post-impact assessment.

This position may delegate duties to provide for effective management of recovery functions to the Deputy MEMO/MRM.

3.4.6   Emergency Management Coordinator

Council has appointed the Emergency Management Coordinator. This position is Deputy MEMO – Strategic and Secretariat to the MEMPC.

The role of the Secretariat is to manage the process of the MEMPC meetings. This includes but is not limited to:

- Proposing meeting dates to the chair
- Sending out invitations/reminders via email to members
- Preparing and distributing agendas on behalf of the MEMPC
- Meeting minute taking and distribution on behalf of the MEMPC
- Follow up action items to ensure those made responsible have actioned them
- Act as the caretaker of the MEMP and custodian of the planning process

- Actioning planning amendments identified during the planning process and MEMPC meetings
- Managing the process of MEMP amendment distribution
- Confirming regular updates of the contact lists and other sections of the MEMP
- Recording outcomes of the risk management process and subsequent reviews
- Update and distribute the MEMP as required
- Other emergency management related duties as determined by Council.
- Liaise with the community on safety matters and support staff and groups designated to deal with specific risks
- Assist with the tracking and progress of risk treatment programs
- Ensure this MEMP is effective and current
- Assist with coordination of the emergency management activities of, and liaise closely with, the MRM and MFPO
- Ensure that a Municipal Emergency Coordination Centre can be activated at short notice in event of an emergency
- Arrange meetings of the MEMPC and/or the EMCG as appropriate during an emergency
- Maintain effective liaison with all regional, state or Commonwealth emergency related agencies servicing the municipal district
- Assist with appropriate operating procedures and processes are developed, documented and tested by those required to use them during an emergency, and that suitable training takes place
- Assist with appropriate procedures, processes and systems are in place to record and monitor any Council expenditure specifically applicable to an emergency
- Ensure that applications for expenditures eligible for assistance from state sources are submitted to appropriate agencies
- Ensure that debriefing sessions are held for any response and recovery operation after an emergency to examine effectiveness of the MEMP and upgrade it as necessary.

3.4.7   Municipal Fire Prevention Officer (MFPO)

Council has appointed the Local Laws Coordinator as the Municipal Fire Prevention Officer for the municipality. This position may delegate duties to provide for effective management of fire prevention functions to deputies as required.

The roles and responsibilities of this position include:
- Undertake and regularly review Council's fire prevention planning and plans (together with the Municipal Fire Management Planning Committee if one exists)
- Liaise with fire services, brigades, other authorities and councils regarding fire prevention planning and implementation
- Advise and assist the Municipal Emergency Management Planning Committee (or Municipal Fire Management Planning Committee) on fire prevention and related matters
- Ensure this Plan contains reference to the Municipal Fire Management Plan
- Report to Council on fire prevention and related matters
- Carry out statutory tasks related to fire prevention notices and infringement notices
- Investigate and act on complaints regarding potential fire hazards
- Advise, assist and make recommendations to the general public on fire prevention and related matters
- Assist in facilitating community fire safety education programs and support Community Fireguard groups in fire-prone areas. Support fire services in the delivery of community fire safety education programs.

3.4.8   Municipal Building Surveyor

Council has an appointed Municipal Building Surveyor and forms part of Council's emergency management framework. Emergency management functions relate to ensuring the appropriate actioning, and response to requests, during and after an emergency by:

- ensuring that the requirements of the *Building Act 1993* regarding the safety of buildings and persons are administered
- surveying and providing advice as required regarding buildings and structures.

The Municipal Building Surveyor has various instruments available to administer and enforce the safety and building standards, these include:

- Emergency orders:

    The Municipal Building Surveyor may make an emergency order if of the opinion that the order is necessary because of a danger to life or property arising out of the condition of a building.

- Building notices:

    The Municipal Building Surveyor or a private building surveyor may cause a building notice to be served if of the opinion that:

    o the building or place is unfit for occupation or for use, or
    o The building or land is a danger to the life, safety or health to the public or person using the building or land.

- Building orders—minor work:

    The Municipal Building Surveyor may make a building order requiring building work if of the opinion that the work required to be carried out is of a minor nature.

In the event of an emergency the Municipal Building Surveyor will:

- Determine the resources required to manage the administration and enforcement of safety and building standards in the municipality.
- Determine the resources required to manage business continuity.
  NOTE: Resources required are dependent upon the scope or scale of the emergency and may include contract Building Inspectors or Building Surveyors to support Council's Building Surveyors.
- Inspect or cause to be inspected damaged buildings or buildings that have the potential to be damaged.
- Identify hazards and take appropriate action.
- Document the inspection process and outcomes.
- Provide advice as required regarding buildings and structures to the MEMO, Council, relevant authorities and the community.
- Assist with the expeditious processing and approval of applications for the reconstruction and replacement of residences and other buildings.

3.4.9 Environmental Health Officers
Council has entered into an agreement with a contractor to provide an environmental health service to fulfil the needs of the municipality and to protect the health of the community through minimising public health risks. The agreement includes an after-hour service to respond to priority environmental/public health incidents and emergencies.

In relation to emergency management, an Environmental Health Officer may have a role in:
- Food surveillance
- Inspection of food handlers and food distribution outlets
- Food sabotage
- Infectious disease surveillance and investigation
- Disinfection (concurrent (immediate) or terminal (at end of isolation))
- Water (purity and quantities)
- Waste collection and disposal (putrescible, dry, indestructible, sullage and toilet waste)
- Vermin and vector control
- Sanitation (toilets, showers, washing facilities)
- Accommodation (adequate size, suitability)
- Disposal of dead stock and animals

- Zoonotic diseases (those transferred from animal to humans)
- Siting and layout of campsites
- Water, land and/or air pollution
- Collection and dissemination of information on public health issues
- Development of Public Health Notices
- Emergency management planning.

3.4.10 Emergency Management Liaison Officer

Council has appointed a number of Council officers to the position of Council Emergency Management Liaison Officer (EMLO).

If an emergency has the potential to or has impacted the municipality a Council officer performing this role forms part of an emergency management team at the regional and/or incident level. There will be circumstances where the role is performed by teleconference.

This position provides a communication link that enables Council, through the emergency management roles, and an emergency response facility to exchange information. This role maintains situational awareness and information relating to the emergency to inform consequence management, relief and recovery requirements, community information, Council services and impact assessment.

In the event of an emergency Council's Emergency Management Coordination Group will nominate a Council officer to participate in the emergency management team.

Other arrangements

Other Council functions that link to emergency management include;
- Flood intelligence and studies
- Maintenance works associated with vegetation management, roads, bridges, drains, culverts and infrastructure
- An after-hour service that includes responding to calls relating to animal management and concerns for Council owned or managed land (tree removal, clearing blocked drains, damage to roads and road related areas etc)
- Road closures and determining alternative routes

3.4.11 Municipal Partnerships, Strategies and Plans

Local Government's role in preparing for risks is central and partnerships, strategies and plans are implemented based on detailed knowledge of the local community, its characteristics, strengths, vulnerabilities and a detailed appreciation of the risks faced by the community.

Council and the emergency response and recovery agencies that operate within its boundaries recognise they have a key role in preparedness activities.
To complement the emergency management process Council enforces and continues reviewing existing policies in land use, building codes and regulations, urban planning, community safety and health.

To achieve this Council promotes the social, economic and environmental viability and sustainability of the municipality; ensures that resources are used efficiently and effectively, and that services and facilities are accessible and equitable.

It undertakes community consultation, engagement and planning to reduce the likelihood of emergencies and to build community resilience and capacity to recover from events that do occur. Council achieves this through strategic partnerships and the development of a range of policies and strategies that tie to emergency management. These include;
- Murray River Group of Councils
- Hume Municipal Emergency Management Enhancement Group
- Hume Region Emergency Management Planning Committee

- Municipal Association of Victoria's *Protocol for Intercouncil Emergency Management Resource Sharing*
- Goulburn Valley Regional Collaborative Alliance *Municipal Emergency Management Resource Sharing Memorandum of Understanding*
- Moira Shire Council Municipal Flood Emergency Plan
- Moira Shire Municipal Wellbeing For All Ages Strategy
- Moira Shire Municipal Heatwave Plan

PART FOUR – PREVENTION / MITIGATION ARRANGEMENTS

...mitigation consists of measures taken in advance of, or after, an emergency aimed at decreasing or eliminating its impact on society and the environment... (COAG, Natural Disasters Report)

4.1   Overview

The guiding principle which drives risk mitigation at all levels is to lessen the likelihood of an incident or reduce its consequences. The process used is called 'emergency risk management' and involves the;

- Assessment of the degree to which the risk can be eliminated;
- Assessment of the degree to which the risk can be treated through the reduction of likelihood or the reduction of potential consequences; and
- The implementation of those risk treatments.

The emergency response, relief and recovery agencies and organisations within the municipality recognise they have a role in risk management (mitigation) activities to reduce the risk or minimise the effects of emergencies that may occur within the municipality.

The community also have a responsibility to understand their vulnerability to risks and build resilience to reduce the consequences of emergencies.

The MEMPC has the responsibility of carrying out risk assessment reviews to identify existing and potential risks.

4.2   Community Emergency Risk Assessment (CERA)

The Victorian legislation and ministerial guidelines require Victorian emergency management planning committees to use an emergency risk management process consistent with the ISO 31000 *Risk management – Principles and guidelines.*

To comply with this requirement the Committee uses a risk assessment program called the Community Emergency Risk Assessment (CERA) for considering and improving the safety and resilience of their community with regard to hazards and emergencies when making evidence-based judgements about local risk priorities.

The CERA framework aims to understand the likely impacts of a range of emergency scenarios (hazards) upon community assets, values and functions, providing an opportunity for multiple community impacts and consequences to be considered and enabling collaborative risk treatment plans and emergency preparedness measures to be described.

The outputs of the assessment process are then used to inform emergency management planning, introduce risk action plans and ensure that communities are aware of, and better informed about, hazards and the associated emergency risks that may affect them.

4.2.1   CERA Process

The CERA process comprises of five step framework which includes Risk Assessment and Risk Treatment. The CERA process underpins this Plan by providing a mechanism for the identification of hazards, the determination of risks associated with those hazards and how those risks are to be managed. The CERA process aims to reduce the incidence and impact of risks within the community by identifying the risks that face the community, assessing the vulnerability of those at risk and providing options, treatments and/or elimination of the risks.   It acknowledges that some risks will span municipal boundaries.

Step 1 – Establish the Content

- Establish the objectives of the CERA process.

- Define how CERA will benefit and respond to the needs of community, regional and state level stakeholders.
- Define the approach and identify key participants.
- Define the risk assessment criteria that will be used.
- Develop a municipal profile.

Step 2 – Identify Emergency Risks
- Through primary and secondary sources, identify and review potential emergency risks.
- Based upon historical data, loss events and other relevant analysis (VFRR, IFMP etc) select a short list of risks for further assessment relative to the municipality.

Step 3 – Analyse Emergency Risks
- Estimate ratings of consequence, likelihood and mitigation/preparedness for each risk.
- For each risk – determine high-level changes required, if any, in collaborating with other municipalities and state-level agencies.
- For each relevant share attribute group, facility and/or location – estimate the level of action, if any, relative to emergency risks.

Step 4 – Evaluate Emergency Risks
- Review the preliminary analysis to determine the extent of actions to be taken relative to risks and/or shared attribute groups.
- Determine if further, in depth analysis is required for certain risks and/or shared attribute groups.
- Determine best approach, resources and participants required to develop specific actions relative to each risk.

