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Endorsed by Surf Coast Shire Council

Amendment History

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<td>Version 1</td>
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Disclaimer

Every effort has been made to ensure that all information contained in this management plan is correct and accurate. Surf Coast Shire Council does not guarantee that this plan is without any omissions or errors and therefore disclaims any liability for any errors, loss or other consequence, which may arise from the use of any information within this document.
# Key contacts

## Emergency response contact list, current as at January 2017

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<th>Emergency</th>
<th>24 Hrs</th>
<th>Website</th>
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<td><strong>RESPONSE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ambulance</td>
<td>000 emergency</td>
<td><a href="http://www.ambulance.vic.gov.au">www.ambulance.vic.gov.au</a></td>
</tr>
<tr>
<td></td>
<td>5229 8890</td>
<td></td>
</tr>
<tr>
<td>Australian Red Cross</td>
<td>1800 232 969</td>
<td><a href="http://www.redcross.org.au">www.redcross.org.au</a></td>
</tr>
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<td>Country Fire Authority</td>
<td>000 emergency</td>
<td><a href="http://www.cfa.vic.gov.au">www.cfa.vic.gov.au</a></td>
</tr>
<tr>
<td></td>
<td>1800 007499</td>
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<tr>
<td>Life Saving Victoria</td>
<td>13 78 73</td>
<td><a href="http://www.lifesavingvictoria.com.au">www.lifesavingvictoria.com.au</a></td>
</tr>
<tr>
<td></td>
<td>9256 9350</td>
<td></td>
</tr>
<tr>
<td>Police</td>
<td>000 emergency</td>
<td><a href="http://www.police.vic.gov.au">www.police.vic.gov.au</a></td>
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<tr>
<td></td>
<td>0467 767521</td>
<td></td>
</tr>
<tr>
<td>SES – Floods and storms</td>
<td>13 25 00</td>
<td><a href="http://www.ses.vic.gov.au">www.ses.vic.gov.au</a></td>
</tr>
<tr>
<td></td>
<td>9256 9350 Geelong</td>
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<tr>
<td>Surf Coast Shire</td>
<td>5261 0600</td>
<td><a href="http://www.surfcoast.vic.gov.au">www.surfcoast.vic.gov.au</a></td>
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<tr>
<td></td>
<td>0417 139977</td>
<td></td>
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<tr>
<td>Vic Roads</td>
<td>13 11 70</td>
<td><a href="http://www.vicroads.vic.gov.au">www.vicroads.vic.gov.au</a></td>
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<tr>
<td></td>
<td>0419 824363</td>
<td>regional on call</td>
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<td><strong>HOSPITALS AND HEALTH SERVICES</strong></td>
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<td>Lorne Community Hospital</td>
<td>5289 4300</td>
<td><a href="http://www.lornecommunityhospital.com.au">www.lornecommunityhospital.com.au</a></td>
</tr>
<tr>
<td>Winchelsea Hospital</td>
<td>5267 1200</td>
<td><a href="http://www.hesseruralhealth.net.au/">www.hesseruralhealth.net.au/</a></td>
</tr>
<tr>
<td>Barwon Health Torquay</td>
<td>4215 7800</td>
<td><a href="http://www.barwonhealth.org.au">www.barwonhealth.org.au</a></td>
</tr>
<tr>
<td><strong>ENVIRONMENTAL POLLUTION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EPA Victoria</td>
<td>1300 372 842</td>
<td><a href="http://www.epa.vic.gov.au">www.epa.vic.gov.au</a></td>
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<tr>
<td>EPA Regional Emergency Response</td>
<td>0477 755 004</td>
<td><a href="http://www.epa.vic.gov.au">www.epa.vic.gov.au</a></td>
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<tr>
<td><strong>UTILITIES</strong></td>
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<td>Electricity – Powercor</td>
<td>13 24 12</td>
<td><a href="http://www.powercor.com.au">www.powercor.com.au</a></td>
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<tr>
<td>Telecommunications – Telstra</td>
<td>13 22 03, 5224 6044</td>
<td><a href="http://www.telstra.com.au">www.telstra.com.au</a></td>
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<tr>
<td>Water – Barwon Water</td>
<td>1300 656 007</td>
<td><a href="http://www.barwonwater.vic.gov.au">www.barwonwater.vic.gov.au</a></td>
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<tr>
<td><strong>OTHER</strong></td>
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<tr>
<td>Parks Victoria</td>
<td>13 19 63</td>
<td><a href="http://www.parks.vic.gov.au">www.parks.vic.gov.au</a></td>
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<tr>
<td>Work Safe Victoria</td>
<td>13 23 60</td>
<td><a href="http://www.worksafe.vic.gov.au">www.worksafe.vic.gov.au</a></td>
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<td>Coast Guard (Geelong)</td>
<td>5278 8440, 0417 012 661</td>
<td><a href="http://www.coastguard.com.au/flotillavic/50-vf8">www.coastguard.com.au/flotillavic/50-vf8</a></td>
</tr>
</tbody>
</table>

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Appendix 3: Surf Coast Shire Emergency Management Contacts

Appendix 4: Emergency contact details Barwon South West Region

Available on the EM Portal, please contact the Surf Coast Shire MERO for access.
Part 1 Introduction
Part 2 Background
Part 3 Planning and preparedness
Part 4 Community safety
Part 5 Prevention and mitigation
Part 1 – Introduction

1.1 Agency and municipal council endorsement

This Municipal Emergency Management Plan (MEMPlan) has been produced by and with the authority of Surf Coast Shire Council pursuant to Section 20(1) of the Emergency Management Act 1986 and 2013.

The Surf Coast Shire Council understands and accepts its roles and responsibilities as described in Part 4 of the Emergency Management Act 1986 and 2013. The Surf Coast Shire Council understands and supports the concept that mutual aid between Municipalities may be required during and following emergencies.

This MEMPlan is the result of the corporative efforts of the agencies and organisations that comprise the Municipal Emergency Management Planning Committee (MEMPC).

Signed on behalf of the Surf Coast Shire Council )
by the Chief Executive Officer )
pursuant to the instrument of delegation )
dated 23 January 2017 in the presence of: )

Witness
1.3 Audit certificate

Certificate of Audit

THIS IS TO CERTIFY THAT THE MUNICIPAL EMERGENCY MANAGEMENT PLAN OF

Surf Coast Shire Council

Has been audited in accordance with the Guidelines issued by the Minister and has been assessed as

"Complying with the Guidelines"

Trevor White
Chief Officer, Operations

20 January 2017
Date
1.3.1 Audit
The Surf Coast Shire Council, pursuant to Section 21A of the *Emergency Act 1986 and 2013*, will submit the Municipal Emergency Management Plan to the Victoria State Emergency Service for audit. The purpose of the audit is to assess this plan’s compliance with the guidelines issued by Victoria’s Coordinator-in-Chief.

Council will respond to all requests resulting from the audit as required.

This plan will be subject to audit every three (3) years. The next audit is due 2020.

**Note:** Council must provide a written response to the audit report to the Chief Officer Operations within three months of the receipt of the audit report.

**Plan Review**
The Surf Coast Shire Municipal Emergency Management Plan (MEMPlan) will be reviewed annually or after an emergency where the plan has been utilised.

Organisations and departments delegated with responsibilities in the MEMPlan are required to notify the Municipal Emergency Resources Officer (MERO) of any required changes.

The MERO will conduct a bi-annual audit of all emergency management key contacts and agency information and ensure the plan is updated accordingly. At each quarterly MEMPC meeting, members are requested to verify their contact details via the attendance list.

A major review will be undertaken by a working group made up of members of the MEMPC prior to the regulated audit of the plan (every three years). This process is instrumental in identifying emergency risks that could impact on the Surf Coast Shire.

It is the responsibility of the Municipal Emergency Manager (MEM) to ensure that all facets of the MEMPlan, including terminology, are updated on a regular basis. Minutes of meetings will be taken and kept on record.

The Emergency Management Unit will support the MEM in the role of MEMPlan caretaker. Any amendments will be produced and distributed by the Surf Coast Shire Council as required, and agencies, as identified on the distribution list, are required to acknowledge receipt of the amendments. A complete redistribution of the MEMPlan will be at the conclusion of the major review and copies will be forwarded to those organisations listed in the distribution list including the State Library of Victoria.

**Appendix 2: MEMPlan Distribution List.**

1.4 Aim
The aim of the Surf Coast Shire Municipal Emergency Management Plan (MEMPlan) is to detail the agreed arrangements for the prevention of, preparedness for, response to, and the recovery from emergencies that could potentially occur in the Surf Coast Shire as identified in *Part 4 of the Emergency Management Act 1986 and 2013* and the *Emergency Management Manual Victoria (EMMV)*.
1.6 Objectives

The objectives of the Municipal Emergency Management Plan are to:

- Identify, treat and evaluate potential risks that could impact on the Surf Coast Shire community.
- Implement measures to prevent or reduce the likelihood or consequences of emergencies.
- Manage arrangements for the utilisation and implementation of municipal resources (being resources owned by or under the direct control of the municipal council) and other resources available for use in prevention, preparedness, response and recovery to emergencies.
- Manage support that may be provided to or from adjoining municipalities.
- Assist the affected community to recover following an emergency.
- Complement other local, regional and state government planning arrangements.

The Surf Coast Shire MEMPlan is consistent with the following objectives contained in the EMMV, which aims to:

**Deals with all hazards:** While most attention is given to the obvious emergencies such as fire, flood and transport accidents, a wide range of hazards are dealt with using the emergency management arrangements and resources. This includes emergencies for which there has been little or no experience in Victoria, such as emergency animal disease, terrorist incidents, earthquakes or environmental emergencies.

**Be integrated (involve all people and relevant agencies):** The management of emergencies is a shared responsibility involving many people and organisations in the community. It is not something done by one sector of the community to or for the rest of society, although some organisations have specialist roles. In addition to the emergency services, all government departments may have some role to play. The emergency response role may be a minor part of their responsibilities, however many departments have an essential prevention responsibility. Examples include land use planning, occupational health and safety, clean water, public health and building regulations. These are part of the prevention infrastructure.

Municipal councils have essential roles in emergency management. Voluntary organisations such as Australian Red Cross, St John Ambulance, Wireless Institute Civil Emergency Network (WICEN) and search and rescue organisations play well-defined roles in emergency management.

As members of the MEMP Committee, the relief and recovery agencies detailed in this plan have agreed to provide services in emergency events.

**Be comprehensive (cover prevention, response and recovery):** Prevention, response and recovery are all important aspects of emergency management and each are addressed in these arrangements. The model of emergency management shown below makes clear that there is not a strict sequence, nor a hierarchy of relationships. All activities are important, and in a comprehensive model, have a place in the overall scheme. Emergency management activities do not take place in any particular sequence or cycle. It is now recognised that prevention, response and recovery do not follow each other in order. They can all operate at the same time.
Response activities commence as soon as possible after the time of impact, peak to full effort quickly, and often cease promptly when the emergency has been dealt with, and/or affected people have been rescued or evacuated.

Recovery activities commence at or soon after the time of impact, and peak to full effort more gradually and often later than response activities. Recovery activities may continue for a considerable period of time, gradually tapering off and merging into normal community activities in the weeks, months or even years after impact.

Prevention, response and recovery are not phases or stages of emergency management. The model sees them as clusters of activities. They take place as needed, and do not necessarily follow one another in a sequential order.

1.7 Victorian arrangements

In Victoria, emergency management planning is conducted at three levels, State, regional and municipal. Figure 2: VICTORIA’S EMERGENCY MANAGEMENT PLANNING shows the principal planning committees for emergency management in Victoria.

The framework for the management for all types of emergencies in Victoria is provided by the EMERGENCY MANAGEMENT ACT 1986 AND 2013 and by the State Emergency Response and Recovery planning arrangements contained within the EMMV.
FIGURE 2: VICTORIA’S EMERGENCY MANAGEMENT PLANNING AND OPERATIONAL STRUCTURE, (EMMV PART 1) MUNICIPAL EMERGENCY MANAGEMENT FUNCTIONS
The Surf Coast Shire Council is responsible for the management of municipal resources and the coordination of community support to counter the effects of an emergency during both the response to and recovery from emergencies. Emergency management responsibilities of Council include:

- The provision of emergency relief to combatants and affected persons during the response phase;
- The provision of supplementary supply (resources) to lead and relief agencies during response and recovery;
- Municipal assistance to agencies during the response to and recovery from emergencies;
- The assessment of the impact of the emergency; and
- Recovery activities within the municipality, in consultation with Department of Health and Human Services.

1.7.1 Emergency management resource sharing
Personnel who have emergency Management roles will be drawn from Council’s staff pool in the first instance. In the event of a large scale emergency that requires protracted operations, staff from other municipalities may be requested in accordance with the intent of the MAV’s Inter Council Emergency Resource Sharing Protocols. MOUs with neighbouring municipalities support these arrangements.

Further information regarding resource supplementation, including plant, equipment and services is listed in 8.7.2 of this document and in the Emergency Relief Centre Standard Operating Guidelines.

1.8 Purpose of plan
The purpose of this plan is to bring together, in an integrated organisational network, the resources to prevent or mitigate, respond to and recover from emergencies. It accepts that emergencies touch people’s life experiences in different ways and recognises that there is not and cannot be a single organisation, solely responsible for dealing with all aspects of emergencies.

In achieving this Surf Coast Shire Council acknowledges the linkages between this plan and the broader emergency, risk management and community safety context. This plan is to be read in consideration of the following plans and strategies:

MEMPlan Sub plans*
- Surf Coast Fire Management Plan
- Surf Coast Shire Municipal Flood Emergency Plan
- Otway District Emergency Relief and Recovery Plan
- Surf Coast Shire Heatwave Plan
- Surf Coast Shire Influenza Pandemic Plan
- Surf Coast Shire Public Health Emergency Management Sub Plan
- Bushfire Places of Last Resort Plan
- Community Emergency Risk Assessment
Municipal (Council plans and strategies)*

- Strategic Fuel Management Program (TRIM D13/125861)
- Health and Wellbeing Plan
- Accessible and Inclusive Surf Coast Shire Strategic Plan 2014-24
- Positive Ageing Strategy
- Early Years and Youth Strategy
- Risk Management Policy
- Roadside Management Strategy
- Road Safety Strategy
- Slashing and Grading Program
- Landscaping your Surf Coast Garden for Bushfire
- Disaster Planning for Pets within Surf Coast Shire (TRIM D13/144620)
- Business Continuity Plan (SCS Intranet)
- Planning Scheme – Bushfire Management Overlay

Other relevant plans and strategies

- Road Safety Strategy (VicRoads)
- Community Information Guides (formerly Township Protection Plans)
- Regional Strategic Fire Management Plan (IFMP)
- FloodSafe (SES)
- Aireys Inlet Local Flood Guide
- StormSafe (SES)
- Victorian Heatwave Plan (Department of Health and Human Services)
- Victorian Human Influenza Pandemic Plan (Department of Health and Human Services)
- Biosecurity Strategy for Victoria (Department of Economic Development, Jobs, Transport and Resources)

Operational guidelines and documents*

- Emergency Relief Centre Standard Operating Guidelines (TRIM D12/52687)
- MECC Procedures for Activation (TRIM D12/39726)
- Single Incident Protocol (Appendix 18)

* Copies of the above plans and documents are available on the Surf Coast Shire Emergency Management Portal, please contact the MERO for access. Sub plans are also available on the Surf Coast Shire website.

1.8.2 Updates (sub-plans and operational plans)
Maintenance responsibility of all Council related sub-plans, operations plans, strategies, standard operating procedures that support the Municipal Emergency Management Plan rest with the relevant author.

Appendix 1: MEMP Sub plans, related procedures and operating guidelines

1.8.3 Public access
An edited version of this plan, omitting all contact names, numbers and confidential information, is available the Surf Coast Shire Council website [www.surfcoast.vic.gov.au](http://www.surfcoast.vic.gov.au), the municipal library and the State Library of Victoria.
1.8.4 Privacy

Recipients of the plan are advised that names and contact numbers contained within will be used only for essential emergency management purposes and will be managed in accordance with the *Information Privacy Act 2000*. This extends to other parts of the plan where names and contact numbers are provided. The public version shown on Council’s website will have all names and contact numbers removed.

1.9 Maintenance of the MEMPlan

1.9.1 Authority

This plan is developed by the Surf Coast Shire Municipal Emergency Planning Committee formed under the authority of the Surf Coast Shire Council pursuant to the requirements of Part 4, Section 20 of the *Emergency Management Act 1986*.

This plan is administered by the Community Emergency Management Coordinator.

Please address all enquiries to:

Community Emergency Management Coordinator  
Surf Coast Shire  
PO Box 350, Torquay 3228

1.9.2 Training

The organisational capability and effectiveness is directly related to the knowledge, training and experience of the staff nominated to undertake various roles in an emergency. It is recognised that personnel who fulfil the various emergency management functional roles undertake these duties in addition to their normal substantive positions.

Training will be specific and tailored to the functions being undertaken. It is the responsibility of the Surf Coast Shire Emergency Management Unit to coordinate the training of those with emergency management roles.

1.9.3 Exercises

Arrangements within this Plan are tested annually; this is done under the auspice of the Surf Coast Shire Municipal Emergency Management Planning Committee (MEMPC). Any areas identified for improvement are addressed and where possible implemented as improvements to the plan. All changes are tabled at the quarterly MEMPC meetings.

*Appendix 14: Table of Exercises*

1.9.4 Threats

A Community Emergency Risk Assessment (CERA) process using the generic guidelines of the *Risk Management Standard ASNZ31000:2009* has been undertaken by the MEMPC to identify perceived threats to the municipality. This process is not intended to exclude any form
of emergency and, to this end, this document has adopted a flexible ‘all hazards approach’. A summary of the CERA and its findings is located in Part 5.

**Appendix 8: Community Emergency Risk Assessment (CERA)**

1.10 **Key contacts**

The key contacts for emergency management in the Surf Coast Shire are:

- Municipal Emergency Management Planning Committee members
- Surf Coast Shire Council
- Regional response and recovery agencies

Contact information for these groups is detailed in the appendices section of this plan.

**Appendix 15: Municipal Emergency Management Planning Committee**

**Appendix 3: Surf Coast Shire Emergency Management Contacts**

**Appendix 4: Emergency contact details Barwon South West Region**
2.1 Context

Surf Coast Shire is located in south-western Victoria, 120km from Melbourne and 21km south of Geelong and encompasses a diversity of rapidly changing communities ranging from small coastal hamlets and sparsely populated rural communities to larger coastal towns. The Shire is located in south-western Victoria between 10 and 60 kilometres south-west of Geelong.

The southern part of the Shire consists of a linear pattern of coastal townships including Torquay, Jan Juc, Anglesea, Aireys Inlet, Fairhaven and Lorne. With the exception of Torquay and Jan Juc, these townships are sited on the coastal edge of the Otway Ranges and are surrounded by large areas of national and state park. North of the ranges is large rural community with population centres at Winchelsea, Moriac and Deans Marsh. The Shire covers an area of 1,560 square kilometres.

The Great Ocean Road enables access to towns such as Aireys Inlet, Fairhaven and Lorne and these areas developed as tourist centres. The Shire has experienced significant growth from the 1980s onwards. This has generally been focused in the Torquay-Jan Juc area, a result of the area’s increased access to Geelong (particularly after the duplication of the Surf Coast Highway).

Population growth in the Shire has in part been driven by the increase in occupancy over the last twenty years as holiday houses have been converted to permanent occupancy. The Shire continues to accommodate significant numbers of tourists, particularly in summer, when the population generally doubles in size.
2.2 Topography

The Shire is strongly influenced by physical and topographical features, which impact on urban development and land use management. It is characterised by a diverse range of environments including coastline, native forests, rural plains and significant rivers, lakes and wetlands. In the course of time these features have contributed to creating distinctive communities with quite different expectations about how their areas should develop or be maintained.

There are three distinct Bioregions within the Surf Coast Shire, known as the Otway Ranges Bioregion, