Municipal Emergency Management Plan

June 2018
Part One Introduction

1. Version control

<table>
<thead>
<tr>
<th>Version Number</th>
<th>Date of Issue</th>
<th>Author(s)</th>
<th>Brief Description of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Version 1.1</td>
<td>August 2015</td>
<td>C Reid</td>
<td>Updated content for Audit</td>
</tr>
<tr>
<td>Version 1.2</td>
<td>February 2016</td>
<td>C Reid</td>
<td>Update CERA content – Part 4</td>
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<tr>
<td>Version 2</td>
<td>February 2017</td>
<td>K Whitehead</td>
<td>Update CERA content – Part 4</td>
</tr>
<tr>
<td>Version 3</td>
<td>May 2017</td>
<td>K Whitehead</td>
<td>Review &amp; update of parts 1-3</td>
</tr>
<tr>
<td>Version 4</td>
<td>June 2017</td>
<td>K Whitehead</td>
<td>Flood Exercise added</td>
</tr>
<tr>
<td>Version 5</td>
<td>August 2017</td>
<td>K Whitehead</td>
<td>Review &amp; Update of parts 3 &amp; 4</td>
</tr>
<tr>
<td>Version 7</td>
<td>February 2018</td>
<td>K Whitehead</td>
<td>Review &amp; Update of Appendices and addition of Risk Action Sheets</td>
</tr>
<tr>
<td>Version 8</td>
<td>March 2018</td>
<td>K Whitehead</td>
<td>Review &amp; Update of Part 2, 5 &amp; 6</td>
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</table>
Part One Introduction

1.1 Municipal Endorsement

This plan has been produced by and with the authority of Towong Shire Council pursuant to Section 20(1) of the Emergency Management Act 1986 and the Emergency Management Act 2013.

Signed for and on behalf of

TOWONG SHIRE COUNCIL

By Chief Executive Officer JULIANA PHELPS
Under delegated authority granted 1 October 2013

Juliana Phelps
Chief Executive Officer

Witness

1.2 Statement of Audit

Insert Statement of Audit 2018
Part One Introduction

1.3 Aim

The aim of this Plan is to detail the agreed arrangements for the prevention of, the response to, and the recovery from, emergencies that could occur in the Towong Shire as identified in Part 4 of the Emergency Management Act 1986.

1.4 Priorities

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

1.5 Objectives

The broad objectives of this Plan are to:

a. Implement measures to prevent or reduce the causes or effects of emergencies.
b. Manage arrangements for the utilisation and implementation of municipal resources in response to emergencies.
c. Ensure the management and co-ordination of all aspects of recovery within the Shire
d. Assist the affected community to recover following an emergency.
e. Complement other local, regional and state planning arrangements.

1.6 Threats

A Community Emergency Risk Assessment (CERA) process has been conducted by the MEMPC in 2014, with a focus of all perceived threats to the municipality. This process is not intended to exclude any form of emergency.

A summary of the Community Emergency Risk Assessment process and its findings is located in Part 4 of this plan.
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1.7 Access to the MEM Plan and Supporting Documents

1.7.1 Hard Copies
Hard copies of the Plan are circulated to the distribution listing as per Appendix A.2.

1.7.2 Electronic Copies
Electronic copies of the Plan and/or supporting documents are referred to and can be accessed on the Council server, S drive. S:\Community Wellbeing\Emergency Management\Towong Shire Municipal Emergency Management Plan (MEMP) This drive is replicated on an external server and access can be provided, with access being approved through the Council Operations Centre, MERO or MRM.

This allows:
- the most current documents to be available
- documents to be available remotely
- reduces risks associated with accessing the council server
Part Two Area Description

2 Topography

Towong Shire is located in the northeast corner of Victoria, nestled between the Great Dividing Range and the Murray River. It is adjacent to the growing region of Albury/Wodonga. Adjoining municipalities include Wodonga, Indigo, Alpine and East Gippsland in Victoria and Greater Hume and Snowy Valleys Council in New South Wales.

The Shire covers an area of 6,635 square kilometres, with a dispersed population of 5985 residents (ABS Census 2016) settled across numerous towns, villages and valleys. The area has a rich agricultural heritage and around two-thirds of businesses are in the agricultural and forestry industries. The Shire’s pristine scenery and diverse landscapes also draws increasing numbers of visitors each year.

Towong Shire is home to two major water storages, Lake Hume and Lake Dartmouth, with the Snowy Mountains Hydroelectric Scheme located just over the NSW border. The Shire is within the Melbourne-Sydney flight path. A licensed aerodrome at Corryong is operated by Council.

2.1 Area Characteristics

Location and tenure
Towong Shire is located approximately 400km from Melbourne in the far north east of Victoria. The Murray River forms its northern and eastern boundaries and the Shire covers around 6,635 square kilometres of which 75% is public land. The majority of the public land is forested with significant proportions being in national or state parks, including Burrowa-Pine Mountain National Park, Mt Granya State Park, Mt Lawson State Park, Jarvis Creek Regional Park and the Wabba Wilderness Park.
Climate
The climate is temperate over most of the Shire and is characterised by dry, warm to hot summers and cool wet winters with significant snowfalls above 1200 metres elevation. Variations in altitude exert considerable influence on temperature and rainfall; weather is best understood in relation to topography.

The warmest areas are in the lower river valleys, where the average maximum temperatures for January and February are in the low 30s. Individual days here may be very hot, the highest temperatures on record generally being in the mid 40s. Temperature conditions at higher altitudes are cooler throughout the year, with the differences being greatest in summer. Alpine areas (above 1000m elevation) experience maximum temperatures of around 20°C during the summer months and rarely exceed 30°C.

Average rainfall also varies across the municipality, ranging from 800mm per annum in the lower valley bottoms to 1500mm on the high country.
Part Two Area Description

Natural environment
The Shire has a variety of geologies, soil types and landscapes subject to variable annual rainfall. This natural variability gives rise to a diverse range of vegetation types and habitats. The topography varies from the river valleys of the Upper Murray and Mitta Mitta Rivers to the mountainous terrain of the Victorian Alps.

The lower foothills are of mixed eucalypt species forests leading to taller Alpine Ash country at higher elevations. Above 1300 meters elevation, the vegetation consists of more open sub alpine forests, alpine plains and woodlands. Thick understory is common throughout the hills and mountain areas.

Geography
The Murray River forms the northern and eastern boundaries of the municipality and the Mitta Mitta River traverses the southwestern side of the municipality. Combined there are approximately 700kms of rivers within the Council area. The entire municipality is within the catchment of either the Hume or Dartmouth Dams.

2.2 Community Profile

Population and Demographics
The population of the Towong Shire is 5985 (ABS Census 2016).

The 2016 ABS Census figures show 16.1 % of the population is aged between 0-14 years, 9.0 % aged between 15-24 years, 31.9 % aged between 25 – 54 years and 43 % aged over 55 years. Persons aged 45 and over are over represented in the population. The median age of persons residing in Towong Shire was 58 years, compared to 38 years for persons in Australia.

The Aboriginal and Torres Strait Islander population is twice the Victorian average. Cultural diversity is low, with 93.3% of people only speaking English at home. No other responses received for language spoken at home by Australian Bureau of Statistics. Volunteerism is high, with 36.1 % of the population who help as a volunteer compared with a state average of 19.2 %.

Special-needs groups
At the 2016 census, ABS statistics show that 25.8 % of the population were aged over 65. There are a number of aged care facilities within the Shire, including Nursing Homes, Aged Hostels and Aged Care Units. These are located in Corryong, Tallangatta and Walwa only (See Appendix B for details).

The 2011 Community Indicators Victoria Survey data shows that Towong Shire’s large ageing population is keen to age in place and remain in the shire. Although the CALD population is low, we need to be aware and consider the high number of residents with neurological conditions such as Parkinson’s Disease, and debilitating chronic illnesses such as Arthritis that will impact on these peoples functionality and ability to cope in an emergency situation.

5.4% of the population were identified as having a profound or severe disability. Of this population living with a profound or severe disability, 122 persons lived in the Tallangatta /
Part Two Area Description

Bethanga area and 185 in the rest of the shire. These figures are higher than the proportions of people living with a profound or severe disability at both the national (4.6%) and Victorian (4.7%) levels but comparable to the proportion seen in ‘rest of Victoria (excluding Melbourne and Geelong)’ (5.3%). For further information please refer to the Towong Shire Disability Profile 2017, which is contained at S:\Community Wellbeing\Emergency Management\Disability.

Land use, economy and infrastructure

The economy of the region revolves around a rich agricultural sector, tourism and timber production and processing. Agricultural land is used predominantly for grazing with some dairying in valley areas. Outside irrigated areas, the land is used mainly for mixed farming enterprises including wool, prime lamb, cattle and cropping. Radiata Pine plantations are located in hillier areas of the Shire.

The entire municipality is within the catchment of either the Hume or Dartmouth Dams. The water in these storages is a critical link in the water supply and irrigation network in southern Australia. They are also extensively used for recreation purposes such as boating and fishing.

Tourist Features

The municipality boasts abundant natural features, with a significant portion of these located in National and State Parks. A calendar of well-established events, including the Man From Snowy River Bush Festival, Mighty Mitta Muster, Narriel Folk Festival, Upper Murray Challenge and Tallangatta 50’s Festival, attract visitors throughout the year. List of Events in Towong Shire, contained in Appendix I
Part Two Area Description

Infrastructure

Roads
Length of Municipal roads 1183km
Length of Arterial Roads 483km
Bridges 94
Major Culverts 73

Airports
Corryong Aerodrome
Mitta Mitta Airstrip (private)

Flightpaths
Albury – Sydney
Albury – Melbourne
Melbourne – Sydney

Health
Hospitals
Tallangatta Health Service
Upper Murray Health & Community Services
Walwa Bush Nursing Centre

Ambulance Stations
Corryong
Tallangatta

Community Emergency Response Teams
CERT Berringa
CERT Walwa

Organisational (municipality)
Towong Shire Council provides a broad range of services to the community including animal control; building, development and planning; Corryong Cemetery Trust; disability services; early childhood services; recreation services; roads and public spaces infrastructure; library services; waste management and youth services. The Council has 56 full-time equivalent staff members (2015/16 financial year).
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Community assessment of Towong Shire Council’s emergency and disaster management performance

Each year Local Government Victoria (LGV) coordinates a State-wide Local Government Community Satisfaction Survey for participating Councils. The main objective of the survey is to assess the performance of Councils across a range of measures.

Towong Shire Council participated in the 2015 survey. Council achieved an index score of 64 for overall performance, higher than both the Small Rural Council average (59) and the State-wide average (60). Council also achieved an index score of 74 for emergency and disaster management performance, higher than both the Small Rural Council average (70) and the State-wide average (70). This was one of Council’s highest performing areas.

Communication

Towong Shire has a low proportion of Culturally and Linguistically Diverse (CALD), residents in the population, so messaging in English may be sufficient for the vast majority of the community.

Lack of mobile coverage and internet connectivity (and engagement / uptake) reduces the penetration of electronic communication into the community. Council will generally default to control agency media releases and direct the community to the control agency websites and EMV.

Towong Shire’s Communication Plan is located on P:\dc02\public\documents\council plan\2017-2021\development.

2.3 Maps

A set of maps detailing the area covered by this plan can be found in Appendix C and GIS which can be accessed on Towong Shire’s G: Drive.

2.4 History of Emergencies

There have been numerous emergency events within the Shire over time, both large scale and smaller events.

History of Emergencies: Towong Shire

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Brief Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1939</td>
<td>Campaign Fires</td>
<td>The alpine towns of Cudgewa and Corryong were impacted.</td>
</tr>
<tr>
<td>1990</td>
<td>Severe Storm</td>
<td>Damage to roads, drains and bridges</td>
</tr>
</tbody>
</table>
## Part Two Area Description

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>Campaign Fires</td>
<td>On the 7 January 2003, lightning ignited 87 fires primarily in remote, inaccessible forested terrain within the North East and Gippsland regions. These fires burnt nearly 1.3 million hectares over nearly 60 days and significantly impacted Towong Shire. The area burnt equated to 5% of Victoria, and 15% of the State's total area of public land. The fires affected the Upper Murray Catchment. Typically, the fires were fanned by north - north westerly airflows which were followed by south westerly wind changes. As a result the townships of Mitta Mitta and Dartmouth were directly impacted by fire as well as the Dartmouth catchment; Tallangatta Valley, Nariel Valley and surrounds.</td>
</tr>
<tr>
<td>2005</td>
<td>Major Flood</td>
<td>On two separate occasions during September 2005, the Shire of Towong was struck by severe localised rainstorms. These events inflicted devastating damage to roads, drains and bridges in several parts of the municipality. Asset restoration cost $1,579,294.00</td>
</tr>
<tr>
<td>2009</td>
<td>Campaign Fires</td>
<td>The fire entered Towong Shire after crossing the Kiewa River near Mongan's Bridge and was contained soon after as the fire entered an area that had been previously fuel reduced on Eskdale Spur. No communities within the municipality were required to evacuate.</td>
</tr>
<tr>
<td>2010</td>
<td>Floods</td>
<td>Significant damage also occurred over the weekend of 4 and 5 September 2010 and in early December. Reinstatement of bridge approaches, and damaged culverts and road pavement $298,899.00</td>
</tr>
<tr>
<td>2011</td>
<td>Bellbridge Mini Cyclone</td>
<td>A 'mini cyclone' ripped roofs off houses and flattened trees damaging 12 homes at Bellbridge and other properties at Bethanga and Tallangatta.</td>
</tr>
<tr>
<td>2012</td>
<td>Floods</td>
<td>The floods that occurred in February and March 2012 required the replacement of four bridges and the repair of another three. This along with the replacement of culverts, the repair of roads and other flood damaged Shire assets resulted in a cost of approximately $3.6M.</td>
</tr>
<tr>
<td>2014</td>
<td>Walwa Storm</td>
<td>2 buildings damaged, large amount of trees down, roads blocked and power outage. Concern that generator at Walwa Bush Nursing Hospital would run out of fuel (100L of fuel requested). Clean up by council took 2 days.</td>
</tr>
</tbody>
</table>
Part Two Area Description

Fire History
During the past 12 years (2004/05 – 2016/17) the Department of Environment, Land, Water and Planning (DELWP) have attended an average of 27 bushfires per season burning 2,987 hectares of public land within the municipality. The majority of these fires were caused by lightning. A recent fire history map can be found in Appendix C.

Planned Burn Program
In addition to bushfire response, DELWP implements an annual planned burn program, which aims to significantly reduce the impact of bushfire.

Vegetation
The vegetation and topography of the Shire create a number of challenges for fire management. The major river and stream systems that cross the Shire provide potential natural fuel breaks, but are also popular sites for recreation and may limit access to some areas. The high fuel loads of the tall moist forests of the ranges create the potential for high intensity fires during prolonged dry periods. In addition, the mountainous-forested terrain adds to the difficulty of detecting and accessing fires. The combination of these factors creates the potential for large-scale extended bush fires to occur.

The forests of the foothills also present a risk. Although the fuel loads here may be relatively low, these forests can easily burn most summers. Furthermore, their proximity to roads, which may decrease response times, also indicates proximity to settlements and therefore raises the risk to life and property.