Step 5 – Treat Emergency Risks
- Determine specific actions for improving controls and preparedness, generally.
- Define specific actions to enhance collaboration with other communities and/or state level agencies.
- Determine specific actions to better control/mitigate the risk and related impacts, particularly across shared attribute groups.
- Leverage the results of the CERA to inform this Plan and other related documents/processes.

The outcomes of this process are subject of review by the MEMPC. A summary of the current risks identified for the Moira Shire through this process are:

Risk	Consequence	Likelihood	Overall Rating	Control Agency	Risk Mitigation Plans/Controls
Bushfire - Large Regional	Major	Possible/ Likely	**High**	CFA DEECA PV	Hume Regional Strategic Fire Management Plan Moira Shire Council Municipal Fire Management Plan
Flood - Major	Major	Possible/ Likely	**High**	VicSES	North East (Hume) Region Flood and Storm Sub Plan Moira Shire Council Municipal Flood Emergency Plan
Extreme Temperatures - Heatwave	Major	Possible/ Likely	**High**	EMC-EMV	Moira Shire Heatwave Plan

Version No. 6.0

Issued: 12 December 2024

CONTROLLED COPY

DO NOT DUPLICATE

OFFICIAL

Page **39** of **71**

Human Epidemic/ Pandemic	Major	Possible/ Likely	**Medium**	DH	Moira Shire Council Pandemic Plan
Blue Green Algae	Moderate	Possible/ Likely	**Medium**	DEECA	GM Water – Blue Green Algae Regional Coordination Plan
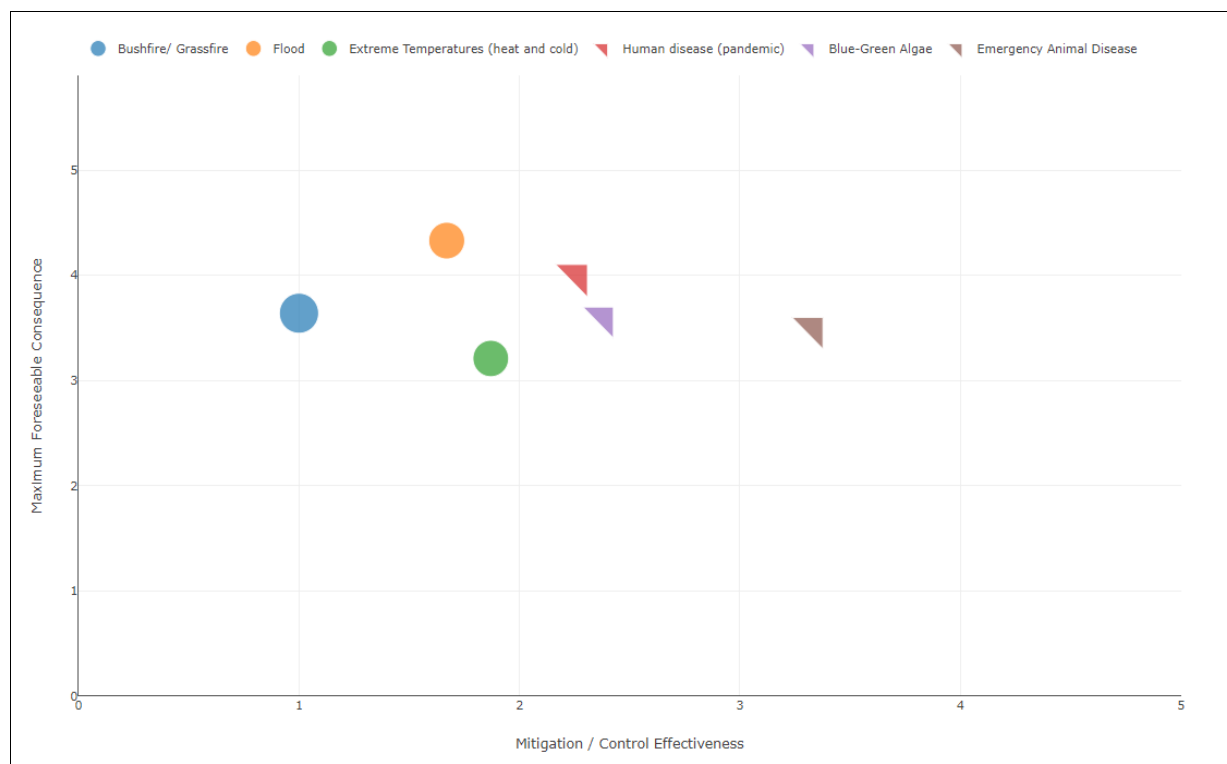
CERA heat map

4.2.2 Risk Review

The risks should be reviewed on an annual basis and as a result of any significant event.

4.3   Council's Prevention and Preparedness Activities

The Moira Shire Council recognises it has a role in prevention and mitigation activities to reduce the risk, or minimise the effects, of emergencies that may occur in the municipality.

Council incorporates a whole of community approach to develop and participate in a range of plans and initiatives to prevent and prepare for emergencies. These activities take many forms and include legislation, risk management, programs and plans and much of the work is integrated within everyday business and activities. A large component of this involves education to increase community resilience and capability for when emergencies occur.

Council, together with emergency management services and agencies, actively engage the community through a range of mechanisms including community programs and projects, media releases, advertisements, Council's website and Service Networks.

PART FIVE – RESPONSE ARRANGEMENTS

....*activities which activate preparedness arrangements and plans to put in place effective measures to deal with emergencies and disasters if and when they do occur...(*Emergency Management Australia)

5.1   Overview

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

The State Emergency Management Priorities are:
- Protection and preservation of life is paramount. This includes;
  o   Safety of emergency services personnel
  o   Safety of community members including vulnerable community members and visitors/tourists located within the incident area.
- Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members make informed decisions about their safety.
- Protection of critical infrastructure and community assets that supports community resilience.
- Protection of residential property as a place of primary residence.
- Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability.
- Protection of environmental and conservation assets that considers the cultural, biodiversity and social values of the environment.

5.2   Victorian Emergency Management Response Arrangements

5.2.1   Activation

Victoria's emergency management arrangements at state, regional and incident tiers are in effect at all times and do not require specific, formal activation.
The Incident Controller undertakes initial and ongoing assessments of the emergency and applies resources as necessary in accordance with the arrangements.

The Incident Controller considers the current and potential impacts and consequences of an emergency, and advises the relevant response support agencies, relief and recovery agencies as well as the Emergency Response Co-ordinator as soon as possible.
Council's activation is consistent with these arrangements. Council can be notified of an emergency, either potential or occurring, via the state, regional or incident tiers and its role is consistent with the arrangements in the *SEMP*.

5.2.2   Operational Roles and Responsibilities
Agency Roles
Victorian emergency response operational arrangements are underpinned by individual agencies performing specific tasks in response to emergencies according to their legislated role, obligations and administrative arrangements.

Control Agencies
Control agencies for response are consistent with the functional responsibilities and the State Emergency Management Plan arrangements.

Support Agencies
Support agencies for response are consistent with the functional responsibilities and the State Emergency Management Plan arrangements.

5.2.3   Functions
Emergency response management is based on the functions of command, control and coordination.

In meeting the objectives of emergency management in Victoria, those performing the control, command and coordination functions need to include:

- **Consequences -** The management of the effect of emergencies on individuals, the community, infrastructure and the environment
- **Communication -** The engagement and provision of information across agencies and proactively with the community to prepare for, respond to and recover from emergencies
- **Community Connection -** The understanding of and connecting with trusted networks, trusted leaders and all communities to support resilience and decision making.

Command, Control and Coordination

Relationship between control, command and coordination in emergency response at incident, regional and state tiers.
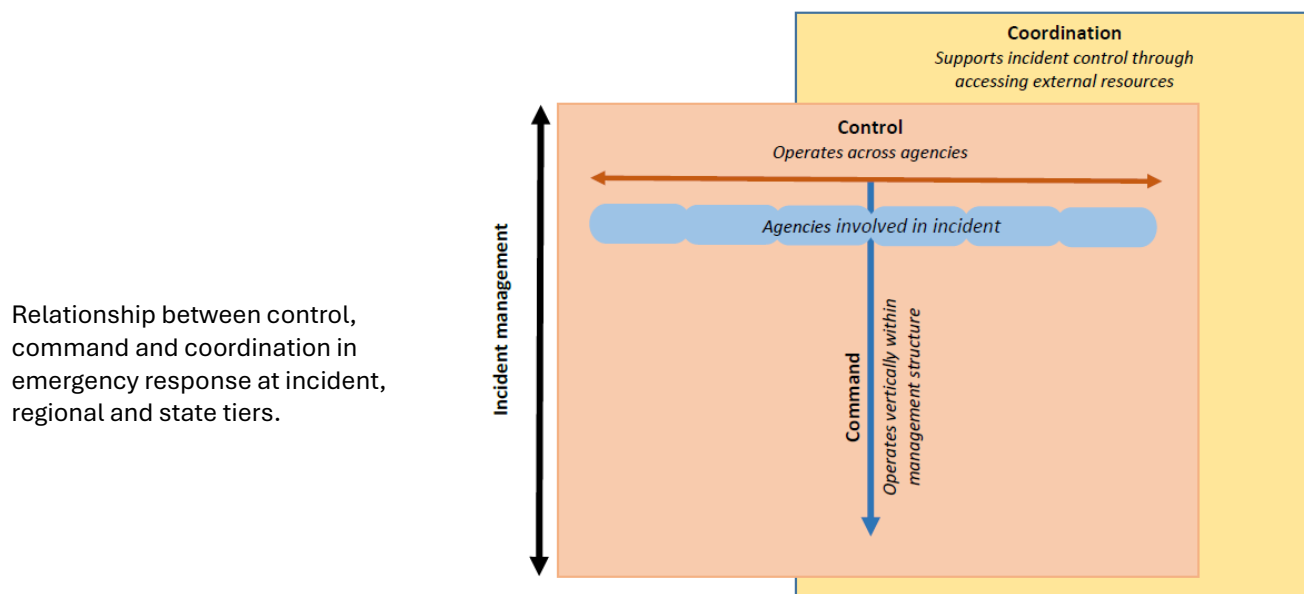
Command

Command is the internal direction of personnel and resources, operating vertically within an agency. Each agency has a 'chain of command', which is the agency's organisational hierarchy that identifies the link between each individual and their supervisor.

Each agency responding to an emergency must identify the commanders responsible for supervising agency personnel and the agency chain of command. Commanders escalate and provide direction on agency issues through the agency chain of command.

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

Control

Control is the overall direction of response activities in an emergency, operating horizontally across agencies. In Victoria, authority for control is established in the State Emergency Response Plan, with the details listed in the *State Emergency Management Plan*.

Controllers are responsible for leading all agencies responding to the emergency. Specific arrangements apply to the appointment of controllers for Class 1 and Class 2 emergencies and for fires other than for a major fire.

The 'line of control' refers to the line of supervision for those appointed to perform the control function and this relates to the specific class of emergency. Controllers escalate or provide direction on control issues through the line of control.

There may be some complex emergencies which require only the coordination of the consequences of the emergency across a number of agencies with shared accountability and which do not require controllers.

Coordination

Coordination is the bringing together of agencies and resources to ensure effective response to and recovery from emergencies.

