MUNICIPAL EMERGENCY MANAGEMENT PLAN 2021–2023

FOR PUBLIC DISTRIBUTION

Document Register and updates

Version	Release Date	Author	Changes
Version 1	26 February 2014	A.Van der Schans	Full version change
Version 11	24 November 2015	S. Whitehand	Dept EMMV and contact list updated. Addition to event history.
Version 2	25 July 2016	S. Whitehand	Contact details update. Remove Recovery Agricultural, insert CERA information
Version 2.1	16 February 2017	S. Whitehand	Incident Controller Definition, addition of IEMT and Initial Impact Assessment, community sirens, Crisisworks. Change to escalation arrangements
Version 3	October 2019	J. Bowen	Before, During, After additions. Addition of Agriculture environment. General update to contents and review contacts, Community Profile update
Version 4	January 2022	J. Bowen	Full version change incorporating new Emergency Management legislation changes

Distribution of the MEMP

The Corangamite Shire MEMP is for the use of the members of the Corangamite Shire MEMPC. The Corangamite Shire MEMP and amended copies will be distributed to the MEMPC membership electronically.

A public copy is available from:

- Corangamite Shire Council website: www.corangamite.vic.gov.au
- State Library of Victoria: www.slv.vic.gov.au

Please refer to the disclaimer of this plan for further details about the intended uses and appropriate distribution of this document.

Public Access

- A public access version of the Plan is placed on Council's website under the Emergency Management tab: www.corangamite.vic.gov.au
- Please note the public version has information and contact details removed to comply with confidentiality and privacy requirements. The restricted version has full details and is only made available to the MEMPC membership or approved agencies that have a role or responsibility detailed in this plan.
- The current version of this sub-plan is maintained by Council for Council and approved agency staff access.
- Names and contact details in the restricted version of this Plan is only to be used for emergency management purposes and must be managed in accordance with the *Privacy and Data Protection Act 2014*.

Maintenance of the MEMP and Contact Details

This plan has been prepared by the Corangamite Shire MEMPC in accordance with and complies with the requirements of the Act including having regard to the guidelines issued under S77, Guidelines for Preparing State, Regional and Municipal Emergency Management Plans.

The plan is reviewed within three years or sooner as required, including review of risks, with responsibility for this task delegated to the Municipal Emergency Management Officer (MEMO). The plan is administered by Council's Environment and Emergency Department. Amendments are produced and distributed by Corangamite Shire Council using the distribution list in Appendix 1.

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MEMP Contact Details

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Glossary and Acronyms

Definitions of words and phrases used in the MEMP have the same meaning as those prescribed in the relevant legislation and should be referred to, they include:

- *Emergency Management Act 1986 and 2013*
- State Emergency Management Plan (SEMP)
- *Local Government Act 1958*
- Risk Management Standard ISO: 31000 2009

The MEMP follows the practice of writing a name in full followed by the acronym in brackets after it and is used thereafter in the plan.

Contents

1 INTRODUCTION

1.1 Acknowledgement of Country

We respectfully acknowledge and pay our respects to the Elders, past and present of the Eastern Maar and Wadawurrung people and recognise them as the traditional custodians of the lands of the Corangamite Shire.

1.2 Authority

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

This plan has been prepared in accordance with and complies with the requirements of the Act including having regard to the guidelines issued under S77, Guidelines for Preparing State, Regional and Municipal Emergency Management Plans

1.3 Plan assurance and Approval

1.3.1 Assurance

A Statement of Assurance (including a checklist and certificate) has been prepared and submitted to the REMPC pursuant to the Act (S60AG).

1.3.2 Approval

This Plan is approved by the Barwon South West Regional Emergency Management Planning Committee (BSW-REMPC). This Plan comes into effect when it is published and remains in effect until superseded by an approved and published update.

1.3.3 Plan Review

To ensure the plan provides for a current integrated, coordinated, and comprehensive approach to emergency management and is effective, it has been reviewed within three years of the last review in 2019. This complies with Section 60AN, section 6.1 of the Emergency Management Act 2013 (EM Act 2013).

Urgent update of this Plan is permitted if there is significant risk that life or property will be endangered if the plan is not updated (Act S60AM). Urgent updates come into effect when published on the municipal council website and remain in force for a maximum period of three months.

This Plan will be reviewed not later than December 2023 or following an emergency which requires changes to the plan. This Plan is current at the time of publication and remains in effect until modified, superseded or withdrawn.

1.4 Planning Context

The MEMP provides for an integrated, coordinated, and comprehensive approach to emergency management (EM) at the municipal level. The EM Act 2013 requires the MEMP to contain provisions providing for the mitigation of, response to and recovery from emergencies (before, during and after), and to specify the roles and responsibilities of agencies in relation to emergency management.

Appendix 10 outlines the roles and responsibilities of agencies in emergency management which are specific to Corangamite Shire. Note that Appendix 10 only lists those agencies that are not included in the Victorian State Emergency Response Plan (SEMP) or the Regional Emergency Management Plan (REMP).

It is recommended that the MEMP be read in conjunction with the SEMP and Subplans. The SEMP is available at https://www.emv.vic.gov.au/responsibilities/semp

1.5 AIM and Objectives

1.5.1 Aim

The aim of the Corangamite Shire Municipal Emergency Management Plan (MEMP) is to document agreed emergency management arrangements before, during and after emergencies that could impact on the municipality and its communities.

The MEMP is consistent with the principles underlying the preparation of emergency management plans. Principles require that the plan is:

- prepared in a collaborative manner,
- prepared efficiently and effectively,
- prepared in a manner that acknowledges and reflects the importance of community emergency management planning.

To this end the MEMPC have sought to collaborate and engage with members of the community and community organisations by inviting representatives to participate in the development of the MEMP. This Working Group has provided feedback into the development of the MEMP and also considered:

- other appropriate sectors of the community who may provide input to planning
- relevant Community Emergency Management Plans for inclusion in the MEMP
- Other appropriate Departments or agencies who may not be represented on the MEMPC to provide information on relevant risks.

The output of this collaboration, consultation and engagement is documented in:

- the minutes of the Working Group
- the MEMP
- the MEMP Statement of Assurance.

1.5.2 Objectives

The objectives of the Corangamite Shire MEMP are to establish municipal emergency arrangements that:

- Identify hazards and determine the level of risk within the municipality
- Implement measures to prevent or reduce the impact of emergencies
- Manage arrangements for the utilisation and implementation of municipal resources in response to emergencies
- Manage support that may be provided to or from adjoining municipalities

- Establish the roles and functions of local supporting agencies that are not set in legislation
- Assist affected communities to recover following an emergency; and
- Complement other local, regional and state planning emergency arrangements.

It is recommended that the MEMP be read in conjunction with the State Emergency Response Plan (SEMP) and the Barwon South West Region Emergency Management Plan (BSW REMP).

1.6 Testing, exercising and evaluation of the MEMP

The arrangements in the SEMP require the MEMP to be exercised at least once a year. However, this is not required if the MEMP has been activated due to an emergency in the previous 18 months, unless there is a requirement or direction to exercise for a specific purpose (e.g. exercising changes to the MEMP due to a recent emergency). Exercises are intended to test the arrangement set out in the MEMP to see whether the arrangements are practical and appropriate in emergency situations.

The MEMP Committee plans and implements the annual testing exercises. Any procedural anomalies or shortfalls encountered during these exercises are addressed and rectified at the earliest opportunity. Exercises are structured to provide the following benefits:

- Provide the opportunity for organisations and personnel to test their procedures and skills in simulated emergency situations;
- Provide an opportunity for the local emergency management community to work together,
- Get to know each other and gain confidence in each other's skills; and
- Provide education about the MEMP and other programs to the community.

Emergency exercises may be conducted in a variety of formats and may test various parts of the arrangements at different levels of response, relief and recovery management. There should also be testing of the links between the levels of recovery management.

1.6.1 Recent Exercises

In November 2019 the MEMPC hosted Exercise Luke. This was a large discussion-based exercise conducted with key municipal and regional stakeholders and members of the MEMPC. The exercise allowed participants to consider and discuss multi-agency response and consequences from a tourist bus versus car collision on the Great Ocean Road.

The objectives of the exercise were to:

- To identify the key decision-making, coordination, and escalation processes to be utilised by agencies responding to a mass casualty incident involving foreign tourists on the Great Ocean Road
- To discuss the ability to establish and maintain multi-agency and multi-jurisdictional communications and public information in response to mass casualty incident
- To discuss the logistics relating to the provision of emergency relief services for affected people
- To identify the consequences this incident would have on communities, businesses and the regional economy.

In November 2021 the Colac Otway Shire Council in partnership with Corangamite Shire Council, Surf Coast Shire Council and relevant relief and recovery agencies, facilitated 'COS-Ex': an online interactive exercise to test the Emergency Relief Centre (ERC) arrangements. This exercise was based on the Emergency Relief Centre Guidelines developed by the Otway Relief and Recovery Collaboration under the Otway Relief and Recovery Plan which form a sub-plan of the MEMP for each council.

1.6.2 Evaluating recovery

Emergency recovery exercises may be run in conjunction with other emergency management exercises or agency exercises but must have discrete aims and objectives for the testing of recovery arrangements. Evaluation may take the form of a formal debrief of operations, may involve workshops, seminars or applied research into areas of activity and must identify the strengths and weaknesses of the local operational response to the needs of the community.

The National Principles for Recovery is a useful framework to evaluate recovery. The outcomes of recovery exercises should be shared with the Regional Relief & Recovery Committee to provide a summary to the Regional Emergency Management Planning Committee.

2 CONTEXT

15,929
Population

4,600 km²
Total area

60 km
Coastline

12
Towns
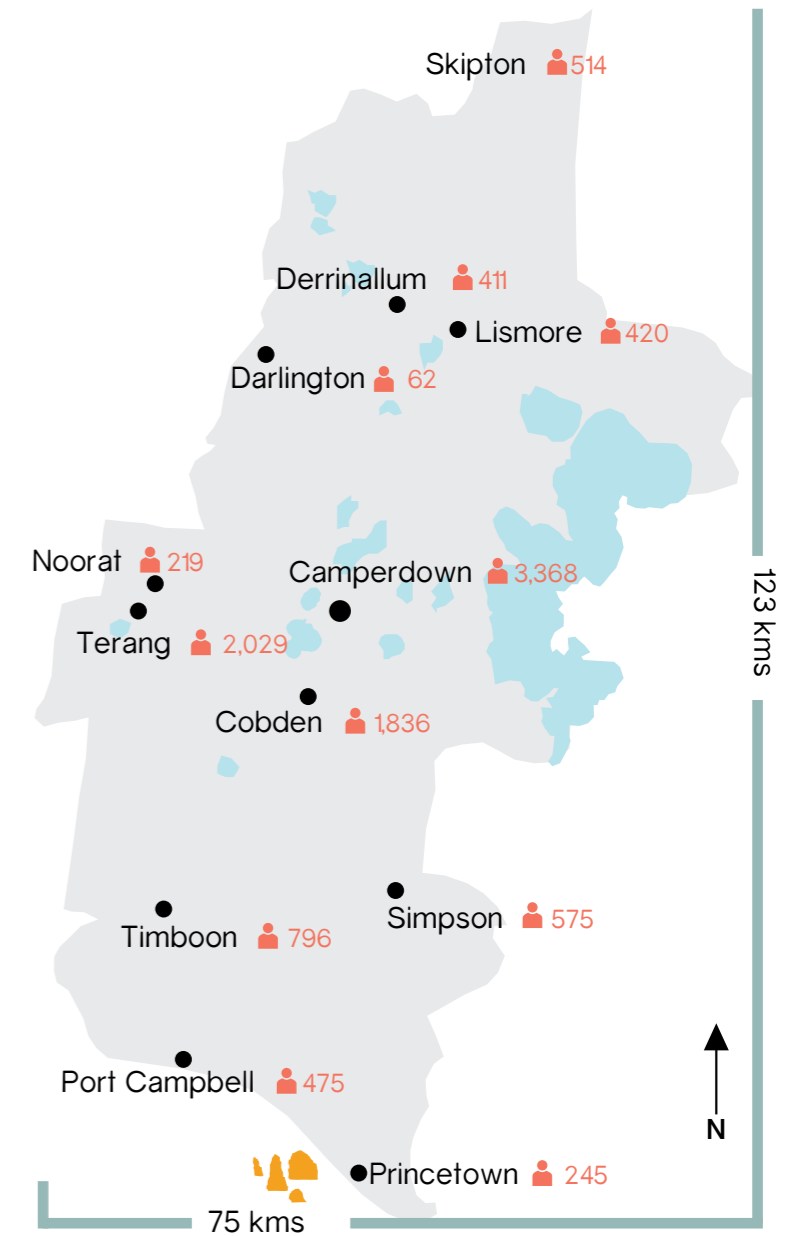
Figure 1: Map of Corangamite Shire

2.1 The land

Corangamite Shire is located between the Shires of Colac Otway to the east, Moyne to the west, Southern Grampians and Pyrenees to the north.

It is approximately 190 km from Melbourne and comprises 12 small townships, the largest being Camperdown in the centre. It extends from the southern boundary at the limestone cliffs at Port Campbell and Princetown to the town of Skipton, in the north, near Ballarat. The Shire's eastern boundary predominantly follows the shore of the large salt-water Lake Corangamite and extends to the west of Terang following the Mt Emu Creek.

Corangamite Shire covers an area of 4,600 square kilometres. It encompasses a diversity of land types ranging from lower rainfall, cropping and grazing plains in the north, interspersed with volcanic areas containing stony rises country stretching from Mt. Elephant

near Derrinallum, to Mt. Leura and Mt. Sugarloaf near Camperdown, and Mt. Porndon on the eastern side of the Shire. This area is interspersed with lakes of volcanic crater origin.

South of this volcanic area are the farming districts surrounding Cobden, Simpson, Timboon, Port Campbell and west to Terang. Much of this land is former forest country with high rainfall. The Shire is in a cool temperate zone with rainfall ranging from 250 mm in the north to 1130 mm in the south.

Mt. Emu Creek flows south from Skipton and forms the Shire boundary to the west for many kilometres and the Curdies River flows south from Lake Purrumbete to the coast forming the Curdies River Valley near Timboon with steep inaccessible terrain, finally flowing into the sea at Peterborough.

2.2 The community

The following community profile is structured on the 'Resilient Recovery model'[1] which considers the whole community system and the diverse components within that system. This model assists with understanding the relationships between components in planning and how actions can impact on or achieve outcomes in another component of the community.

2.2.1 Wellbeing

Wellbeing is the safety, security, physical and mental health of individuals, families and the community, including the most vulnerable.

Population details[2]

The population of Corangamite Shire is 15,929 (ABS ERP 2020). According to the Department of Families Fairness and Housing Local Government Profiles (last updated January 2017) the projected annual population change (2018 - 2036) is a slight decrease of -0.4%.

The community is expected to age with a projected increase of the 60+ age bracket, particularly in the 70-84 bracket. The census data (ABS 2016 census) shows that there is a higher proportion of people in the younger age groups (0-17 years) as well as a higher proportion of people in the older age groups (60+ years). Overall 25.5% of the population is aged between 0-17, and 25.8% were aged 60 years and over, compared with 23.5% and 24.2% respectively for Regional Victoria. The townships of Skipton, Lismore, Derrinallum, Darlington, Terang, Noorat, Camperdown, Cobden, Simpson Timboon, Princetown and Port Campbell are located within the Shire.

Health, disadvantage and vulnerability

The percentage of people with obesity and heart disease in Corangamite Shire is among the highest in the state. Reporting of cancer is above the state average but incidence of smoking in over 18-year-old is lower than the state average. The unemployment rate for Corangamite Shire is currently 3.04% (June 2021) which is below the state average, however the median household income is also lower than the state average. The number of people receiving disability services support in the Shire is higher than average, as is the number of people over the age of 75 who live alone.

[1] State of Victoria 2017 'Resilient Recovery Discussion Paper' Emergency Management Victoria

[2] Statistical data referenced in this document is from the following sources:

(1) Australian Bureau of Statistics 2016 Census

(2) Department of Health and Human Services 2016 Local Government Area Statistical Profiles

(3) VicHealth Indicators Survey 2015

Populations

3,368 Camperdown	**2,343** Terang
1,836 Cobden	**1,199** Timboon
514 Skipton	**575** Simpson
475 Port Campbell	**420** Lismore
411 Derrinallum	**337** Noorat
245 Princetown	**62** Darlington

Figure 2: Population details in Corangamite Shire

The socio-economic disadvantage SEIFA ranked Corangamite Shire as 277 amongst the 544 councils across Australia, roughly half-way. Generally areas in the north of the Shire were more disadvantaged than areas in the south.

People with a disability needing assistance in Corangamite Shire numbered 875 or 5.5%, rates were highest in Terang and Camperdown. There are also many people in our community who would be considered vulnerable depending on the emergency event, these may include the elderly, young people and people with disability. This is distinct from people who have been individually assessed and recorded in the Vulnerable Persons Register (refer Section 3.5.5).