In addition, the terrain, whilst not as severe as the Alpine areas still presents a number of difficulties for fire fighters such as steep slopes, rocky outcrops and gullies. Combined, these areas present a number of challenges, making fire management in and about these areas an important annual task. The Shire is also characterised by long narrow valleys with single access routes that can potentially be compromised.

Weather and climate influence on fire
Weather conditions and climate have a significant impact on fire management. Typically, the municipality experiences spring rains and mild conditions that promote growth followed by hot summers, which lead to high fuel loads.

The usual fire weather pattern in Victoria during summer months is depicted by north westerly winds accompanied by high day time temperatures and low relative humidity building up over several days to a storm event with a change to south westerly winds. This can create a situation whereby fire ignition from lightning becomes a possibility, with a propensity for the fire to run quickly in one direction before changing direction, thus transforming the fire’s extensive flank into the new fire front. These conditions can influence fire behaviour in the Towong Shire. Topography can also play a significant role in establishing local weather conditions that may not reflect those occurring elsewhere in the area.
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Municipal Fire Management objective

The municipal fire management objective provides a framework for considering, selecting and evaluating fire management activities. This objective was developed using the information examined during the environmental scanning process, as well as being informed by the Hume Regional Fire Management Plan and relevant issues and priorities from regional stakeholders and adjoining municipalities.

Municipal Fire Objective

Towong Shire working together to effectively anticipate, respond to and recover from major bushfire – to secure a safer municipality, more resilient community, healthier environment and a prosperous economy.

Flood History

Flooding in Towong is characterised by rapid rises and falls in floodwaters due to the area consisting of far more headwaters of streams and rivers, than flood plains. Flooding resulting from storm events can be hard to predict and manage and whilst inundation is not prolonged, it can be very damaging to infrastructure and result in isolation of properties or localities.
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3. Planning Structures and Responsibilities

3.1 Towong Municipal Emergency Management Planning Committee
Terms of Reference

3.1.1 Purpose
The purpose of the Towong Shire Municipal Emergency Management Planning Committee is to formulate, maintain and test the Municipal Emergency Management Plan (MEMP).

3.1.2 Authority & Background
The Act requires the appointment of a planning committee, specifies the general make-up of the committee, requires the committee to comply with directions and guidelines issued by the Minister for Police and Emergency Services and allows for the making of regulations about the operation of the committee. (EMMV Part 6.4)
Section 20 (1) Part 4 of the Emergency Management Act 1986; ‘a municipal council must prepare and maintain a municipal emergency management plan’.
Section 21 (3) Part 4 of the Emergency Management Act 1986, ‘a municipal council must appoint a municipal emergency planning committee which has members and employees of the municipal council, response and recovery agencies and local community groups involved in emergency management issues.
Section 21 (4) Part 4 of the Emergency Management Act 1986; ‘the function of the municipal emergency planning committee is to prepare a draft municipal emergency management plan for consideration by the municipal council’
Council acknowledges its responsibilities under the aforementioned legislation and commits to provide administrative and management support to the MEMP Committee, along with careful and respectful consideration of its recommendations.

3.1.3 The Role of the Committee is to:
• Develop and maintain the Towong Shire Municipal Emergency Management Plan for endorsement by the Municipal Emergency Management Planning Committee and adoption by the Towong Shire Council.
• Determine the need for and participate in functional sub-committees and working groups to plan for specific emergencies, address issues and develop and implement projects
• Assist in identifying, analysing and evaluating existing and new and emerging emergency related hazards and risks.
• Provide input into risk treatment strategies.
• Prepare risk specific response and recovery plans for the Shire.
• Contribute to the continuous improvement of the Towong Shire Municipal Emergency Management Plan through monitoring, review and development.
• Contribute to testing the Municipal Emergency Management Plan through conducting and participating in emergency exercises.
• Participate in the co-ordination of services and training in order to enhance operational capability within Towong Shire
• Promote contact with surrounding Municipalities through various exercises and invitations to meetings in order to strengthen networks and a mutual understanding of each areas capabilities and resources.
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The committee should operate as a planning committee and not merely as a reporting committee.

3.1.4 Municipal Emergency Management Planning Committee Membership

Councillor or Administrator (Chairperson)
Municipal Emergency Resource Officer (MERO)* / or Deputy (Deputy Chairperson)
Municipal Recovery Manager (MRM) / or Deputy MRM
Municipal Emergency Response Coordinator (MERC) / or Deputy (Victoria Police)
Executive Officer to committee
Municipal Fire Prevention Officer (MFPO)* / or Delegate
Emergency Management Coordinator (EMC)* / or Delegate
* In Towong Shire this is one individual

Local Emergency Service Representatives
Victoria Police
Victorian State Emergency Service
Country Fire Authority
Ambulance Victoria

Local Relief and Recovery Agency Representatives
Australian Red Cross
Community Emergency Response Team
St John Ambulance
Victorian Council of Churches
Police and Emergency Services Chaplain
Australian Volunteer Coast Guard Association

Local Medical Representatives
Tallangatta Health Service
Corryong Health
Walwa Bush Nursing Centre

Government Agency Representatives
Department of Environment, Land, Water and Planning
Parks Victoria
Department of Education & Training
Department of Health and Human Services
Environment Protection Authority Victoria
VicRoads
Goulburn Murray Water
North East Water
North East Catchment Management Authority

Utility Company Representatives
AGL Hydro
AusNet Services
Telstra
United Energy
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Local Community Representatives
Radio Upper Murray
Community Representatives
Others as required including: Interested community groups (i.e. but not limited to, Lions International, Rotary International)

Quorum
A quorum will be achieved with the attendance of the following representatives:
- Victoria Police – MERC or Deputy
- Council – MERO or Deputy and MRM or Deputy
- Control Response agencies: 1 representative from at least 2 different agencies (ie: CFA and SES)
- Recovery Agency – at least 1 representative from 1 agency.
- Two Community representatives who reside in the Shire of Towong.
- No resolutions can be made if a quorum is not reached but a meeting can be held; minutes taken and issues referred for resolution to the next meeting of the MEMPC at which a quorum is reached.

3.1.5 Role of the Chairperson
The Chairperson is responsible for making sure that each meeting is conducted according to the Terms of Reference and that matters are dealt with in an orderly, efficient manner. The Chairperson carries the authority to keep order and maintain progress in line with the agenda. The Chairperson must make the most of all his/her committee members and ‘lead the team’. This also involves regularly reviewing the Committee’s performance and identifying and managing the process for renewal of the Committee through recruitment of new members.
Another Councillor/Administrator or the MERO or Deputy MERO will fill the role of Chairperson in the event of a casual absence.
The position of Chairperson will be appointed by the Councillors/Administrators in November each year, to hold the position for a period of one year or until Council appoints another Councillor/Administrator in their place.
In accordance with Section 76E of the Local Government Act 1989, a Councillor or Administrator must not improperly direct or influence a member of Council staff in the exercise of any power or in the performance of any duty or function.

3.1.6 Meeting Frequency
The MEMP Committee will meet quarterly and each time there is a significant organisational change (affecting MEMPC) or emergency involving the Municipality. Extraordinary meetings may be called as required.
It is proposed that the MEMP Committee shall meet on the third Wednesday of the months of May, August, November and February, with August being a planning meeting.

The MEMP Committee are not required to give public notice of their meetings, and meetings are not required to be open to the public.

The Towong Shire Council will provide a suitable venue and catering for the MEMP Committee meetings. Agencies are expected to provide representatives that are authorised and empowered to deliver outcomes.
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### 3.1.7 Minutes and Agendas

Calls for topics for the MEMP Committee agenda will be circulated three weeks prior to the meetings. The following two items are to be contained in the agenda on a permanent basis:

- The maintenance and update of the MEMPC Contacts list (Appendix A)
- Reviewing a section of the Municipal Emergency Management Plan. Any alterations requested by the MEMPC will follow the Amendment Procedure contained in Appendix K.

Members are to provide a written report to the Executive Officer outlining any agency specific emergency management actions and issues of interest to the MEMP Committee not less than seven days prior to the meeting. Meeting minutes will be taken by the Executive Officer and circulated to the MEMP Committee membership not later than fourteen days after the meeting. Reports to Council will be made where specific issues require a Council determination based on the recommendation of the MEMP Committee. Responsibilities and actions will be identified and where appropriate, subject to time lines in the minutes.

### 3.1.8 Sub-Committees & Working Parties

The MEMP Committee will determine the need to establish sub-committees / working parties in order to investigate and report on specific issues that will assist the MEMP Committee in meeting its obligations under the Emergency Management Act 1986. The MEMP Committee will determine the Terms of Reference and reporting timeframes for the sub-committees and/or working parties. The MEMP Committee can delegate this task to the sub-committee or working party but will endorse or accept them at a quarterly meeting. The membership of any sub-committee and/or working party will consist of agencies and organisations represented on the MEMP Committee, and other representatives deemed necessary. The established sub-committees will report to the MEMP Committee for any actions to be undertaken and recommendations that will be required to go to Council. Minutes will be taken at all sub-committee / working party meetings and will be distributed in accordance with the Municipal Emergency Planning Committee Meeting minutes and agendas. If the function of a sub-committee is completed, the sub-committee can be disbanded at a meeting of the MEMP Committee. Sub-committees may continue with a watching brief for their area of responsibility and not be required to meet until necessitated by a review or change in circumstances. A currency and accuracy review of sub-plans should occur every 12 months, with full reviews every 3 years, unless otherwise stated.

### 3.1.9 Conduct and Interest Provisions

In performing the role of the Municipal Emergency Management Planning Committee Member, a person must:

- Act with integrity
- Impartially exercise his/her responsibilities in the interests of the local community
- Not improperly seek to confer an advantage or disadvantage on any person
- Treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other persons
- Commit to regular attendance at meetings
- Not make improper use of information acquired because of their position or release information that the member knows, or should reasonably know, is confidential information

Where a Councillor or Administrator or officer declares a conflict of interest in relation to a matter in which the committee is concerned, they must disclose the interest to the committee before the matter is considered or discussed at the meeting. Disclosure must include the nature of the relevant interest and be recorded in the minutes of the meeting. The member must leave the room while the matter is being
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considered and may return only after consideration of the matter and all votes on the matter have been concluded.

Where a community member has an interest or a ‘Conflict of Interest’ (as defined in the Local Government Act) in relation to a matter in which the committee is concerned, or is likely to be considered or discussed, the community member must disclose the matter to the group before the matter is considered or discussed. Disclosure must include the nature of the relevant interest or conflict of interest and be recorded in the minutes of the meeting. It will be at the discretion of the Chairperson if the community member remains or leaves the room whilst the matter is discussed, and this must also be recorded in the minutes of the meeting.
### Part Three Planning Arrangements

**References and Related Documents**

| ACTS | Building Act 1993  
Bushfires Royal Commission Monitor Implementation Act 2011  
Country Fire Authority Act 1958  
Electrical Safety Act 1986  
Emergency Management Act 1986  
Emergency Management Act 2013  
Environment Protection Act 1970  
Fire Services Commissioner Act 2010  
Local Government Act 1989  
Planning and Environment Act 1987  
Public Health & Wellbeing Act 2008  
Radiation Act 2005  
Road Management Act 2004  
Road Safety Act 1986  
Terrorism (Community Protection) Act 2003  
Victoria State Emergency Services Act 2005  
Water Act 1989  
Water Industry Act 1994 |
| REGULATIONS | Building Regulations 2006  
Country Fire Authority Regulations 2004  
Electrical Safety (Electric Line Clearance) Regulations 2010  
Radiation Regulations 2007 |
| CODES OF PRACTICE | Australian Emergency Manuals Series  
Emergency Management Manual Victoria  
Emergency Relief Handbook: A Planning Guide  
Local Government Emergency Management Handbook  
Victorian Flood Review  
Victorian Bushfire Royal Commission Recommendations  
Victorian Emergency Management Reform White Paper  
Victorian Planning Schemes  
Safe Work Method Statements (Towong Shire)  
Towong Healthy Communities Plan 2013 - 2017  
Towong Planning Scheme  
Risk Management Action Plan 2016 – 2018 (Towong Shire)  
Business Continuity Plan (Towong Shire)  
Municipal Fire Management Plan 2015 - 2017  
A Guide to hosting an event in Towong Shire, How can we help  
Community Engagement Strategy (Towong Shire)  
Council Plan 2017-2021  
Building Code of Australia  
Drainage and Building Plans |
| OTHER | Bethanga Primary Critical Incident Policy  
St Michaels Primary School Tallangatta Emergency Management Plan  
Sacred Heart School Emergency Management Plan  
Corryong College Emergency Evacuation Plan  
Health Services / Schools |
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| Corryong College Emergency Management and Evacuation process |
| Tallangatta Primary School Emergency Management Plan |
| Tallangatta Secondary College Emergency Management Plan |
| Berringa Emergency Management Plan |
| Corryong Pre School Emergency Management Plan |
| Tallangatta Early Years Learning Centre Emergency Management Plan |
| Tallangatta Health Service Emergency Evacuation Plan |
| Tallangatta Health Service Business Continuity Plan |
| Tallangatta Health Service Bushfire Management Plan |

3.1.10 Media, Public Education and Communication

Contact with the media by Municipal Emergency Management Planning Committee members will be conducted in accordance with the Councillor/Administrator and Staff Media Policies. Community members should defer any media requires to the Municipal Emergency Resource Officer (MERO) in the first instance and should take care not to respond as a representative of the committee. Control agencies are responsible for leading the provision of information to affected communities during the response phase.

3.1.11 Charter of Human Rights Compliance

It is considered that this policy does not impact on any human rights identified in the Charter of Human Rights & Responsibilities Act 2006

3.1.12 Review Date

The Terms of Reference will be reviewed at least every three years. Next review February 2018.

3.2 Municipal Emergency Management Planning Committee

This Committee is formed pursuant to Section 21(3) & (4) of the Emergency Management Act, to formulate a plan for the Councils’ consideration in relation to the prevention of, response to and the recovery from emergencies within the Towong Shire.

The following positions shall make up the Municipal Emergency Management Planning Committee:

<table>
<thead>
<tr>
<th>Position</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman (Mayor)</td>
<td>Towong Shire Council</td>
</tr>
<tr>
<td>MERO / MFPO</td>
<td>Towong Shire Council</td>
</tr>
<tr>
<td>Deputy MERO</td>
<td>Towong Shire Council</td>
</tr>
<tr>
<td>MRM</td>
<td>Towong Shire Council</td>
</tr>
<tr>
<td>Deputy MRM</td>
<td>Towong Shire Council</td>
</tr>
<tr>
<td>Emergency Management Coordinator</td>
<td>Towong Shire Council</td>
</tr>
<tr>
<td>Municipal Fire Prevention Officer (MFPO)</td>
<td>Towong Shire Council</td>
</tr>
<tr>
<td>MEMPC Executive Officer</td>
<td>Towong Shire Council</td>
</tr>
<tr>
<td>Municipal Emergency Response Coordinator</td>
<td>VicPol</td>
</tr>
<tr>
<td>Deputy Municipal Emergency Response Coordinator</td>
<td>VicPol</td>
</tr>
<tr>
<td>Operations Officer District 24</td>
<td>CFA</td>
</tr>
<tr>
<td>Group Officer – Corryong</td>
<td>CFA</td>
</tr>
<tr>
<td>Group Officer – Tallangatta</td>
<td>CFA</td>
</tr>
<tr>
<td>Manager Community Safety North East Area</td>
<td>CFA</td>
</tr>
<tr>
<td>District Manager – Upper Murray</td>
<td>DELWP</td>
</tr>
</tbody>
</table>
### Part Three Planning Arrangements

<table>
<thead>
<tr>
<th>Position</th>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>SES Tallangatta</td>
<td>VICSES</td>
</tr>
<tr>
<td>SES Mitta Mitta</td>
<td>VICSES</td>
</tr>
<tr>
<td>SES Corryong</td>
<td>VICSES</td>
</tr>
<tr>
<td>SES NE(Hume) Region</td>
<td>VICSES</td>
</tr>
<tr>
<td>SES NE(Hume) Region</td>
<td>VICSES</td>
</tr>
<tr>
<td>Regional Officer Emergency Management</td>
<td>VICSES</td>
</tr>
<tr>
<td>Director of Corporate Services</td>
<td>Tallangatta Health Services</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>Corryong Health</td>
</tr>
<tr>
<td>Chief Executive</td>
<td>VICSES</td>
</tr>
<tr>
<td>Group Manager Upper Hume</td>
<td>Ambulance Victoria</td>
</tr>
<tr>
<td>Team Leader</td>
<td>Ambulance Vic – Tallangatta</td>
</tr>
<tr>
<td>Team Leader</td>
<td>Ambulance Vic – Corryong</td>
</tr>
<tr>
<td>Emergency Management Officer</td>
<td>St John Ambulance - Vic</td>
</tr>
<tr>
<td>CERT Team Walwa</td>
<td>Walwa</td>
</tr>
<tr>
<td>CERT Team Berringa</td>
<td>Bethanga / Bellbridge</td>
</tr>
<tr>
<td>Police &amp; Emergency Services Chaplain</td>
<td></td>
</tr>
<tr>
<td>Victorian Council of Churches</td>
<td></td>
</tr>
<tr>
<td>Divisional Operations Officer – Wangaratta Division</td>
<td>Australian Red Cross</td>
</tr>
<tr>
<td>Hume Region</td>
<td></td>
</tr>
<tr>
<td>District Veterinary Officer</td>
<td>DEDJTR</td>
</tr>
<tr>
<td>Regional Emergency Management Co-ordinator</td>
<td>Department of Health and Human</td>
</tr>
<tr>
<td>Emergency Management Coordinator (Hume Region)</td>
<td>Services</td>
</tr>
<tr>
<td>Church / Communications</td>
<td></td>
</tr>
<tr>
<td>Snr Reservoir Controller Operations &amp; Maintenance</td>
<td></td>
</tr>
<tr>
<td>Flotilla Commander VF11 Lake Hume</td>
<td></td>
</tr>
<tr>
<td>Regional Hydrology Manager, Water Div.</td>
<td></td>
</tr>
<tr>
<td>Emergency Management Co-ordinator</td>
<td></td>
</tr>
<tr>
<td>Area Chief Ranger, Kiewa and Murray</td>
<td></td>
</tr>
<tr>
<td>Area Chief Ranger, Kiewa and Murray</td>
<td></td>
</tr>
</tbody>
</table>
Part Three Planning Arrangements

Others as required
The Municipal Emergency Management Planning Committee during the development of the plan has received information and advice from representatives of the following agencies and organisations:

- Department of Economic Development, Jobs, Transport and Resources (DEDJTR)
- Department of Education Utility Services
- Regional School Bus Co-ordinator
- Department of Health & Human Services
- North East Catchment Management Authority (NECMA)

3.3 Municipal Emergency Management Planning Committee
Sub-committees and Working parties

Currently the Towong MEMP Committee has the following sub-committees or working parties:
- Municipal Fire Management Planning
- Relief and Recovery
- Flood
- CERA
3.4 Municipal Emergency Management Functions and Roles

Towong Shire notes the responsibility for management of municipal resources and the coordination of community support to counter the effects of an emergency during both the response to and recovery from emergencies.

This includes the management of:

(a) The provision of emergency relief to Control Agencies and affected persons during the response phase;
(b) The provision of Supply (resources) to Control and Relief Agencies during response and recovery;
(c) Municipal assistance to agencies during the response to and recovery from emergencies;
(d) The assessment of the impact of the emergency; and
(e) Recovery activities within the municipality, in consultation with Department of Health and Human Services.

In order to carry out these management functions, Towong Shire will form an Emergency Management Coordination Group. This group will consist of:

- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager (MRM)
- Chief Executive Officer
- Municipal Emergency Response Co-ordinator (MERC)
- Control Agency Representative
- Others co-opted as required

The emergency management group or part thereof will convene when the scale of the emergency dictates the requirement for the provision of any of the functions outlined above. Members of the emergency management group will liaise to determine what level of activation is required.

The functions of the Emergency Management Coordination Group will be carried out in consultation with:

- The Municipal Emergency Response Coordinator, with respect to the coordination and provision of resources.
- The control agency.

The specific responsibilities of the MERO and the MRM are detailed as follows.

3.4.1 Municipal Emergency Resource Officer (MERO)

Towong Shire has appointed the Emergency Management Coordinator to fulfil the function of MERO pursuant to Section 21(1) of the Emergency Management Act. Council has appointed the Director Technical Services as the deputy MERO.

Activation: To be activated by the MERC.
Call the on duty MERO, if MERO cannot be contacted, call the Deputy MERO.

Responsibilities
Part Three Planning Arrangements

The role of the MERO, as per the EMMV, is to:

- coordinate municipal resources in emergency response;
- provide council resources when requested by emergency services or police during response activities;
- maintain effective liaison with emergency agencies within or servicing the municipal district;
- maintain an effective contact base so municipal resources can be accessed on a twenty-four hour basis;
- keep the municipal emergency coordination centre(s) prepared to ensure prompt activation if needed;
- liaise with the MRM on the best use of municipal resources;
- organise a response debrief if requested by the Municipal Emergency Response Coordinator (MERC), an appointee of Victoria Police;
- ensure procedures and systems are in place to monitor and record expenditure by the council in relation to emergencies; and
- perform other duties as determined.

The MERO is also responsible for coordination of municipal recovery resources if no municipal recovery manager is appointed. The MERO may also act as Emergency Management Liaison Officer (EMLO). See 3.6.5 EMMV for role description.

Municipal Authority

The MERO is responsible for the coordination of municipal resources in responding to emergencies, and has full delegated powers to deploy and manage Council’s resources during emergencies.

The complete list of Council’s resources, contracted resources and contractors used by Council is kept on hand and retained as a separate document by Council. It is checked and updated at least twice a year. (See Part 5.3.2 for location).

3.4.2 Municipal Recovery Manager (MRM)

Towong Shire has appointed the Director Corporate and Community Services to fulfil the function of MRM pursuant to Section 21(1) of the Emergency Management Act. The Manager of Corporate Services is the deputy MRM.

Activation: To be activated by the MERO.
Call the MRM (or Deputy MRM)

Responsibilities
The role of the MRM, as per the EMMV, is to:

- coordinate municipal and community resources for recovery;
- assist with collating and evaluate information gathered in the post impact assessment;
- establish priorities for the restoration of community services and needs;
- liaise with the MERO 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;
Part Three Planning Arrangements

- 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 Health and Human Services;
- undertake other specific recovery activities as determined.

The MRM may delegate duties to provide for effective management of the recovery functions.

3.4.3 Municipal Fire Prevention Officer (MFPO)

Towong Shire has appointed the Emergency Management Coordinator to fulfil the function of Municipal Fire Prevention Officer pursuant to Section 96A of the Country Fire Authority Act 1958.

Responsibilities

The role of the MFPO, as per the EMMV, is to:
- undertake and regularly review council’s fire prevention planning and plans (together with the Municipal Fire Management Planning Committee (MFMPC), 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 MFMPC) on fire prevention and related matters;
- ensure the MEMP 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;
- issue permits to burn (under s. 38 of the Country Fire Authority Act); and
- facilitate 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.

Activation: To be activated by the MERO.
   Call the MFPO or the Assistant MFPO

3.4.4 Municipal Emergency Response Co-ordinator (MERC)

The Officer in Charge at the Tallangatta Police Station, or his/her deputy is known as the MERC for Towong Shire.

If direct contact cannot be made with the MERC ask VicPol for the 265 – Senior Sergeant on duty.

Responsibilities

The role of the MERC, as per the EMMV, is to:
- ensure that the appropriate control and support agencies are in attendance - or have been notified by the controller and are responding to an emergency
- in the event of uncertainty, determine which agency is to perform its statutory response role, where more than one agency is empowered to perform that role
Part Three Planning Arrangements

- ensure the Incident Controller has formed and is chairing an Incident Emergency Management Team (IEMT) or, if the Incident Controller is unable to attend or there are several disparate emergencies within the municipality, form and chair an IEMT
- arrange for the provision of resources requested by control and support agencies and escalate unfulfilled requests to the RERC
- advise the RERC of emergencies that have the potential to require supplementary resources from outside the municipal district.
- ensure timely warnings and information are provided to the community and support agencies by the control agency
- ensure the Incident Controller has developed and issued an incident action plan (including objectives and strategies for managing the incident)
- ensure the Municipal Emergency Resource Officer is advised of the emergency, is available to provide access to municipal resources if required and is receiving information as appropriate
- attend, or arrange delegate to attend the Municipal Emergency Coordination Centre, if activated
- consider registration of persons evacuated or otherwise affected across the municipality
- consider the provision of relief to evacuees and agency personnel where necessary and advise the Municipal Recovery Manager of requirements
- consider the need for declaration of an emergency area
- ensure the municipal recovery manager has been notified by the incident controller of the emergency
- provide the RERC with information or advice on issues relating the control, command and coordination of the emergency response, including issues relating to consequence management, the provision of relief and the transition to recovery.

Any Control Agency requiring municipal support will request that support through the MERC who will pass on all requirements to the MERO.

Activation: To be activated by the ICC – Incident Controller.
   Call the MERC or Deputy MERC

3.4.5 Regional Emergency Response Co-ordinator (RERC)

When all relevant resources have been fully committed and there is further requirement for additional resources, all requests must be forwarded to the MERC who will in turn pass on same to the RERC for action. In the absence of the RERC, his/her deputy will be contacted.

3.5 Compensation of Volunteer Emergency Workers

Compensation for all Volunteer Emergency Workers will be as laid down in Part 6 of the Emergency Management Act, 1986. It is the responsibility of the Organisation utilising the Volunteer Emergency Workers to ensure that all of the Volunteer Emergency Workers are registered.

3.6 Maintenance of Plan

3.6.1 Frequency of Meetings
Part Three Planning Arrangements

As per the Terms of Reference, the MEMP Committee will meet quarterly and each time there is a significant organisational change (affecting MEMPC) or emergency involving the Municipality. Extraordinary meetings may be called as required.

It is proposed that the MEMP Committee shall meet on the third Wednesday of the months of May, August, November and February, with August being a planning meeting.

Minutes of all meetings must be taken and a copy sent to all members of the MEMPC and the RERC.

Functional Sub Committees, if formed, should meet at least once per year to review and amend their arrangements where necessary.

The Towong Shire Chief Executive Officer is responsible for ensuring the MEMP is maintained and kept up to date.

3.6.2 Plan Review

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

Review of the plan will specifically focus on the hazards in the Towong Shire and the Contact Directory of the plan. Amendments are to be produced and distributed by Towong Shire as required. See Appendix A for distribution list.

Standard reviews, amendments and updates to the Plan are to be signed off by the CEO where they fall outside a full update/review to be endorsed by Council.

3.6.3 Testing the Plan

Upon completion of development of this Plan, and thereafter on an annual basis, arrangements pertaining to this plan should be tested. This will be done in a form determined by the MEMPC. In addition, assessment on the functionality of the plan will be considered during post incident after-action-reviews and debriefs.

Any procedural anomalies or short falls encountered during these exercises, or ensuing operations, must be addressed and rectified at the earliest opportunity.

3.6.4 Exercise and Incident Debrief

The Facilitator of any exercise or incident review will provide a written report on the exercise for the next MEMPC meeting.

3.6.5 Exercises

At the commencement of each year the MEMPC should discuss future plans for various exercises in the coming 12 months. The responsibilities of planning and conducting exercises should be shared amongst Committee members who either have the same relevant expertise or are prepared to take on the role to develop their own skills in the area of planning an exercise.
### Part Three Planning Arrangements

<table>
<thead>
<tr>
<th>Year</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1-2 December</td>
<td>Victorian Flood Emergency Event. ICC Wangaratta - incident</td>
</tr>
<tr>
<td>2017</td>
<td>22 October</td>
<td>Corryong Airport Emergency exercise.</td>
</tr>
<tr>
<td>2017</td>
<td>20 June</td>
<td>MEMPC desktop exercise to test MEMP ‘Flood Emergency’ at Tallangatta SES / CFA</td>
</tr>
<tr>
<td>2017</td>
<td>8 June</td>
<td>Council Operations Centre desktop exercise to test MEMP ‘Flood Emergency’ at Shire Office.</td>
</tr>
<tr>
<td>2015</td>
<td>20 May</td>
<td>COUNCIL OPERATIONS CENTRE desktop exercise to test MEMP</td>
</tr>
<tr>
<td>2015</td>
<td>12 March</td>
<td>Berringama truck/car and caravan collision - Incident</td>
</tr>
<tr>
<td>2014</td>
<td>11 December</td>
<td>Walwa storm cell (down-burst) - Incident</td>
</tr>
<tr>
<td>2014</td>
<td>6 October</td>
<td>Tallangatta Office – Trial COUNCIL OPERATIONS CENTRE</td>
</tr>
<tr>
<td>2011</td>
<td>8 November</td>
<td>Bellbridge Tornado – Severe Winds &amp; Housing damage</td>
</tr>
<tr>
<td>2010</td>
<td>26 November</td>
<td>Corryong Office – Trial COUNCIL OPERATIONS CENTRE</td>
</tr>
<tr>
<td>2010</td>
<td>25 November</td>
<td>Tallangatta Office – Trial COUNCIL OPERATIONS CENTRE</td>
</tr>
<tr>
<td>2010</td>
<td>28 July</td>
<td>Desktop Exercise Shelley Camp – Road cut by floodwaters resulting in bus accident</td>
</tr>
<tr>
<td>2007</td>
<td>11 October</td>
<td>Tallangatta Office – Trial COUNCIL OPERATIONS CENTRE</td>
</tr>
<tr>
<td>2006</td>
<td>22 October</td>
<td>Multi Vehicle collision at Tallangatta - Incident</td>
</tr>
<tr>
<td>2004</td>
<td>1 June</td>
<td>Corryong Airport – Airport Emergency Exercise</td>
</tr>
<tr>
<td>2003</td>
<td>9 November</td>
<td>Desktop Exercise re Corryong Airport</td>
</tr>
<tr>
<td>2003</td>
<td>February</td>
<td>Mitta Fires – MECC operating.</td>
</tr>
<tr>
<td>2002</td>
<td>1 August</td>
<td>Dartmouth RAR</td>
</tr>
<tr>
<td>2002</td>
<td>24 May</td>
<td>Tallangatta Office – Desktop Exercise re 2 bus collision</td>
</tr>
<tr>
<td>2001-2008</td>
<td>Severe drought throughout region</td>
<td></td>
</tr>
<tr>
<td>2001</td>
<td>10 October</td>
<td>Desktop COUNCIL OPERATIONS CENTRE exercise</td>
</tr>
<tr>
<td>2000</td>
<td>22 October</td>
<td>Avondale RAR</td>
</tr>
</tbody>
</table>

The exercises can be tabletop discussions or field exercises, where the aim is to determine how well the operational elements of the MEMP are implemented. Each exercise should be debriefed and have a document that lists the outcomes and lessons learnt for future reference as part of a continual improvement process of the MEMP and distributed to the Committee.