Response coordination

Emergency Response Coordinators bring together agencies and resources to support the response to emergencies. Broadly, their functions are to ensure:

- Effective control arrangements have been established and are maintained to manage the response to emergencies
- Effective information sharing
- The necessary resources are accessed to support the response to emergencies.

Recovery coordination

Emergency Recovery Coordinators/Managers bring together agencies and resources to support the provision of relief and recovery from emergencies.

Emergency Management Teams

The people and agencies with roles and responsibility for responding to emergencies work together in teams at the state, regional and incident tiers to ensure a collaborative and coordinated whole of government approach to the management of emergencies at each tier.

5.2.4   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. It also should include the return of the affected community. 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 may be undertaken by individuals, families and households on their own volition and independent of advice, or it may be after an assessment of information provided by a Control Agency.

Evacuations may be pre-warned or immediate depending on the circumstances.

The decision to recommend to 'evacuate' is made by the Incident Controller/Control Agency. Victoria Police is responsible for the coordination of evacuation in consultation with the Control Agency. Consideration must be given to the area, which is to be evacuated, the route to be followed, the means of transport and the location to which evacuees will be asked to attend.

Agencies and organisations with a role in the evacuation process include;
- The Incident Controller/Control Agency
  - Considers and recommends evacuation in consultation with Victoria Police and other agencies and experts as needed
- Victoria Police
  - Manages the withdrawal, shelter and return stages of the evacuation in consultation with the Incident Controller and others as needed
- Ambulance Victoria
- Support Agencies
- Municipal Councils
- Regional Roads Victoria
- Country Fire Authority
- Australian Red Cross
- Department of Health
- Department of Families, Fairness and Housing
- Department of Education and Training

Version No. 6.0

Issued: 12 December 2024

CONTROLLED COPY

DO NOT DUPLICATE

OFFICIAL

Page **43** of **71**

The five stages in the evacuation process are;

➢ **Decision** – the decision to recommend that people evacuate is made by the Incident Controller. In making this decision, the Incident Controller should, if time permits, consult with police and consider other expert advice. This may not always be possible.

➢ **Warning or Recommendation** – applied to evacuations, messages to the community will be either a warning to affected people that they prepare to evacuate or a recommendation that they evacuate immediately. The Incident Controller is responsible for authorising and issuing these messages to the community.

➢ **Withdrawal** – is the removal of people from a dangerous or potentially dangerous area to a safer area. The Victoria Police Evacuation Manager is responsible for managing the withdrawal from the affected area which includes developing an evacuation plan which clearly identifies activities, timelines, roles and responsibilities of any agencies involved. This will include consultation with other agencies involved.

➢ **Shelter** – Emergency Shelter provides for the temporary respite of evacuees. It may be limited in facilities but should provide security and personal safety, protection from the climate and enhanced resistance to ill health and disease. Emergency Shelters in the context of evacuation may include;
  o Assembly areas which cater for people's basic needs
  o Emergency Relief Centres
  o Tents and other impermanent structures
  o Other places of relative safety.

➢ **Return** – the final stage of the evacuation process involves the return of people to the place from which they were evacuated. The Incident Controller makes the decision to advise people that they can return to the affected area in consultation with police and other relevant agencies. The Evacuation Manager is responsible for planning and managing the return of evacuated people with the assistance of other agencies where required. This may include authorising the release of messages regarding the return to the community in consultation with the Incident Controller.

Once the decision to evacuate has been made, the MEMO and MRM should be contacted to assist. They will provide advice regarding the most suitable Emergency Relief Centre, potential staging areas or assembly points and other resources that may be required (e.g., public health, emergency relief considerations or requirements and special needs groups).

Evacuation plans for specialised services in the municipality such as hospitals, schools, rooming houses, aged care facilities, kindergartens and shopping centres are the responsibility of the site managers. Facilities containing Vulnerable People (i.e., aged care facilities) form part of the *Vulnerable People in Emergencies* Policy.

The Victorian Evacuation Guidelines are in the *State Emergency Management Plan*.

5.2.5   Medical and Public Health

If the normal medical services within the municipality are unable to cope in an emergency, the State Health Commander is responsible for the activation of the State Health Emergency Response Arrangements (SHERA).

Council's Environmental Health Services will monitor public health and effect control or remedial measures as necessary. This may involve frequent assessment inspections of the site of the emergency and may require assistance from the Department of Health and / or neighbouring municipalities.

During emergencies if required, Department of Health will issue any community emergency Warnings or Alerts via Emergency Management Victoria. The Department of Health will provide Council and the community with technical health safety advice before, during and after an emergency.

The State Health Emergency Response Arrangements can be found at:

https://www2.health.vic.gov.au/emergencies/shera

The State Health Emergency Sub-Plan, can be found at;

https://www.emv.vic.gov.au/responsibilities/semp-sub-plans/semp-health-emergencies-sub-plan

5.3   Role of Municipal Councils

Council has a responsibility to manage its assets and provide services to the community and as such provides a service to support the community outside of normal business hours.

Council also has a role in the response phase, consistent with the functional responsibilities and Emergency Management Team arrangements.

The scale and consequences of an emergency will determine Council's level of activation internally and involvement in an Emergency Management Team.

5.3.1   Management of Municipal Resources

Council is responsible for the provision, management, and coordination of municipal (Council) resources in support of the response to and recovery from emergencies. Municipal resources are those owned by or under the control of Council. Council is also responsible for the coordination of community or 'other resources' in response to, and recovery from emergencies.

Management and coordination of municipal resources also includes prioritisation by Council to retain the use of resources to continue providing services to community.

5.3.2   Requesting Municipal Resources

The procedure for obtaining supplementary resources is described in Part 3 of the *State Emergency Management Plan*. This should be read in conjunction with the practice note *Sourcing Supplementary Response Resources from Municipal Councils*. As the needs and efforts of the emergency escalate, or resource requirements outstrip what is available locally, the request for supplementary resources can be escalated to regional, state, commonwealth, interstate or internationally.

Further reference and guidance are available at;
- *State Emergency Management Plan*.
- Emergency Management Victoria/Municipal Emergency Management Enhancement Group, *Sourcing Supplementary Emergency Response Resources from Municipal Councils*.
- Supplementary Resource Process flow chart, *State Emergency Management Plan*.

5.3.3 Supplementary Responses
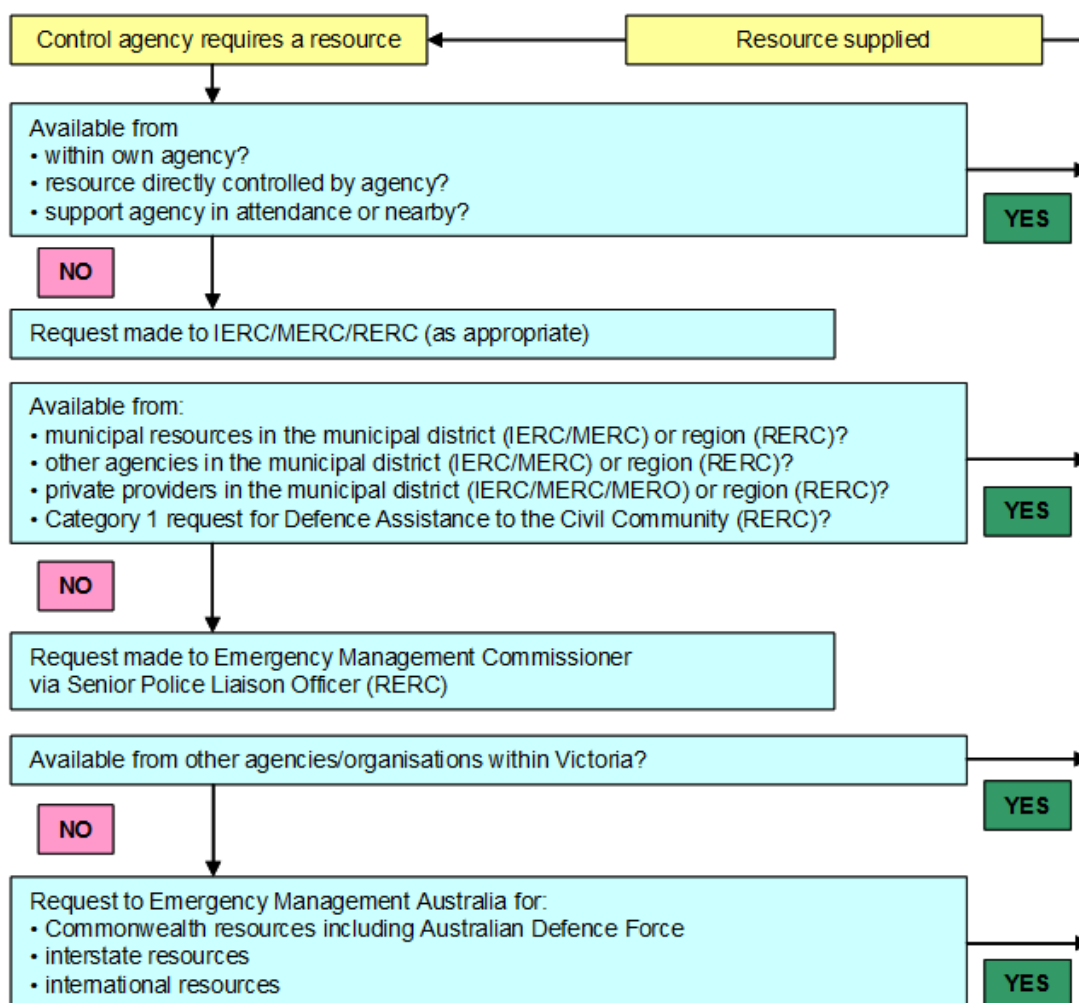
Source: EMV MEMEG Sourcing Supplemntary Emergency Response Reseources from Municipal Councils V 3.2

5.4 Council's Response Arrangements

5.4.1 Municipal Emergency Coordination Centre

A Municipal Emergency Coordination Centre (MECC) is a facility at which Council staff can be brought together to coordinate Council and community resources and services in response to and recovery from an emergency. It will maintain an awareness of the emergency and consequences through the Emergency Management Team arrangements.

The scale of activation will vary and can include in a virtual environment from any location deemed appropriate if the incident is relatively straight forward. Factors including the type, scale, consequence and duration of an emergency will determine the level and type of activation and will be decided by Councils Emergency Management Coordination Group.

It may also become operational in support of a neighbouring municipality.

In the event of a large and protracted emergency event the facility will activate at one of two locations.

The **primary facility** for an emergency coordination centre for the Moira Shire is:

- o **Moira Shire Council Main Administration Centre**
  44 Station Street

Version No. 6.0

Issued: 12 December 2024

CONTROLLED COPY

DO NOT DUPLICATE

OFFICIAL

Page **46** of **71**

Cobram

The **secondary facility** for an emergency coordination centre, in the event the primary location becomes unserviceable, is:

- o **Numurkah Community Learning Centre**
  99 Melville Street
  Numurkah

5.4.2 Operations Centre
The centre established by an agency for the command / control functions within their own agency.

Council may establish an operations centre, if necessary, to control its own resources in an emergency.

5.4.3 Emergency Relief
Emergency relief provides for the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency.

5.4.4 Financial Considerations
The MEMO is responsible for the coordination of municipal resources and has full delegated powers to deploy and manage Council's resources during emergencies.

During the relief and recovery phase, the MRM has delegated powers to deploy and manage Council's resources to deliver relief and recovery services to affected community.

Financial accounting for municipal resources utilised in emergencies must be authorised by either the MEMO or MRM and will be in accordance with Councils normal financial arrangements. Any requests for resources must be approved by the MERC to ensure proper accountability and authorisation.