Hospitals and healthcare providers

Figure 4 provides a list of hospitals and health care facilities in the Shire.

Social engagement and crime

Family violence incidents, drug usage and possession and total criminal offences in Corangamite Shire are all below state averages. Corangamite Shire rates highly against the state in almost every measure of social engagement such as volunteering, members of sporting groups, religious groups and active community members.

Needs assistance	No:
Council clients over 65 with core needs or assistance in the north of the Shire	447
Council clients under 65 with core needs or assistance in the north of the Shire	103

Figure 3: Needs Assistance

Hospitals
Camperdown Hospital - SW Healthcare Robinson Street, Camperdown
Terang & Mortlake Health Service 13 Austin Street, Terang
Timboon & District Health Care Service 21 Hospital Road, Timboon
Cobden Health Victoria Street, Cobden

Figure 4: Healthcare providers

2.2.2 Liveability

Transport and energy

The Shire has a significant road network and rail transportation links, with access to major supply routes being a key advantage for many businesses located in Corangamite Shire. However, road upgrades and improvements are a key priority for the Shire and would contribute a positive impact on business cost and efficiency.

The Shire has four main highway links:

a)   The Glenelg Highway in the north of the Shire running west from the Shire's north-eastern boundary through Skipton to the Shire's north-western boundary.

b)   The Hamilton Highway in the mid-northern part of the Shire, entering the eastern boundary near Cressy, running west through Berrybank, Lismore, Derrinallum and exiting the Shire at Darlington.

c)   The Princes Highway in the centre of the Shire, entering the eastern boundary at Pirron Yallock running west through Camperdown and exiting at Garvoc.

d)   The Great Ocean Road in the southern part of the Shire, entering the eastern boundary at Moonlight Heads, running west through Princetown and Port Campbell and exiting at Peterborough.

The two main rail links are:

e)   The Geelong - Warrnambool rail link which approximately follows the Princes Highway.

f)   The National Rail link between Melbourne and Adelaide, which approximately follows the Hamilton Highway.

Telecommunications

In 2016, 68.9% of homes in Corangamite Shire had an internet connection. Quality mobile phone coverage remains an issue in the Shire. There are multiple communications towers scattered across the district with many people are connected to the National Broadband Network (NBN) increasing the reliance on internet services for home phones and telecommunications access.

Education and family and child care

Figure 5 and 6 outline the number of educational facilities and family and child care facilities in the Shire.

Education	No:
Primary school	10
Secondary schools	6
P-12 campuses	2
Kindergartens	7

Figure 5: Educational facilities

Family and child care	No:
Mobile Child Care facilities	3
Maternal & Child Health Centres	7
Number of Family Day Care Venues	8
Number of Long Day Care Centres	3

Figure 6: Family and Child Care Facilities

Housing

In Corangamite Shire, 67% of households have purchased or fully own their home, 16% were renting privately, and 1.2% were in social housing in 2016. Of the people who work in Corangamite Shire 83.4% also live in the area.

2.2.3 Sustainability

Culture and heritage

The three largest ancestries in Corangamite Shire in 2016 were Australian, English and Irish. 5.1% of people in Corangamite Shire were born overseas so the degree of cultural diversity is low compared with metropolitan municipalities. The largest religious group in the Shire is Roman Catholic with 26.8% with 29.1% reporting no religion.

Larger cultural events in Corangamite Shire include the Inner Varnika Festival held in April at Bookaar, the Loch Hart Festival in November in Princetown, the Noorat Show in November and the Heytesbury Show in March.

The industry and economy

Corangamite Shire's Gross Regional Product is estimated at $2.62 billion, which represents 13.9% of the Great South Coast's GDP. In 2020 there were 7,293 local jobs.

Agriculture, Forestry and Fishing is the largest industry sector with sheep, grains, beef and dairy cattle representing 33.3% of employment within the Shire. Factories located in Cobden and Camperdown service the dairy industry. A livestock selling complex is in Camperdown with other livestock industries are centred mainly in the Simpson, Timboon, Cobden, Camperdown and Terang.

Healthcare and social assistance is the next industry sector with 11% of workforce employment, followed by retail, manufacturing and education and training.

There is significant natural gas infrastructure in Corangamite, including three major natural gas plants. A plantation forestry industry is being established in the Shire. Plants have been established in several centres in the Shire to treat forestry plantation products. There are several high voltage electrical lines and windfarm connections in the north of the Shire which may add to the risk of grassfire.

The Twelve Apostles and Port Campbell National Park form one of Australia's three most recognised natural attractions and the Great Ocean Road at the southern extremity of the Shire is the focus of heavy tourist activity. In the year ending March 2019 there were 6.1 million domestic (overnight and daytrip) and international overnight visitors. This has brought significant value to the Region's economy ($14b) however the challenges also include congestion and damage to roads, drivers unfamiliar with the environment and road laws and language and cultural barriers.

The many volcanic lakes and plains are also an attraction for tourists and there is a vibrant local gourmet food trail. Tourism in general plays a significant role in the total output of the Corangamite Shire and is estimated to be over $81m

Agriculture

Corangamite Shire is the heart of the Southwest Victorian Dairy region and dairy provides the backbone of the economy. Other agricultural practices and farming include sheep and cattle grazing, and grain growing.

2.2.4 Viability

Community development

Each of the twelve towns within the Shire has a ten-year Community Plan which spells out what each community values most about their hometown. They also record the aspirations of local communities and list agreed priority projects to make the Corangamite Shire more livable and prosperous.

Investment

Corangamite Shire has an abundance of renewable energy resources and a significant supply of natural gas. There is significant natural gas infrastructure in Corangamite, including four major natural gas plants. Future investment opportunities exist in renewable energy including wind, solar and geothermal. The presence of transmission lines through Corangamite Shire, including the 66kV and 500kV lines, make it attractive for large scale energy projects.

Arts and culture

Corangamite Shire is developing a strong arts, culture and heritage environment with partnerships with various arts, tourism associations and community organisations. The Corangamite Shire area is rich in pastoral, indigenous and maritime history. There are many reminders of the history of the area including dry stone walls, homesteads, avenues, buildings and shipwreck relics. It is believed that indigenous persons have lived in the area for over 50,000 years.

There are several opportunities for residents and visitors to participate in creative activities and explore cultural identity and heritage which enriches the Shire's liveability, attracts new residents and increases tourism visitation leading to more economic development opportunities.

2.2.5 Community Connections

Networks and connections with communities

Agencies including the Council work across a wide range of groups and well-connected networks in the Shire including aged and disabled, youth, families and children. Many activities funded and coordinated through Council include such programs as health programs, playgroups, childcare and early childhood development, aged care services, social supports.

The Shire has a wealth of recreational open spaces and facilities recreation reserves, playgrounds, sports complexes, skate parks and swimming pools and people can access information on a wide variety of sporting groups through local directories.

The Shire is well covered with local newspapers, local bulletins and newsletters and there are active groups on social media

Community engagement and input into emergency management planning and community development planning is actively occurring across several towns through agencies including emergency services and Council. This engages individuals and communities and enables them to make better decisions about their safety and wellbeing ultimately for better community outcomes.

2.3 History of emergencies

2.3.1 Fire

The Shire is prone to bushfire in the grasslands to the north and to a lesser extent in the forested areas in the south. The Shire suffered significant losses of life, property and livestock in the Ash Wednesday fires in 1983. In more recent times the shire has experienced the significant Southwest Complex Fires (2018), the Weerite Fire (Black Saturday 2009), Stoney Rises (2006) and Callanballac Fire (2005).

South West Complex Fires

On 17 March 2018 emergency services responded to four major fire fronts across the Corangamite, Moyne and Southern Grampians Shires. The four fires burnt through more than 15,000 hectares, destroying 26 houses, more than 80 farming sheds and 2,895 kilometres of fencing. Confirmed livestock losses of 2,995 cattle and sheep. In addition to this there were significant disruptions to power infrastructure and the normal activities of the community. The emergency in the Corangamite Shire continued for a further 53 days with peat fires burning at Cobrico and Lake Elingamite.

For a more in-depth history of bushfires in Corangamite Shire, see the Strategic Fire Management Plan Otway District available at www.corangamite.vic.gov.au

2.3.2 Maritime emergencies

The coastline, which forms the southern boundary of the Shire, has a history of maritime emergencies extending back to early European settlement. Modern shipping technology has reduced this danger, but the risk of shipwreck and/or oil spills is ever present.

2.3.3 Transport-related incidents

Tourism has brought its own emergencies with tourist coaches and other traffic using the Great Ocean Road in ever increasing numbers. Cliff rescues of sightseers have been carried out regularly. The Shire is crossed by a network of rail and road transport corridors with their risk of road and rail emergencies as evident by the Lismore Train Accident in 2006.

2.3.4 Flood

In January 2011, heavy rainfall in the catchment of Mt. Emu Creek caused significant flooding in Skipton, impacting heavily on the township and downstream landowners. This followed a similar event of lesser proportions in August and September of 2010 and again experienced in September/October 2016. The confluence of the Mt Emu Creek and Baillie Creek North of Skipton has led to these flooding events.

2.3.5 Pandemic

On 25 January 2020 Australia identified its first case of severe acute respiratory syndrome which was a part of the worldwide pandemic of the coronavirus disease 2019 (COVID-19).

In March 2020, as cases of COVID-19 rose, the State and Federal Governments imposed restrictions that impacted Corangamite's businesses and communities. With Government assistance Council developed a COVID-19 Recovery Fund which included money for fee waivers, jobs, business grants welfare and social supports and marketing and promotions. At the time of writing this plan Australia is seeing a resurgence of the Delta strain with lockdowns and restrictions in a number of states including Victoria. Coronavirus vaccinations are being rolled out in partnership with Southwest Healthcare and Council.

2.3.6 Other emergencies

The Derrinallum Bomb Explosion in 2014 was an unlikely event but one that tested emergency evacuation planning and relief centre preparedness arrangements.

In 2012 a fire at the Warrnambool Telstra Exchange caused a telecommunications outage that lasted for about 20 days. The outage affected about 100,000 people in Southwest Victoria including Corangamite Shire, an area covering approximately 67,340 square kilometers. Telstra reported impacts to 135 exchange services, 85 schools, 20 hospitals, 27 police stations, 92 fire stations and 14 SES services affected by the outage. The financial cost to the region was estimated by the State Government to be at least $0.95 million a day, however the true cost may never be known.

2.4 Future implications for emergencies

Future vulnerabilities will include larger landholdings managed by consortiums and serviced by contractors leading to declining populations across the Shire. This demographic combined with an ageing population has seen previously robust rural communities replaced by smaller, older more vulnerable communities isolated from services. The shift in population may reduce emergency services volunteer capacity and resources potentially leading to delayed suppression activities in rural areas reducing brigade capacity and resources.

Changes in farming practices have led to increased fuel content being left on ground throughout the year potentially increasing fire spread due to continuity of fuel load. However, there are also large numbers of stubble burns annually in the Shire which contribute to the risk of fire outbreaks if not very carefully managed. Hay production is widespread throughout the Shire and there is potential for spontaneous combustion in stored product.

An increase in individuals purchasing property for investment purposes has resulted in more absentee landowners. These landowners may have less understanding of fuel and fire management requirements, have little engagement with the community and live externally to the municipality. This limits their capacity and ability to undertake regular fuel management works and participate in local community networks.

However, the Coronavirus Pandemic has also seen a large number of city dwellers purchasing land and properties in rural parts of Australia including Corangamite Shire and in particular coastal townships. This has seen an escalation of property prices, in some cases making it difficult for local people to afford homes in their towns.

As predicted by the State Government climate change projections, an increase in temperature can be expected in the future. This escalation in temperature will potentially increase the likelihood and frequency of heatwaves across the municipality. Increased heatwaves in conjunction with an ageing population could be a cause for concern.

The reliance on technology and internet services can lead to increasingly complex management of emergencies when this fails. Finally, increasing tourism in the south and expansion of large-scale renewable energy projects are also a risk to be considered for emergencies (Refer Section 2.2.3 Sustainability).

Before

3 PLANNING AND MITIGATION ARRANGEMENTS

This section identifies specific emergency management roles and responsibilities, as determined by the Emergency Management Act 2013 and the State Emergency Management Plan. It details the prevention and preparedness activities and arrangements for the management of emergencies in the Corangamite Shire.

3.1 Victoria's Emergency Management Planning Framework

This plan supports holistic and coordinated emergency management arrangements within the Barwon South-West Region. It is consistent with and contextualises the State Emergency Management Plan (SEMP) and BSW Regional Emergency Management Plan (REMP). The SEMP establishes integrated arrangements for emergency management planning in Victoria at the state level to inform all levels of planning – state, regional and municipal. The REMP is a subordinate plan to the SEMP and the MEMP is a subordinate plan to the REMP. Where inconsistencies occur, information provided in the SEMP will prevail. The SEMP is available at www.emv.vic.gov.au/responsibilities/semp.

To the extent possible, this Plan does not conflict with or duplicate other in-force emergency management plans that exist. Figure 1 outlines this Plan's hierarchy. This Plan should be read in conjunction with the SEMP and the BSW REMP.
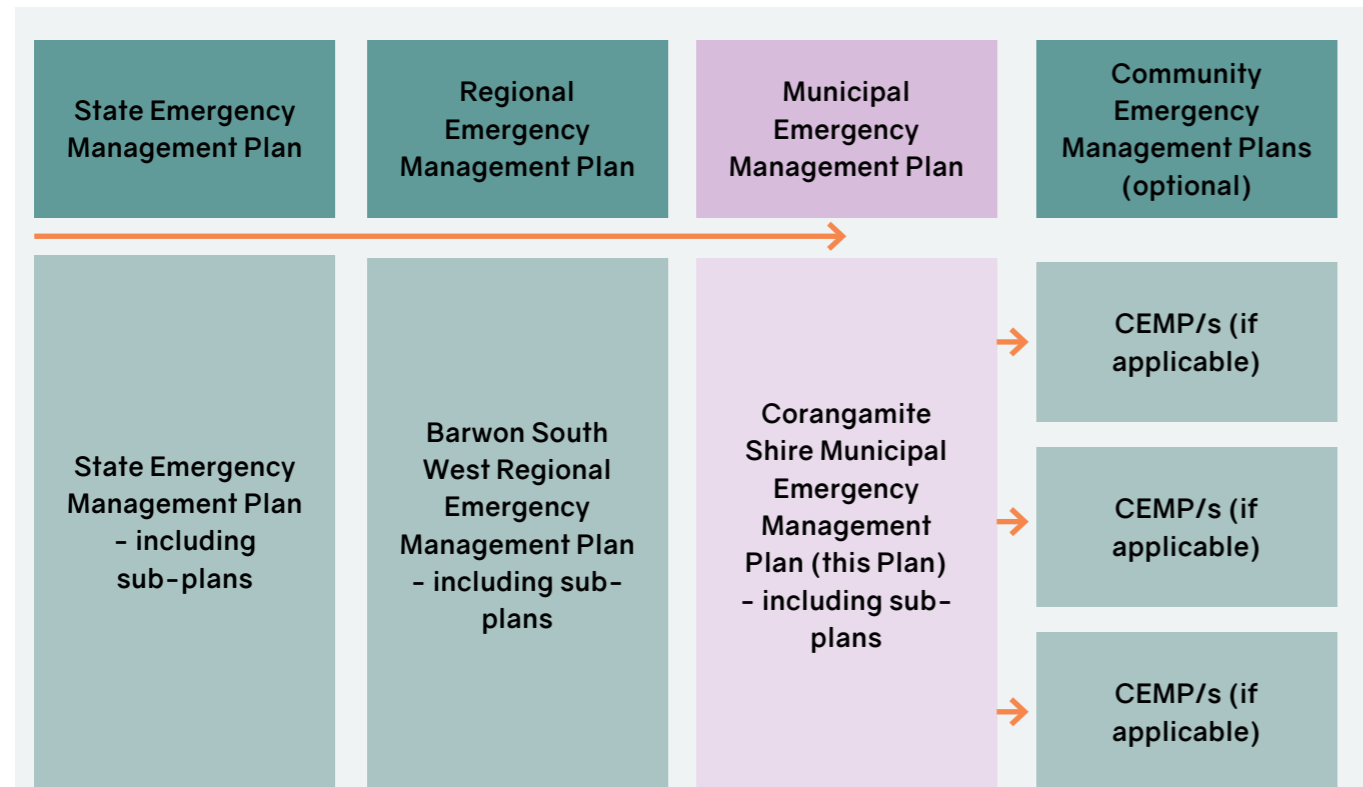
Figure 7: Plan Hierarchy

3.2 Municipal Emergency Management Planning Committee (MEMPC)

The Corangamite Shire MEMPC has been established under the Emergency Management Legislation 2018 (EMLA Act) and the Emergency Management Act 2013 (EM Act 2013).

The MEMPC is one component of a broader structure that enables appropriate planning, response and recovery activities and arrangements at local and regional levels. Sub-committees and Working Groups are appointed to take on the responsibility of planning for fire management, flood and dam safety, and relief and recovery. The MEMPC will also work with other agencies that are represented at regional level when required such as the Great Ocean Road Authority and other agencies not represented on the MEMPC such as Traditional Owners Corporations, where relevant.