### 3.7 Audit Requirements and Process

Towong Shire pursuant to section 21A of the Emergency Management Act 1986 shall submit the MEMPlan to the Victoria State Emergency Service for audit. This audit will assess whether the plan complies with guidelines issued by the Chief Officer, VICSES, and assists the MEMP Committee to develop and maintain a high quality MEMP.

The most recent version endorsed by the MEMP Committee and endorsed by the Council will be submitted for audit at least once every three years. Audit questions can be found in the Emergency Management Manual Victoria (EMMV), Part 6, Appendix 2 [http://www.emv.vic.gov.au/policies/emmv/](http://www.emv.vic.gov.au/policies/emmv/).

An audit report will be provided to the Council, indicating whether or not the MEMP complies with these guidelines and if there are opportunities to improve the plan or planning process. Councils must within three months of receiving an audit report forward a copy of its written response to the Chief Officer, VICSES.

A MEMP that does not comply with these guidelines will be audited again in 12 months.
Part Three Planning Arrangements

MEMP sub-plans are not audited as part of the MEMP audit process. If a Municipal Fire Management Plan (that may be a sub-plan of the MEMP) has been developed in accordance with the Integrated Fire Management Planning framework, it will be audited in accordance with S. 55B of the Country Fire Authority Act 1958 (see part 6A EMMV).
Part Four Prevention / Mitigation Arrangements

4.1 The Role of the Municipality

The Towong Shire Council recognises it has a key role in prevention and mitigation activities to reduce the risk, or minimise the effects, of emergencies that may occur in the area. Council’s enforcement and continued reviewing of existing policies in land use, building codes and regulations, and urban planning, along with the various agencies responsible for prevention activities throughout the community, combine to ensure that all measures possible are addressed to reduce the likelihood of emergency. The MEMPC also plays a role in prevention by identifying potential hazard areas and working to mitigate risks.

4.2 Preparedness

Part 5 (Response Arrangements) identifies the roles and responsibilities of the various organisations and agencies that exist in the municipality. Each agency’s ability to cope with the identified threats was considered during this process.

Council Operations Centres have been identified, along with an alternative in the event that the Primary Council Operations Centre should become unserviceable. Likewise, Emergency Relief Centres and Bushfire Place of Last Resort (formally Neighbourhood Safer Places) have been identified for use during emergencies. These are listed in Appendices B & D.

4.3 Community Awareness

The ability of a community to respond to an emergency and in turn recover from the effects of an emergency will depend on the attitude of the people affected. Obtaining the preferred response from people during emergencies will require community education and awareness programs to be implemented for this purpose. The municipality and the MEMPC will support and promote via multi-media releases and updates, briefings or on Towong Shire’s website, appropriate prevention and awareness programs within the Shire. Methods of warning the community of an impending emergency are addressed in Part 5.

4.4 Community Emergency Risk Assessment (CERA)

The Community Emergency Risk Assessment (CERA), has been developed by the Victorian SES and provides MEMP Committees with a framework for improving community safety and resilience from hazards and emergencies.

A sub-committee of the MEMPC was formed in 2014 and last met in April 2017 to evaluate the Towong Shire’s potential risks using the CERA. The CERA process identified five perceived highest risks facing the Municipality and assessed them against the maximum foreseeable consequence of a particular hazard using a risk matrix. Expert opinions were then sought on each of the identified risks and an assessment of the likely impacts on the community and their ability to deal with these risks were provided. The committee looked at the existing plan and mitigations that have been put in place before re-evaluating the impact of these risks on the communities involved. These risks were then rated again for their likelihood and frequency as well as the residual consequence for assets, values and functions. This rating was then displayed via a heat map that provides the outcomes.

The results now form the framework for planning over the next three years to develop, improve and test plans put in place and to mitigate the impacts.
Part Four Prevention / Mitigation Arrangements

Towong’s risk profile will be reviewed at least every three years or where a significant new risk has emerged. If the risks are assessed as high or above, a prevention or mitigation plan will be developed. The CERA Committee convene and organise a timeline for production of a plan within 3 months, with the aim of producing a draft plan within 6 months and a completed plan within 12 months.

Community Emergency Risk Assessment Heat Map is provided in 4.6.

Current Towong CERA can be found at: S:\Community Wellbeing\Emergency Management\CERA

4.5 Prevention / Mitigation Plans

Within the municipality, a number of prevention or mitigation plans have been developed over time. They are:

- Bolga Court Hostel, Tallangatta Evacuation Plan
- Corryong Aerodrome Manual (incorporating Corryong Aerodrome Emergency Procedures)
- Corryong, Tallangatta and Walwa Bush Nursing Centre Evacuation Plans
- Dartmouth Regulating Dam Safety Emergency Plan
- DELWP Preparedness and Response Plan
- Goulburn Murray Water Blue-Green Algae
- Lake Dartmouth Dam Safety Emergency Plan
- Municipal Fire Management Plan
- North East Regional Fire Protection Plan (DELWP)
- School Counter Disaster Plans
- Township Protection Plans
- Towong Shire Flood Plan (in development)
- Towong Shire Heat Wave Plan 2017

Details of these plans are listed in Appendix B of this document.
Part Four Prevention / Mitigation Arrangements

4.6 CERA Heat Map

Consolidated actions table is available at S:\Community Wellbeing\Emergency Management\CERA
Part Five Response Arrangements

5.1 Introduction

As stated in 3.2 of the Emergency Management Manual Victoria (EMMV), the objective of emergency response activities in Victoria is to reduce the impact and consequences of emergencies on people, communities, essential and community infrastructure, industry, the economy and the environment. These response principles apply, regardless of the size of the emergency, and of how many agencies are involved in the response.

The response concept provides the mechanism for the build-up of appropriate resources to cope with emergencies throughout the State. It also provides for requests for physical assistance from the Commonwealth when State resources have been exhausted.

Most incidents are of local concern and can be co-ordinated from local Municipal resources. However, when local resources are exhausted, response provides for further resources to be made available, firstly from neighbouring Municipalities (on a Regional basis) and then, secondly on a State wide basis.

The priorities of the State Emergency Response Plan and the Municipal Emergency Management plan focus on the primacy of life and the issuing of community warnings and information, in order to assist people to make informed decisions about their safety.

The priorities are
• Protection and preservation of life is paramount. This includes the Safety of emergency response personnel and Safety of community members including vulnerable community members and visitors/tourists
• 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 support 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.

Major Emergencies

The EM Act 2013 contains specific arrangements for the management of a major fire or major emergency, defined as a large or complex fire or other emergency (however caused) that:

• has the potential to cause, or is causing, loss of life and extensive damage to property, infrastructure or the environment; or
• has the potential to have, or is having, significant adverse consequences for the Victorian community or a part of the Victorian community, or
Part Five Response Arrangements

- requires the involvement of two or more agencies (fire services agencies if a major fire) to respond to the emergency; or
- will, if not suppressed, burn for more than one day (applies to major fire only).

Sections 37 and 39 of the EM Act 2013 prescribe specific arrangements for the following categories of emergencies:

A Class 1 emergency is either:
- a major fire, or
- any other major emergency for which the control agency is the Metropolitan Fire Brigade (MFB), Country Fire Authority (CFA) or Victoria State Emergency Service (VICS).

A Class 2 emergency is a major emergency that is not:
- a Class 1 emergency, or
- a warlike act or act of terrorism, whether directed at Victoria or at any other state or territory of the Commonwealth, or
- a hi-jack, siege or riot.

(Note: Response arrangements for Class 1 and Class 2 emergencies are set out in 3.5.5 and 3.5.6 of EMMV)

A Class 3 emergency is:
- a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth, or a hi-jack, siege or riot. Class 3 emergencies may also be referred to as security emergencies.

Emergency management is not only about the response to an emergency.

Emergency management comprises of a range of measures in order to manage risks to communities and the environment. It includes the development and maintenance of arrangements to prevent, prepare for, respond to and recover from emergencies.

This process commences well before an emergency occurs, and continues through to long after the emergency has passed. This approach is called Prevention, Preparedness, Response and recovery (PPRR)

Prevention

To eliminate or reduce the level of the risk or severity of emergencies. It includes identifying hazards, assessing threats to life and property and taking measures to reduce potential loss to life or property.

Preparation

To build the capacity of communities to cope with the consequences of emergencies. It includes arrangements or plans to deal with an emergency or the effects of an emergency.
Part Five Response Arrangements

Response

To ensure the immediate consequences of emergencies to communities are minimised. It includes the process of combating an emergency and providing immediate relief for persons affected by an emergency.

Recovery

To support individuals and communities affected by emergencies in reconstructing physical infrastructure and restoring physical, emotional, environmental and economic wellbeing. It includes the process of returning an affected community to its proper level of functioning after an emergency.

5.2 Tiers of Emergency Response Management.

Victorian emergency response management has three tiers:

<table>
<thead>
<tr>
<th>Tier</th>
<th>Primary function supported by the team</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Control</td>
</tr>
<tr>
<td></td>
<td>Response coordination</td>
</tr>
<tr>
<td></td>
<td>Relief and recovery coordination</td>
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<tr>
<td></td>
<td>Communications</td>
</tr>
<tr>
<td></td>
<td>Consequence management</td>
</tr>
<tr>
<td>State tier</td>
<td>State Coordination Team</td>
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<td></td>
<td>State Control Team</td>
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<tr>
<td></td>
<td>Emergency Management Joint Public Information Committee</td>
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<td></td>
<td>State Emergency Management Team</td>
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<tr>
<td></td>
<td>State Relief and Recovery Team</td>
</tr>
<tr>
<td>Regional tier</td>
<td>Regional Control Team</td>
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<tr>
<td></td>
<td>Regional Emergency Management Team</td>
</tr>
<tr>
<td></td>
<td>Regional Recovery Planning Committee or equivalent*</td>
</tr>
<tr>
<td>Incident tier</td>
<td>Incident Management Team (major emergencies)</td>
</tr>
<tr>
<td></td>
<td>Incident Emergency Management Team (major emergencies)</td>
</tr>
<tr>
<td></td>
<td>Municipal Recovery Planning Committee or equivalent*</td>
</tr>
<tr>
<td></td>
<td>Incident Emergency Management Team (non-major emergencies)</td>
</tr>
</tbody>
</table>

Not all tiers are active for every emergency. In general the state and regional tiers are active only for major emergencies or where major emergencies are anticipated to occur. Non-major emergencies are managed only at the incident tier. The people and agencies with roles and responsibilities for responding to emergencies work together in teams at each tier to ensure a collaborative and coordinated whole of government approach.

Where emergencies can be expected to last for an extended period, regional and state tier arrangements may be activated on a continuing basis.
Part Five Response Arrangements

5.3 Command, Control, Coordination, Consequences, Communication & Community Connection

As set out in the State Emergency Response Plan (Part 3 EMMV), Victoria bases its emergency response arrangement on the management functions of control, command and coordination, broadly described as follows:

**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 and 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.

**Control**
- Operates across agencies
- Control is the overall direction of response activities in an emergency, operating horizontally across agencies. In Victoria, authority for control is established in this SERP, with the details listed in the EMMV
- 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

**Command**
- 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 agency issues 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.
- Council recognise the status of ICC’s within the Towong Shire, how they operate, their access to services and their function of control. Council via the MERO and MERC will link into this process to ensure the common operating picture and support of function is operating through the response and integrated recovery to emergencies.
Part Five Response Arrangements

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.

5.3.1 Phases of Activation

Response arrangements should be implemented at the earliest possible opportunity if the effects of emergencies are to be minimised and for this reason several phases of activation have been accepted. These are:-

5.3.2 Alert

Upon receipt of warning or information that an emergency may occur or affect the relevant area of responsibility, the organisation must be alerted to ensure its readiness to act if called upon. Some of the activities that should be considered in this phase are:

- Warning for key personnel.
- Testing of communications arrangements.
- Establish flow of information between Municipality and Control/Support Agencies. (This may come from the REMT)

5.3.3 Standby

As the threat, or the effects of the emergency, becomes imminent, members of the relevant organisation or sections are placed on standby, thus being ready to move immediately they are required. Some of the activities that should be considered in this phase are:

- Staff respective Emergency Centres.
- Prepare equipment and personnel for immediate action.
- Identify assembly areas.

5.3.4 Action

This is the operational phase of the emergency when control and support agencies are committed to contain or control the emergency. Some operations may necessitate moving to the "Action phase" immediately without the "Alert" and "Standby" phases being implemented. For this reason, it is mandatory that all organisations having a role in this Plan be in a state of preparedness at all times.
Part Five Response Arrangements

Some of the activities that should be considered in this phase are:

- Mobilise personnel/equipment as requested.
- Produce situation reports on regular basis for higher authorities.
- Deploy additional resources as required.
- Ensure Casual Emergency Workers are registered.

5.3.5 Escalation

Relief and recovery coordination can be escalated from the local to regional or state level:
• when requested, because capability is 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, in which case the Victorian Government may establish an event-specific relief or recovery coordination structure to oversee a whole-of-sector response.

Where an emergency has affected multiple regions within the state, or where the emergency has significant consequences for communities or the government of the day, state relief and recovery coordination will be activated. State level relief and recovery coordination activity will focus on sector coordination and the management of risks and consequences to help inform the regional response to the emergency.

The relevant local, regional and state relief and recovery coordinators are expected to monitor their relevant situations. When escalation appears likely, the responsible relief and recovery coordinator must prepare an incident-specific relief and/or recovery coordination plan.

5.3.6 Stand Down

When the MERC is satisfied that the response to the emergency has been completed, he/she will advise all participating agencies of ‘Stand Down’. This is done after consultation with the Control Authority and any other relevant agency.

5.4 Local Response Arrangements and Responsible Agencies

At Towong Shire the local response arrangements are as follows:

1: Incident Occurs
2: Incident Controller contacts Municipal Emergency Response Co-ordinator (MERC)
3: MERC contacts Municipal Emergency Resource Officer (MERO).
4: MERO contacts Municipal Recovery Manager, Deputy Municipal Emergency Resource Officer and Deputy Municipal Recovery Manager.
5: Incident Controller requests Emergency Management Liaison Officer (EMLO) to attend Incident Control Centre (Tallangatta or Corryong). This will usually be the MERO.
6: All resources / materials that require funding are to be approved by the Incident controller and this request is to go through the MERC. MERC will then authorise the MERO to commence organising the resources / materials required.
Part Five Response Arrangements

6: If required the MERO will ask the Deputy MERO to establish a Council Operations Centre at Tallangatta or Corryong. The MRM and Deputy MRM will also usually be in attendance at this location.

7: Risk Action Sheets for Responding to Emergencies, Establishing Council Operation Centres and Emergency Relief Centres can be found in Appendix L

Contact details are contained in Appendix A.

Detailed tables displaying Control Agencies can be found in Part 7 of the EMMV Page 7-2 to 7-3.


Support Agencies may be able to offer varying levels of support from ‘on ground’ resources to information. It may be appropriate to consult with a number of identified Support Agencies for advice in relation to any given emergency. It is the prerogative of the control agency to formulate action plans for a given emergency in consultation with support agencies.

Detailed tables displaying Support Agencies can be found in Part 7 of the EMMV Page 7-3 to 7-4.


5.4.1 Council’s Roles in Response Activities

Whilst not an exhaustive list the EMMV (Part 7) sets out that most of the activities below are carried out by councils in close conjunction with, or with direct support by, Government departments and agencies.

- Provision of available municipal resources needed by the community and response Agencies. The provision of resources is initiated through the MERO contact process.

  Incident Controller > MERC > MERO / EMLO > MRM

- Provision of a Towong Shire EMLO to the ICC (when requested by the MERC).
- Establishment of COUNCIL OPERATIONS CENTRE - facilities and staffing.
- Provision of facilities for emergency services’ staging areas.
- Facilitate the delivery of warnings to the community.
- Provision of information to public and media. Council will generally default to control agency media releases and direct the community to the control agency websites and EMV.
- Coordination of the provision and operation of emergency relief (includes catering, Emergency relief centres, emergency shelters and material needs).
- Clearance of blocked drains and local roads, including tree removal.
- Provide support for the incident controller in relation to partial or full road closures and the determination of alternative routes. Traffic Management Plans are available on;

P:\OHS & Risk Management\Traffic Management\Traffic Management Plans
Part Five Response Arrangements

Council will assist in the establishment of road blocks, or traffic management points, through the provision of appropriate signage. Upon request Council staff may provide traffic advice on site to motorists as a first response until relieved by VicPol or other response agency staff or volunteers. (See also Part 6.11.6 B3 Transport)

All relevant hardcopy information is contained in the ICC box at the Emergency Management Coordinator desk, including the Council Operations Folder.

5.4.2 Resource List
DELPW maintains a 'Panel of Contractors' which includes Towong Shire that may be drawn on for plant for both civil works and for bushfire suppression and planned burn preparation works. DELWP's Corryong or Tallangatta offices can be contacted for this list or contact details of specific plant owner/operators. Contact numbers are listed in Appendix A.

Detailed resources lists for plant and equipment are held by Towong Shire Council at the following locations:

Towong Shire Council's Plant and Equipment Register:
S:\Asset Management\Asset Management\Plant and Fleet\2017-18\E - Asset Inventory\Plant & Equipment.xlsx

Towong Shire Council's Preferred Contractor List:
S:\Asset Management\Engineering\Preferred Contractor List


Prior to declared days of Total Fire Ban, and upon request, Council will provide the CFA Duty Officer with a list of all firefighting support plant and equipment and its location.

Council will make available resources and facilities under their control to assist in response, relief and recovery efforts.

5.4.3 Staging Areas
A list of available staging areas as defined in the CFA's District 24 Readiness and Response Arrangements are provided in Appendix M. It should be noted that with the exception of the Walwa Football Ground, all those listed are not managed by Towong Shire Council. Details of staging areas are contained in Appendix M and additional information available at s:\community wellbeing\emergency management\emergency relief centres & staging areas

5.4.4 Catering Arrangements
Towong Shire shall engage the Australian Red Cross to provide food and water for community members requiring emergency relief. Agencies will manage their own food and water needs.

5.4.5 Incident Control Centres (ICC)
Level 3 Incident Control Centres for the Towong Shire are located at the DELWP Offices in both Tallangatta and Corryong. Locations and contact details are provided in Appendix B 7.
Table 5.2  The flow chart below extracted from the EMMV (3.12.2) shows the process for sourcing resources from the four levels of supplementation – municipal, regional, state and Commonwealth.
Part Five Response Arrangements

5.5 Municipal Emergency Coordination Centre (COUNCIL OPERATIONS CENTRE)

A Council Operations Centre is a facility which brings together key agencies, to coordinate the provision of council and community resources during an emergency for the response and recovery effort. The Council Operations Centre facilitates activities of key personnel from local and state government agencies, emergency services and others as required to assist.

**Class 1 emergencies** are managed from the State Control Centre, Regional Control Centres and either an Incident Control Centre, mobile control unit, site office or other location determined by the Emergency Management Commissioner (EMC).

**Class 2 emergencies** are managed from a location determined by the control agency, in consultation with the EMC.

An emergency response coordinator will determine the best location for coordination to occur. They may activate the following coordination centres:

- the State Control Centre
- a Regional Emergency Response Coordination Centre (RERCC)
- Council Operations Centre

The Council Operations Centre will be used to coordinate the provision of human and material resources within the municipality, during emergencies. It will also maintain an overall view of the operational activities within this Plan's area of responsibility, for record, planning and debrief purposes. The Council Operations Centre may also become operational during support operations to a neighbouring municipality. Administrative staff for the Council Operations Centre will be drawn from municipal employees.

Provision of Council Operations Centre functions may in the first instance be conducted from an appropriate Police Station. The MERC may request activation of an identified Council Operations Centre if required.

The **primary** Council Operations Centres for the Towong Shire are:

**Corryong Office of the Towong Shire Council**
66-76 Hanson St, Corryong
Note: No Generator.

**Tallangatta Office of the Towong Shire Council**
32 Towong St, Tallangatta
Part Five Response Arrangements

The alternative Council Operations Centres, in the event that the primary Council Operations Centre becomes unserviceable are:-

Corryong Secondary College

Tallangatta Secondary College

An agreed set of Standard Operating Procedures for use in the COUNCIL OPERATIONS CENTRE is detailed at:
S:\Community Wellbeing\Emergency Management\ MECC - Council Operations Centre

5.6 Financial Considerations

Financial accounting for Municipal resources utilised in emergencies must be authorised by the MERO or the MRM and shall be in accordance with the normal financial arrangements of the Towong Shire Council.

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.

Depending on the magnitude of the emergency some government financial assistance may be available for prevention, response and recovery activities.

Refer to Part 6.9.1.16 for details on managing donated funds.

5.7 Community Safety

The safety of the community during an emergency is the highest priority of the control and support agencies. Emergency planning is to involve local communities to identify best options for their situation prior to, and during an emergency. Planning needs to consider evacuation and return of communities, sheltering options, neighbourhood safer places and community information guides, where appropriate.

5.7.1 Media, Public Information and Education

Control agencies are responsible for leading the provision of information to affected communities. During an emergency releasing information is the responsibility of the Control Agency(s) in conjunction with the MERC.

The Incident Controller is required to authorise all information and warning messages prior to being disseminated to the community, where practicable. In order to facilitate the rapid communication of information and warnings, the Incident Controller may delegate the authority to a Deputy Incident Controller or Public Information Officer. Once information is authorised by
Part Five Response Arrangements

the Incident Controller (or other delegated role) it requires no additional approval before release to the community.

Announcements from response agencies must be consistent with each other. All agencies are responsible for considering the information needs of community sectors with additional needs.

Towong Shire has a significant role in assisting with Media, Public Information and Education as the council is a recognisable focus point for the community

When a decision is made by the Incident Controller to open a relief centre Council will:

- Provide email notification to members of the MEMP Committee
- Facilitate public messaging on behalf of the Incident Controller

When a relief centre is open to receive community members Council will:

- Provide email notification to members of the MEMP Committee
- Provide email notification to all Council staff (including shared service staff such as EHO, IT, etc)
- Verify Incident Control Centre advice re opening of relief centre
- Liaise with Public Information Officer (ICC)
- Update Council website with link to advice notices (e.g. env.vic.gov.au)
- Forward relief centre messaging to Council email listing and Facebook
- Provide email notification to adjoining Council CEOs and Emergency Management staff

The Public Information Officer (ICC) will manage relief centre location messaging to the media.

5.7.2 Warnings

Warnings should be used under specific circumstances where community action is necessary primarily to protect lives, and also for the protection of property or the environment. The warning arrangements are set out in the Victorian Warning Protocol – referenced in Part 8 Appendix 10 of the EMMV.

For Class 1 emergencies Incident Controller has the responsibility to issue warnings and information. Where an emergency is not a Class 1 emergency, the responsibility to issue information and warnings is that of the control agency.

In practice, the warnings and the release of other information should be authorised by the Incident Controller as they are closest to the emergency and informed by local knowledge. In the event the Incident Controller is unable to issue a warning, or requires assistance with the issuing of warnings, they should seek the assistance from the Regional Controller or state controller, who may have the ability to issue community warnings from a Regional Control Centre or the State Control Centre on behalf of the Incident Controller.

Where an extreme and imminent threat to life exists and authorisation from the Incident Controller is not practicable in the circumstances, warnings may be issued by any response agency personnel with notification to the Incident Controller as soon as possible. In the initial
Part Five Response Arrangements

stages of some emergencies there may be little or no opportunity to provide warning to agencies or the community. The Incident Controller is required to be advised as soon as possible when anything is issued under these circumstances.

Further details relating to community warnings can be found in Part 3.11 of the EMMV.

5.7.3 Evacuation
Evacuations are to be conducted in accordance with the Evacuation Guidelines contained in Part 8 Appendix 9 of the EMMV.


Evacuation is a risk management strategy that involves the movement of people to a safer location. However, to be effective it must be correctly planned and executed.

As with all emergency response activities, the main priority when deciding to undertake an evacuation is the protection of life.

There are five stages in the evacuation process: Decision; Warning; Withdrawal, Shelter and Return, detailed in the Evacuation Guidelines.

Evacuation is a scalable activity that 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.

Primary responsibilities for evacuation are held by the control agency and Victoria Police and a list of roles and responsibilities can be found in the Evacuation Guidelines, including the police management role.

In Victoria, evacuation is largely voluntary. The Incident controller makes a recommendation to evacuate and it is the choice of individuals as to how they respond to this recommendation. However, in particular circumstances legislation provides some emergency service personnel with authority to remove people from areas or prohibit their entry. (Refer to ‘Restricting freedom of movement’ in Part 3 of this Manual)

5.7.4 Evacuation of Vulnerable People
During an emergency or imminent threat of an emergency, special consideration must be given to evacuation of vulnerable people in the community. In particular, it is likely that more time, resources, support and assistance will be required to evacuate vulnerable people from facilities, such as hospitals, aged care facilities, and educational facilities, to evacuate safely.

These facilities should have existing evacuation plans in place to appropriately plan for and undertake an evacuation. However, such plans cannot rely on the availability of emergency service personnel to undertake the evacuation.

Further information on considerations for vulnerable people can be found in the Evacuation Guidelines, Part 8 Appendix 9 of the EMMV.
Part Five Response Arrangements
Details of vulnerable facilities in the Towong Shire can be found in Appendix B.4.1 of this Plan and summarised in Table B1.

5.8 Bushfire Places of Last Resort (Neighbourhood Safer Places)

Bushfire Places of Last Resort (Neighbourhood Safer Places) are not part of shelter in place or evacuation strategies; they are places of last resort; (where other plans have failed or cannot be followed) where a person’s prospects of survival may be better than other places, but cannot be guaranteed.

They are places, or buildings, designated and signposted by the municipal council that meets guidelines issued by the CFA and the criteria in the Municipal Neighbourhood Safer Places Plan.

Towong Shire’s Bushfire Places of Last Resorts are listed in Appendix B.1.

Towong currently has no designated Fire Refuges.

5.9 Planning for Cross Boundary Events

The resource sharing protocols explained below provide a base level of municipal cross boundary cooperation and resource sharing. All adjoining Victorian Councils are signatories to this protocol.

Agency and Council staff are encouraged to participate in exercises and planning committees/groups, which cross various government/agency boundaries. Opportunities for involvement in such activities and in actual emergency management response activities should be supported and encouraged.

5.10 Resource Supply and Sharing Protocols

Resource supplementation at municipal level occurs when functional services or control authorities, exhaust their own avenues of supply and there is a requirement for continued supply. Functional service and control agencies supplying a service and requiring additional resources will put their request to the MERO.

The MERO will endeavour to obtain those resources through the existing municipal arrangements. If unsuccessful, the request will be passed through the Municipal Emergency Response Coordinator to the Regional Emergency Response Coordinator.

Council is a signatory to the Protocol for Inter-Council Emergency Management Resource Sharing (link below). This protocol was developed by the Municipal Association of Victoria in association with the Municipal Emergency Management Enhancement Group. It provides an agreed position between councils regarding the provision of resources to assist other municipalities with response and recovery tasks during and after emergencies.
Part Five Response Arrangements

The protocol is intended to clarify operational, insurance and reimbursement issues that may arise through municipal resource-sharing arrangements.

A copy of the latest protocol is located at:

S:\Community Wellbeing\Emergency Management\Council Emergency Resources


See also 5.3.2, Resource List above.

A Memorandum of Understanding is in development with the Snowy Valleys Council, in order to establish cooperation and resource sharing in an emergency. A draft of this MOU is located at:

S:\Community Wellbeing\Emergency Management\Snowy Valleys Council MOU

5.11 Debriefing Arrangements

A debrief should take place as soon as practicable after an emergency. The Municipal or Regional Emergency Response Coordinator is responsible for ensuring the control agency for the emergency organises an operation debrief with participating agencies (including recovery), with a view to assessing the adequacy of the response and to recommend any changes to the relevant agencies plan(s) and future response activities.

The purpose of a debriefing is to:

- ensure participating agencies understand what happened during an operation or emergency, and
- identify problems and highlight areas that were handled well, in order to improve the efficiency, effectiveness and safety of future operations or emergencies.

5.12 Response/Recovery transition

Recovery starts while response activities are still in progress, and key decisions taken during the response phase are likely to directly influence and shape recovery.

The Incident Controller, the Emergency Response Coordinator and Emergency Recovery Coordinator (State and/or Regional/Local Government – MERO / MRM) will determine the transition structure and handover requirement to fully establish the Recovery Coordination arrangements.
**Part Five Response Arrangements**

In a prolonged campaign incident, a transition period will be established to allow sufficient time for briefing, resource planning and implementation of immediate recovery services.

Towong Shire Council is responsible for coordinating recovery at the local level. The Department of Health and Human Services coordinates recovery at the regional and state levels. (4.4.2 EMMV)

It is essential to ensure a smooth transition from the response phase to the recovery process, in any emergency at municipal level. While it is recognised that recovery activities will have commenced shortly after impact, there will be a cessation of response activities and a hand over to recovery agencies. (See also Part 3.13 EMMV).

Good communication with, and the early notification of, recovery agencies involved in the emergency will ensure a smooth transition of ongoing activities from response to recovery.

The following transition agreement involves specific activities of a 'short-term' nature as recovery coordination requirements evolve and become fully established.

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**Transition | Response to Recovery**

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

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**Agreement**

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

Purpose

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

The scope of the transition agreement arrangements includes:

- a description of the event;
- authorisation arrangements;
- coordination and management arrangements;
- transition activities and tasks to ensure continuity of essential community support; and
- information and communication arrangements.

A schedule of transition actions required is at Attachment 1.

Description of the event

<table>
<thead>
<tr>
<th>Incident Name:</th>
<th>Incident Type:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Start Date:</td>
<td>Incident Start Location:</td>
</tr>
<tr>
<td>Municipality/s affected:</td>
<td></td>
</tr>
<tr>
<td>Agencies involved:</td>
<td></td>
</tr>
<tr>
<td>Assets lost:</td>
<td></td>
</tr>
<tr>
<td>Life lost:</td>
<td>Injuries:</td>
</tr>
<tr>
<td>Relief Centre(s) activated:</td>
<td>Community Meetings:</td>
</tr>
<tr>
<td>Land area affected (ha):</td>
<td></td>
</tr>
</tbody>
</table>

Summary


Part Five Response Arrangements

Authority

To take effect, the following parties must endorse this agreement. A completed copy must be sent to all signatories:

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


Coordination and management arrangements for transition from response to recovery

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

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

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

The Evolution of Relief and Recovery Coordination Needs

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

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

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

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

Transition Activities and Tasks

The following activities and tasks should be undertaken during transition:

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

\(^1\) As obtained by reference to Initial Impact Assessment Guidelines December 2012
Part Five Response Arrangements

Information Management/Communication

Information is the primary tool to assist individuals to make informed choices about their safety and to take responsibility for their own recovery.

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

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

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

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

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

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

Continuous Improvement

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

*Attachment 1 – Schedule of Transition Arrangements*

The following schedule of transition activities is to be utilised as applicable for [INSERT IMPACTED MUNICIPALITY/IES]

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

### Key Actions – Incident Control Agency

Note: The following actions may occur concurrently:

<table>
<thead>
<tr>
<th></th>
<th>Lead Agency</th>
<th>Confirmation process</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Incident Control Agency to identify the timing of transition relative to the continuing threat and the role of the Incident Management Team. This may occur as a phased transition program across the impacted districts/LGAs dependant on timing of impacts and continued threat.</td>
<td>Handover report</td>
</tr>
<tr>
<td>2.</td>
<td>Recognition of the continuing role of the Incident Control Agency in the management of the control of threats and mitigation works.</td>
<td>Briefing</td>
</tr>
<tr>
<td>3.</td>
<td>A briefing report for the Municipal Recovery Manager and the Regional Recovery Coordinator and/or State Relief and Recovery Manager (SRRM) from the Incident Control Agency</td>
<td>Briefing</td>
</tr>
<tr>
<td>4.</td>
<td>Establish a transition for community information arrangements from the Incident Control Agency, with community support and recovery input from the affected LGAs and DHHS for community interests.</td>
<td>Report</td>
</tr>
<tr>
<td>5.</td>
<td>Identification of resources required from response to recovery for continuity or services, including logistics and supply contracts.</td>
<td>Verbal Briefing</td>
</tr>
<tr>
<td>6.</td>
<td>Provision of initial impact data/information report, and the status of clean-up projects by control agency including the coordination of information from departments, agencies and LGA.</td>
<td>Briefing</td>
</tr>
<tr>
<td>7.</td>
<td>Identification/notification of the hazard/threat and OH&amp;S issues for recovery interests.</td>
<td>Report</td>
</tr>
<tr>
<td>8.</td>
<td>Development of a communication strategy notifying key stakeholders of the coordination changes for the ongoing management of the incident, including community interests, in conjunction with the Response Coordinator, Recovery Coordinator and Municipalities.</td>
<td>Report</td>
</tr>
</tbody>
</table>

### Key Actions – Response Coordination Agency

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

### Key Actions – Recovery Coordination Agency

12. | | | |
### Part Five Response Arrangements

<p>| | | |</p>
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</thead>
<tbody>
<tr>
<td>13.</td>
<td>Implementation/development of an incident specific recovery plan, including identification of additional agencies required for service delivery; including departments, agencies and LGA.</td>
<td>Via Recovery Planning Arrangements</td>
</tr>
<tr>
<td>14.</td>
<td>Integration of recovery issues into existing arrangements, where applicable.</td>
<td></td>
</tr>
<tr>
<td>15.</td>
<td><strong>Key Actions – Municipalities</strong></td>
<td></td>
</tr>
<tr>
<td>16.</td>
<td>Identification of transition issues for local MECCs, ICCs, Incident Control Agency, Municipal Emergency Response Coordinator, Municipal Recovery Manager and Regional Recovery Coordinator.</td>
<td>LGAs</td>
</tr>
<tr>
<td>17.</td>
<td>Analysis of initial impact information, validation with municipal records/data base and provision of a consolidated report</td>
<td>LGAs</td>
</tr>
<tr>
<td>18.</td>
<td>Ongoing management of relief centres and establish recovery coordination centres with key contact information by Local Government;</td>
<td>LGAs</td>
</tr>
<tr>
<td>19.</td>
<td>Implementation of initial outreach programs to enable more accurate assessments of loss and damage impacts to be compiled for recovery programs</td>
<td>LGAs</td>
</tr>
<tr>
<td>20.</td>
<td>Establish community based recovery processes as per Municipal Emergency Management Plan</td>
<td>LGAs</td>
</tr>
</tbody>
</table>

5.12.1 Termination of Response Activities and Hand-Over of Goods/Facilities

When response activities are nearing completion the MERC in conjunction with the control agency will call together relevant relief and recovery agencies including the MERO and the MRM, to consult and agree on the timing and process of the response stand down.

In some circumstances, it may be appropriate for certain facilities and goods obtained under response arrangements during response to be utilised in recovery activities. In these situations there would be an actual hand over to the Recovery Manager of such facilities and goods. This hand over will occur only after agreement has been reached between response and recovery managers. Resources acquired for the response, which are not required for recovery, remain under the control of the requesting response agency. That agency is responsible for their return or disposal.

Payment for goods and services used in the recovery process is the responsibility of the Municipal Recovery Manager through the Municipal Emergency Management Plan arrangements.
Relief and Recovery

6.1 Introduction
The Towong Shire Municipal Emergency Management Planning Committee (MEMPC) has developed this relief and recovery plan to document agreed relief and recovery arrangements in the Towong Shire.

The objective of relief and recovery is to support communities to successfully deal with the impacts of an emergency on the social, built, economic, natural and agricultural environments. By doing so it helps build cohesion and resilience to future emergencies.

The purpose of this plan is to:
- Specify Towong Shire’s relief and recovery arrangements
- Identify agencies and roles responsible for managing particular aspects of relief and recovery

6.2 Relief and Recovery Context

6.2.1 Relief and Recovery Definitions

Relief is defined in this Plan 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.

A resilient community is one where people work together, using their knowledge and resources to prepare for and deal with emergencies. They use personal and community strengths, and existing community networks and structures. A resilient community is also enabled by strong social networks that offer support to individuals and families in a time of crisis. Emergency resilience is significantly increased by active planning and preparation for protecting life and property (see EMMV Part 2 – Emergency Risk Management and Mitigation in Victoria) and for the psychological impacts of emergencies (www.redcross.org.au/prepare).

Relief and recovery are complex social and developmental processes. All sectors must work together to support the personal, family and community structures and networks typically disrupted by a major emergency.

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1 The National Strategy for Disaster Resilience, the Council of Australian Governments (2011)
6.2.2 Relief and Recovery Principles and Objectives

The EMMV contains a series of principles of relief and recovery for Victoria:

- 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.

6.2.3 References

In developing this plan, the MEMPC has considered State and Regional Plans to ensure this plan supports the framework for emergency management in Victoria.


Regional Relief and Recovery Plan - [S:\Community Wellbeing\Emergency Management\Towong Shire Municipal Emergency Management Plan (MEMP)\Reference documents\Signed PDF version – Hume Relief and Recovery plan](S:\Community Wellbeing\Emergency Management\Towong Shire Municipal Emergency Management Plan (MEMP)\Reference documents\Signed PDF version – Hume Relief and Recovery plan)


Towong Shire Healthy Communities Plan DRAFT 2017 – 2021


DEDJTR - Department of Economic Development, Jobs, Transport and Resources

DELWP - Department of Environment, Land, Water and Planning

6.2.4 Planning for Vulnerability in Relief and Recovery

Vulnerable facilities
Vulnerable people's facilities and contact details are listed in Table B.1 in Appendix B

Such facilities include health services, nursing homes, primary schools and child care centres.

Vulnerable persons
‘The characteristic of 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’ ²

In the Towong Shire, demographic data show the following vulnerable groups:
- An aged population > 65 at 25.8% (2016 census)
- Aboriginal or Torres Strait Islander population twice Victorian average
- High incidence of chronic disease
- Transient tourist population at any given time
- 32.7% experiencing a disability³

Vulnerable Persons Register (VPR)
Each of the three health services within Towong Shire maintain entries in the Vulnerable Persons Register which provides emergency services such as VicPol and SES with the names and addresses of vulnerable people that may need assistance in the event of an emergency.
For information regarding the evacuation of vulnerable people, see Part 5 Response Arrangements

The Bureau of Statistics reports the Towong Shire to have a 97% English speaking background, with 3% returned ‘unknown’.
Telephone interpreter services are available, however, if required.


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³ You Tube – My Life My Disability, Towong Shire Council 2017
6.3 Governance

6.3.1 Operational Governance

Relief and recovery arrangements are managed at the local level by the Towong Shire MEMPC however are guided by regional and state plans.

6.3.2 State Relief and Recovery Arrangements

The Victorian Emergency Management Commissioner has overall responsibility for coordination before, during and after major emergencies including management of consequences of an emergency. The appointment falls under the Emergency Management Act 2013. Craig Lapsley is Victoria's inaugural Emergency Management Commissioner, in place since July 2014.

The Emergency Management Commissioner is supported by a State Relief and Recovery Manager in the coordination of state wide relief and recovery activities. The State Relief and Recovery Manager:

- Ensures the arrangements in this plan are implemented
- Ensures state relief and recovery coordination responsibilities are met
- Maintains a State relief coordination plan and State recovery coordination plan documenting operational arrangements for the state tier
- For locally and regionally coordinated events, facilitates the sharing of information at a state level to support local and regional activities
- Assists liaison with the Australian Government on relief and recovery activities.

6.3.3 Regional Relief and Recovery Arrangements

The Department of Health and Human Services (DHHS) is responsible for coordinating relief and recovery at the regional level. DHHS is supported by Red Cross in regional relief coordination. Regional relief and recovery responsibilities can be found at 4.3 in the State Relief and Recovery Plan.

6.3.4 Local/ Municipal Relief and Recovery Arrangements

Municipal councils are responsible for coordinating relief and recovery at the local level. Municipal councils work with local partners to determine local arrangements to manage relief and recovery activities.

Each emergency is different and will require relief and recovery arrangements based on severity and impact. These considerations determine the need for an internal Council Relief and Recovery team and/or a Community Recovery Committee. These groups work together to manage the social, built, economic, natural and agricultural elements impacted by the emergency. The Community Recovery Committee (CRC) is a sub-committee to the Municipal Emergency Management Planning Committee.

MEMPC

- Community Recovery Committee
- Towong Shire Council Relief & Recovery team

**CRC Membership (Terms of Reference, see Attachment A)**
- Towong Shire Council representatives including MRM, one or more Councilors and the Community Development Officer
- Relevant government agencies including DHHS
- Personal support providers
- Community members
- Non-government agencies
- Business and tourism associations
- Other organisations as required depending on skills and expertise
Role of Community Recovery Committee
- Monitor the progress of the recovery process in the community
- Collate and assess impact data
- Identify community needs and resource requirements and make recommendations to recovery agencies, council and the recovery managers
- Liaise, consult and negotiate on behalf of the community with recovery agencies, government departments and the council
- Liaise with DHHS as the recovery coordination agency through the designated regional director or delegate.
- Undertake specific recovery activities as required.

6.3.5 Municipal Recovery Manager
Each municipal council must appoint a staff member as its Municipal Recovery Manager (MRM). Generally, the Municipal Emergency Resource Officer (MERO) is responsible for notifying the MRM of the potential need for relief and recovery services. Together, they consider the relief and recovery needs of the local community – in consultation with response agencies.

The MRM for the Towong Shire Council is the Director of Corporate and Community Services. The roles and responsibilities are outlined in 3.4.2.

The MRM is to ensure maximum participation by the local community and is responsible for forming and coordination of the Community Recovery Committee.

6.4 Relief and Recovery Activation and Escalation

6.4.1 Activation
Control agencies (eg Vic Pol & SES) respond to emergencies according to their legislation and the arrangements in the SERP. The control agency normally appoints an Incident Controller, who determines the need to activate relief services, with advice from the Emergency Management team.

In the event that any or all of the functional services of emergency relief are required in the Towong Shire, the request must come from the Incident Controller and then channeled through the Municipal Emergency Response Coordinator (MERC) who then contacts the MERO, who in turn contacts the MRM and/or Deputy MRM.

The MRM will activate the required functional services. All functional services will operate and report to the MRM, who will liaise with the MERO. The MRM will notify all council staff including reception staff who may be responding to community enquiries. The MRM will activate the relief centres if required by the control agency. Contact numbers for the Council officers (MERO, MRM) are listed at Appendix A.

Risk Action Sheets in Appendix L (S:\Community Wellbeing\Emergency Management\MEMP 2018 PDF Final)
6.4.2 Escalation
The escalation process is for Municipal Councils to request regional assistance, which can be escalated to the state level if needed. See section 5.3.1 EMMV.

6.4.3 Relief Deactivation
The deactivation of relief services will be based on reduced levels of demand and need for such services. This final decision will follow discussion between the following parties:
- Incident Controller
- MERC
- MERO
- MRM
- DHHS

6.4.4 Special Arrangements
The Department has developed MOUs 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, DHHS Regional Health Coordinator and Regional Recovery Manager. See Hume Regional Relief and Recovery plan section 5.3.1

See Part 3 Planning Arrangements for a detailed description of roles and responsibilities of MEMPC members. S:\Community Wellbeing\Emergency Management\MEMP 2018 PDF Final

6.5 Relief Arrangements

6.5.1 Relief Centres

Locations
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. Services provided in a relief centre could include: shelter, food and water, non-food items such as bedding and clothing, and health services such as psychological first aid.

A number of sites throughout the municipality have been identified as potential Emergency Relief Centres. This list is contained at Appendix D. Primary Relief Centres have been identified for key townships including Corryong, Eskdale, Mitta, Tallangatta and Walwa.

Staffing
The MRM or MERO will activate Council personnel to establish and staff a relief centre. Once operational it is anticipated that at least two Council employees, one Australian Red Cross member and Victoria Police will be available in a relief centre at all times. If Victoria Police is unable to be represented, organize professional security for the relief centre (Master King Security, Albury, 0421 564 891).
If the relief centre is required for greater than 48 hours, staff resourcing external to Council will need to be sourced. Refer firstly to the MAV resource sharing protocol.


6.5.2 Relief Coordination and Providers

<table>
<thead>
<tr>
<th>Relief Service (incl Process / Policies Checklists)</th>
<th>Coordinator</th>
<th>Provider(s)</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relief Centres</td>
<td>Towong Shire</td>
<td>Towong Shire</td>
<td>Corryong – 150 people&lt;br&gt;Eskdale – 100 people&lt;br&gt;Mitta Mitta – 115 people&lt;br&gt;Tallangatta – 150 people&lt;br&gt;Tallangatta – 150 people&lt;br&gt;Walwa – 100 people&lt;br&gt;69 FTE staff can be drawn upon to staff Relief Centres for up to 48 hours</td>
</tr>
<tr>
<td>Emergency Shelter and Accommodation</td>
<td>Towong Shire</td>
<td></td>
<td>Motels, Caravan Parks, self-contained units and camp facilities available.</td>
</tr>
<tr>
<td>See Appendix D for location of all Relief Centres.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Individuals are encouraged to make their own accommodation arrangements with friends and family. Council will coordinate the provision of emergency shelter in an emergency relief centre or other accommodation if needed.</td>
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<tr>
<td>See Appendix G – Accommodation guide</td>
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</tr>
<tr>
<td>Relief Service (incl Process / Policies Checklists)</td>
<td>Coordinator</td>
<td>Provider(s)</td>
<td>Capacity</td>
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<tr>
<td>-------------------------------------------------</td>
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</tr>
<tr>
<td><strong>Food and water</strong></td>
<td>Red Cross</td>
<td>Red Cross</td>
<td>100 meals</td>
</tr>
<tr>
<td>Red Cross will coordinate the provision of food and water in relief centres or via distribution packs to communities who are isolated or sheltering in place. Contact details in Appendix A.</td>
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<td></td>
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</tr>
<tr>
<td><strong>Drinking water for Households</strong></td>
<td>North East Water</td>
<td>North East Water</td>
<td>North East Water</td>
</tr>
<tr>
<td>North East Water have emergency management processes to respond to situations where there is a service disruption to households and other users. If bottled water is required, can be obtained from local IGA (Eskdale, Corryong or Tallangatta)</td>
<td></td>
<td></td>
<td>North East Water</td>
</tr>
<tr>
<td><strong>Non-food items (material aid)</strong></td>
<td>Salvation Army</td>
<td>St Vincent de Paul</td>
<td>Salvation Army</td>
</tr>
<tr>
<td>Clothing, bedding and personal items can be provided as required.</td>
<td></td>
<td>Foodbank</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Op Shops</td>
<td></td>
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<tr>
<td>Relief Service (incl Process / Policies Checklists)</td>
<td>Coordinator</td>
<td>Provider(s)</td>
<td>Capacity</td>
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<td>--------------------------------------------------</td>
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<tr>
<td><strong>Reconnecting Families and Friends</strong></td>
<td>Vic Pol</td>
<td>Red Cross</td>
<td></td>
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<tr>
<td>Facilitated through a service called Register.Find.Reunite MERC to organise for registration kits in relief centres.</td>
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<tr>
<td><strong>Financial assistance</strong></td>
<td>DHHS</td>
<td>DHHS</td>
<td></td>
</tr>
<tr>
<td>Emergency financial assistance to help individuals meet their basic needs.</td>
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<tr>
<td>Personal Hardship Assistance Program</td>
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<tr>
<td><strong>Legal assistance</strong></td>
<td>Victorian Legal Aid</td>
<td></td>
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<tr>
<td>Victorian Legal Aid is responsible for coordinating support from the legal community to individuals and communities affected by emergencies through Disaster Legal Help Victoria (DLHV). DLHV provides free information through a telephone help line, a website, fact sheets and information kits. A legal presence at relief centres can be provided if required. Contact details in Appendix A.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relief Service (incl Process / Policies Checklists)</td>
<td>Coordinator</td>
<td>Provider(s)</td>
<td>Capacity</td>
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<td>---------------------------------------------------</td>
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<tr>
<td><strong>Animal welfare</strong></td>
<td>DEDJTR</td>
<td>DEDJTR</td>
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<tr>
<td>Companion animals</td>
<td></td>
<td>Local Laws</td>
<td></td>
</tr>
<tr>
<td>Livestock</td>
<td></td>
<td>Ranger</td>
<td></td>
</tr>
<tr>
<td>Council has draft Emergency Animal Welfare Plan</td>
<td></td>
<td>RSPCA</td>
<td></td>
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<tr>
<td><strong>Health and Medical assistance</strong></td>
<td>DHHS</td>
<td>Ambulance</td>
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<td></td>
<td></td>
<td>Victoria</td>
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<td></td>
<td></td>
<td>Tallangatta Health Service (THS)</td>
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<td></td>
<td></td>
<td>Corryong Health</td>
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<td></td>
<td>Walwa Bush Nursing Centre</td>
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<tr>
<td><strong>Psychosocial support</strong></td>
<td>DHHS</td>
<td>Victorian Council of Churches</td>
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<td></td>
<td></td>
<td>Police</td>
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<td></td>
<td></td>
<td>Chaplain</td>
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<td></td>
<td></td>
<td>Red Cross</td>
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<td></td>
<td></td>
<td>Gateway Health</td>
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</tr>
</tbody>
</table>
### Relief Service (incl Process / Policies Checklists)

<table>
<thead>
<tr>
<th>Relief Service</th>
<th>Coordinator</th>
<th>Provider(s)</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural support</td>
<td>DEDJTR</td>
<td>DEDJTR</td>
<td></td>
</tr>
<tr>
<td>Plant / animal disease</td>
<td></td>
<td>Local Laws Ranger RSPCA</td>
<td></td>
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<tr>
<td>Flood</td>
<td></td>
<td></td>
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<tr>
<td>Fire</td>
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</tbody>
</table>

### 6.6 Recovery

Recovery assists individuals and communities affected by emergencies to achieve an effective level of functioning. Recovery planning must ensure there is a clear understanding of the community context and is based on continuing assessment of impacts and needs.

Recovery principles include:
- Understanding the context
- Focusing on the consequences of the emergency
- Recognizing complexity
- Being community focused
- Using community-led approaches
- Ensuring coordination of all activities
- Employing effective communication
- Acknowledging and building capacity

### 6.6.1 Recovery Environments

Recovery requires collaboration across five inter-related environments. These environments and their lead agencies are:

1. **Social environment** (DHHS) – the emotional, social, spiritual, financial and physical wellbeing of affected individuals and communities
2. **Built environment** (DEDJTR) – the restoration of essential and community infrastructure
3. **Economic environment** (DEDJTR) – the revitalization of the affected economy including restoration of affected agricultural activities
4. **Natural environment** (DELWP) – the rehabilitation of the affected environment

6.6.2 Recovery Arrangements
Recovery activities should begin at the first available opportunity, and continue beyond when relief ceases. As long as the emergency continues to threaten a community, the control agency and response coordinator will maintain control over the coordination of activities.

The MRM will coordinate the:
- Establishment and maintenance of a Community Recovery Committee
- Review of post impact assessment to inform priorities
- Development of a recovery plan (see attachment B) to address short term, medium term and long term priorities for each of the recovery environments

<table>
<thead>
<tr>
<th>Functions</th>
<th>Activities</th>
<th>Coordinator and Providers (P)</th>
<th>Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Social Environment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing and accommodation</td>
<td>Support securing interim accommodation</td>
<td>DHHS</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Towong Shire Council</td>
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<td></td>
<td></td>
<td>Salvation Army (P)</td>
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<td>Uniting Care (P)</td>
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<td></td>
<td></td>
<td>Rural Housing Network (P)</td>
<td></td>
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<td></td>
<td>Advice to councils on accommodation standards</td>
<td>DHHS</td>
<td></td>
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<tr>
<td></td>
<td>Survey and determination re occupancy of damaged buildings</td>
<td>Towong Shire Council</td>
<td></td>
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<tr>
<td></td>
<td>Building advice and information to residents</td>
<td>Victorian Building Authority</td>
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<td></td>
<td>Transition to permanent housing</td>
<td>DHHS</td>
<td></td>
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<tr>
<td>Individual and household financial assistance</td>
<td>Personal hardship assistance program and re-establishment assistance</td>
<td>DHHS</td>
<td></td>
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<td></td>
<td>Commonwealth Government financial assistance</td>
<td>DHHS</td>
<td></td>
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<td></td>
<td></td>
<td>Centrelink (P)</td>
<td></td>
</tr>
<tr>
<td>Functions</td>
<td>Activities</td>
<td>Coordinator and Providers (P)</td>
<td>Capacity</td>
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<td>---------------------------------------------------------------------------</td>
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<tr>
<td>Insurance advice and information to customers</td>
<td>Department of Treasury and Finance (DTF)</td>
<td></td>
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<tr>
<td>Psychosocial support</td>
<td>Psychological First Aid</td>
<td>DHHS</td>
<td></td>
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<tr>
<td></td>
<td>Emotional and spiritual care including counselling and targeted psychosocial support</td>
<td>DHHS, Lifeline (P), Uniting Care (P), Albury Wodonga Health (P)</td>
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<tr>
<td></td>
<td>Support for the bereaved</td>
<td>Coroner's Court and Victims Support Agency (VSA) (P)</td>
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<tr>
<td></td>
<td>Personal support in relief and recovery centres and through community outreach</td>
<td>DHHS</td>
<td></td>
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<td></td>
<td>Support in emergencies caused by criminal acts</td>
<td>VSA (P)</td>
<td></td>
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<tr>
<td></td>
<td>Specialist staff provide support and advice to aid schools and early childhood services</td>
<td>Department Education and Training (DET)</td>
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<tr>
<td></td>
<td>Referrals to services for primary producers and animal owners</td>
<td>DEDJTR</td>
<td></td>
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<tr>
<td>Health and medical assistance</td>
<td>Public health advice</td>
<td>DHHS</td>
<td></td>
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<tr>
<td></td>
<td>Advice on wellbeing in recovery</td>
<td>DHHS</td>
<td></td>
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<td></td>
<td>Primary and acute health services</td>
<td>DHHS</td>
<td></td>
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<tr>
<td>Community development</td>
<td>Community information</td>
<td>DHHS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Formation, leadership and support of Community Recovery Committee</td>
<td>Towong Shire Council</td>
<td></td>
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<tr>
<td></td>
<td>Local community events</td>
<td>DEDJTR</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provision and staffing of Recovery and Information centres</td>
<td>Towong Shire Council, Red Cross (P)</td>
<td></td>
</tr>
<tr>
<td>Functions</td>
<td>Activities</td>
<td>Coordinator and Providers (P)</td>
<td>Capacity</td>
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<td>--------------------------</td>
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<tr>
<td></td>
<td>Provision and management of community development services</td>
<td>Towong Shire Council</td>
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<td></td>
<td>Organisation of state-wide public appeals</td>
<td>Department of Premier and Cabinet (DPC)</td>
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<td></td>
<td>Coordination of spontaneous volunteers</td>
<td>DHHS</td>
<td></td>
</tr>
<tr>
<td><strong>Economic Environment</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Local Economies</td>
<td>Implement available NDRRA initiatives to assist voluntary non-profit groups, communities and economies</td>
<td>DTF</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement approved actions and projects to assist economic recovery</td>
<td>DEDJTR</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Encourage and bring forward the resumption of local trade and economic activity</td>
<td>DEDJTR</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Monitor broad economic impacts and consequences</td>
<td>DEDJTR</td>
<td></td>
</tr>
<tr>
<td>Businesses</td>
<td>Assist businesses to access available information and advice following an emergency</td>
<td>DEDJTR</td>
<td></td>
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<tr>
<td></td>
<td>Information and advice to small businesses to support decision making and encourage a return to business</td>
<td>DEDJTR Small Business Council Tourism North East</td>
<td></td>
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<tr>
<td></td>
<td>Implement available NDRRA initiatives to assist small businesses’ recovery</td>
<td>DTF</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement approved actions to assist business recovery</td>
<td>DEDJTR</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Provide opportunities for the enhancement of knowledge and skills within small businesses</td>
<td>DEDJTR</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coordinate the insurance industry response, information, advice and government liaison</td>
<td>DTF</td>
<td></td>
</tr>
<tr>
<td>Functions</td>
<td>Activities</td>
<td>Coordinator and Providers (P)</td>
<td>Capacity</td>
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<td>----------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Agriculture</td>
<td>Implement available NDRRA initiatives to assist primary producer’s recovery</td>
<td>DTF</td>
<td></td>
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<tr>
<td></td>
<td>Delivery of recovery programs and advice to primary producers, and rural land managers and other animal businesses</td>
<td>DEDJTR VFF</td>
<td></td>
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<tr>
<td></td>
<td>Technical advice to primary producers and rural land managers on re-establishment or alternative strategies</td>
<td>DEDJTR</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Assist farmers repair and restore fences damaged by fire or suppression activities</td>
<td>DELWP, CFA and Victorian Farmers Federation (VFF)</td>
<td></td>
</tr>
<tr>
<td>Animal / Stock welfare</td>
<td>Towong Shire Council ranger DEDJTR Environmental Health Officer (EHO) VFF Parks Victoria</td>
<td></td>
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<tr>
<td>Built Environment</td>
<td>Energy Services</td>
<td></td>
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<tr>
<td></td>
<td>Electricity services assets reinstatement and return to reliable supply</td>
<td>DEDJTR TruEnergy</td>
<td></td>
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<td></td>
<td>Gas services assets reinstatement and return to reliable supply</td>
<td>DEDJTR</td>
<td></td>
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<tr>
<td></td>
<td>Restoration of liquid fuel supply</td>
<td>DEDJTR</td>
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<td></td>
<td>Telecommunications</td>
<td></td>
<td></td>
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<td></td>
<td>Telecommunications assets reinstatement and return to reliable supply</td>
<td>DEDJTR Telstra Ausnet NBN</td>
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<td></td>
<td>Water &amp; Wastewater</td>
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<td></td>
<td>Recovery &amp; rehabilitation of essential water supply for domestic use</td>
<td>DELWP, North East Water &amp; Goulburn Murray Water</td>
<td></td>
</tr>
<tr>
<td>Functions</td>
<td>Activities</td>
<td>Coordinator and Providers (P)</td>
<td>Capacity</td>
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<tr>
<td></td>
<td>Restoration of sewerage, sanitation systems &amp; wastewater management</td>
<td>DELWP, North East Water &amp; Goulburn Murray Water</td>
<td></td>
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<tr>
<td></td>
<td>Replacement of essential water used in bushfire fighting</td>
<td>DELWP</td>
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<td></td>
<td><strong>Transport</strong></td>
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<td></td>
<td>Airports restoration to normal activity</td>
<td>DEDJTR</td>
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<tr>
<td></td>
<td>Restoration of major arterial roads, bridges and tunnels</td>
<td>VicRoads</td>
<td></td>
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<td></td>
<td>Restoration of bus and rail services</td>
<td>Public Transport Victoria (PTV)</td>
<td></td>
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<td>VLine</td>
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<td></td>
<td>Assist with food supply logistics interdependencies, contingencies and reconstruction</td>
<td>DEDJTR</td>
<td></td>
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<td></td>
<td><strong>Building &amp; Assets</strong></td>
<td></td>
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<td></td>
<td>Coordination of clean-up activities</td>
<td>Towong Shire Council</td>
<td></td>
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<tr>
<td></td>
<td>Provision of financial assistance to municipal councils for the restoration of essential municipal assets</td>
<td>DTF</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Restoration, clearing and rehabilitation of public buildings and assets managed within agencies' portfolios</td>
<td>Each agency</td>
<td></td>
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<tr>
<td></td>
<td>Oversight and inspection of rebuilding/redevelopment</td>
<td>Towong Shire Council</td>
<td></td>
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<tr>
<td></td>
<td>Administration of insurance claims for state asset</td>
<td>VMIA</td>
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<td></td>
<td><strong>Natural Environment</strong></td>
<td></td>
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<tr>
<td></td>
<td>Undertake erosion control on public land</td>
<td>DELWP, Parks Victoria (PV), VicRoads, and North East Catchment Management Authority (NECMA)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Restoration, clearing and rehabilitation of public land and assets managed directly by DELWP, PV, or Catchment Management Authorities (CMA’s)</td>
<td>DELWP, PV and NECMA</td>
<td></td>
</tr>
</tbody>
</table>
Functions | Activities | Coordinator and Providers (P) | Capacity
---|---|---|---
Provision of advice and information services to municipal councils and delegated public land managers and community groups | DELWP, CMA’s or Environmental Protection Authority (EPA) | | 
Emergency Approvals | EPA | | 
Surveying and protecting threatened bird, marsupial, aquatic and plant species | DELWP | | 
Surveying and protecting ecosystems | DELWP | | 
Wildlife welfare | DELWP | | 
Waste pollution management strategies | EPA | | 

### 6.6.3 Recovery Planning

The MRM in consultation with DHHS will determine the need for an incident specific recovery plan. The MRM is responsible for the development of a recovery plan, if required, and will consult with a Community Recovery Committee (Terms of Reference at Attachment A).

A Recovery Plan (template at Attachment B) will take the following into account:

- Introduction and context
- Disaster impacts
- Recovery governance and partnerships
- Initial response
- Ongoing recovery needs and capabilities
- Vision and priorities
- Goals and actions
- Monitoring and Evaluation.

### 6.7 Impact Assessment

#### 6.7.1 Phases of Impact assessment

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

**Secondary impact assessment** (within four weeks):
Impact assessment for relief and recovery requires an additional layer beyond the initial impact assessment, which includes a comparison with base-line information. Those responsible for recovery coordination at each tier are responsible for coordinating the secondary impact assessment, which is a subsequent progressive and more holistic assessment of the impact of the event on the community. It takes into account 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):
Those responsible for recovery coordination at each tier are also responsible for coordinating the post emergency needs assessment. This assessment estimates the longer-term psychosocial impacts on a community, displacement of people, the cost of destroyed 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.

To facilitate impact assessments, the MRM shall as early as practicable in an emergency work with the Emergency Management Team and other relevant agencies (response, relief and recovery) to perform the following tasks:

- Survey the extent of damage indicating evaluation of financial and material aid needed
- Consider the needs of vulnerable members of the community
- Provide a priority listing for restoration of community needs to assist agencies in the performance of their functions
- Monitor the acquisition and application of financial and material aid needed or made available in the restoration period
- Provide information and data to the Community Recovery Committee

### 6.7.2 Municipal Arrangements


Towong Shire Council Recovery Plan template at Attachment B

The Emergency Management Team may co-opt persons within the community with the appropriate expertise to assist with the tasks above. Should the emergency extend beyond the boundaries of the Towong Shire the post impact assessment may be merged with that of the other affected municipalities.

### 6.7.3 Recovery Process Reporting
Each work unit within the Council reports to their relevant Manager, who reports to the MRM.

The MRM reports to both the Community Recovery Committee and also the MEMPC.

6.8 Communicating with the impacted Community

A successful recovery is built upon effective communication. Communication during recovery needs to be two-way and accessible.

6.8.1 Roles and Responsibilities

Incident Controller

As per 6.4.1, the Incident Controller will determine and activate required relief and recovery services and will liaise with the MERC, MERO and MRM.

For more information, see Part 5 Response Arrangements
S:\Community Wellbeing\Emergency Management\MEMP 2018 PDF Final

Local Government

Towong Shire Council’s Communications and Engagement Strategy 2017 – 2021 (draft) outlines the following aim and objectives:

Aim

The Communication and Engagement Strategy aims to increase community ownership and understanding of project, policy and strategy decisions, which can support the long-term sustainability of those initiatives and generate a sense of belonging and pride in our community.

Objectives

1. Ensure Council has a proactive program of communication and community engagement activities through diverse channels to build on Council’s relationship with our community
2. Improve Council’s social and online media presence and engagement
3. Provide a fit for purpose, consistent and transparent approach to communication and engagement that is meaningful to our diverse communities
4. Build organisational capacity to effectively communicate and engage with community and other stakeholders

In managing the coordination of communication for the Towong Shire Council, the MRM will facilitate:

1. Preparation of a community newsletter, detailing useful information for those impacted by the emergency, and include key contact numbers, update on operations, future operations, available services, restoration of essential services such as electricity and telecommunications. The newsletter will be displayed in the relief centre, on the Council website, communicated electronically via email and Facebook. If appropriate, it may be included in local media or distributed to affected residents (requires approval by CEO)
2. Community Information sessions as soon as practicable after the emergency. The object is to ensure the community is actively involved in the recovery development process and to support the development of the Community Recovery Committee. In addition, the community information sessions can be used to:

- Provide clarification of the emergency event (Control agency)
- Provide advice on services available (Recovery agencies)
- Provide advice to affected individuals on how to manage their own recovery, including the provision of preventative health information (Specialist advisors)
- Advice on road closures and impact on Council services

Liaison with stakeholders and relief and recovery partners will promote a coordinated approach and may be facilitated via the Community Recovery Committee. This will include liaison with DHHS regarding community messaging. Contact details for organisations able to assist are listed in Appendix A.

Any information released to the public on behalf of Towong Shire Council will be to educate and assist the community to prepare for emergencies and be consistent with other agency education programs. Incident specific information is available in relation to fire, flood, heatwave and storm from the following weblinks:


DHHS
As per EMMV part 7, DHHS will provide tailored information services to affected communities. There will be close liaison with Towong Shire Council to ensure communication and messaging is coordinated.

6.8.2 Communication Objectives

Relief and Recovery communications objectives:

1. Inform affected people in the region of the assistance available to them to assist in their recovery.
2. Inform affected people in the region of the progress of relief and recovery and processes established to address relief and recovery issues.
3. Liaise with stakeholders and relief and recovery partners to promote a coordinated approach to communication and consistent messages to affected people.
6.8.3 Communication Principles

1. Public information, not public relations
2. Respect people
3. Build on local assets
4. The right to know
5. Acknowledge the impact
6. Ask the community how they want to receive the information
7. Repeat information
8. Remember the 'unaffected'
9. No spin


6.8.4 Phases of Communication

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

Communication as part of these identified phases will be determined following the Red Cross Communication Recovery Rules:

1. **Is it relevant?** After an emergency, affected people can be overwhelmed by the amount of information. They need to know:

   What is happening with the recovery process, what support is available, what they need to do to qualify for support, what they can do if they have questions, concerns or complaints

2. **Is it clear?** After an emergency, people often have trouble remembering or understanding information. It is not appropriate to use jargon, overly complicated or technical language. Affected people need:

   Short sharp amounts of relevant and practical information, a clear call to action, available to diverse community

3. **Is it targeted?** Use the most appropriate method of communication to reach the desired audience.

Media communication is described in Part 3.1.10 of the MEMP.

Command, Control, Coordination, Consequences, Communication and Community Connection outlined in Part 5.3 of the MEMP.
6.8.2 Audience

The Towong Shire landscape and population pose specific problems with regard to the communication of vital messages, both in response and recovery phases. Different messages are required by different groups at different times, as the community moves from emergency to response to recovery. It is also true that the community is not homogenous but composed of groups of people whose needs vary, although certain demographics remain consistent (e.g., > 45 years old age group strongly over-represented).

<table>
<thead>
<tr>
<th>Audience group</th>
<th>Possible impact</th>
<th>What do they need information about</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual / families</td>
<td>Damage to home (rented or own home) Displaced from home</td>
<td>Financial assistance Accommodation options Health and safety information Psychosocial support. Cleanup and rebuilding Up-to-date local information on recovery progress</td>
</tr>
<tr>
<td>Isolated groups</td>
<td>Interruption from work and income (due to closure, access or damage to home)</td>
<td></td>
</tr>
<tr>
<td>Aged</td>
<td>Health and safety</td>
<td></td>
</tr>
<tr>
<td>Rural families / farmers</td>
<td>Disruption to local services and roads</td>
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<tr>
<td>Tourists</td>
<td></td>
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<tr>
<td>Transient workers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture and business</td>
<td>Damage to land, business, permanent plantings (infrastructure) or livestock</td>
<td>Cleanup and rebuilding Health &amp; safety information financial assistance Industry specific information for recovery Psychosocial support Up-to-date information on recovery progress</td>
</tr>
<tr>
<td>HVP</td>
<td>Loss of income</td>
<td></td>
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<tr>
<td>D&amp;R Henderson</td>
<td>Health and safety</td>
<td></td>
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<tr>
<td>Agriwealth</td>
<td>Disruption to local services and roads</td>
<td></td>
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<tr>
<td>Murray Goulburn Dairy</td>
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<tr>
<td>Government and community services</td>
<td>Affected directly by emergency (damage / access restriction) Increased demand for services due to emergency</td>
<td>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</td>
</tr>
<tr>
<td>Primary Schools</td>
<td></td>
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<tr>
<td>Secondary Colleges</td>
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<tr>
<td>Kindergartens</td>
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<td>Child care centres</td>
<td></td>
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<tr>
<td>Health Services</td>
<td></td>
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<tr>
<td>CERT teams</td>
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<tr>
<td>Community groups, industry peak bodies and local networks</td>
<td>Affected directly by emergency (damage / access restriction) Increased demand for services due to emergency</td>
<td>Information on all supports available (to distribute to their members) in community languages as required Up-to-date information on recovery progress</td>
</tr>
<tr>
<td>CWA</td>
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<tr>
<td>Lions Club</td>
<td></td>
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<tr>
<td>Community Education Centre</td>
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<tr>
<td>Neighbourhood House</td>
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</tbody>
</table>


6.8.3 Communication tools
Communication tools and channels are varied and can reach different groups of people.

Consider:
1. Community meetings
2. Face to face communication – small groups or individuals
3. Word of mouth
4. Pamphlets / flyers / brochures / fact sheets
5. Print newsletters
6. Email newsletters
7. Noticeboards
8. Posters / Billboards
9. Local newspapers
10. Radio
11. SMS
12. Websites
13. Blogs
14. Television
15. Video
16. Social Media

Towong Shire Council will follow its Communication and Engagement Strategy and Plan in determining the most appropriate method of communication for each phase of communication following an emergency.

6.9 Transition from Response to Recovery
For Transition from Response to Recovery details, see Part 5 Response Arrangements of this MEMP

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Attachment A

Community Recovery Committee Terms of Reference

The MRM is to ensure maximum participation by the local community. A key initiative is the establishment and maintenance of the Community Recovery Committee (CRC). This committee should be formed as soon as possible after the emergency and will include the MRM and representatives from affected persons, businesses, Government agencies and Non-Government agencies.

Administration and meeting frequency
The MRM is responsible for the coordination of the CRC. The CRC will meet fortnightly or monthly as required and reports to the MEMPC. The CRC will review the Recovery Plan as developed by the MRM, and assist in the setting and meeting of objectives and goals.

Membership
The membership of the Community Recovery Committee includes:
- Towong Shire Council representatives including MRM, one or more Councilors and the Community Development Officer
- Relevant government agencies including DHHS
- Personal support providers
- Community members
- Non-government agencies
- Business and tourism associations
- Other organisations as required depending on skills and expertise

Role of Committee
- Monitor the progress of the recovery process in the community.
- Assist with the development and realization of a Recovery Plan, if required
- Collate and assess impact data
- Identify community needs and resource requirements and make recommendations to recovery agencies, council and the recovery managers
- Liaise, consult and negotiate on behalf of the community with recovery agencies, government departments and the council.
- Liaise with DHHS as the recovery coordination agency through the designated regional director or delegate.
- Undertake specific recovery activities as required.
Attachment B

Recovery Plan Template

1. Background

2. Description of Incident

3. Event impacts and losses

   Injuries and loss of life

   Social impacts

   Built environment impacts

   Economic impacts

   Natural environment impact

   Agricultural impacts

4. Towong Shire Council initial response checklist

<table>
<thead>
<tr>
<th>Event impact</th>
<th>Response</th>
<th>Comments</th>
</tr>
</thead>
</table>
| Injuries and loss of life     | • Case support for individuals  
                                 | • Information access  
                                 | • Financial assistance  
                                 | • Health, wellbeing and safety  
                                 | • Interim/temporary accommodation  
                                 | • Counselling services  
                                 | • Targeted recovery programs  
                                 | • Local community programs  
                                 | • Identification and establishment of Recovery centres  
                                 | • Establishment of Community Recovery Committee                        |          |
5. Transition from Response to Recovery – example only

<table>
<thead>
<tr>
<th>Social Environment</th>
<th>Actions</th>
<th>Responsibility</th>
<th>Timelines</th>
<th>Resources</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe accommodation for people affected by the disaster</td>
<td>Work with DHHS to coordinate temporary accommodation</td>
<td>MRM - Council</td>
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<tr>
<td>Reconnect impacted persons with their community</td>
<td>Identify and plan events to help re-establish community connection</td>
<td>Community development team - Council</td>
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<tr>
<td><strong>Built Environment</strong></td>
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<tr>
<td>Facilitate clean up of homes</td>
<td>Remove asbestos and other hazardous materials</td>
<td>Technical Services team - Council</td>
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<tr>
<td><strong>Economic Environment</strong></td>
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<tr>
<td>Support local businesses to re-open</td>
<td>Identify and facilitate the re-establishment of local grocery supplies, chemist, newsagent and fuel</td>
<td>Economic Development team - Council</td>
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<tr>
<td>Support the wellbeing of rural communities</td>
<td>Provide advice and assistance to landholders</td>
<td>Technical Services team and Community Development team</td>
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<tr>
<td><strong>Natural Environment</strong></td>
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<tr>
<td>Provide for the needs of pets and livestock</td>
<td>Facilitate rehousing, stock feed and water</td>
<td>Technical Services team - Council</td>
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<tr>
<td>Support the protection of wildlife</td>
<td>Work with local vets to coordinate care</td>
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</tbody>
</table>

Step 1: Review needs and set goals, based on each of the 5 environments, with corresponding actions

Step 2: Agree who is responsible and set timelines

Step 3: Identify necessary resources to complete actions and achieve goals

Step 4: For each action, describe measures that will inform whether the goal has been achieved

For more information, see the Disaster Recovery Toolkit from Emergency Management Victoria

6. Incident Recovery Risk Register
<table>
<thead>
<tr>
<th>Risk event</th>
<th>Assessment and Analysis</th>
<th>Management</th>
<th>How monitored</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Likelihood</td>
<td>Consequence</td>
<td>Initial risk rating</td>
</tr>
<tr>
<td>1.</td>
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<td>2.</td>
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<td>3.</td>
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<td>4.</td>
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