Control agencies are responsible for all costs involved in that agency responding to an emergency. Government agencies supporting the Control Agency are expected to defray all costs from their normal budgets.

Details of financial measures are outlined in the *State Emergency Management Plan*, which states:
- Where an agency's expenditure is in order to fulfil its own responsibilities, that agency is responsible for the costs, including services and resources sourced from others
- An agency cannot transfer its responsibility for the cost of undertaking its roles/responsibilities if the activity is in compliance with the direction or request of a response controller from another agency
- When a control agency requests services and supplies (for example, catering) on behalf of a number of supporting agencies, the control agency will be responsible for costs incurred.

Municipal councils are responsible for the cost of relief measures provided to emergency-affected people.

Generally, Council is expected to provide municipal resources without charge; however, some resources may be subject to limits and/or constraints. Such limits and/or constraints should be reasonable, commensurate with Council's capacity to provide such resources.

5.4.5 Crisisworks
Crisisworks is the emergency management software program used by Council during emergency response, relief and recovery activities. It may also be used by Councils Business Continuity arrangements.

Only authorised persons may access Crisisworks. To access Crisisworks, MEMPC members and emergency agency representatives need to register their interest with the MEMPC Executive Officer.

The **URL** address to Moira Shire Council's Crisisworks login page: https://moira.mecccentral.com/

5.4.6 Public Information and Warnings

Council understands the importance of timely, accurate and consistent public information before, during and after an emergency incident. Council's Communications Team will work with the Incident and Emergency Management Team, control agencies and community to relay information to help minimise the impact to life and the community where possible.

The Control Agency, as set out in the *State Emergency Management Plan*, is responsible for the release of warnings of potential emergencies, regular updates and advice on what actions the public should undertake during that incident.

All messaging will align with the Victoria Warning Protocol; for the latest version visit https://www.emv.vic.gov.au/responsibilities/victorias-warning-system/victorian-warning-protocol.

Victoria has an integrated warning system which provides information and warnings to community. https://www.emv.vic.gov.au/responsibilities/victorias-warning-system.

Warnings and advice can be disseminated through a number of different mediums including, but not limited to:
- VicEmergency website - https://emergency.vic.gov.au/respond/;

- VicEmergency app
- VicEmergency Hotline – 1800 226 226
- Phone messaging (incl. SMS)
- Door knocks
- Variable Message Boards

- Emergency Alert
- Radio and Television
- Verbal Messages
- Social Media/Social Networking
- Information Boards

Where applicable emergency management messaging will be supported by Council's communication services.

5.4.7 Vulnerable Persons

Consideration should be given to communications tools and strategies for community members of all abilities, non-English speaking groups and those that may become vulnerable as a result of an emergency.

Council maintains arrangements consistent with the *Vulnerable People in Emergencies* Policy;
- A list of local facilities where vulnerable people are likely to be situated is coordinated and maintained. This list includes hospitals, schools, aged care facilities and childcare centres. An updated copy of this document is maintained and available to Victoria Police on the Crisisworks software
- Red Cross can provide emergency planning support for vulnerable people in emergencies. This free service includes a RediPlan Preparedness session, tailored to the specific needs and vulnerabilities of the family and/or individual. Red Cross can also refer, with the individual's consent, back to council for further assessment* for inclusion on the Vulnerable Person's Register (if they aren't already included)."
- The electronic Vulnerable Persons Register maintained on the state 'Crisisworks' software.

Funded Service Providers have arrangements consistent with the Vulnerable People in Emergencies Policy that include;
- Consider and screen clients to identify people who should be listed on the Vulnerable Persons Register
- To encourage and, where necessary, support clients (who meet the definition of a vulnerable person) to undertake personal emergency planning
- Sector-wide approach to preparing for emergencies and providing continuity of health and human services for clients.

Other existing arrangements that can be considered include;
➢ Victorian Interpreting and Translating Service – (03) 9280 1941 – business hours.
➢ TIS National, Translating and Interpreting Service – 131 450 -24/7 service.

- Emergency Auslan Interpreting Services – 6.00pm – 8.00am Monday to Friday; all day Saturday, Sunday and public holidays via VITS on 9280 1955.
- National Relay Service – Phone 1800 555 660 - TTY 1800 555 630.
- Language indicator cards, available from the Commonwealth Department of Immigration and Ethnic Affairs and Moira Shire Council.
- Vision Australia provides support services to people who are blind or have low vision. Resources and information are available from Vision Australia (1300 84 74 66): https://www.visionaustralia.org/.
- Vic Deaf (9473 1199) provides support services for people who are deaf or hard of hearing including interpreting and case management. Detailed information is available from the Vic Deaf website: http://www.vicdeaf.com.au/

5.4.8   Council Communications

Council's primary means of communication in an emergency will be to utilise a combination of the following capabilities; including the use of local media to disseminate messaging into the community:

- Intranet
- Landline and mobile telephone network
- Portable IT devices
- Two-way radio system
- Internet website
  https://www.moira.vic.gov.au/Home
- Bulletins and newsletters circulated to community, industry and networks
- Social media platforms

5.4.9   Council Resource Sharing Arrangements

Council is a signatory to the Municipal Association of Victoria/ Victorian Municipal Emergency Management Enhancement Group *Protocol for Inter-Council Emergency Management Resource Sharing*. The purpose of this protocol is to provide an agreed position between councils for the provision of inter-council assistance for emergency response and recovery activities.

Council is also a signatory to the Goulburn Valley Regional Collaborative Alliance Municipal Emergency Management Resource Sharing Memorandum of Understanding. The alliance comprises the Moira Shire, Strathbogie Shire and Greater Shepparton City Council.

The purpose of the agreement is to build capability and capacity of participating Councils in responding to an emergency event. The agreement defines the functional commitment of the three Councils to work collaboratively in preparing for and assisting each other where required/possible in coordinating the provision of services to emergency affected communities.

The protocols detail the process for initiating requests for resources, human, equipment and/or facilities, from another council and identify associated operational and administrative requirements.

Duties undertaken by Council staff seconded to another Council for assisting with response and recovery operations will be within the scope of Councils' emergency management responsibilities set out in the *State Emergency Management Plan*.

Requests for resources can be requested at any time during an emergency, including the recovery stage, and should be consistent with the arrangements within each protocol.

The Municipal or Regional Emergency Response Coordinator/s should be contacted before resources are allocated. Requests for resources should be logged in the Municipal Emergency Coordination Centre.

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

Detailed information is included in the resource sharing protocol and Alliance MoU.

5.4.10 Cross Boundary/Border Events

Emergency events often cross state and municipal boundaries, requiring response and recovery activities from multiple councils.

Planning across municipal boundaries takes place through the sharing of Municipal Emergency Management Plans. The Moira Shire Council receives copies of these Plans for the;

- Shire of Campaspe;
- Indigo Shire Council;
- Greater Shepparton City Council
- Benalla Rural City and
- Rural City of Wangaratta

These are accessible through Councils Emergency Management Coordination Group.

Council is committed to building its emergency management capacity and capability both internally and with other municipal councils. Every opportunity is taken to collaborate with bordering municipalities in emergency management planning including collaborating with both the Berrigan Shire and Federation Councils through the emergency management committees.

5.5 Response Recovery Transition

Emergency relief and recovery activity should be integrated with emergency response at every tier using the response management arrangements outlined in the State Emergency Response Plan.

Once the emergency response activities have concluded and where recovery activities need to continue, the arrangements for managing the emergency will transition to the arrangements for managing recovery as outlined in the *SEMP*

The teams at the relevant incident, regional and state tiers should discuss and agree the timing of the transition. The recovery coordinators/managers at the relevant tiers must be ready to assume responsibility and have the appropriate resources assembled prior to the transition. The community must receive continuous services and communication during the transition and a phased transition may be appropriate.

Considerations regarding the timing of the transition should include:
- The extent to which any emergency risks remain
- The extent to which the powers available to response agency personnel (which may be available only during an emergency response) are still required
- The extent to which the effect and consequences of the emergency are known
- The extent to which the affected community continues to require relief services
- The extent to which the recovery resources have assembled and are ready to manage their responsibilities.

Emergency response coordinators are responsible for advising all agencies involved in the emergency of the termination of the emergency response. Response agencies may be required to continue working at the emergency following the transition, but as support resources for recovery managers and coordinators.

The Incident Controller, Emergency Response Coordinator (Regional and Municipal) and the Regional Relief and Recovery Coordinator will determine the transition structure and handover requirement to determine the transition structure and handover requirements to fully establish the Recovery Coordination arrangements. In large emergency events a transition period must be determined to allow sufficient time for resource planning and implementation of immediate recovery services.

A schedule of transition actions is included in the document '*An Agreement for the Transition of Coordination Arrangements from Response to Recovery*'. An electronic version of this form and the supporting guidelines are available from Emergency Management Victoria.

Termination of Response Activities and Handover of Goods/Facilities
In some circumstances, facilities, services and goods obtained in accordance with the State Emergency Response Plan and the provisions of this Plan during response are utilised in recovery activities. In these situations, the 'hand over' to the recovery phase should include arrangements relating to the financial commitments for the ongoing use of goods and services from a response requirement to a recovery requirement and the separation of expenditure accordingly.

Expenditure for goods and services for recovery purposes is still to be consistent with the Victorian emergency management arrangements and this Plan.

5.6 Debriefing Arrangements

Following an emergency response, the emergency management sector reviews the effectiveness of the coordination, control, consequence management and communications functions in order to share aspects that worked well and identify areas for improvement.

For non-major emergencies, the control agency is responsible for debriefing participating agencies. The scale of the debriefing should be in proportion to the complexity of the emergency.

For major emergencies, where many agencies were involved in both the response and in consequence management, debriefing is conducted after a period of activation as follows:
- The Emergency Management Commissioner (Class 1 and 2 emergencies) and the Chief Commissioner of Police (Class 3 emergencies) are responsible for ensuring the debriefing of state tier teams, where necessary, after a period of activation
- Regional Emergency Response Coordinators are responsible for ensuring the Regional Control and Emergency Management Teams conduct an operational debrief where necessary after a period of activation
- MERCs are responsible for ensuring the control agency has organised an operational debrief with participating agencies and teams as soon as practicable.

Representatives of relevant community, business, or industry groups may be invited to participate in debriefs. The need to conduct a post incident community forum may be considered.

The lessons identified should be communicated to the State Review Team, which is comprised of agency representatives from across the emergency management sector and which identifies trends and initiates actions to improve systems and subsequently sector performance.

Version No. 6.0

CONTROLLED COPY

OFFICIAL

Issued: 12 December 2024

DO NOT DUPLICATE

Page **51** of **71**

PART SIX – RELIEF AND RECOVERY ARRANGEMENTS

6.1   Overview

6.1.1   Response, Relief and Recovery in Parallel

The response to a major emergency involves many agencies from across government. The people and agencies with roles and responsibilities for responding to emergencies work together in Emergency Management Teams at the state, regional and local tiers to ensure a collaborative and coordinated whole of government approach. Emergency relief and recovery activities integrate with emergency response activities and commence as soon as the effect and consequences of the emergency are anticipated. Relief and recovery coordinators/managers should be involved at all tiers and in all teams established to manage the emergency response.

Both relief and recovery can begin when an emergency occurs and many response, relief and early recovery activities are undertaken concurrently. Typically, relief is provided during and in the immediate aftermath of an emergency. Recovery is generally a longer-term process for affected individuals and communities.

The State Emergency Relief and Recovery Plan, specifies the arrangements for the coordinated planning and management of emergency relief and recovery in Victoria.

The Hume Region Emergency Relief and Recovery processes, procedures, and capability for (Hume) regional emergency relief and recovery operations are embedded into the REMP.

The municipal relief and recovery arrangements in this Plan integrate with the State and Hume Region Emergency Relief and Recovery Plans and describes the local arrangements for the coordinated planning and management of emergency relief and recovery in the Moira Shire.

6.1.2   Relief and Recovery – A Shared Responsibility

Relief and recovery require collaboration and coordination shared between individuals and communities, non-government organisations, businesses, governments at all levels and partner agencies.

The role of Municipal Councils: To ensure relief and recovery services are effective and well-coordinated and take the lead in delivering 'on the ground' relief and recovery services.

The role of individuals and households: Individuals should seek out information to make informed decisions on how to prepare for emergencies and help meet their own relief and recovery needs – wherever possible. This includes their companion animals. During and immediately following an emergency, individuals and households should be as self-sufficient as possible, because in the first instance, agencies will offer emergency support to the most vulnerable community members. Adequate insurance also enhances recovery for individuals and households.

The role of the business community: Business plays an important role in providing resources, expertise and essential services to support relief and recovery. Businesses must have continuity plans in place for response to and recovery from emergencies, including for livestock. This is particularly important for the continuity of essential services and critical infrastructure. Adequate insurance also enhances recovery for businesses.

The role of non-government organisations and partner agencies: non-government organisations and partner agencies play vital roles in supporting affected communities, building on their pre-established community connections to deliver enhanced services during and following an emergency. Through their large volunteer base, they coordinate and deliver services in many locations – often simultaneously.

6.1.3   Definitions of Relief and Recovery

The definitions of relief and recovery can be found in the SEMP.

Relief can be defined as the provision of assistance to meet the essential needs of individuals, families and communities during and in the immediate aftermath of an emergency.

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 provided during and in the immediate aftermath of an emergency. Recovery is generally a longer-term process for affected individuals and communities.

6.1.4   Relief and Recovery Objectives and Principles

The objectives of relief and recovery are to support communities to successfully deal with the impacts of an emergency on the social, built, economic, and natural environments. By doing so, they help build cohesion and resilience to future emergencies.

The principles of relief and recovery in Victoria are that they should;
- Empower and engage individuals and communities to promote self-sufficiency and, where possible, meet their own relief and recovery needs
- Be coordinated and collaborative, jointly owned by affected individuals and communities – as well as the non-government organisations, businesses and government agencies that support them
- Be adaptive and scalable, recognising the unique, complex and dynamic nature of emergencies and communities
- Focus on consequence management, where everyone involved appreciates the potential consequence of their decisions and actions
- Be able to support the delivery of concurrent community, local, regional and state response, and relief and recovery activities.

6.1.5   Relief and Recovery are Consequence Driven

Emergency management, at all tiers, local, regional and state, now focuses on "emergency management at a glance"; detailed in the SEMP. Consequence management starts in the planning phase and continues with response and is then managed through to relief and recovery. To make appropriate decisions about relief and recovery activities relevant information about the needs of affected communities must be identified. These needs look beyond the immediate impacts of an emergency and consider the consequences of impacts on individuals/families (including companion animals), and communities (including livestock and other agri-business).

6.1.6   Planning for Vulnerability in Relief and Recovery

 Planning for vulnerability in relief and recovery should be broad and consider the characteristic of industry, business, communities, a person or group in terms of their capacity to anticipate, cope with, resist and recover from the impact of a natural or man-made hazard.

Arrangements within this Plan to assist planning for vulnerability in relief and recovery include, but may not be limited to:

Part 2:
- Cultural diversity of the municipality
- Profile and social characteristics of the municipality
- Transient population
- History of emergencies affecting the municipality.

Part 5:
- Council's Communications Plan
- Communication platforms
- Vulnerable persons.

6.2   State Relief and Recovery Arrangements

6.2.1 Overview

Municipal councils coordinate relief and recovery at the local level. Coordination is escalated in larger or more complex events, or when a Council requests support from the regional level. If escalated, the State Government at regional and state levels coordinate relief and recovery services to support local service delivery and provide additional services as required to affected individuals and communities. This involves bringing agencies and resources together to ensure the effective delivery of all relief and recovery objectives and responsibilities.

State, regional and municipal relief and recovery plans must be aligned. Plans at each level of coordination must also specify the agencies responsible for coordinating relief and recovery, for coordinating recovery functional areas and leading and supporting relief and recovery activities.

The Victorian relief and recovery governance between state, regional and municipal level are:

The State Relief and Recovery Manager reports to and supports the Emergency Management Commissioner in the coordination of State relief and recovery activities. Emergency Management Victoria provides strategic leadership and coordination of the work of the relief and recovery sector.

Emergency Recovery Victoria is responsible for coordinating relief and social recovery at the regional level. As per the SEMP, The Department of Families, Fairness and Housing (DFFH) are responsible for the coordination of Emergency shelter with Councils, delivery of Personal Hardship Assistance Payments and coordinating psychosocial supports in relief.

6.2.2 Roles and Responsibilities of Recovery Organisations and Agencies

The Victorian relief and recovery coordination responsibilities at the state and regional levels are contained within the SEMP.

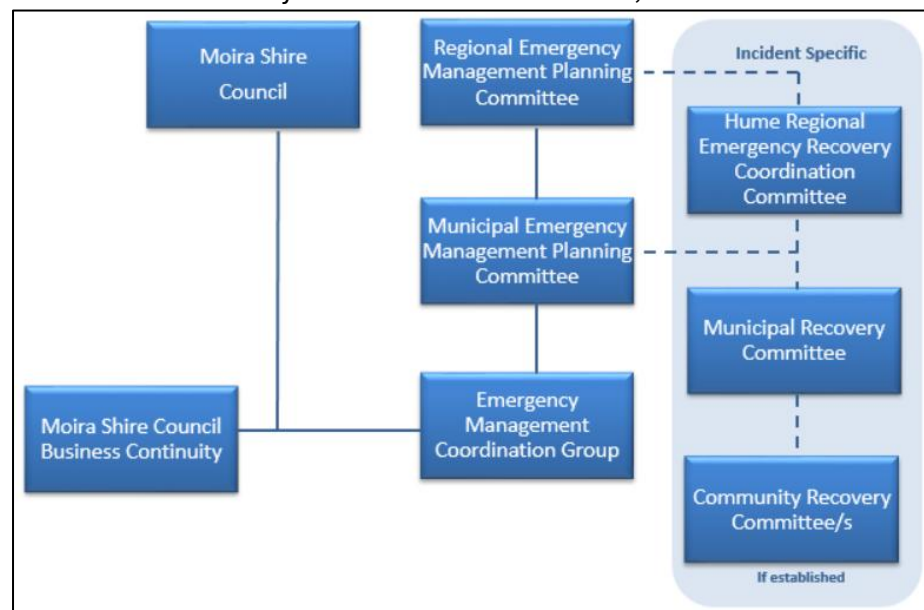### 6.3 Hume Regional Relief and Recovery Arrangements

Emergency Recovery Victoria (ERV) is responsible for relief and recovery coordination at the state and regional tier. If activated, the Regional Relief and Recovery Coordinator (RRRC), will establish appropriate regional relief and recovery governance following an emergency and supports Local Government to establish a framework to support community led recovery.

https://www.emv.vic.gov.au/victorian-preparedness-framework

Hume Regional Relief and Recovery arrangements are incorporated into the Hume REMP.

6.4 Municipal Relief and Recovery Arrangements

The relief and recovery in Moira Shire are linked to;

- Hume Region Relief and Recovery Arrangements
- Moira Shire Municipal Emergency Management Planning Committee
- Municipal Recovery Committee – Incident Specific (if established)
- Community Recovery Committee – Incident Specific (if established)
- Councils emergency management and business continuity arrangements

6.5 Relief and Recovery Activation and Escalation

6.5.1 Overview

Relief and recovery coordination commences at the local level through municipal councils. As required, relief and recovery functions may escalate to regional or state level:

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

Escalation from local to regional to state operates on the following principles:

- Wherever possible relief and recovery coordination should remain at the local level, supported by regional and state-based activities as required
- Escalation builds on existing local arrangements, rather than replacing them
- Responsibility is retained locally, but is aided by additional support
- Specific relief and recovery activities within recovery functional areas or relief and recovery coordination may be escalated
- The escalation of specific relief and recovery activities does not necessitate the escalation of recovery coordination.

Where escalation of the relief and recovery coordination function occurs, a primary objective should be the maintenance of a single recovery plan for that incident, which consolidates the required actions (whether local, regional or state-based), risk mitigation activities and accountabilities, drawing on analysis of community profiles and needs. Wherever possible, local decision-making should be maintained.

To support relief escalation arrangements, ERV may seek additional resources from other agencies if its regional resources are exceeded.

Where capability has been exhausted at the regional level, a request for relief and recovery coordination assistance to the state will be made.

The Victorian relief and recovery arrangements are detailed in the SEMP.

https://www.emv.vic.gov.au/index.php/responsibilities/semp

6.5.2 Activation

The Incident Controller determines the need to activate relief services, with advice from the Emergency Management Team. The Incident Controller will request the MERC to formally request the required (or potential) relief services through Councils MEMO.

The MEMO is responsible for notifying the MRM, and Council's Emergency Management Coordination Group, of the required (or potential) relief services. Together, they consider the needs of the local community in consultation with the MERC and response agencies.

Council's Emergency Management Coordination Group will also, as soon as possible, deploy an EMLO to the Incident Control Centre to be part of the Emergency Management Team. Members of the Emergency Management Team provide accurate information about the affected communities to enable better planning and integrated consequence management, communications and relief and recovery activities with response activities.

The MEMO, MRM and EMLO may also be requested to assist with consequence management in relation to an emergency.

Councils also lead the provision of local public information to affected individuals and communities regarding relief and recovery activities. Where an event extends to more than one municipality ERV will coordinate regional relief and recovery Communications.

Most emergencies are small, and relief can be coordinated locally by Council and its partner agencies and organisations.

Where the impact of an event results in community needs exceeding the capacity of Council, it may seek to escalate the level of management to the regional level. This escalation provides an additional layer of management rather than a replacement layer.

The MRM will contact the Regional Relief and Recovery Coordinator, ERV to discuss the request.

Where capacity has been completely exhausted at the regional level, a request for recovery coordination assistance will be made to the State.

The deactivation of relief services will be based on reduced levels of demand for services.

Relief can be considered the first stage of recovery and must be seamlessly integrated with any early recovery activities. Recovery activities should start at the first opportunity and continue beyond when relief ceases. Where an emergency continues to threaten a community the control agency still maintains overall control. However, this should not affect the delivery of relief and recovery services. Response, relief, and recovery are not a simple linear process; especially in long term emergencies like a flood. At some point though there is a formal transition from response to recovery.

6.5.3   Operational Relationships
The relief and recovery functions and their relationships with the response phase of emergencies.

6.5.4   Transition from Response to Recovery
The Incident Controller, MERC and Councils MRM should start planning for the transition to recovery as soon as possible following the initial impact of an emergency.
This is detailed in **Part 5** of this **Plan**.

6.5.5   Activation of Council's Emergency Relief and Recovery Staff
The MRM, with Council's Emergency Management Coordination Group, will decide the level of activation of relief and recovery arrangements. Considerations include;
- A request from the MERC or Incident Controller
- The nature of the emergency and whether a recurring or ongoing threat is likely
- The extent of the impact on communities
- The level of loss and damage
- The extent to which the community needs emergency relief
- The resources required for the activation of relief and recovery arrangements.

Relief and recovery staff will be notified in readiness for the potential transition from the response phase to a relief and recovery phase. If the situation transitions from response to relief and recovery, staff will be advised accordingly and will remain involved. Staff will be selected from those that are available.

6.5.6   Activation of Municipal Relief and Recovery Resources and Agencies
Once Council is notified of an emergency event within the municipality, or that there is a high likelihood of an event occurring, the MRM, or delegate, will determine the need and arrange to notify relief and recovery agencies.

The agencies that should be notified in the first instance are the Red Cross and the Victorian Council of Churches, Emergencies Ministry, and other key agencies involved in the relief and recovery sector. The MRM,

or delegate, will request the agency or agencies to make stand by arrangements with volunteers and equipment.

Once further details of the event have been established and expected impact on the community determined further agencies and arrangements can be made.

6.6   Council's Relief Arrangements

6.6.1   Overview
For detailed information in relation to roles, responsibilities and functions of Emergency Relief refer to the *SEMP*

https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities

Relief comprises 11 functional activities;
- Community information
- Emergency shelter
- Food and water to individuals
- Drinking water to households
- Food supply continuity
- Psychosocial support
- Disbursement of material aid (non-food items)
- Reconnecting families and friends
- Health care and first aid
- Emergency financial assistance
- Animal welfare.

In the event of a requirement for any or all of the services of emergency relief, the request must be made through the MERC to the MEMO who will activate the required services. All services will operate and report back to these positions.

Services that are not deemed to be immediate needs (within the first 72 hours after an emergency event), such as financial and insurance assistance, are considered to be "recovery" activities.

Emergency Relief Services
Emergency Relief services can be provided at;
- the site of an emergency
- A dedicated relief centre operated by a municipal council
- Places of community gathering
- Isolated communities
- Transit sites, or
- Other safe locations, as appropriate.

A relief centre is a building or place established by a municipal council to provide immediate and basic services to people affected by an emergency. Councils are responsible for establishing and managing relief centres. Emergency Recovery Victoria, the Department of Families, Fairness and Housing and Department of Health, will support municipal councils as required to ensure people affected by an emergency are receiving appropriate relief and health support services.

There will be times when the provision of relief services to the community will extend beyond the activation of a static relief centre. Where communities are isolated as a result of an emergency, the delivery of relief services through outreach activities is supported by the control agency.

Outreach Emergency Relief

Outreach emergency relief relates to the provision of relief services to the community at a variety of locations including;

- The site of an emergency
- Places of community gathering
- Isolated communities
- Transit sites, or
- Other safe locations, as appropriate.

The decision to activate emergency outreach relief is made by the Incident Controller/Control Agency and Emergency Management Team.

The circumstances of providing this service will always be different and could involve complex considerations including risks and consequences associated with the emergency, access routes, the circumstances of the affected community, including potential health and medical considerations, and logistical requirements to deliver the services. The delivery of these services could involve the assistance of other support agencies.

Once a decision has been made to activate outreach emergency relief the planning to deliver those services must include a representative of Council, the MERC, Control Agency and the Emergency Management Team as needed.

If activated the responsibility to coordinate the delivery of outreach emergency relief will be determined by Council's EMCG. This decision will consider the scale and consequences of the emergency and complexities associated with the delivery of the services.

The agreed arrangements to deliver these services should be approved by the Incident Controller before being put in place. The arrangements should also be included in the emergency management briefings to ensure there are no changes to the emergency which can impact on the delivery of the services.

6.6.2 Emergency Relief Centre

An emergency may require the opening and activation of an emergency relief centre. The decision to activate the centre can be by the Incident Controller/Control Agency and Emergency Management Team via the MEMO.

Once a decision has been made to activate an emergency relief centre the MRM, in consultation with the MERC and the MEMO, will coordinate arrangements to have the building opened and staffed.

Once an emergency relief centre is activated this must be communicated to the Incident Controller and the Emergency Management Team.

Council recognises that the scale and consequences from an emergency may be greater than the capacity or capability to deliver all of the emergency relief services at a single facility. For that reason, an emergency relief centre may triage the needs of the affected community and provide those services at a location away from the facility.

If activated the responsibility to coordinate Councils emergency relief centre will be determined by Council's EMCG. The decision will consider the scale and consequences of the emergency and complexities associated with opening the centre.

Management of an Emergency Relief Centre

The management of an Emergency Relief Centre is detailed in the Emergency Relief Centre Standard Operating Procedures.

Council has undertaken a process to identify facilities within the municipality that may be used as emergency relief, recovery centres and community meetings. The facility location will include ability to provide relief and health support services as required.

Emergency Registration – Reuniting Families

Once activated by VicPol, Red Cross is responsible for reconnecting family and friends through the operation of Register.Find.Reunite with voluntary registration and enquiries made in the relief centres, enquiry centres or online. Red Cross may activate the Victorian Emergency Enquiry Centre during large emergency events to manage registrations and enquires. VicPol are responsible for the activation of the Register.Find.Reunite. service and Red Cross responsible for operations.

6.6.3 Non-Major Emergencies

Non-major emergencies are emergencies that damage or destroy a home or residence rendering it temporarily or permanently uninhabitable. Common causes of non-major emergencies include house fires, flash flooding, storms and gas leaks.

When this occurs, Council, the DFFH and other agencies may provide short term relief assistance to affected people. Where needed, this can include temporary short term emergency accommodation and material aid such as food, clothing and other essential items to affected individuals and households. Council staff may also attend the property to determine the health and safety risk associated with damaged or affected buildings or property.

This assistance is not intended to replace insurance or to act as compensation for loss. Services provided by agencies may also be subject to the personal circumstances and eligibility of each affected person/s.

When notified of a Non-Major Emergency, Council's internal arrangements may include notification of Councils:

- EMCG
- MRM and Deputies
- Emergency Case Managers (As appointed)
- Building Services, Municipal Building Surveyor
- Environmental Health officers
- Statutory Planning
- Revenue
- Other notifications as required.

The circumstances of the emergency will determine Council's role.

Coordination of relief services will be in partnership with the support agencies.

Emergency Case Management

Emergency Case Management is the process of organising and providing a timely, coordinated approach to assess emergency-related needs including health care, mental health and human services needs that were caused or exacerbated by the emergency and may adversely affect an individual's or family's recovery if not addressed.

In support of this Council provides an Emergency Case Management Service managed by the Municipal Recovery Manager and which forms part of Council's relief arrangements.

The Emergency Case Management function is provided by Council's Community Directorate.

The service offered by Emergency Case Management includes:

- Assistance in putting in place immediate short-term accommodation needs
- Assistance in putting in place immediate short term material aid; clothing, bedding, and other personal requirements
- Assistance in referring affected persons to agencies and organisations for emergency financial assistance
- Assistance in referring affected persons to services for psychosocial support
- Assistance in referring affected persons to other appropriate services and support.

These services are provided in partnership with the support agencies.

The Emergency Case Management Role includes liaison with the Department of Families, Fairness and Housing for each individual incident.

6.7   Council's Recovery Arrangements

6.7.1   Recovery Environments
Recovery coordination from an emergency focuses on four environments;

Social environment	The emotional, social, spiritual, financial and physical wellbeing of affected individuals and communities
Built environment	The restoration of essential and community infrastructure
Economic environment	The revitalisation of the affected economy, including agriculture
Natural environment	The rehabilitation of the affected environment

The four recovery environments are interrelated and provide a framework within which recovery can be planned, reported, monitored and evaluated. There are multiple functional areas across the four environments. Within each functional area there are a number of recovery activities. An activity is a defined recovery program, service or product. At the state and regional level each activity has a lead agency responsible for its delivery.

For detailed information in relation to roles, responsibilities and recovery functions and activities refer to the SEMP

https://www.emv.vic.gov.au/responsibilities/state-emergency-management-plan-semp/roles-and-responsibilities

6.7.2   Council's Role
The MRM and deputies manage the relief and recovery process on behalf of Council.

Council's recovery responsibilities include:
- Arranging emergency shelter and accommodation for displaced households
- Providing personal support and counselling referral
- Housing of displaced and lost/stray companion animals. Councils will work with the Victorian Farmers' Federation, RSPCA and Australian Veterinary Association where required
- Secondary impact assessment — gathering and processing of information
- Surveying and making a determination regarding occupancy of damaged buildings
- Forming, leading and supporting Municipal/Community Recovery Committees
- Providing and staffing recovery/information centres
- Providing and managing community development services and activities
- Coordinating clean-up activities, including disposal of dead animals (domestic, native and feral)
- Overseeing and inspecting rebuilding/redevelopment
- Undertaking the assessment, restoration, clearing and rehabilitation of public buildings and assets (e.g., roads, bridges, sporting facilities, public amenities) where council is the manager of that building or asset.

Municipal Recovery Manager (MRM)
The municipal arrangements, roles and responsibilities for the MRM are detailed in the SEMP and Section 3.4.5 of the MEMP.

The MRM does not have the authority to direct organisations. However, there is an expectation that through the relief and recovery processes agencies will provide services.

Prior to commencing any recovery processes, the MRM should liaise with the Emergency Management Coordinator, Department of Health, Department of Families, Fairness and Housing and Emergency Recovery Victoria, to determine if the recovery processes are being coordinated at the regional or municipal level. The process of liaising between the municipal and regional level should be ongoing as the circumstances of the event may change.

6.7.3   Moira Shire Municipal Recovery Committee

For Moira Shire a Municipal Recovery Committee may be formed in response to an emergency that affects the municipality.

A Municipal Recovery Committee (Incident Specific) is the primary method for supporting recovery arrangements following an emergency. Municipal councils are responsible for establishing these committees as soon as possible. The decision to form this Committee will be made by Council's MRM in consultation with a representative from ERV, Council and other agencies as appropriate. The MRM is responsible for establishing this Committee.

Considerations to form this Committee will include the nature and consequence of the event and the impact on the functional areas within the five environments.

The key recovery partners on the Committee are those that can assist to deliver services relating to the recovery activities as well as members of the affected community.

Membership of the Committee will depend on the consequences of the event and needs of the affected areas and should consider including:

- MRM, or delegate
- EMC
- Council Community Development Officer (if appointed)
- Representative from relevant government agencies
- Representatives from personal support providers:
    - Victorian Council of Churches Emergency Ministry
    - Red Cross
    - Salvation Army
    - Municipal recovery agencies
- Representative/s of Community Recovery Committee/s (if established)
- Community representation
- Representatives from community service providers in the affected area
- Representative of the Control Agency
- MERC
- Representative from Council as appropriate:
    - Marketing and Communications
    - Environmental Health
    - Planning and Building
    - Assets
- Representative from community groups
- Affected persons
- Business and Tourism Associations
- Non-government agencies.

This Committee assists Community Recovery Committees (if established), individuals and communities achieve an effective level of functioning. They can coordinate information, resources and services in support of an affected community, establish priorities and provide information and advice to the affected community and recovery agencies.

This Committee forms a pivotal connection between the Regional Recovery Committee (if established), MEMPC, Community Recovery Committee (if established), Community Recovery meetings (if established), affected community and Council. It provides a mechanism for community within an affected area direct access to the formal recovery processes at both municipal and regional levels.

This Committee is also the forum for capturing the data for the Secondary Impact and Post Emergency Needs Assessments.

The functions of this Committee include:

- monitor the overall progress of the recovery process in the affected community
- identify community needs and resource requirements and make recommendations to appropriate recovery agencies, municipal councils and the state's recovery management structure
- liaise, consult and negotiate, on behalf of affected communities, with recovery agencies, government departments and municipal councils
- liaise with the Department of Families, Fairness and Housing through the designated delegate
- undertake specific recovery activities as determined by the circumstances and the Committee.

Terms of Reference

Terms of Reference will be developed each time a committee is established. These should be developed by the Committee with the assistance of Council staff.

6.7.4   Moira Shire Municipal Recovery Plan

The purpose of a Municipal Recovery Plan (incident specific) is to set out the arrangements for managing the planning and delivery of emergency recovery activities across the municipality in response to a specific emergency event.

The Moira Shire Municipal Recovery Committee is responsible for determining if a Municipal Recovery Plan is required. The Plan is developed by the Committee with the assistance of Council staff.

Significant emergencies can affect Council services, assets and infrastructure. If appropriate a summary of the impact and consequences of an emergency on Councils services, assets and infrastructure will be included in the Municipal Recovery Plan.

6.7.5   Community Recovery Committee/s

A Community Recovery Committee/s (Incident Specific) may be established in response to large scale events that impact the municipality and allows all members of affected communities to contribute to the municipal recovery processes. This ensures broad and diverse community input including into recovery monitoring.

The decision to establish this Committee/s rests with Council in consultation with the Municipal Recovery Manager, the Regional Recovery Coordinator, Emergency Recovery Victoria and the Municipal Recovery Committee. The MRM is responsible for establishing this committee/s.

This Committee/s doesn't duplicate the roles and functions of the Municipal Recovery Committee, in a larger scale emergency event it provides a mechanism for community in affected areas direct access to the formal recovery processes at both municipal and regional levels.

Committee membership will be based on recruitment of representatives of organisations and individuals with a view of forming a committee with a broad range of skills, experiences and interests.

Membership is open to all community members and may fluctuate depending on projects being undertaken. It is recommended that Committee membership is as representative of the local population as possible.

Council will provide a Community Recovery Officer to support the Committee. The objectives of this role are to act as a conduit between this Committee, Council, and the Municipal Recovery Committee and to assist with the development and implementation of the Community Recovery Plan.

The functions of this Committee are to:

- develop and implement a Community Recovery Plan
- represent the affected community
- monitor the overall progress of the recovery process in the affected community
- identify community needs and resource requirements and make recommendations to the Municipal Recovery Committee
- undertake specific recovery activities as agreed by the Committee

Community Recovery Plans are a process for the community to identify recovery issues. This community led process can include:

- consultation, visioning and priority setting workshops
- development of draft priorities
- submission of community priorities to funding bodies and coordinating agencies
- establishment of working groups to support these priorities
- close consultation with local government and relevant approval agencies.

Key points to consider when supporting communities to undertake this process are to:

- determine and clarify the role of the Community Recovery Committee (if established)
- determine what support the community wants or needs from the relevant agencies in facilitating the process
- provide good facilitation and structure of the planning process
- ensure the five recovery environments are considered
- ensure relevant approval agencies are included as early as possible in the process i.e., local government, Goulburn Valley Water, DEECA etc.
- ensure good community consultation and engagement practices are undertaken, give community a range of times and mechanisms to contribute to the planning process
- provide clear, consistent and transparent messages about what is and is not possible
- determine how the results will be communicated to community members and other agencies
- plan for need rather than according to funding availability.

Community Recovery Plans may outline a wide range of priorities but are an important mechanism to identify how the communities can be supported by Council, State and Federal Governments, local agencies and other philanthropic organisations.

The Community Recovery Plans must be flexible documents that allow for regular review by each Committee. The timeliness of the implementation of these priorities will be different for each community and may be hindered by availability of funding. There must be a long-term commitment by all agencies involved.

Additional information to assist these Committees includes the *Community Recovery Handbook* from the Australian Institute for Disaster Resilience;

https://knowledge.aidr.org.au/resources/handbook-2-community-recovery/

Terms of Reference

Terms of Reference will be developed each time a committee is established. These should be developed by the Committee with the assistance of Council staff.

6.7.6   Community Recovery Plan/s
The Community Recovery Committee/s is/are responsible for determining if a Community Recovery Plan is required. This Plan is developed and implemented by the Committee with the assistance of Council staff.

The Plan developed by the Committee should be specific to the impact and consequences of the emergency event impacting on the affected community.

6.8   Impact Assessment
To make appropriate decisions about relief and recovery activities relevant information about the needs of affected communities must be identified. These needs look beyond the immediate impacts of an emergency and consider the consequences of impacts on individuals/families (including companion animals), and communities (including livestock and other agri-business).

The three stages of assessing the impact of an emergency are;

- **Initial Impact Assessment** (usually 24-48 hours after access to the area): Response agencies undertake initial impact assessments which can help inform relief activities.

  The Incident Controller is responsible for initiating and managing an Initial Impact Assessment. Triggers to determine the requirement for this assessment should be considered in accordance with the state emergency management priorities. Some practical examples include:
  - Injured/deceased persons (only Victoria Police are authorised to comment upon or release data relating to deceased persons)
  - Residential damage indicating displaced people
  - Damage to essential infrastructure (road, rail, power supply, water etc.)
  - Damage to facilities of community significance e.g., schools and hospitals
  - Identification of primary production impact and animal welfare requirements.

  For the Secondary Impact Assessment to commence, the Incident Controller needs to be satisfied the impacted area is safe for non-responder personnel to operate in. The Incident Controller is required to facilitate the transition from Initial to Secondary Impact Assessment. Coordination of the Secondary Impact Assessment is the responsibility of the nominated recovery agency.

- **Secondary Impact Assessment** (within a four-week period): Impact assessment for relief and recovery requirements beyond the initial impact assessment are the responsibility for Recovery Coordinators at each tier e.g., local/municipal – Moira Shire Council. Coordinating the Secondary Impact Assessment is a progressive and more holistic assessment of the impact of the event on the community. It considers built and natural environments, social and economic impacts and resulting community needs.

- **Post-Emergency Needs Assessment** (can take up to twelve months or more depending on the scale of the event): This assessment estimates the longer-term psychosocial impacts on a community, displacement of people, the cost of damaged assets, and the impact that the destruction of assets and business disruption has on how members of a community live and connect with one another. This assessment informs the medium to longer term recovery process, options for development, and builds the knowledge base of the total cost of emergencies that informs risk management. Often Government funding is provided to allow this work to occur.

6.8.1 Secondary Impact Assessment

A Secondary Impact Assessment is a subsequent progressive assessment of the consequences of an event on the community and informs any decision to form a Regional and/or Municipal Recovery Committee. Collecting Secondary Impact Assessment (SIA) data will:
- build a more accurate and comprehensive picture on top of Initial Impact Assessment data, about the impact of an emergency on affected communities.
- Assist councils to develop evidence-based post incident recovery plans in partnership with relevant relief and recovery partners.
- Assist agencies, partners, charities, personal support groups and other organisations with their activities during relief and recovery.

The SIA is consistent with the five environments, functions and activities previously detailed in this part of the Plan. The collection of data for the assessment for an emergency event is a shared responsibility with agencies having specific roles; these are detailed in https://www.emv.vic.gov.au/responsibilities/semp

Within the Moira Shire the MRM, or delegate, is responsible for the activation of the SIA to coordinate this assessment. In some instances, there may be no requirement to coordinate an SIA.

Council is responsible for gathering and processing of information for SIA and Post Emergency Needs Assessments. This may be supported by the Municipal Recovery Committee and/or relevant agencies.

SIA data includes the consequences of the emergency on Council services, assets and infrastructure within the municipal boundaries. The responsibility for coordinating the consequences of an emergency on these is within Council's business continuity arrangements.

Council also has a responsibility to report to the Department of Treasury and Finance its involvement in, consequences on and recovery from an emergency event on its services, assets and infrastructure.

Every agency with a responsibility to collect Secondary Impact data will have their own agency specific process to meet their responsibilities. Council is responsible for gathering and processing of information for an SIA Guidelines for SIA are available here:
https://www.mav.asn.au/__data/assets/pdf_file/0006/27744/Part-1-Secondary-Impact-Assessment-Guidelines.pdf

6.8.2   Post Emergency Needs Assessment

The Post Emergency Needs Assessment (PENA) is more accurate and detailed. It is aligned to the five environments, functions and activities previously detailed in this Plan and estimates the longer-term psychosocial impacts on communities, cost of damage to assets and infrastructure, impact on the economic environment and interruption to business as part of the recovery phase.

Within the Moira Shire it is the responsibility of the MRM, or delegate, to coordinate this assessment. The assessment informs the medium to longer-term recovery process and forms part of an event specific recovery plan. In some instances, there may be no requirement to coordinate a Post Emergency Needs Assessment. PENA data includes the consequences of the emergency on Council services, assets and infrastructure within the municipal boundaries. The responsibility for coordinating the consequences of and longer-term recovery from an emergency on these is within Council's business continuity arrangements.

6.9   Communication with Affected Community

6.9.1   Controllers and Regional Recovery Managers

During an emergency, the control agency is responsible for coordinating community information and engagement, which will include information to the community regarding the activation of emergency relief centres and general support services available to the community. This information is integrated within emergency warnings; Public Information and Warnings.

During relief and recovery at the local level, the control agency and affected councils must work together to develop strategies to ensure that affected communities are well informed about the support and services available from all levels of government and partner agencies. Affected communities need consistent, repeated and coordinated information that spans immediate needs in line with the functions delivered by relief and recovery agencies.

Municipal councils lead the provision of local public information to affected individuals and communities. If recovery is escalated to the regional level, ERV is responsible for the coordination of community information.

All communication plans should strive to ensure a high level of community engagement and encourage local connection using appropriate engagement strategies such as community meetings and forums.

6.9.2   Council
Communication Objectives
Council's relief and recovery communication objectives are consistent with the Hume Region. Department of Families, Fairness and Housing, Emergency Recovery Victoria with the support of Department of Health, and work towards achieving the following objectives:

- Inform affected people in the municipality of the assistance available to them to assist in their relief and recovery
- Inform affected people in the municipality of the progress of relief and recovery and processes established to address relief and recovery issues

- Liaise with stakeholders and relief and recovery partners to promote a coordinated approach to communication and consistent messages to affected people.

Councils relief and recovery communication will also be consistent with the Red Cross "*Communicating in Recovery*" guide; a guide for people or organisations working and managing information in a post emergency environment.

https://www.redcross.org.au/

Phases of Communication

Council's relief and recovery communications will have three phases;

Phase One	Awareness building (short term)
Phase Two	Maintaining support and assistance (medium term)
Phase Three	Transition and continuing support (long term)

Consistent with the Red Cross "*Communicating in Recovery*" guide, all relief and recovery communication will be;
o Relevant
o Clear
o Targeted

https://www.redcross.org.au/

Audience
Communication should also be targeted to meet the relief and recovery needs of the relevant audience. It should also be closely aligned with available services and updated as they change and evolve. The following is an example of the type of information that may be provided to affected groups:

Audience Group	Possible Impact	Information Needs
Individual / families (consider the community diversity and the needs of vulnerable people)	• Damage to home (rented or own home) • Displaced from home • Interruption from work and income (due to closure, access or damage to home) • Health and safety • Disruption to local services and roads	• Financial assistance • Accommodation options • Health and safety information • Psychosocial support. • Clean-up and rebuilding • Up-to-date local information on recovery progress
Agriculture and business e.g., tourism operators, farmers, local shops	• Damage to land, business or livestock • Loss of income • Health and safety • Disruption to local services and roads	• Cleanup and rebuilding • Health and safety information • Financial assistance • Industry specific information for recovery • Psychosocial support • Up-to-date information on recovery progress
Government and community services e.g., local council, recovery support agencies, schools, health services.	• Affected directly by emergency (damage / access restriction) • Increased demand for services due to emergency	• Information on supports available so that requests are managed and/or referred (available in community languages as required) • Up-to-date information on recovery progress
Community groups, industry peak bodies and local networks	• Affected directly by emergency (damage / access restriction)	• Information on supports available so that requests are managed and/or referred

e.g., CALD, sports groups, Critical Incident Support Services, Citizens Advice Bureau	• Increased demand for services due to emergency	(available in community languages as required) • Up-to-date information on recovery progress

Communication Tools

Communication tools and outlets that can be used as needed during or after emergencies to effectively communicate to affected people and communities have been previously detailed in this Plan and include;

➢ **Part 3**
   o Municipal Partnerships, Strategies and Plans
➢ **Part 5**
   o Public Information and Warnings
   o Vulnerable Persons
   o Council Communications
➢ **Part 6**
   o Development and use of Community Networks in Recovery

Council's communication during, and/or after emergencies, will be to utilise a combination of these capabilities.

6.10 Supporting Arrangements

6.10.1 Council's relief and Recovery Arrangements

Council undertakes planning to build local arrangements and to understand capacity and capability in support of relief and recovery. This work is ongoing and continually evolving in consultation with Council's relief and recovery service providers.

6.10.2 Community Health Organisations

The Department of Families, Fairness and Housing has developed agreements with the region's community health organisations to assist in the provision of coordination and services delivery of psychological first aid, counselling and personal support.

These arrangements can be activated through consultation between the MRM and DFFH (Emergency Management Coordinator). This is further referenced in the Hume REMP.

6.10.3 Community Networks

Recovery planners, coordinators and managers should always be aware of the value of existing community networks as a conduit for information delivery, needs identification and support of those affected. These established networks are significant in the community and often have an inherent value that newly developed service networks may never develop.

Where possible and appropriate, existing community networks in an affected community should be actively engaged and supported in the relief and recovery processes.

Council also has an extensive and diverse network of partnerships and relationships that can be utilised. In a broad sense these include:

• Community and township networks
• Animals, environment and waste
• Business and industry
• Visitors and tourism
• Building planning and infrastructure.

These networks and partnerships are constantly evolving. Council's use of community networks in relief and recovery will be to utilise a combination of these. Further information can be found on Council's web site;

https://www.moira.vic.gov.au/Home

Development and use of community networks should also consider members of Culturally and Linguistically Diverse Communities, these and the community networks that enhance this Plan.

6.10.4 Community Meetings
Community meetings may be conducted by response agencies as part of their role in keeping communities aware of the current emergency situation before, during and after events. Council will consider including appropriate relief and recovery services in those meetings.

As soon as practicable after an emergency, the recovery coordinator, either regional or municipal level, should arrange community meetings. These sessions are the first practical step in the process of ensuring a community is actively involved in the recovery process.

These sessions can also be used to support the development of Municipal and/or Community recovery committees. The role of community meetings in the recovery context is to provide;
- Clarification of the emergency event (control agency)
- Advice on services available (recovery agencies)
- Input into the development of management strategies (Council)
- Advice to affected individuals on how to manage their own recovery, including the provision of preventative health information (specialist advisers)

6.10.5 Community Recovery Officer
This position may be established in response to large scale events that impact multiple areas within the municipality. In these circumstances the coordination of multiple community recovery activities exceeds council's capacity.

The decision to establish this position rests with Council in consultation with the MRM, the Regional Recovery Coordinator, Department of Families, Fairness and Housing, Emergency Recovery Victoria and the Municipal Recovery Committee. The MRM is responsible for establishing this position.

If approved, council may be funded to appoint a Community Recovery Officer dedicated to the recovery process from an emergency event.

The role of a Community Recovery Officer is to assist community recovery activities and act as a conduit between affected community, Council and the regional and municipal recovery processes.

Specific roles and responsibilities of a Community Recovery Officer will be developed to be appropriate to the nature and consequences of each emergency event.

6.10.6 Emergency Recovery Centre
An Emergency Recovery Centre is a building set up and staffed to be a "one stop shop" for affected residents to access to have their emotional, social, economic, and physical well-being needs addressed so people can resume a semblance of normal life as quickly as possible.

Emergency Recovery Centres are coordinated and staffed by Council and other service delivery personnel from agencies and government departments.

The time span of and the services offered by a recovery centre is dependent on the needs of the community.

Council's Emergency Management Coordination Group is responsible for establishing Emergency Recovery Centres.

6.10.7 Council's Business Continuity

Significant emergencies can affect Council services, assets and infrastructure. If these are affected, it may be necessary to activate Council's business continuity arrangements to;

- Ensure that council services continue to community, both those affected by the emergency and those not affected
- Assess, repair and/or reinstatement of council assets and infrastructure
- Coordinate council's internal recovery from the emergency event.

Council's business continuity arrangements are responsible for coordinating the consequence of an emergency on Council's services, assets and infrastructure. A summary of the impact and consequences of an emergency on these will be included in the Municipal Recovery Plan (if activated).

It may not be necessary for these arrangements to be activated for every event.

6.10.8 Supply of Goods and Services

Municipal councils and other relief agencies obtain and pay for goods and services through their own supply systems. The MRM, with the assistance of Emergency Recovery Victoria, will co-ordinate the acquisition and supply of goods and services which cannot be provided locally by Council or its municipal partners. When goods can only be obtained in such a manner, approval for payment from the Department is required prior to the goods being obtained.

6.10.9 Emergency Financial Assistance

Emergency financial assistance is intended to help eligible individuals meet their basic needs in a dignified manner. Depending on the scale of an emergency this may be considered at both the State and Federal levels.

Department of Families, Fairness and Housing Emergency Relief Assistance

Emergency relief assistance payments are available to reduce personal hardship following an emergency, by helping to meet the immediate essential health, safety and wellbeing needs of affected Victorians. Emergency relief payments are available to eligible residents within seven days of an emergency.

Emergency relief assistance is provided on a needs assessment basis, and is available to assist households after house fires, and after the following natural emergency events:

- Bushfires
- Floods
- Severe storms
- Earthquakes.
- https://services.dffh.vic.gov.au/personal-hardship-assistance-program

Centrelink Crisis Payments

Crisis payments provide a one-off payment to help people who are experiencing difficult or extreme circumstances. The eligibility for Crisis Payment is based on current circumstances - the reason why severe financial hardship is being experienced. Crisis Payment may be available if residents;

- Are eligible for an income support payment
- Have severe financial hardship, and
- Go through a natural disaster not covered by the specific Disaster Recovery Payment

https://www.servicesaustralia.gov.au/crisis-payment

Disaster Recovery Funding Arrangements

Joint arrangements between the Australian and Victorian governments provide funding through the *Disaster Recovery Funding Arrangements* to government departments, municipal councils and affected community to assist in the recovery process. In Victoria this is overseen by the Victorian Department of Treasury and Finance.

More information can be found on the Emergency Management Victoria web site; https://www.emv.vic.gov.au/natural-disaster-financial-assistance/events-post-1-november-2018

6.10.10 Animal Welfare

In the first instance the responsibility for the welfare of an animal remains with the person or persons in charge of that animal. In support of this, many agencies and organisations are available to assist during emergencies in Victoria.

The arrangements for the animal welfare are determined by the Victorian Emergency Animal Welfare Plan. This Plan determines that;

- The Department of Jobs, Precincts and Regions (DJPR) is the primary state agency for the provision of welfare support for all animals other than wildlife in emergencies; and
- The Department of Energy, Environment and Climate Action (DEECA) is the primary state agency for the provision of welfare support for all wildlife in emergencies.
- Municipal councils are responsible for the coordination of
  - Identification of affected companion and livestock. DJPR (animals other than wildlife) and DEECA (wildlife) are responsible for assessing the direct impacts of an emergency on animals, as detailed in the Victorian Animal Emergency Welfare Plan October 2019.
  - Management of animals at Emergency Relief Centres
  - Management of stray or roaming companion animals or livestock. Agencies involved in impounding animals may vary depending on the type and location of the animal. However, local government is the appropriate first contact point for reports of stray animals.
  - Overall animal welfare assessment DJPR and DEECA are responsible for animal welfare assessments.
  - Veterinary treatment and triage DJPR will liaise with DEECA, AVA and local government to determine private vet practices and establish triage sites. AVA will work with DJPR and local government to facilitate contact with vets wishing to assist in affected areas for livestock and companion animals.
  - Humane destruction or salvage slaughter – Person in charge of animals is responsible. DJPR to assist if person in charge cannot or will not perform the necessary actions. DJPR will liaise with RSPCA or local government to identify POCTA auth officers to assist. Moira Shire Council is not POCTA authorised so cannot assist.
  - Carcass disposal - DJPR will liaise with DEECA to establish a consolidated view on carcass disposal needs. They will report those needs to local government who will liaise with EPA to identify suitable sites for disposal and ensure that the appropriate disposal methods are adopted.
  - Provision of emergency pet food, livestock fodder and water - DJPR and VFF have entered into an agreement that provides for an effective fodder distribution service to assist farming community. DJPR to support the VFF to establish and maintain fodder depots and manage donations of fodder, including the transport of fodder to those depots.
  - Coordination of donations and offers of assistance offered to the municipality via the Victorian Farmers Federation. Donations of pet food may be made in large scale emergencies. DJPR and the RSPCA will liaise with local government to determine suitable local arrangements for impacted pet owners to access donated pet food.

6.10.11 Release of Personal Information

The *Privacy and data Protection Act 2014* (PDPA) recognizes that information privacy law is not a barrier to appropriate information sharing in emergencies and includes provisions that permit personal information to be shared in circumstances including where an individual's life or safety is at risk.

In the context of planning for, and in the event of an emergency, there is often little time to assess the situation fully. The potential risk associated with not sharing personal information in an emergency needs to be considered. Tragedies should not occur as a result of a misunderstanding of privacy legislation.

Organisations collect and handle a wide variety of personal information for a range of purposes. During an emergency, information held by one organisation may be of significant benefit to another organisation involved in emergencies.

Personal information may be useful in an emergency situation for the purposes of;
- Identifying those who are injured, missing or dead, or otherwise involved in the emergency
- Helping individuals to access services including repatriation, medical or other treatment, health, financial or other humanitarian aid
- Assisting law enforcement
- Coordinating or managing the emergency
- Ensuring people who are responsible for individuals (such as next of kin) are kept informed about the emergency or disaster response to those individuals.

The PDPA legislation provides a level of assurance to individuals that their personal information will be collected and handled appropriately and will not be misused by Victorian public sector organisations. One of its objects is to balance individuals' right to privacy with the free flow of information. The PDPA supports information sharing where there is a legitimate purpose.

Further Information in regard to this is available from the Commissioner for Privacy and Data Protection, Information Sheet 02.10, June 2016;

https://ovic.vic.gov.au/