See Appendix 2 for the Terms of Reference and Appendix 3 for the Committee Membership.

Figure 8: Corangamite Shire MEMPC

3.3 Sub-Plans and Complimentary Plans

3.3.1 Sub-plan

The MEMPC will determine if a sub-plan is required to detail more specific or complex arrangements that either enhance or contextualise this Plan. All sub-plans are multi-agency plans and may be hazard specific where the consequences are likely to be significant, for example a municipal flood response sub-plan. All sub-plans to this Plan are subject to the same preparation, consultation, assurance, approval and publication requirements as this Plan, as outlined in the Act Part 6. Agencies with roles or responsibilities in a sub-plan must act in accordance with the plan (Act S60AK).

3.3.2 Complimentary Plans

Complementary plans are prepared by industry/sectors or agencies for emergencies that do not fall within the Act Part 6A. They are often prepared under other legislation, governance or statutory requirements for a specific purpose.

Complementary plans do not form part of this Plan and are not subject to approval, consultation and other requirements under the Act. A list of complementary plans that have significance to the comprehensive, coordinated and integrated emergency management arrangements in the municipal district are included below.

3.3.3 Key plans and works conducted

Key agencies in Corangamite Shire develop and implement a range of plans and initiatives based on identified risks that ensure appropriate prevention activities are conducted regularly. These plans are regularly reviewed and tested under the requirements of the plan. The following plans and activities have been developed and implemented:

- Strategic Fire Management Plan Otway District
- Dam Safety Emergency Plan (DSEP) (for copy of this plan please contact MEMO)
- Corangamite Shire Flood Emergency Plan (MFEP)
- Community Information Guides
- Emergency Exercises (Contact MEMO details p.2, VicSES or Police)
- Bushfire Place of Last Resort – Neighbourhood Safer Places Plan
- Skipton Dam Safety Plan (for copy of this plan please contact MEMO)
- Municipal Emergency Animal Welfare Plan
- Municipal Public Health and Wellbeing Plan
- Otway District Relief and Recovery Plan (for copy of this plan please contact MEMO)

- Corangamite Shire Pandemic Plan
- Corangamite Shire Heatwave Plan

Other complimentary plans such as operational plans, procedures and guidelines exist within agencies to assist with their capacity and capability to undertake their legislative functions or complete projects to mitigate risk. It is not the purpose of the MEMP to document these plans.

3.4 Mitigation

Emergency management includes a range of activities that require the allocation of resources – including human , financial and equipment - and multi-agency support to ensure a coordinated and well-planned approach and outcomes. These resources are often limited and must be used effectively.

3.4.1 Risk Management

Emergency risk management is the subset of general risk management practice that deals with the sources of risk (or hazards) that can cause an emergency. It takes a structured approach and involves a range of activities that contribute to community and environmental well-being. The municipality's geography, history of natural disasters and the socio-demographic trends within its communities provide important context for these activities.

Emergency risk management deals with a family of risks that have the potential for very significant impacts on the objectives of a community or organisation. The consequences of these risks will be of a severity that requires non-routine management or activities, for example, a bushfire, an extended power failure or a pandemic. Most public safety risks can be managed by routine operations and practices (business as usual) such as clearing roads of foliage, immunisation programs, attending road accidents and putting out house fires. However, some risks require many organisations to work together to ensure the best outcomes for the community. Typically, these low-probability high-consequence events are associated with natural, biological, technological, and industrial sources of risk.

A successful emergency-related risk management process enables a committee or team to make recommendations about where to best spend limited resources to achieve the greatest gain.

3.4.2 Community Objectives

Risk is defined as the effect of uncertainty on objectives. For emergency risk management, the relevant objectives are those of the community of interest. These may be very general and may be applicable across Australia. Stated objectives can be based around

wellbeing, covering areas such as health, property, economic performance, environmental quality, and what sustains these broad social and economic goals. Emergencies that damage or destroy interfere with achieving the objectives. As knowledge about the emergency-related risk increases and a community adapts itself more effectively to its risk environment, uncertainty is reduced, and objectives are more likely to be achieved.

3.4.3 Context of Risk

It is important to consider the context or current environment in the risk assessment process. It is possible that the population has changed, new industries have emerged, floor heights have been raised, building materials have improved, the density of buildings has increased, and the type of vegetation has changed. In addition, building, planning, and mitigation controls may have been put in place and the understanding of the resident population may have changed. Any of these or other changes will result in different impacts and likelihoods for future events.

Corangamite Shire Council			
14 November 2018			
Code	Risk	Ratings Confidence	Residual Risk Rating
BF-L	Bushfire - large, regional	High	High
EQ	Earthquake	Medium	Medium
FL-R	Flood - Riverine	High	High
ET-HW	Health Health	High	Medium
ST	Storm	Medium	High
T-O1	Major transport accident	High	High
SF-BR	Structural failure - bridge	High	Medium
I-O1	Utilities disruption	Medium	High
Te-O1	Explosion	Medium	Medium
Te-O2	Fire Structural - Commercial/Industrial	Medium	High
HM-F	Hazardous materials release	Medium	High
HE	Human epidemic/pandemic	Medium	High
AE	Exotic animal disease	Medium	Medium
Te-MP	Marine pollution	High	Medium
SS	Storm surge		
H-O1	Mass gatherings - event		

Figure 9: Corangamite Shire risks November 2018

3.4.4 Communication and Consultation

Communication and consultation with external and internal stakeholders should take place during all stages of the risk management process. It is critical that experts relating both to the event itself, and the types and extents of consequences, participate in the process. It is also important to include stakeholders and community members to ensure that the interests, values, and expectations are understood and considered.

The likelihood and consequence of a hazard establishes our Identified Hazard List (refer Figure 9).

3.4.5 Municipal emergency risk assessment process

To complement the emergency management process and as a means of minimising or eliminating risks within the municipality the MEMPC is tasked with carrying out an initial assessment and subsequent reviews to identify existing and potential risks. The process used was titled Community Emergency Risk Assessment (CERA).

This process is based on the ISO 31000:2018 Risk Management Standard and facilitated by VICSES. It is a 5-part process which includes Risk Assessment and Risk Treatment along with likelihood and consequence matrix. The CERA aims to:

- Define and implement actions to better manage and/or monitor key risks and controls
- Define actions to improve collaboration with other municipalities and/or with state agencies
- Define actions to enhance controls and/or preparedness across groups, facilities and locations
- Leverage CERA outputs to inform the MEMP and other related Documents/processes (e.g., Municipal Health Plan, Council Plan)
- Communicate and consult with individuals affected by the risk

The process is subject to minor reviews annually and will undergo a major review at least once every 3 years, between audits. Figure 9 on the previous page shows major identified risks and their residual risk rating after treatments and controls are applied.

The progress of implemented treatment options is monitored by the MEMPC through reports provided by the MEMO at the MEMPC meetings.

3.4.6 The role of MEMPC in risk management

Agencies participating in the Corangamite Shire MEMPC recognise they have a key role in prevention and mitigation activities to reduce the likelihood or minimise the consequences of emergencies that may occur in the

Shire. This can occur within their organisation outside the MEMPC CERA process. In this case information on risk and treatments will be shared with the MEMPC as a part of the CERA process. If a major risk is identified by the MEMPC as requiring assessment and the relevant agency is not represented on the MEMPC, that agency will be requested to provide information to the CERA process.

3.4.7 Cross boundary arrangements

Planning for both response and recovery at the regional level is required because many emergencies traverse municipal boundaries, and because many services provided by State Government agencies are administered and delivered at a regional level.

Corangamite Shire Council and stakeholder agencies have existing planning relationships across the following boundaries:

- Moyne Shire
- Colac Otway Shire
- Golden Plains Shire
- Pyrenees Shire

Corangamite Shire is also a participant in the "Protocol for Inter-Council Emergency Management Resource Sharing", with a copy of the signed agreement shown in Appendix 7.

Corangamite Shire recognises planning for a major emergency cannot be done in isolation. A subcommittee of the MEMPC focused on relief and recovery between Colac-Otway, Surf Coast and Corangamite Shires has been established to strengthen and build capacity between the three councils. This has resulted in the development of the Otway District Relief and Recovery Plan.

Refer to the Otway District Relief and Recovery Plan for more detail.

3.4.8 Monitoring and review

As is the case for the MEMP, Sub-Plans are required to be reviewed and exercised within three years or sooner as required.

3.5 Planning for community safety

3.5.1 The 6 C's in planning before, during and after emergencies

Command, Control and Coordination are familiar and traditional mechanisms in emergency and incident management (for detailed information on Command, Control, Coordination and Consequences refer to Section 4 Emergency Response). Following the 2009 Black Saturday Fires it became apparent there was a requirement to also include a focus on consequence, communication and community connections. Utilising these mechanisms is an inclusive approach that supports resilience in communities and in the emergency management sector.

An understanding of these mechanisms in planning for before, during and after emergencies reinforces the community being central to everything we do in emergency management.

- **Control** is the overall direction of response activities in an emergency, operating horizontally across agencies
- **Command** is the internal direction of personnel and resources of an agency, operating vertically within the agency
- **Coordination** is the bringing together of agencies and resources to ensure effective preparation for, response to and recovery from emergencies
- **Consequences** is the management of the effect of emergencies on individuals, the community, infrastructure and the environment
- **Communication** is the engagement and provision of information across agencies and proactively with the community to prepare for, respond to and recover from emergencies
- **Community Connection** is the understanding of and connecting with trusted networks, trusted leaders and all communities to support resilience and decision making

3.5.2 Community education and building resilience

Community education is a vital component of mitigation of the impacts of emergencies and prevention and preparedness. The development of relevant and appropriate community education resources and activities empower the community and enhance their resilience through being well informed and therefore equipped emotionally and physically for an emergency.

Resilient communities are well prepared, better able to respond to an emergency, and therefore better able to recover from the impacts of an emergency.

MEMPC members and agencies in partnership with other agencies and organisations are supporting and working with a range of communities within the Shire to better connect, share ideas and increase resilience before during and after emergencies.

Communities are given opportunities to lead, while inviting people from emergency services, government, business, industry, non-government organisations and the not-for-profit sector to also participate in decision making processes that affect them.

The following key focus areas are provided to guide these processes and build on combined strengths:

- connect people and networks
- use local knowledge
- identify stresses and shocks, including emergencies
- develop goals and solutions, and
- continue to learn, share and improve

MEMPC members and agencies actively engage with communities through a range of mechanisms including community planning, programs and projects, media releases, advertisements, websites and newsletters. A part of this planning will also include ongoing education and consultation on the MEMP along with community-based emergency planning initiatives which are shared with MEMPC and form an integral part of the Shire-wide planning processes and operational activities.

During

4 EMERGENCY RESPONSE

The SEMP defines Emergency Response as the action taken immediately before, during and in the first period after an emergency to reduce the effects and consequences of the emergency on people, their livelihoods, wellbeing and property; on the environment; and to meet basic human needs.

Emergency response is based on a set of arrangements which are always in effect, which means there is no need for activation of response. Agencies or strategies may be activated when needed. Emergency response arrangements operate for any emergency, no matter how small, in which more than one organisation is involved in emergency response.

This section details arrangements within the Corangamite Shire municipality for response to an emergency which is consistent with the SEMP.

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

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

Additionally, in order to meet the objectives of emergency management in Victoria, those performing the control, command and coordination functions need to ensure:

- the consequences of the emergency are managed; and
- there is communication that meets the information needs of communities, stakeholders and government

4.1 Emergency Management Commissioner (EMC)

The EMC leads the response to major emergencies in Victoria, ensuring that the control, command, coordination, consequence management, communication and community recovery functions are integrated and effective. The EMC functions include accountability for ensuring the response to emergencies in Victoria is systematic and coordinated.

Section 32 of the *EM Act 2013* lists the primary functions of the Emergency Management Commissioner (EMC).

4.1.1 State emergency management priorities

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

The priorities include:

- Protection and preservation of life is paramount this includes:

    o Safety of emergency services personnel; and

    o Safety of community members, including vulnerable community members and visitors/ tourists located within the incident area

- Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members make informed decisions about their safety

- Protection of critical infrastructure and community assets that 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

4.2 Response management arrangements

Emergency response provides the mechanism for the build-up of appropriate resources to manage emergencies throughout the State.

It also provides for requests for assistance from the Commonwealth when State resources have been exhausted.

Emergency events are categorised using three parameters:

- Operational Tier
- Class of Emergency
- Classification

4.2.1 Operational tier

Victorian emergency response management operates at three tiers:

- incident
- regional
- state

Emergencies are managed at the appropriate operational tier until the event may require escalation to a higher level. At the discretion of the Emergency Management Commissioner (EMC), multiple regions may be combined to form pre-determined Zones and Zone Control. These arrangements will be in place until determined otherwise by the EMC or the SRC.

Local risks or operational activity may require the activation of Regional control for periods of time at the discretion of the SRC. The Zone Controller (ZC) or regional leadership can identify the need for Regional Control and advise the SRC for the need of Regional Controller deployment.

4.2.2 Classes of emergency and escalation

Classes of emergency as defined the *Emergency Management Act 2013*, relate to the type of emergency and are defined below:

Class	Definition
Class 1 emergency	Class 1 emergency means: a. A major fire b. any other major emergency for which Fire Rescue Victoria, the Country Fire Authority or the Victoria State Emergency Service Authority is the Control Agency under the SEMP. EM Act 2013 s 3 Major fire A major fire is a large or complex fire (however caused) which: a. has the potential to cause or is causing loss of life and extensive damage to property, infrastructure or the environment; or b. has the potential to have or is having significant adverse consequences for the Victorian community or a part of the Victorian community; or c. requires the involvement of 2 or more fire services agencies to suppress the fire; or d. will, if not suppressed, burn for more than one day. EM Act 2013 s 3
Class 2 emergency	Class 2 emergency means a major emergency which is not – a. A Class 1 emergency; or b. 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 c. A hi-jack, siege or riot. EM Act 2013 s 3
Class 3 emergency	For the purpose of this plan, a Class 3 emergency means a warlike act or terrorist act, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth, or a hijack, siege or riot. Class 3 emergencies may also be referred to as security emergencies Class 3 Emergencies sub-plan The definition of a Class 3 emergency has been included in the SEMP for the sole purpose of simplifying the way it can identify and/or refer to the emergencies specified under the definition. This definition is derived from the Victoria Police Class 3 Emergencies sub-plan and is not defined in the EM Act 2013

Non-major emergencies

Many small events that meet the definition of emergency are managed by community members or though the normal or business continuity arrangements of industry, agencies or government and the roles and responsibilities listed above do not apply. These are emergencies that can be resolved using local resources and significant consequences to the community are not anticipated.

Within these classes of emergencies, emergency services teams and supporting agencies work together at the state, regional and incident tiers to ensure collaboration and coordinated whole of government approach to the management of emergencies. Note not all tiers are active for all emergencies.

4.2.3 Classification of emergencies

There are three classifications of emergency response:

- Level One – Small Scale Emergency (less than 24-hour impact) - Level one incident normally requires the use of local or initial response resources.

- Level Two – Medium Scale Emergency (more than 24 hours) - A level 2 incident is more complex in size, resources or risk than Level One. It is characterised by the need for:

o deployment of resources beyond initial response

o sectorisation of the emergency

o the establishment of functional sections due to the levels of complexity or

o a combination of the above.

The Incident Control Centre (ICC) may be activated to coordinate the multi-agency response to the event. The Incident Controller will establish an Emergency Management Team as required.

- Level Three – Large Scale Emergency (multiple days impact) - A level 3 incident is a large- scale emergency and is characterised by the levels of complexity that will require the activation and establishment of an ICC. This level of emergency will require forward planning as the emergency continues and will specifically require recovery planning during the early stages of the response phase of the emergency.

4.3 Control

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

In Victoria the three tiers of incident control are:

- State Controller;
- Regional and/or Area-of-Operations Controller; and
- Incident Controller.

The following details are sourced from the SEMP. For detailed information in relation to the roles and responsibilities for each of these controllers, see www.emv.vic.gov.au/responsibilities/semp/roles-and-responsibilities.

4.3.1 Incident Controller

The Incident Controller is appointed and deployed through definite arrangements for a Class 1 and Class 2 Emergencies. They have overall responsibility for incident response operations even when some of their responsibilities have been delegated.

The Incident Controller's responsibilities are to:

- carry out the directions of the regional controller, where appointed, or the State Response Controller or Class 2 state controller, where appointed

- take charge and provide leadership for the resolution of the incident, including tasking support agency commanders

- establish a control structure to suit the circumstances and monitor its performance

- ensure the timely issue of warnings and information to the community or refer these to the regional controller, where appointed, or where the regional controller has not been appointed, the State Response Controller or Class 2 State Controller

- identify current and emerging risks, or threats in relation to the incident and implement proactive response strategies

- activate relief arrangements through the Municipal Recovery Manager

- lead multi agency planning and develop and implement an incident action plan (including the incident controller gains support from the Incident Management Team (IMT) which they will establish where required. This could include planning, intelligence, public information, operations, investigation, logistics and finance functions. objectives and strategies to manage the incident).

- establish and manage the IMT, if required

- establish the IEMT, if required

- oversee the operational functioning of the incident control centre, if operating

- ensure the timely flow of information to the:

o regional controller (if appointed) or the State Response Controller or Class 2 state controller

o control and support agencies

o MERC

o IEMT

o Municipal Recovery Manager/Regional Recovery Coordinator

o other stakeholder agencies

- continually assess the performance of the emergency response against the incident action plan

- request appropriate resources for subordinates to achieve tasks, or adapt tasks according to available resources

- initiate initial impact assessment where necessary

- apply the Emergency Management Commissioner operational standards and incident management procedures, where appropriate.

4.3.2 Incident Management Team (IMT)

The IMT supports an incident controller to perform their control function. The incident controller will establish

an IMT where they require assistance to perform their control function. The IMT is usually part of an overall incident management system adopted by the agency for the specific class of emergency and which should be based on:

- flexibility
- management by objectives
- functional management
- unity of effort
- span of control

Members of the control and support agencies providing the incident controller with support in functions that could include:

- planning
- intelligence
- public information
- operations
- investigation
- logistics
- finance

More information on the roles and responsibilities of the IMT is contained under Who's Who in the SEMP found at www.emv.vic.gov.au/responsibilities/semp

4.3.3 Incident Emergency Management Team (IEMT)

The IEMT supports the Incident Controller in determining and implementing appropriate incident management strategies for the emergency. Their focus is on managing the effect and consequences of the emergency. If an emergency requires a response by more than one agency, the Incident Controller is responsible for forming the IEMT.

If the emergency is large enough to require an Incident Control Centre (ICC), the IEMT would exist as an Emergency Management Team (EMT) with the same purpose.

The IEMT consists:

- The Incident Controller
- MERC or IERC
- Agency Commanders
- Health Commander (functional commander of supporting health agencies)

- Municipal (or regional) Recovery Manager
- Representation for the municipal council(s) affected by the emergency
- Agency/community/business representatives as appropriate for specific emergencies
- Support and Recovery functional agency commanders (or their representatives)
- Other specialist persons as required
- More information on the roles and responsibilities of the IEMT is contained under Who's Who in the SEMP found at www.emv.vic.gov.au/responsibilities/semp

4.3.4 Control and support agencies

A Control Agency is assigned to control the response activities for a specified type of emergency. A Support Agency is defined as a government or non- government agency that provides essential services, personnel, or material to support or assist a Control Agency or another Support Agency. The SEMP contains a list of Control and Support agencies for various emergencies.

In emergencies, response agencies will need to provide their personnel with support, such as food and water.

Response agencies are encouraged to use their own resources and procurement processes to meet these needs rather than drawing on the relief system. In these situations, the response agencies will seek to build supplier relationships with commercial caterers and providers prior to the emergency event.

4.4 Command

Command is the internal direction of personnel and resources of an agency, operating vertically within the agency. Command refers to the direction of personnel and resources of an agency in the performance of that organisation's role and tasks. Authority to command is established in legislation or by agreement within an agency. Command relates to agencies and operates vertically within an agency.

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

4.5 Coordination

Coordination - The bringing together of agencies and resources to ensure effective preparation for, response to and recovery from emergencies.

The main functions of coordination are:

- the systematic acquisition and allocation of resources in accordance with the requirements imposed by emergencies; and

- in relation to response, ensuring that effective control has been established.

4.6 Consequence management

The objective of consequence management is to minimise the adverse consequences to users of services or infrastructure caused by the interruption to those services or infrastructure as a result of a major emergency.

Consequence in the emergency management context, is the "change in circumstances, planned or otherwise, experienced by a community or its members as a result of an event and its subsequent management".

A consequence approach moves the focus from a specific hazard, such as fire or flood, to broader consequences which may affect a community, regardless of hazard source. For example, a shortage of liquid fuels resulting from a supply chain disruption may be caused by flood, windstorm, pandemic or fire. While the management of the individual hazard may differ, the consequence for the community requires a coordinated response across agencies to re-establish fuel supplies, regardless of the event causing the disruption.

The safety of community members is the primary consideration in consequence management. Although

consequence management is a key consideration for all emergencies, it should not interfere with the control of an emergency. The Emergency Management Commissioner is responsible for consequence management for major emergencies.

4.7 Communications

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

It is important to ensure that warnings and public information are maintained at an optimum level for specific circumstances where community action is necessary, primarily to protect lives, and also for the protection of property and the environment.

The Control Agency has the responsibility to issue warnings to potentially affected communities and other agencies. Warnings and the release of other public information should be authorised by the Incident Controller prior to dissemination. 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.

Although the Incident Controller is required to authorise all information and warning notifications, the Regional / Area Operations Controller / Commander / Duty Officer and / or State Controller / Commander / Duty Officer may authorise warnings on behalf of the control agency if the Incident Controller is unable to do so in a timely manner as described above. All agencies having a role in these arrangements are responsible for the provision of their own communications systems during emergencies. Any agency requiring communications will put their request to the MERC.

Further information on communicating to the public and warning arrangements can be found in the SEMP.

4.7.1 Warning systems

Emergency warning systems aim to warn individuals and communities in the event of a major emergency. However, individuals and communities need to be mindful that they should still prepare themselves in case of an emergency.

Once a decision has been made to issue a warning, the emergency services organisations will determine

which method to use (i.e., television, radio or internet) and

determine whether a telephone alert needs to be issued.

4.7.2 Emergency alert

Emergency Alert is the national telephone warning system. It is one of a number of alternative methods emergency service organisations such as police, fire and state emergency services, can use to warn a community of likely or actual emergencies.

Emergency Alert is not used in all circumstances. Whether an emergency services organisation decides to issue telephone warnings through Emergency Alert will depend on the nature of the incident. The warning system sends voice messages to landline telephones and text messages to mobile telephones within a specific area defined by the emergency service organisation issuing the warning message, about likely or actual emergencies such as fire, flood, or extreme weather events.

Agencies have been instructed in the use of Emergency Alert and the Incident Controller has access to the website to enable the distribution of warnings.

4.7.3 Standard emergency warning signal

The Standard Emergency Warning Signal (SEWS) is an electronic warning signal, to be used in assisting the delivery of public warnings and messages for major emergencies. It is designed to:

- alert the public via a media announcement that an official emergency announcement is about to be made concerning an actual or potential emergency which has the potential to affect them; and

- alert the community at large, via a public address system, that an important official emergency announcement is about to be broadcast.

The use of SEWS must be authorised by the Incident Controller. This is reflected in and supports the State Emergency Management Plan (SEMP) and is also governed by the Victorian Warnings Arrangements. For further information refer to The Victorian Warning Arrangements Ver 4 2021 at files.emv.vic.gov.au/2021-09/Victorian%20Warning%20Arrangements%20v4.pdf

4.7.4 Community alert sirens

Sirens to alert communities to all hazard emergencies are part of Victoria's warning system for all hazards. There are currently no identified sirens operating within the Corangamite Shire.

The guidelines for the use of community alert sirens are detailed in the EMV document Community Alert Sirens available at files.emv.vic.gov.au/2021-05/Community%20Alert%20Sirens%202019.pdf.

4.7.5 Warning levels

There are different levels of warnings that may be issued for an emergency.

Prepare to evacuate/evacuate now – is issued when community impact is imminent, and procedures have been put in place to evacuate the area.

Emergency warning – this is the highest level of warning and requires immediate action due to the imminent danger. The emergency will impact the community.

Warning (Watch & Act) –an emergency is likely to impact a community, and you need to act now to protect yourself and your family due to the fast-changing conditions of the incident.

Advice – is issued when an incident is occurring or has occurred in the area. It advises community members to access more information and to keep an eye on their local conditions.

Community information – can be used as a newsletter to provide information on recovering for a community affected by an emergency, or as a notification that an incident has occurred but where there is no threat to the community.

An 'All Clear' message is issued when the incident activity in the area has subsided and there is no longer a danger to the community.

4.7.6 Public Information

The provision of information to the broader public / community, including those attending an Emergency Relief Centre (ERC), is vitally important to their capacity to understand what is happening, and to assist them in making informed decisions during a time of crisis.

Typically, the type of information provided relates to identifying the signs of and coping with stress, health matters, where and how to access financial assistance, where to access general emotional/psychosocial support, and other information relating to the specifics of the emergency.

4.7.7 Role of Council in public information

During an emergency, effective communication between Council emergency management (or the MECC), emergency services and emergency relief centres (if required) is vital. The release of information by Corangamite Shire Council during the response phase is the responsibility of the Control Agency in conjunction with the MERC.

For further information on public / community information during Recovery please refer to Section 6.8.6.

4.7.8 Information resources

The following functions are an essential part of these arrangements and should be utilised when required:

- Council's media and public relations staff; and
- Police Media Liaison

If an emergency requires concurrent media response through radio, television and newspaper outlets, the Police Media Liaison Section may be contacted through the MERC.

4.8 Municipal emergency management coordination

Provision of municipal emergency management coordination functions may be conducted remotely or within Council offices.

The primary role of municipal emergency management coordination is to coordinate the provision of human and material resources within the municipality during emergencies. It also assists in maintaining an overall view of the operational activities within this Plan's area of responsibility, for recording, planning and debrief purposes. Municipal emergency coordination may also be required during support operations to a neighbouring municipality.

Considerations for the establishment of Council emergency management coordination may include:

- members of the community are displaced by the emergency

- the ICC is established at a distance from Council offices

- there is a need to coordinate the provision of emergency relief to the affected community

- there is a need to support the control agency in the provision, collation and dissemination of community information

- there is significant need for community recovery services

4.8.1 Municipal Emergency Coordination Centre (MECC)

In some cases, a Municipal Emergency Coordination Centre (MECC) may be activated by the MEMO or MRM if the scale, type or duration of the emergency requires a separate coordination facility.

Note that the MECC is used for internal Council coordination during emergencies.

If a MECC is established, administrative staff will be drawn from municipal employees, and if the scale of an emergency requires the MECC to be open for a protracted period, staff from other municipalities will be utilised via the Municipal Association of Victoria's (MAV) Inter Council Resource Sharing Protocols and Memorandums of Understanding (MOUs) with neighbouring municipalities.

The primary MECC for Corangamite Shire is:

Killara Centre Manifold Street
Camperdown VIC 3260

If the primary MECC is unavailable alternative MECC locations may be any of the public buildings designed by Corangamite Shire Council. For further information about the MECC please contact the MEMO.

4.9 Community Shelter

4.9.1 Emergency shelter options

While all emergencies are different, shelter options may assist people in considering how they will respond to an emergency. The State Government Bushfire Safety Policy recognises that there are different ways people may respond to the threat of bushfire. This process could also be applied to other emergencies and may include other shelter options such as shelter in-side or shelter in-place depending on the emergency.

The Bushfire Safety Policy includes a range of personal and communal options where people may seek shelter from a bushfire. As part of developing shelter options, the policy identified that it is important that the public understand that:

- not all options will afford the same degree of protection from a bushfire

- personal circumstances and local conditions in a fire area will affect the extent to which any of these options provide relative safety

- some options should only be considered as a backup or last resort, rather than a primary safety option

- often people choose to live in high fire risk areas and must accept responsibility for their own safety

- movement through a fire affected landscape on foot or in a vehicle is dangerous.

The Bushfire Safety Policy has put forward a Shelter Options Hierarchy which ranges from lowest to highest risk options:

1. Leaving early

2. Private Bushfire Shelters (Bunkers)

3. Community Fire Refuges

4. Defending a well-prepared home or property

5. Bushfire Places of Last Resort (previously Neighbourhood Safer Places or NSPs)

6. Informal gathering places

7. Defending an ill-prepared property

8. Leaving late

4.9.2 Leaving early

Leaving bushfire prone areas on days of heightened risk is the safest response option. In its simplest form, 'leaving early' means leaving a bushfire-prone area before a fire has started. Remaining in an area threatened by bushfire is inherently risky and none of the options listed below provide a guarantee of safety in a bushfire and there are dangers involved with travelling to and remaining in these places of shelter.

4.9.3 Private bushfire shelters (bunkers)

A private bushfire shelter (bunker) is a structure that may provide shelter for occupants from the immediate life-threatening effects of a bushfire. The Australian Building Codes Board (ABCB) developed a national performance standard for private bushfire shelters: Performance Standard for Private Bushfire Shelters (2010) (Part 1).

Construction of a bunker requires a building permit under the Victorian Building Regulations (2006). Bunkers may assist people when there is imminent threat of a bushfire, and they are unable to relocate to a safer place. Advice in relation to bunkers needs to make clear the requirements for constructing a bunker, their use and limitations.

4.9.4 Community fire refuges

A Community Fire Refuge is an enclosed building built or modified specifically to withstand fire. It is a designated building that can provide short-term shelter from the immediate life-threatening effects of a bushfire.

A Community Fire Refuge must meet the performance requirements of the Victorian Building Regulations (2006) and the Building Code of Australia. A refuge must also be designated in accordance with the Country Fire Authority Act (1958). Refuges do not guarantee safety from a bushfire and seeking shelter in a refuge should not be considered as a primary plan of action. There are no Community Fire Refuges in Corangamite Shire.

> **A well prepared home or property**
>
> Remaining at a well-prepared house surrounded by adequate defendable space and actively defending it against the fire threat may be a valid strategy in some circumstances.
>
> However, preparing a property to stay and defend requires extensive planning and effort. Residents need to make their own assessment of their abilities, the extent of preparation required and the most appropriate plan for their situation.

4.9.5 Informal gathering places

Informal gathering places are private places of shelter are arranged by individuals as part of their household planning and not by State or Local Government.

A privately arranged place of shelter may include a private dwelling on private land, for example, a well-prepared neighbour's house or other building that is in a lower risk area. Advice should highlight that such placed may not be safe in all circumstances and that individuals who decide to use private places of shelter are responsible for assessing their suitability, including whether the property can and will be defended if required.

4.9.6 Bushfire Places of Last Resort (previously Neighbourhood Safer Places)

"A Neighbourhood Safer Place – Bushfire Place of Last Resort is a space that:

- is a place of last resort for individuals to access and shelter in during the passage of fire through their neighbourhood - without the need to take a high-risk journey beyond their neighbourhood;

- provides a level of protection from the immediate life-threatening effects of a bushfire (direct flame contact and radiant heat); and

- is intended to provide relative safety;

- does not guarantee the survival of those who assemble there; and

- should only be accessed when personal bushfire survival plans cannot be implemented or have failed".

(Bushfire Neighbourhood Safer Places, Places of Last Resort – CFA Assessment Guidelines)

Bushfire Places of Last Resort (BPLR) have been widely accepted across the state, with most towns with high bushfire risk either achieving a BPLR or requesting CFA to assess one for the town. Council has successfully established nine BPLRs for the towns which are rated the highest risk in the shire. These have been assessed by the CFA.

Refer to Appendix 5 Bushfire Places of Last Resort Locations

- Neighbourhood Safer Places Plan
- Municipal Fire Management Plan

4.10 Evacuation and traffic management

Victoria Police is responsible for managing evacuation in Victoria. Evacuation is a risk management strategy which involves the movement of people to a safer location and the return of them at an appropriate time.

For evacuation to be effective it must be appropriately planned and implemented.

As with all emergency response activities, the main priority when deciding to undertake an evacuation is protection of life. Evacuation is a scalable activity in that it may be applied to individuals, a house, a street, a large facility (i.e., school or hospital), a suburb, a town or a large area of the State.

There are five stages in the evacuation process: Decision, Warning, Withdrawal, Shelter and Return. The decision to evacuate people at risk during an emergency is not always straightforward, as it is often based on incomplete or unverified information in a rapidly developing situation. In some cases, it may not be the best option and it may be safer for people to seek other alternatives depending on the type of emergency.

In Victoria, evacuation is largely voluntary. The controller makes a recommendation to evacuate, and it is the choice of individuals as to how they respond to this recommendation. However, in some circumstances legislation provides some emergency service personnel with authority to remove people from areas or prohibit their entry. Further information on evacuation can be found at Joint Standard Operating Procedure (JSOP) – Evacuation for Major Emergencies (JO3.12) available from EMV files-em.em.vic.gov.au/public/JSOP/SOP-J03.12.pdf.

During

Traffic management

Emergencies can be chaotic scenes and movement of people, vehicles and equipment in and around the emergency area may need to be restricted to protect both the public and the scene of the emergency.

The Incident Controller is responsible for developing, implementing and monitoring a traffic management plan, which may include establishing traffic management points to restrict access. Victoria Police coordinate the implementation of the traffic management plan or traffic management points.

Further information on traffic management can be found at JSOP – Traffic Management (JO3.10) available from files-em. em.vic.gov.au/public/JSOP/SOP-J03.10.pdf

4.11 Vulnerable individuals

During an emergency special consideration must be given to evacuation of vulnerable people in the community. There are many people in our community who would be considered vulnerable depending on the emergency event, these may include the elderly, young people and people with disability.

This is distinct from people who have been individually assessed and recorded in the Vulnerable Persons register. The Department of Family, Fairness and Housing's Vulnerable People in Emergencies Policy provides further guidance on planning for the needs of vulnerable people. Individuals on the register are socially isolated and without any other supports and who are defined as:

- Frail, and/or physically or cognitively impaired; and

- Unable to understand or act on a warning, direction and/or respond in an emergency; and

- Has no personal or community support; and

- Would be reliant on assistance from emergency service organisations in an emergency.

Funded agencies, including local government, are not expected to be a part of client's plan for emergency response or evacuation – where this is outside of current agency practices. Management of evacuation is the responsibility of Victoria Police.

As per the DFFH guidelines council coordinates a local Vulnerable Persons Register. A database of these individuals is maintained through the municipal council administered Crisisworks emergency management system.

Funded agencies and Council's Health and Community Care (HACC) services are responsible for identifying vulnerable individuals and maintaining information for any of their clients on the register. The Vulnerable Persons Registers is accessible to authorised Victoria Police representatives, for consideration in evacuation planning and management of emergencies.

4.11.1 Vulnerable facilities list

Local Councils identify and document facilities where vulnerable people are likely to be situated these may include:

- Maternal and child health centres

- Child Care centres

- Primary and secondary schools

- Camp facilities

- Mental health and drug treatment facilities

- Caravan parks

- Aged care facilities

Corangamite Shire has developed a Register of Facilities with Vulnerable People, a Funded Agency Contact List for vulnerable people and a Vulnerable Client Register for Home and Community Care (HACC).

For more details see Appendix 6 or the EM-COP mapping information found at: cop.em.vic.gov.au/ sadisplay/nicsUI.seam?ws=1&v=f5cca744

4.12 Staging areas

A staging area is a location where people, vehicles, equipment and material are assembled and readied for operations. They are often transient in nature and located on sporting fields or large open areas. Staging areas for Response activities have been considered by District 6 of the CFA and are noted in the 'Local Response Plans' Operational documents. More details regarding Staging Areas and the Local Response Plans can be obtained from CFA District 6 Operations Manager.

4.13 Financial considerations

Important Note: Control Agencies are responsible for all costs involved in that Agency responding to an emergency.

The emergency management arrangements are predicated on the assumption that agencies agree to meet reasonable costs associated with the provision of services. The general principal is that costs that are within the "reasonable means" of an agency or organisation are met by that agency or organisation.

The following applies to requests for resources:

- Any requests for resources by the control agencies will be at the cost of the control agency

- If the resource is requested by agencies working within the ICC it will be considered that the ICC has requested that resource and the control agency has approved the purchase.

- Requests made from any agency must be accompanied by a purchase order or supporting information confirming financial responsibility

Municipal councils are responsible for the cost of emergency relief measures provided to an impacted community and can claim expenditure through the Disaster Recovery Funding Arrangements (DRFA). The Victorian Department of Treasury and Finance provides Natural Disaster Financial Assistance (NDFA) for local councils to assist in the recovery process. Assistance is available for approved emergency protection works and the approved restoration of municipal and other essential public assets in most emergency events.

Joint arrangements between the Australian and Victoria governments provide funding through the Natural Disaster Relief and Recovery Arrangements (NDRRA) to help pay for natural disaster relief and recovery costs. Based on the type of emergency, municipal councils, agencies and departments may be eligible for reimbursement through the NDRRA. The MRM is responsible for implementing processes to assist with the monitoring of costs associated with the recovery process.

For further information refer to www.disasterassist.gov. au/Pages/home.aspx or www.dtf.vic.gov.au

4.13.1 Supplementary supply

Supplementary supply at the municipal level occurs when functional services, or control authorities, exhaust their own venues of supply, and there is a requirement for continued supply.

Functional Service agencies supplying a service, and requiring additional resources, will put their request to the MEMO. The MEMO will endeavor to obtain those resources through existing municipal arrangements. If unsuccessful, the request will be passed through the MERC to the RERC. Control and Support Agencies will make their request through the MERC.

If the request requires a resource out of normal hours, a contractor or consultant will be charged to the requesting organisation. As above, any requests for resources by agencies in support of the emergency will be at the cost of the control agency and must be accompanied by a purchase order or supporting information confirming financial responsibility.

4.14 Resource sharing protocols

Corangamite Shire is a signatory to the Inter-Council Emergency Management Resource Sharing Protocol. The purpose of this protocol is to provide an agreed position between councils for the provision of inter- council assistance for response and recovery activities during an emergency. This protocol details the process for initiating requests for resources from another council and identifies associated operational and administrative requirements.

This protocol applies to requests for human resources, equipment and/or facilities in relation to response or recovery activities associated with an emergency. Duties undertaken by council staff seconded to another council for assisting with response and recovery operations should be within the scope of councils' emergency management responsibilities as set out in the SEMP.

Resources can be requested at any time during an emergency including the recovery stages. Requests for assistance may be initiated by the Chief Executive Officer (CEO) (or person acting in this role) or by any person nominated by the CEO at the receiving council.

Requests should be directed to the CEO, or any person nominated by the CEO, at the assisting council. It is noted that in many cases the person nominated by the CEO will be the MEMO at both the assisting and receiving council. Such requests may be verbal or in writing, however verbal requests must be confirmed in writing as soon as is practical and in most cases will be received and logged by Council emergency coordination (or the MECC). Requests for assistance should include the following information:

- A description of the emergency for which assistance is needed

- The number and type of personnel, equipment and/or facilities (resources) required

- An estimate of time as to how long the resources will be required; and

- The location and time for the staging of the resources and a point of contact at that location

- The Municipal Emergency Response Coordinator (MERC) or Regional Emergency Response Coordinator (RERC) should be contacted before the resources are moved. It is anticipated that a requesting council will initially seek assistance from surrounding councils. This will reduce travel times and expenses for assisting councils to respond and return.

Refer to Appendix 7 for the Protocol for Inter-council Emergency Management Resource Sharing.

5 EMERGENCY RELIEF

Emergency relief is the provision of essential needs to individuals, families and communities during and in the immediate aftermath of an emergency.

Corangamite Shire has joined with Colac Otway and Surf Coast Shires to establish a cross council relief and recovery committee known as the Otway Relief and Recovery Collaboration. This committee recognises that one municipality alone lacks the capacity and capability to effectively address relief and recovery services following a major event. A Memorandum of Understanding exists between the three councils, the prime purpose of which is to enhance the capability and capacity of the signatory councils to request extra resources for the provision of relief and recovery services from each other to the maximum extent practicable, in the event of an emergency.

The following is a summary of Emergency Relief activities and facilities. For further information regarding Emergency Relief please refer to the Otway District Relief and Recovery Plan (for copy of this plan please contact MEMO details p.2)

5.1 Emergency relief activities

Responsibilities for relief activation rest with the Incident Controller in collaboration with the municipal relief coordination. Controllers should work closely with municipal council, DFFH or EMV to ensure that relief operations are integrated with response operations and that relief outcomes are considered in response decision making and directions.

Council assisted by other organisations and with the support of DFFH (as the organisation responsible for relief coordination at Region level), is responsible for implementing emergency relief measures including establishing and coordinating Emergency Relief Centres.

Relief services may include:

- Reconnecting families and friends (Register Find Reunite) – Victoria Police and Red Cross

- Food and Water – Red Cross

- Drinking Water for Households – DELWP

- Material aid (non-food items) – Salvation Army

- Psychological support (personnel support/counselling) –DFFH

- Emergency Shelter – DFFH

- Animal Welfare – Livestock - Ag Vic, Wildlife - DELWP, Domestic Animals - Council

- Emergency Financial Assistance – DFFH

- First Aid – Ambulance Victoria

- Community Information – control agency

Relief services may also be provided as a result of a

During

non-major emergency such as a house fire, over floor flooding or storm damage where there is an immediate need for emergency relief to mitigate hardship.

Reports of a non-major emergency may be initiated from a range of sources (e.g., control agency, Victoria Police, MEMO, affected individuals, hospitals and health care centres, ESTA). The agency will notify the MEMO to ensure coordination of relief services at the local level.

5.1.1 Emergency Relief Centre (ERC)

An ERC is a building or a place that has been activated for the provision of life support and essential personal needs for people affected by, or responding to an emergency, and is usually established on a temporary basis to cope with the immediate needs of those affected during the initial response to the emergency.

The decision to activate an ERC is that of either the Incident Controller or the Corangamite Shire MERC in consultation with the MEMO and MRM, or that of another municipality's MERC and their MEMO and MRM. Emergency relief can also be provided at the site of the emergency.

Corangamite Shire Council has designated appropriately assessed buildings as Emergency Relief Centres.

Arrangements to activate DFFH and Emergency Relief Support Agencies such as Red Cross and Victorian Council of Churches (VCC) and Emergency Relief Centre Standard Operating Guidelines for the three councils exist and are available as a sub-plan to this plan (for copy of this plan please contact MEMO).

5.2 Impact assessment

Impact assessment is conducted in the aftermath of an emergency to assess the impact to the community and inform government of immediate and longer-term recovery needs.

Impact assessment must be community focused to ensure the data/information will assist decision making on how to best support impacted communities. It is a three-stage process to gather and analyse information following an emergency event.

5.2.1 Initial impact assessment (IIA)

An Initial Impact Assessment (IIA) is preliminary an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency. This assessment is initiated and managed by the control agency and can be supported by other agencies and the municipal council, depending upon the type and scale of the emergency. IIA provides early information to assist in the prioritisation of meeting the immediate needs of individuals and the community. It also indicates if further assessment and assistance is required.

5.2.2 Secondary impact assessment (SIA)

SIA is a subsequent progressive and more holistic assessment of the impact of the event on the community; and considers built and natural environments, social and economic impacts, and resulting community needs. Impact assessment for relief and recovery requires an additional layer of analysis beyond the initial impact assessment.

Coordination of SIA is the responsibility of the MRM and all departments and agencies involved in the collection of SIA should liaise with the MRM to ensure information is coordinated and shared.

To facilitate this process the Corangamite Shire Council shall as early as practicable perform the following tasks:

- Survey the extent of damage indicating evaluation of financial and material aid needed

- 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

The Council may co-opt persons within the community with the appropriate expertise to assist with the above tasks. Should the emergency extend beyond the boundaries of the Corangamite Shire the post impact assessment may be merged with that of the other affected municipality(s). (For copy of the Draft Municipal Secondary Impact Assessment Guidelines please contact MEMO)

5.2.3 Post emergency needs assessment (PENA)

PENA estimates the longer-term psychosocial impacts of a community, displacement of people, cost of destroyed assets, the changes in the 'flows' of an affected economy caused by the destruction of assets and interruption of business.

Such assessments inform the medium to longer-term recovery process and build the knowledge base of the total cost of emergencies that informs risk assessment and management.

Impact assessment guidelines can be obtained from Emergency Management Victoria. ehpa.org.au/download/EMV-Initial-Impact-AssessmentGuidelines-Class-1-v2.01doc

5.3 Termination of response activities

It is essential to ensure a smooth transition from the response phase to the recovery phase of an emergency at the 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.

This will occur when the MERC, in conjunction with the Control Agency, MEMO and the MRM, will call together relevant relief and recovery agencies, to consult with, and agree upon the timing and process of the response 'Stand Down'.

The early notification of recovery agencies involved in the emergency will ensure a smooth transition of ongoing activities from response to recovery.

When response activities are nearing completion, the MERC, in conjunction with the Control Agency, MEMO and MRM; will consider transition to recovery which will include:

- the emergency response has or will soon be concluded;

- the immediate needs of the affected persons are being managed;

- the relevant agencies are ready to start, or continue, providing and/or managing recovery services;

- the Incident Controller (IC) has supplied a current handover document; and

- sufficient damage/impact information has been passed to the MECC to enable detailed planning for recovery activities.

If agreement is reached at that meeting to terminate response activities, the IC in consultation with the MERC will advise all agencies of the time at which response terminates and arrangements will be made to maintain Municipal emergency coordination functionality for an agreed period.

5.5 Transition from response to recovery

If the emergency is of significant size the Regional Recovery Coordinator will lead the transition from response relief to recovery.

Further details around the arrangements for the transition from Response to Recovery can be found in the SEMP State Emergency Management Plan (SEMP) | Emergency Management Victoria (emv.vic.gov.au)

Handover of goods / facilities

In some circumstances, it may be appropriate for certain facilities and goods obtained under the emergency response arrangements, to be utilised in recovery activities. In these situations, there would be an actual hand over to the MRM of such facilities and goods. This hand over will occur only after agreement has been reached between response and recovery managers.

5.6 Post emergency debriefing arrangements

As soon as possible following an incident, agencies (including councils) should arrange a (cold) debrief that addresses the agency's response and asset recovery operations.

Agency and Council debriefs are to take place prior to a multi-agency debrief to ensure that an accurate picture can be portrayed. The MERC will convene the meeting and all agencies who participated should be represented with a view to assessing the adequacy of the MEMP and to recommend changes. These meetings should be chaired by a Vic Police officer not involved in the incident. Meetings to assess the adequacy of the MEMP should be chaired by the MEMPC Chairperson.

An additional debrief may be conducted for the Recovery Team to cover specific relief and recovery issues. This will be convened by the MRM and will be in addition to debriefs conducted by the MERC and MEMPC.

South West Complex Fires Debrief Program

Following the recent fires, Emergency Management Victoria (EMV) established a multi-agency debrief team to complete both agency and community debrief programs after the event. The EMV Debrief Program applied lessons management principles including the identification and learning of lessons captured through meetings, debriefing, monitoring and targeted reviews.

In addition to this, most agencies, including Corangamite Shire Council, completed internal debrief processes to identify continuous improvement opportunities and ensure their organisation and communities can be better prepared for future emergencies.

After

6 EMERGENCY RECOVERY

Introduction

The Municipal Emergency Recovery Arrangements have been developed in accordance with the SEMP and current recovery processes in place across the Barwon-South Western region. These Arrangements apply to all emergencies that have an impact on the community.

Recovery from emergencies is a developmental process of assisting individuals and communities to manage the re-establishment of those elements of society necessary for their wellbeing.

The process involves cooperation between all levels of government, non-government organisations, community agencies and the private sector in consideration of:

- the emotional, social, spiritual, financial and physical well-being of individuals and communities
- the restoration of essential and community infrastructure
- the rehabilitation of the environment
- the revitalisation of the economy of the community to ensure as far as possible that the well-being of a community is increased

Effective recovery from emergencies involves the coordination of a range of services provided by government,

non-government organisations, community organisations and the commercial sector. It should be community-led and enable individuals, families and the community to actively participate in their own recovery, guided by community priorities, local knowledge and existing community strengths and resilience.

Emergency recovery activities integrate with emergency response and relief activities and commence as soon as possible following the emergency.

The principles contained within these Arrangements may also be used to support communities affected by events that are not covered by the definition of emergency.

6.1 Recovery definition

The SEMP states that recovery is "the assisting of persons and communities affected by emergencies to achieve a proper and effective level of functioning." Recovery is the coordinated process of supporting emergency affected communities in the restoration of their emotional, economic and physical well-being plus the reconstruction of the physical infrastructure and the rehabilitation of the natural environment.

6.2 Recovery principles

The following information is sourced from the National Principles for Disaster Recovery (February 2018).

Disasters can deeply impact lives and livelihoods. Working with communities recovering from disasters is complex and challenging. These principles are a way to guide our efforts, our approach, our planning and our decision-making.

While all the principles are equally critical to ensure effective recovery, understanding the local and broader context and recognising complexity are fundamental.

The descriptions beneath each principle provide further guidance for working with communities in disaster recovery.

- Understand the context - Successful recovery is based on an understanding community context, with each community having its own history, values and dynamics

- Recognise complexity - Successful recovery is responsive to the complex and dynamic nature of both emergencies and the community

- Use community-led approaches - Successful recovery is community-centred, responsive and flexible, engaging with community and supporting them to move forward

- Coordinate all activities - Successful recovery requires a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs

- Communicate effectively - Successful recovery is built on effective communication between the affected community and other partners

- Recognise and build capacity - Successful recovery recognises, supports, and builds on individual, community and organisational capacity and resilience

For further information about the National Principles for Disaster Recovery refer to knowledge.aidr.org. au/ resources/national-principles-disaster-recovery/

6.3 Context of recovery

In reading these arrangements, it is essential to have an appreciation of the assumptions and accepted understandings that underpin them. These assumptions and accepted understandings are:

6.3.1 Resilience of individuals and communities is respected

Recovery services and programs must acknowledge the inherent resilience that affected individuals and communities display. Individuals, when possessing information about the situation and available services, can make informed choices about their recovery.

Communities, when supported with information and resources, can support and manage their own recovery.

6.3.2 Resilient Recovery

Victoria's Resilient Recovery Strategy aims to support community resilience, streamline recovery services and allow individuals and communities to lead and act to shape their future after an emergency. The strategy includes actions to:

- deliver people and community-centred recovery, so governments and recovery agencies partner with communities and allow people to play a greater role in their recovery.

- bring communities into the planning process before, during and after an emergency and enable community involvement, so recovery activities better reflect community strengths, needs and values.

- improve operating processes and provide more-timely resourcing for recovery, so recovery services and supports are more-coordinated and effective.

- support the recovery workforce by better connecting and enhancing existing support and wellbeing programs across the EM sector.

6.3.3 Recovery is part of emergency management

Recovery is an integral component of the arrangements that support the whole of emergency management activity in Victoria. These arrangements are documented in the SEMP.

6.3.4 Levels of recovery operations

To ensure the success of the arrangements, it is vital that all agencies and organisations involved in management, coordination or service delivery undertake these activities in a cooperative and collaborative manner, within the agreed framework. Coordination and communication both at and between the various levels of operation will assist in ensuring the success of recovery activities for the affected community.

6.3.5 Roles of organisations and agencies

Recovery is not the exclusive domain of any single agency. All agencies and organisations willing to participate have an important role to play. This recognises that recovery must be a whole-of-government and a whole-of-community process.

The agreed roles and responsibilities of agencies under these arrangements is contained in the SEMP Roles and Responsibilities document available at www.emv.vic.gov.au/responsibilities/semp/roles-and-responsibilities .

There are also existing plans, guidelines and frameworks developed by agencies which will assist with the issues that can arise in communities following emergencies.

These documents deal with a range of issues including but not limited to:

Increased family violence following emergencies (refer to DHHF: https://providers.dffh.vic.gov.au/family-violence-framework-emergency-management)

- Disposal of dead animals following emergencies (refer to Agriculture Victoria agriculture.vic.gov.au/farm-management/emergency-management/bushfires/what-to-do-after-a-bushfire/disposing-of-carcasses-after-bushfire-flood-or-drought)

- Key health and wellbeing issues which may emerge following emergencies (refer to Corangamite Shire www.corangamite.vic.gov.au/Community/Public-Health-and-Wellbeing/Health-and-Wellbeing#section-2)

6.3.6 Affected community involvement

Recovery requires the active involvement of the affected community. It is an accepted principle of recovery that the active involvement of the affected community is essential for its success. All recovery agencies should seek to engage with the affected community during the development of plans and must involve the community in the development of recovery activities following an emergency.

After

6.4 Response / recovery interface

Recovery should begin as soon as possible when an emergency occurs. It is therefore essential to ensure high levels of understanding and cooperation between response coordinators and recovery coordinators at each of the levels of operation. In most instances there will be a transition of coordination responsibility from the response coordinator to the recovery coordinator. Appropriate arrangements must be negotiated and documented between coordinators at the levels of operations to ensure this occurs.

It must also be recognised that recovery activities often occur naturally within the affected community. The emergency recovery planning and coordination activities undertaken at state, regional and municipal level are intended to provide structure for what would otherwise be ad hoc assistance to people affected by emergencies.

6.5 Planning for recovery

All agencies and organisations with agreed roles and responsibilities under the arrangements must develop internal operational plans that detail the capacity of the agency and strategies that will be employed by the agency to undertake the agreed roles and responsibilities.

Corangamite Shire has developed a Recovery Plan as a Sub-Plan of the Corangamite Shire MEMP. This plan includes:

- Lismore / Derrinallum and District Sub-Plan
- Skipton and District Sub-Plan
- Otway District Relief and Recovery Plan

To request copies of these plans please contact the MEMO.

6.5.1 The Otway District Relief and Recovery Plan

Corangamite Shire has joined with Colac Otway and Surf Coast Shires to establish a cross-council relief and recovery committee known as the Otway Relief and Recovery Collaboration. This committee recognises that one municipality alone lacks the capacity and capability to effectively address relief and recovery services following a major event. A Memorandum of Understanding exists between the three councils, the prime purpose of which is to enhance the capability and capacity of the signatory councils to request extra resources for the provision of relief and recovery services from each other to the maximum extent practicable, in the event of an emergency.

As a part of this Collaboration, the three councils have also developed the Otway District Relief and Recovery Plan which constitutes the relief and recovery portions of each Council's Municipal Emergency Management Plan (MEMP). The Otway District Relief and Recovery Plan should be implemented in conjunction with the MEMP relevant to emergency relief and recovery.

The following information is a summary of the main themes of Emergency Recovery.

(To request a copy of this plan please contact the MEMO).

6.6 Recovery responsibilities and escalation

Corangamite Shire Council is responsible for the coordination and management of relief and

recovery at municipal level. DFFH is responsible for the coordination of recovery at the regional level.

EMV coordinates recovery at state level.

Planning for and coordination of recovery activities will be managed in the first instance through the MRM (via the MECC if necessary due to the scale of the emergency). Strategic planning for the

delivery of longer-term recovery services, including the establishment of appropriate governance structures and processes will be undertaken by the MRM.

There are three levels of recovery management

– Municipal, Regional and State. If an emergency exceeds the capacity of Council and existing resource sharing arrangements including the Otway Relief and Recovery Collaboration, due to the

size, complexity, geographic area, level of impact or dispersion of the affected population, Council may request the Regional Recovery Coordinator (DFFH) to coordinate recovery at the regional level. This escalation provides an additional level of

management and support to existing arrangements. Further escalation to the state level may be necessary in very large or complex emergencies.

Figure 11 shows the escalation process.

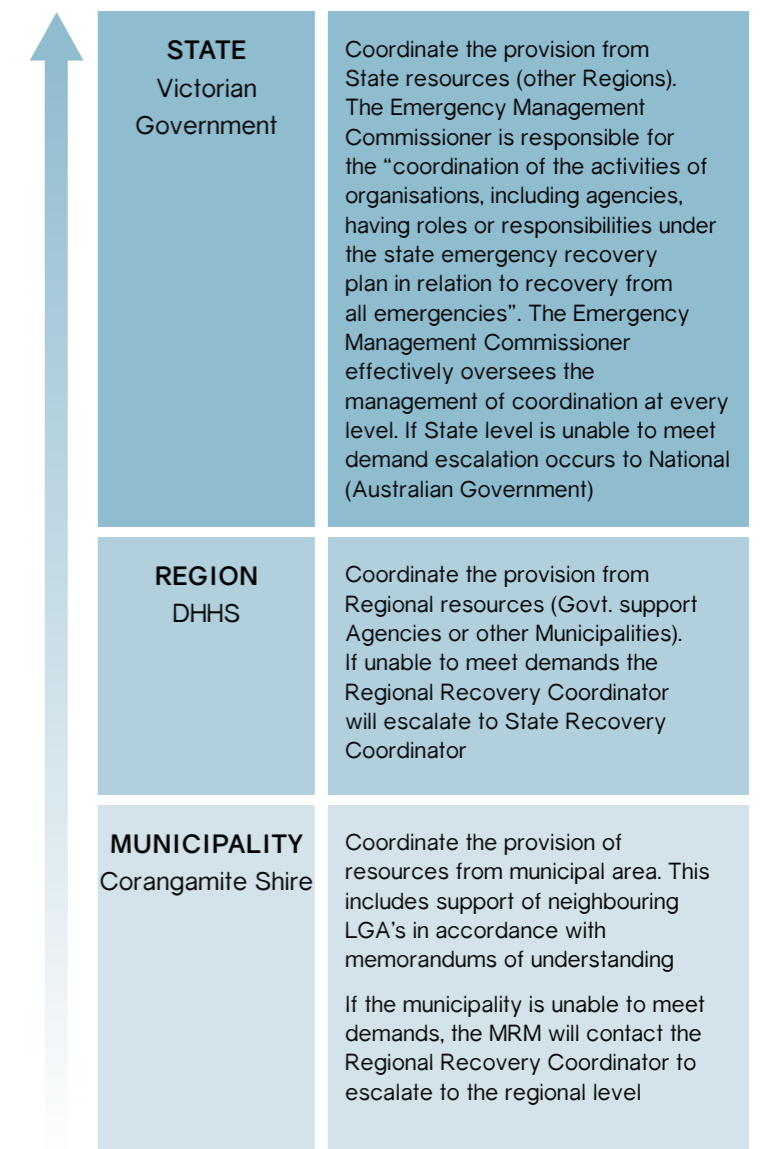| Level	Responsibility
STATE Victorian Government	Coordinate the provision from State resources (other Regions). The Emergency Management Commissioner is responsible for the "coordination of the activities of organisations, including agencies, having roles or responsibilities under the state emergency recovery plan in relation to recovery from all emergencies". The Emergency Management Commissioner effectively oversees the management of coordination at every level. If State level is unable to meet demand escalation occurs to National (Australian Government)
REGION DHHS	Coordinate the provision from Regional resources (Govt. support Agencies or other Municipalities). If unable to meet demands the Regional Recovery Coordinator will escalate to State Recovery Coordinator
MUNICIPALITY Corangamite Shire	Coordinate the provision of resources from municipal area. This includes support of neighbouring LGA's in accordance with memorandums of understanding. If the municipality is unable to meet demands, the MRM will contact the Regional Recovery Coordinator to escalate to the regional level

Figure 10: Recovery Escalation Process

After

6.7 Activation of municipal recovery coordination arrangements

Recovery coordination refers to the arrangements that will be used in any situation where more than one department, agency or organisation is required to provide services to assist communities and individuals from the impact of an emergency.

The responsibility for co-ordination of recovery at municipal level is the MRM. Depending on the event recovery arrangements can be initiated in the following ways:

- MRM is contacted directly or indirectly (through the MEMO) by the Incident Controller, Regional Controller or Regional Recovery Coordinator

In large scale or protracted emergencies, the MRM, in consultation with the MEMO, senior Council Officers and Regional Recovery Coordinator, are responsible for forming the Municipal Recovery Coordination Group.

This Group will underpin recovery framework to enable delivery of relevant services around the functional areas of recovery in a timely and responsive manner for as long as required.

Recovery coordination arrangements provides for:

- assessment of impacts
- input of affected community into decision making
- coordination of service provision
- communication strategies; and
- the co-ordination of activities within and across the functional areas described below

Recovery activities will commence shortly after impact, so it is important the MRM receives a full briefing from the MEMO and MERC to gain a clear understanding of the recovery requirements.

6.7.1 Operational plan support arrangements

As the coordinating agency for relief and recovery at the local level, Council is responsible for developing a recovery plan specific to the emergency.

This plan should include:

- A description of the emergency
- Profile of affected communities
- Impact assessment information
- Potential relief and recovery needs of affected communities
- Arrangements for relief and recovery coordination
- Relief and recovery services required
- Capacity and capability to provide local level service delivery, identifying trigger points for escalation to regional or State

6.7.2 Community-led recovery

Community members are the first responders during an emergency, and take actions to save and protect themselves, their families and their communities. As part of this response, disaster-affected communities often spontaneously begin their own recovery processes. Recovery agencies to provide structured support, communication and coordination to assist these efforts.

Community-led recovery involves the community in leading their own recovery and will be varied and relevant to the situation at the time. It is essential that the intent and process of recovery for a community is clear at the outset and may:

- involve supporting and facilitating a community to lead
- be inclusive, enabling equitable participation and building the capacity of individuals in the community to contribute and lead
- revolve around networks and connections
- resolve and embrace the "hard" issues while being emotionally supportive
- by its very nature need to be flexible to consider possibilities
- connect with both the past and future.

6.7.3 Community profile

Each community is different development of a community profile will assist Council and recovery agencies identify the community's specific needs and target recovery services to work more effectively. A community profile should identify the strengths, assets, risks and vulnerabilities of a community of at least 500 people.

The profile will need to consider the social, economic, built and natural environments. It should represent,

as accurately as possible, the location, demography, environment, facilities, services and networks that exist or could reasonably be assumed to exist in the affected community. The profile should also consider communication methods and networks relevant to the community and what bearing they may have in recovery. Refer to Appendix 11 Community Profile Template.

6.7.4 Community recovery committees

Communities recover best when they are supported to manage their own recovery and as the recovery process progresses, the community will become increasingly able to lead its own recovery. The primary method of ensuring and fostering community management of recovery after an event is using community recovery committees, however this is dependent on the community and their needs.

Community recovery committees (or alternate means of ensuring community input and management of recovery) should be established as soon as possible to ensure a community voice in planning for recovery.

Establishment – the MRM has the responsibility to ensure the establishment of community recovery committee(s) (or alternate means of ensuring community input and management of recovery).

Where possible, existing local community representative committees can be used and will sometimes come forward to self-elect.

Membership – membership of community recovery committees will depend on the needs of the affected areas and may include:

- The MRM
- Community development personnel
- Councillors
- Community groups / sectors
- Affected persons
- Business and tourism associations
- Government agencies
- Non-government agencies

Functions – community recovery committees help individuals and communities achieve an effective level of functioning. They can coordinate information, resources, and services in support of an affected community, establish priorities and provide information and advice to the affected community and recovery agencies.

Role – each Community Recovery Committee role will vary depending on the community and their appetite for involvement, however in general, the role of the community recovery committee is to:

- monitor the progress of the recovery process in the community;
- identify community needs and resource requirements and make recommendations to recovery agencies, council and recovery managers;
- liaise, consult and negotiate on behalf of the community with recovery agencies, government departments and the council;
- liaise with the recovery coordination agency through the designated regional coordinator;
- undertake specific recovery activities as required.

After

6.7.5 Assessment of impacts and needs for recovery

At the municipal level, Councils are the lead agency for gathering and processing of information for SIA and PENA which informs relief and recovery. Impact assessment should be conducted with participation from the Council, government agencies as relevant depending on the incident.

The MRM manages the SIA and PENA which build on the observational information gathered through the IIA phase to provide an additional layer of analysis and evaluation. The outcomes of the IIA should be obtained from the Control agency by the MRM prior to activating further assessments to inform SIA and PENA.

For further information on the Impact Assessment process see section 5.2 Impact Assessment.

6.7.6 Communicating with the affected community

The release of information during the response phase is the responsibility of the Control Agency in conjunction with the MERC. There are a range of mechanisms for providing information to the public.

During the recovery phase, councils are responsible for coordinating communications with the affected community. Existing communication channels used in the response phase may evolve to support recovery messages and communications. However, it is important to review existing communications channels to ensure accurate and complete information is received by affected people to enable the re-establishment of connections, networks, health and social services.

Early establishment of effective recovery communications plans is a key factor in facilitating community involvement and underpin the delivery of community-based recovery services.

These channels and mechanisms may include but are not limited to the following examples:

- Dedicated phone lines or call centre
- Advertisements within local newspapers

- Newsletters
- Media releases
- Community briefings – Community briefings may be conducted by response agencies as part of their role in keeping communities aware of the current emergency, before, during, and after incidents. Municipal recovery team members including a trained personal support practitioner should be part of the briefing team.

Community information sessions – As soon as practicable after an emergency, the MRM should arrange community information sessions. The development of these sessions is the first practical step in the process of ensuring a community is actively involved in the recovery management process. These sessions can also be used to support the development of community recovery committees.

The role of community briefings in the recovery context is to:

- provide clarification of the emergency event (control agency)
- provide advice on services available (recovery agencies)
- provide input into the development of management strategies (LGA)
- provide advice to affected individuals on how to manage their own recovery, including the provision of preventative health information (specialist advisers)

Where the emergency has a criminal component, the municipality will need to consult with the investigating authority on any necessity to restrict the content of the briefings. Local agreements with response agencies that have responsibility for community briefings will be developed.

6.8 Functional areas of recovery

There are four key functional areas that require the application of coordination arrangements as a part of the recovery process. These areas focus on the various needs of the community. Corangamite Shire also includes the Agricultural environments as a fifth functional area given much of the Shire is taken up with farming or agricultural activities.

Social environment	Built environment	Natural environment	Economic environment	Agricultural environment
Personal support	Building safety	Air quality	Local business viability	Animal welfare
Accommodation	Repair, demolish, rebuild	Water quality	- Primary producers	Agricultural impacts
Material aid	Roads	Land degradation	- Tourism	Urgent referrals
Financial aid	Transport	Revegetation	- Retailers	Land management and rehabilitation
Public health	Utilities	Wildlife	Employment opportunities	Restoration of agriculture enterprises
Medical access	Facilities maintenance	Waterways and marine		
Community development				

Figure 11: Functional Areas of Recovery

While each of these areas overlap considerably, each also has a specialist skill requirement to address issues arising after an emergency:

- **Social, health and community environment** - Local Council have the responsibility to coordinate at a local level and DFFH has the responsibility for social recovery at a regional and state level. Department of Health have responsibility for health at a regional and state level.

- **Built environment** - DJPR and DoT has responsibility at the state level to coordination for transportation, power/gas and communication and DELWP has responsibility at a state level for the coordination of water. Agencies at regional

levels are specified in regional plans and municipal councils are responsible at the local level.

- **Economic environment** - Local Council has responsibility to coordinate activities at a local level and DJPR has the regional and state responsibility.

- **Natural environment** - DELWP has the responsible for coordinating activities at all levels of the Natural Environment.

- **Agricultural environment** - Depending on the emergency there may be a requirement for this environment, which focuses on the business of agriculture, animal welfare and farming impacts.

6.9 Recovery centres

The Recovery Centre is a 'one stop shop' managed by Council where people can access a wide range of

information and services as they work towards recovery and reconstruction. The centre should provide access

to information on Council related matters, rebuilding information, grants, temporary accommodation and case management. It can be used as a base for community development and recovery project workers.

In large or prolonged emergencies, a relief centre (refer Section 4) may evolve into a recovery centre when the emergency response has concluded. This transition should be seamless, as the municipal council will continue to assume the responsibility for the management of these centres.

With this possibility in mind, Corangamite Shire Council will evaluate the appropriateness of potential sites for relief and/or recovery centres carefully, considering the possibility that the venue may be requested for recovery purposes committed for some considerable period after the response to the emergency has ended.

6.10 Case management

Council will determine the best way to work with Corangamite Shire communities after an emergency and this may include implementing a case management system.

Case management is an established practice within emergency recovery that can assist affected people by ensuring a coordinated approach across the recovery environments and recovery support agencies. This means service delivery is integrated and as streamlined as possible.

Where there is potential for primary producers to be affected by an emergency, Corangamite Shire will liaise with DFFH and DJPR to determine the circumstances in which case management support may be delivered in a coordinated approach.

For further information refer to the Otway District Relief and Recovery Plan. (To request a copy of the plan, contact the MEMO).

6.11 Long term recovery planning

Recovery from emergencies can take many months to years. The South West Fires in March 2018 resulted in significant investment in long term recovery planning in areas devastated by the fires. A conventional model for recovery management was adopted and recovery activities were organised into four pillars: social, agriculture, economic, and built and natural environment, each of which is led by a state agency. A Community Recovery Committee was established with representatives from each of the impacted areas to provide information and feedback to affected communities.

The resulting Community Recovery Committee Action Plan aligned with Corangamite Shire's Municipal Public Health and Wellbeing Plan, Municipal Emergency Management Plan, as well as the 2017-2021 Council Plan strategies. This ensured a coordinated approach to addressing long term community impacts that could be integrated into business as usual. The model was successful and will be the basis for future events, however it must remain flexible to respond to different emergencies and their consequences on affected communities.

6.12 Donations and appeals

The Council supports the principle of monetary donations over donated goods as per the National Guidelines for Managing Donated Goods. Material donations are discouraged as financial donations can provide a greater level of choice and can more accurately target any identified needs and help circulate money in affected communities.

However, it is understood that in some instances goods and services may be donated. In these circumstances Council

does not have capacity to coordinate donated goods and services or manage appeals and will liaise with appropriate non-government agencies and service clubs and groups to assist in this area.

Individuals, families and communities affected by emergencies may require essential material aid (non-food items) such as clothing, bedding materials and personal necessities, to help ensure their personal comfort, dignity, health and wellbeing. The Salvation Army will coordinate the provision of material aid (supported by agencies including St Vincent de Paul and Foodbank Victoria). However, Council will also work with communities to identify systems for receiving goods and material assistance.

After

6.13 Spontaneous volunteers

Volunteers are often made available by various service clubs such as Rotary, Lions, Freemasons, Apex etc. Volunteers need to be coordinated by council officers especially when involved in clean-up operations. The MRM will appoint a person to act as volunteer coordinator who will collate all offers of voluntary assistance and coordinate activity of volunteers. Volunteers will be equipped with the necessary personal protective equipment and will also be instructed in Occupational Health and Safety.

6.14 Coordination of clean-up activities

- Municipal councils coordinate clean-up activities, including disposal of dead animals (domestic, native and feral). Depending on the emergency Council may provide further assistance where there are impacts to environmental health.

- DELWP (Local Government Victoria) provides targeted support where required to assist municipal councils in their delivery of relief and recovery activities, including clean-up.

- EMV coordinates clean up and demolition activities in a declared major emergency where state assistance is required.

- Households and property owners are responsible for having adequate insurance protection (or other means) to enable the clean-up, repair and reconstruction of damaged property.

6.15 Sharing of personal information

In accordance with the *Privacy and Data Protection Act 2014*, an organisation can only use or disclose personal information for the primary purpose it is collected. If personal information is collected as part of responding to an emergency, use and disclosure of that personal information with other organisations involved in the disaster response or recovery may be disclosure for the primary purpose of collection.

6.16 Reporting arrangements

Municipal councils should regularly monitor and report on the impacts of emergency incidents on affected communities, during and following the incident, to ensure recovery agencies can promptly respond and provide assistance where required. The following diagram illustrates the reporting structure for recovery:
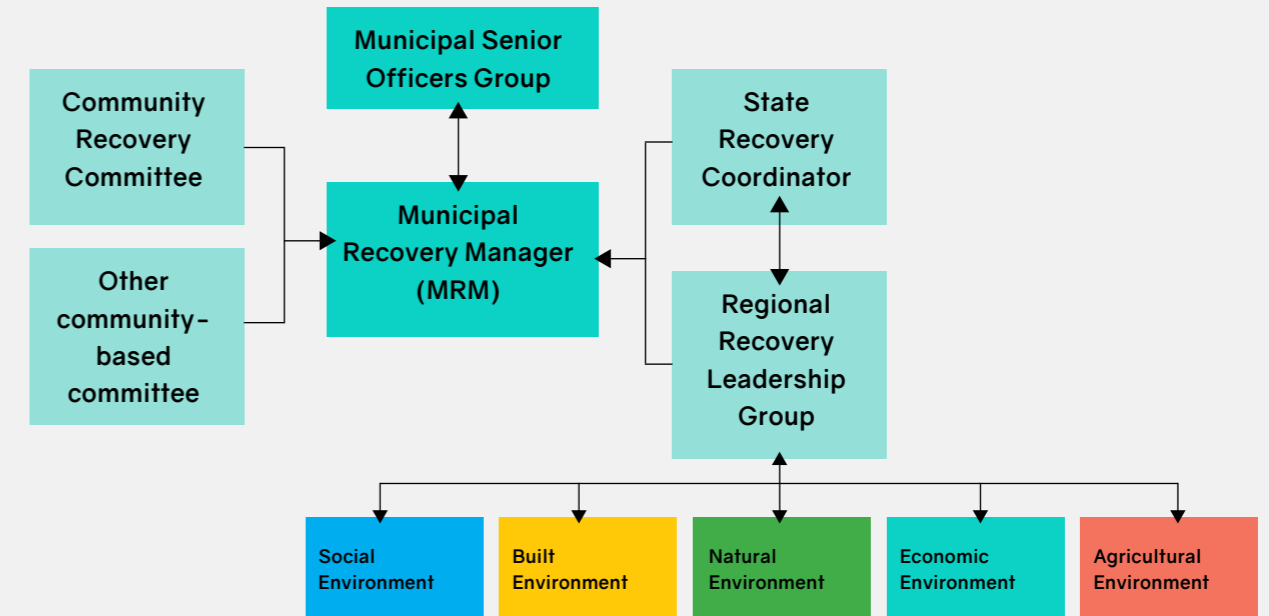
Figure 12: Reporting structure for recovery

The following information should be included in the monitoring and reporting of recovery activities:

- Size and location of affected areas
- Number of premises which are;
    - o Uninhabitable, inaccessible, destroyed or damaged
    - o Dwelling type (if known) – house, caravan, flat/unit or other
- Number of persons affected
    - o Adults / children
    - o Immediate needs
- Accommodation, health and/or personal needs
- Relief/Recovery Centres locations and hours of operation
- Community briefings/information sessions
    - o Date, location held and number of attendees (approx.)
    - o Upcoming dates and locations of community briefings

6.17 Evaluation of recovery

See section 16.2 of this document.

6.18 Agency role statements and services for relief and recovery

For a list of relief and recovery support agencies, role statements and types of assistance, refer to the SEMP at: www.emv.vic.gov.au/responsibilities/semp/roles-and-responsibilities.

After

7 Appendices

Appendices

Appendices

7.1 Appendix 1 – Distribution List

ISSUED TO	NUMBER OF COPIES
Adjoining Municipalities: Shires of Colac-Otway; Moyne; Golden Plains; Pyrenees, Rural City of Ararat.	5
Ambulance Service Victoria; Geelong; Camperdown.	2
Corangamite Network of Schools (11)	1
Corangamite Shire - Chief Executive Officer, Councillor (Jo Beard)	2
Corangamite Shire Library	1
Country Fire Authority - Local Group Officers; Westmere; Lismore; Camperdown; Cobden; Timboon	5
Country Fire Authority - Regional Headquarters; Colac- Reg 6; Operations Manager – Reg 6; Ararat, Reg 16; Warrnambool, Reg 5; Country Fire Authority – Risk Manager Reg 6.	5
Department of Health and Human Services Victoria – Geelong	2
Department of Jobs, Precincts and Regions – Warrnambool	1
Dept. of Environment, Land, Water and Planning- Warrnambool	2
Dept. of Environment, Land, Water and Planning - Colac	2
Divisional Emergency Response Plan Co-ordinator – WD2 Warrnambool Division Superintendent	2
Emergency Relief Functional Area Representative - Red Cross	4
Gas Company Forum	1
Hospitals – Camperdown/Lismore, Terang, Timboon, Cobden	4
Municipal Emergency Response Co-ordinator (MERC) - S/SGT. In Charge, Camperdown Police Station	2
M.E.M.O. and M.R.M	1
Deputy MEMO	1
Deputy MEMO	1
Deputy MEMO	1
Deputy MEMO	1
Deputy MEMO	1
Deputy MRM	1
Municipal Environmental Health Officer	1
Parks Victoria, Port Campbell	1
Police Station(s) Skipton, Lismore, Terang, Camperdown, Cobden, Timboon, Port Campbell and Insp. (Geelong).	8
Port Campbell Surf Lifesaving Club	1
Spares	2
Transport and Engineering Functional Area Representative, Rural Roads Victoria Warrnambool, Geelong	2
Victoria State Emergency Service - Local Units - Lismore, Terang, Camperdown, Cobden, Port Campbell.	5
VICSES - Regional Headquarters; Hamilton -	2
Wannon Water – Warrnambool	1
TOTAL	**69**

7.2 Appendix 2 – MEMPC terms of reference

Municipal Emergency Management Planning Committee

Terms of Reference

Criteria	Details
Document ID	ECM Doc Set ID 2963823
Document title	Terms of Reference
Document owner	MEMPC

Version	Date	Description	Author
0.1	6 April 2021	Adapted from REMPC Terms of Reference	MEMPC Administrative Officer
10	13 April 2021	Draft Adopted by MEMP Committee	MEMPC Administrative Officer

Name	Title	Organisation
Lyall Bond	Chair	On behalf of the MEMPC

Terms	Description
12 months	This document will be reviewed every 12 months or as required
Review Date	11 July 2023

Appendices

7.2 Appendix 2 – MEMPC terms of reference

1. Introduction and Purpose

The Corangamite Shire Municipal Emergency Management Planning Committee (MEMPC) was established under the Emergency Management Legislation Amendment Act 2018 (EMLA Act) and the Emergency Management Act 2013 (EM Act 2013).

The MEMPC is a multi-agency collaboration group whose members bring organisation, industry or personal expertise to the task of developing a comprehensive emergency management plan (MEMP) for the municipality.

The Municipal Emergency Management Plan (MEMP) covers arrangements for mitigation, response and recovery, and identifies the roles and responsibilities of agencies in relation to emergency management.

2. Scope

The MEMPC operates strategically to ensure comprehensive, collaborative and integrated planning occurs at all levels and applies risk-based analysis to mitigate or reduce the consequences of emergencies on the built, economic, social and natural environments, and improve community outcomes. Planning considerations include the full spectrum of prevention, preparedness, response and recovery and apply to all hazards and all communities.

3. Governance

Corangamite Shire Council established the MEMPC under section 59F of the EM Act 2013, transferring responsibility for municipal emergency management planning from the Council to the multi-agency MEMPC. This supports emergency management planning as an integrated, multi-agency and collaborative effort. All participating agencies are required to contribute their expertise and resources to municipal emergency management planning. As per section 59E of the EM Act 2013, the MEMPC can regulate its own procedure.

The MEMPC reports to the REMPC, and the REMPC is the key link between municipal- and state-level emergency planning and response activities. All legislated member agencies of the MEMPC are represented on the REMPC.

Figure 1 – Relationship of the MEMPC to the REMPC and the EMC

4. MEMPC Functions

The MEMPC is the peak planning body for emergency management within the municipal district. It is the forum for government and non-government agencies to develop policies, procedures, strategies and frameworks to support coordinated emergency management planning for the municipality.

In line with section 59D of the EM Act 2013 the functions of the MEMPC are to:

a) assess and review hazards and risks facing Corangamite Shire

b) be responsible for the preparation and review of the MEMP

c) arrange regular testing and exercising of the MEMP (at least annually). This includes participation in other agency exercises

d) ensure that the MEMP is consistent with the State Emergency Management Plan (SEMP) and the Barwon South West Regional Emergency Management Plan (REMP)

e) share information and provide reports of recommendations to the REMPC and other MEMPCs in relation to any matter that affects, or may affect, emergency management planning in the municipality

f) collaborate with other appropriate MEMPCs in relation to emergency management planning, including preparing MEMPs.

The MEMPC has the power to do all things necessary in connection with the performance of its functions, however it cannot direct any member agency or other group.

The MEMPC may establish ongoing sub-committees or time-limited working groups to investigate or address specific issues or undertake key tasks.

5. Membership

Section 59A of the EM Act 2013 specifies the minimum membership requirements of the MEMPC. The committee may invite additional people with key skills or knowledge to join the MEMPC as necessary. Consideration should be given to the skills and subject matter expertise required for a specific project or body of work and therefore an invitation to participate in a sub-committee or working group may be a more appropriate strategy.

The committee will review its membership on a yearly basis, or more frequently if needed. Refer to Appendix A for a current list of members of the MEMPC.

6. Change of Representative

The relevant agency will advise the MEMPC Chair in writing of any formal changes to their nominated representative. This relates to a permanent change of membership and does not relate to attendance as a proxy (refer to section 9.8).

As required by Section 59A of the EM Act 2013, a representative requires confirmation from within the relevant agency, as outlined in Appendix A.

7. Roles and Responsibilities

7.1 Chair

Section 59B (1) of the EM Act 2013 specifies that the municipal council must nominate either its Chief Executive Officer or a member of the municipal council staff nominated by the Chief Executive Officer as the Chairperson. Lyall Bond, Manager Environment and Emergency Corangamite Shire Council, has been nominated to the role of Chairperson.

The Chair has the following functions under section 59B (2) of the EM Act 2013:

• Chairing and facilitating MEMPC meetings.

• On behalf of MEMPC provide information and recommendations and refer issues or matters of concern identified by the MEMPC to the REMPC.

• Ensure the MEMPC operates in accordance with the Terms of Reference.

• Confirm the agenda for each meeting.

• Provide leadership to the MEMPC in its deliberations.

• Sign correspondence on behalf of the MEMPC.

• Represent the MEMPC in other forums where appropriate.

7.2 Deputy chair

To ensure consistency and redundancy the MEMPC will elect a Deputy Chair. This appointment may be a certain period, as agreed by the MEMPC. The Deputy Chair has the following functions:

• Undertake the role of the Chair if the elected Chair is absent.

• Receive delegated responsibilities of the Chair as agreed with the Chair.

7.3 Member responsibilities

The agencies prescribed in the EM Act 2013 and additional invited committee members will provide representation at the appropriate level and with the authority to commit resources and make decisions on behalf of their organisation or community. Members are asked to participate in the MEMPC as a partnership and provide advice or make decisions in the best interests of the citizens of Corangamite Shire.

All MEMPC members will:

• Prepare for, prioritise and attend scheduled meetings and proactively contribute to the work of the MEMPC.

• Represent their agencies and associated entities.

• Report on recent relevant agency activity relating to emergency management mitigation, response or recovery activities, with a focus on emerging risks or opportunities.

Appendices

- Respect confidential and privileged information.

- Where a decision or action is outside the authority of the member, engage with relevant staff within their agency to obtain approval to commit resources and undertake tasks.

- Identify and liaise with subject matter experts or key representatives from within their agencies to participate in the MEMPC, its sub-committees or working groups.

- Provide meeting papers to the Chair at least one week prior to a meeting.

- Advocate for and report back to their agencies on MEMPC outcomes and decisions.

8. Administrative Arrangements

8.1 Meeting frequency

To align with seasonal requirements and operational tempo, the MEMPC will meet four times a year, noting that the REMPC meets a minimum of four (4) times a year in February, May, August and November. The MEMPC Chair may schedule additional meetings as required.

8.2 Meeting venue

Meeting will be conducted either online (via Microsoft Teams) or at the Killara Centre, 201-212 Manifold Street Camperdown 3260.

8.3 Meeting papers and documentation

Any member can submit items to be included on the agenda. The Chair will confirm the agenda prior to each meeting.

Meetings will be conducted on a formal basis, with proceedings recorded and action items documented in the MEMPC Actions Register.

All proceedings and documentation of the MEMPC are confidential until the MEMPC agrees otherwise, or where the provider of the information advises that it is publicly available, and no restrictions apply to its release. MEMPC records remain discoverable under the Freedom of Information Act 1982.

MEMPC documentation will be registered and stored on the Corangamite Shire Council document management system.

8.4 Secretariat

The MEMPC will determine how the secretariat function will be managed.

Secretariat duties may include:

- Scheduling meetings and providing committee members with the meeting agenda and minutes of meetings.

- Recording the minutes of meetings and agreed actions in the MEMPC Actions Register.

- Developing/sending correspondence for the MEMPC.

- Maintaining the contact list of MEMPC members.

8.5 Quorum

The quorum is greater than 50% of the current voting members and includes the Chair or Deputy Chair (Appendix A). Committee activities may be conducted without a quorum present; however, a quorum must be present for the purpose of decision making.

Where an agency has responsibility or accountabilities resulting from a motion/resolution, that agency must be part of the quorum for that item.

8.6 Voting and decision making

In general, the Committee will adopt a consensus approach to decision making. The Chair will seek further advice from the members and attendees or through external subject matter experts to support decision making. The Chair will ensure that all members are provided with the opportunity to participate in discussions and decision making.

Each MEMPC member has one (1) vote on any matter decided by the Committee unless that member is identified as a non-voting member. To vote, a MEMPC member must be present at the meeting or represented by a proxy.

Where consensus cannot be achieved, decisions will be made by majority vote. In the event of a tie the Chair will escalate the issue to the REMPC for decision.

Where the MEMPC must reach a decision between committee meetings, this can be undertaken via circular resolution. All members will be notified of the proposed resolution, and a decision reached by majority. Decisions made by circular resolution will be confirmed by committee at the next MEMPC meeting.

8.7 Conflict of interest

If a MEMPC member (or their proxy) has a direct or indirect interest in a matter to be decided by the committee, they must declare their conflict or perceived conflict and must not vote on the issue. The MEMPC will determine if the member should be excluded from all or part of the proceedings related to the matter.

8.8 Proxies

In accordance with the intent of the legislation members should prioritise MEMPC meetings wherever possible. In the event a member is unable to personally attend a specific meeting, they are encouraged to identify a suitably skilled and authorised proxy. The proxy is considered to have the same voting rights as the substantive MEMPC member unless the Chair is advised otherwise. The member will notify the Chair of the details of this person and the duration of the appointment as a standing proxy.

Where a standing proxy is not recorded, or is unavailable, a member will advise the Chair of the name, role and contact details of their nominated proxy, as early as possible before a meeting. This advice should be in writing for the purpose of record keeping and will include any limitations to the voting rights of the proxy for that meeting.

If the committee member is unable to provide advice to the Chair of the details of a proxy and their voting rights before the meeting, the attendee will be considered an observer for the meeting.

8.9 Observers

An observer may attend a meeting for any number of reasons. MEMPC members will advise the chair of the attendance of an observer before a meeting, where possible. Observers must respect all confidentialities and operating protocols of the MEMPC, and must not:

- propose or vote on motions

- intrude on the procedures of the MEMPC

- take part in the meeting proceedings without the invitation of the Chair.

8.10 Non-voting members

If deemed necessary for transparency and equity, the Committee can invite additional standing members who may not have voting rights. Where this is the case, the membership list at Appendix A will reflect the voting status.

Members of sub-committees or working groups do not have voting rights unless they are also members of the MEMPC.

8.11 Issue escalation

The Chair may escalate any matters of significance to the REMPC for advice or decision. Members of the committee may also seek to escalate items to the REMPC, through the Chair, where efforts to resolve a matter at the local level have not been successful, or where the consequences of a decision will unduly impact the member agency.

9. Financial Management

The MEMPC does not have a financial delegation and does not hold a budget. The MEMPC cannot expend or receive monies.

Member agencies may agree to commit funds to a MEMPC activity or event, in which instance the expenditure is considered expenditure of the agency and not the MEMPC. The member agency is responsible for all aspects of financial management within its existing governance arrangements. The MEMPC does not accept liability for any agency-led initiatives.

Appendices

7.3 Appendix 3 – Committee membership

	Organisation	Role
1	Municipal Council (Chair)	Manager Environment & Emergency, Corangamite Shire Council
2	Ambulance Victoria	Corangamite Senior Team Manager
3	Australian Red Cross	Divisional Operations Officer Volunteer, Outer Barwon Division
4	Country Fire Authority	Assistant Chief CFA Region 6
5	Department of Families, Fairness and Housing (DFFH)	Senior Emergency Management Coordinator - Barwon South West Region - West Division
6	Victoria Police	Senior Sergeant, Camperdown Police Station
7	Victoria State Emergency Service	Operations Officer
8	Bushfire Recovery Victoria	Regional Recovery Manager, Barwon South West
9	Corangamite Catchment Management Authority (CCMA)	Senior Floodplain Officer
10	Corangamite Shire Council	Councillor Community Safety and Resilience Coordinator Municipal Emergency Management Officer Municipal Emergency Management Officer
11	Department of Education and Training	Senior Emergency Management Support Officer
12	Department of Jobs, Precincts and Regions (DJPR; EcoDev)	Regional Manager Dairy South West
13	Department of Transport	Regional Emergency Management Coordinator
14	Glenelg Hopkins Catchment Management Authority (GHCMA)	Statutory Planning Manager (Floodplain & Works)
15	Parks Victoria	Area Chief Ranger
16	Southwest Healthcare	Nurse Unit Manager Camperdown Acute
17	Victorian Council of Churces Emergency Ministry	COO
18	Wannon Water	Manager Risk & Resilience Emergency Management and Business Continuity Officer
19	Community Representative	

7.4 Appendix 4 – Corangamite Shire map
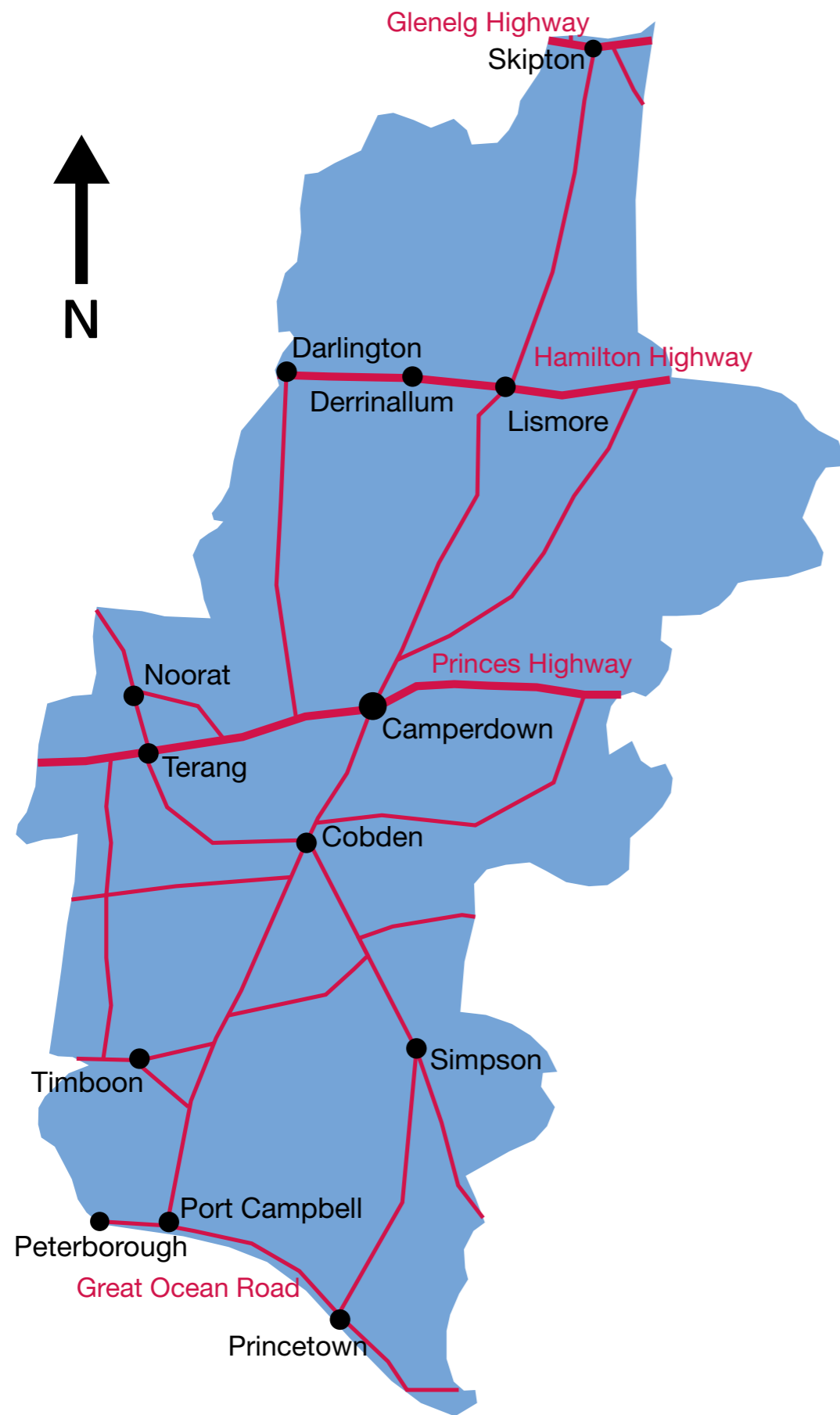
7.5 Appendix 5 – Bushfire Places of Last Resort locations
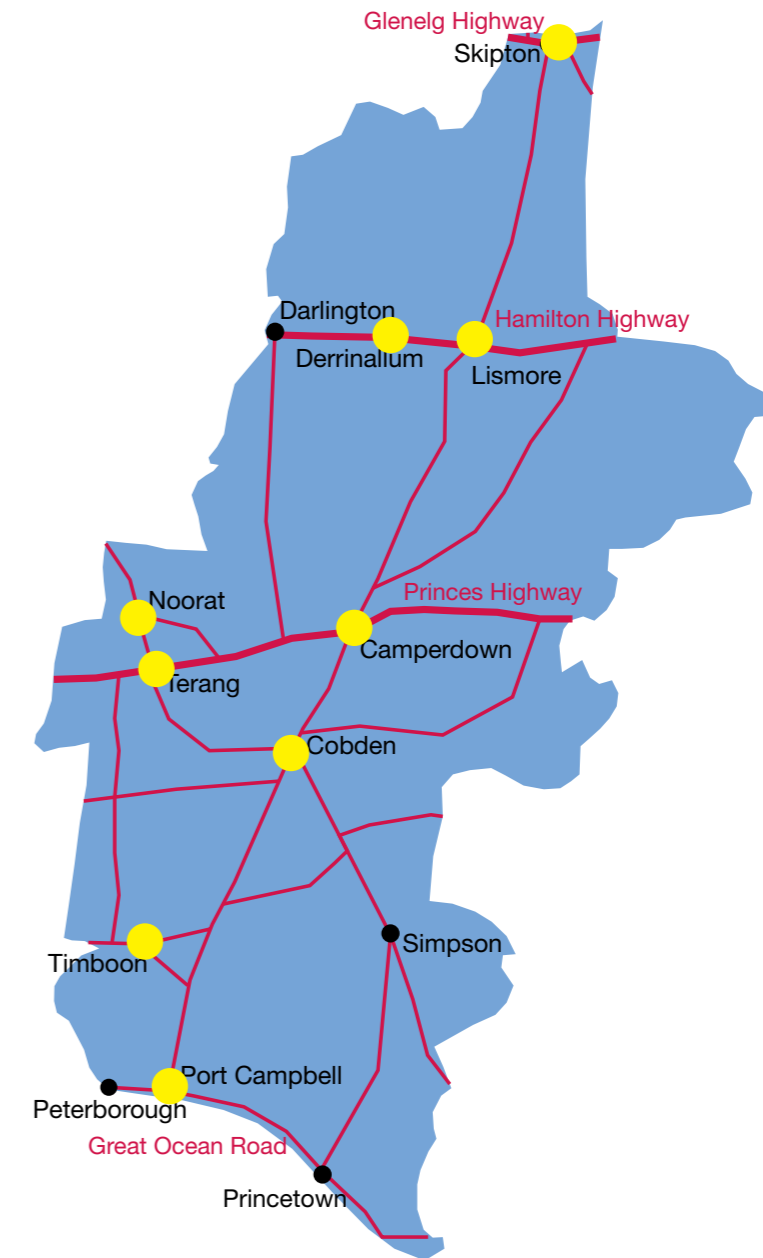
Towns	Address	Location at address
Port Campbell	Port Campbell foreshore, Cairns Street	Open space adjacent to Cairns Street
Timboon	53 Bailey Street, Timboon	Timboon and District Public Hall
Derrinallum	Derrinallum Recreation Reserve, cnr Camperdown / Derrinallum Road and Hamilton Highway	Car park, North West section of reserve
Lismore	Lismore Recreation Reserve, Seymour Street	Open space adjacent to Heriot Street between the ovals
Skipton	Skipton Football Ground, 15 Smythe Street	Open space on the football ground
Camperdown	Manifold St from Bath St to Cressy St, Camperdown	Avenue
Cobden	Curdie Street between Adams Street and Victoria Street	Median strip
Noorat	Noorat Recreation Reserve, McKinnons Bridge Road	Open space on the football ground
Terang	Terang Recreation Reserve, Strong St	Open space on the football ground

Appendices

7.6 Appendix 6 – Vulnerable persons facilities register

List of facilities held by Corangamite Shire Council. Please contact the MEMO for further information.

7.7 Appendix 7 – Emergency management resource sharing

File N° ID 790615

15 March 2013

Emma Fitzclarence

Emergency Management Policy Manager Municipal Association Victoria

GPO Box 4326

Melbourne VIC 3001

Dear Emma

Re: Protocol for Inter-council Emergency Management Resource Sharing The Corangamite Shire Council confirms its commitment to this protocol.

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

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

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

Yours sincerely

Andrew Mason
Chief Executive Officer

Appendices

7.8 Appendix 8 – Contact directory (not for public distribution)

NOTE: This contact list is updated regularly and the latest version can be found on EMCOP http://files.em.vic.gov.au/OpFac/BSW/RCCBSW-Contacts-LGARespRec.pdf EM-COP is a secured address and you will be asked to sign in to access the Contact Directory as per original.

7.9 Appendix 9 – Emergency relief centres (not for public distribution)

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7.10 Appendix 10 – Roles and Responsibilities (not for public distribution)

An agency that has a role or responsibility under this plan must act in accordance with the plan.

The SEMP and REMP outline agreed agency roles and responsibilities, noting that existing duties, functions, power, responsibility or obligation conferred on an agency by law, license, agreement or arrangement prevail to the extent of its inconsistency with this plan (Act s60AK).

The roles and responsibilities outlined in the MEMP are specific to the region and are in addition to, or variations on, what is outlined in the SEMP and REMP. This MEMP details emergency management agency roles and responsibilities for: Mitigation, Response, Relief and Recovery. It also maps agency roles for core capabilities and critical tasks under the Victorian Preparedness Framework (VPF) for the management of major emergencies.

The list of agencies who have responsibilities under the MEMP (that are not already included in the SEMP or REMP) is not for public distribution

7.11 Appendix 11 – Community profile template

Develop a community profile that identifies the strengths, assets, risks and vulnerabilities of a community of at least 500 people. Your profile should reflect an 'asset-based community development' (ABCD) approach and will need to consider the social, economic, built and natural environments. It should represent, as accurately as possible, the location, demography, environment, facilities, services and networks that exist or could reasonably be assumed to exist in your chosen community. The profile should also consider communication methods and networks relevant to the community and what bearing they may have in recovery.

(Please expand the response sections of the template as required).

Name of community:		Local Government Area:	State or Territory:
How many people live here?		**How many people can stay here?**	**Identify any peak periods for tourists and/or visitors?**
Population:	No. of dwellings:		

What services exist in this community to support local residents and visitors:
eg. medical centre, local hospital, police station, primary school, community house etc.

Describe the economic / social / educational / sporting / community networks that connect this community:
eg. industry peak body, chamber of commerce, health providers network, progress association, parent's committee, Landcare Group etc.

What communication channels and mediums are commonly used by the community?
e.g. local publications, community or local radio, newsletters, community Facebook page?

Describe the community's disaster risk profile (including any relevant disaster history):

What disaster recovery legislation and arrangements apply to this community? You will also need access to a copy of the local arrangements for the Learning Workshops.		
Local Government: eg. Municipal Recovery Plan	State or Territory: eg. Regional or state recovery plan	Federal Government: eg. National Disaster Relief and Recovery Arrangements

Describe key issues and vulnerabilities:
eg. Restricted access - one road in / out, large influx of tourists, limited access to medical services, telecommunication 'black spot' area, aged or non-English speaking population, history of riverine flooding or landslips etc.

Any other issues or information that could have a bearing on disaster recovery?

Appendices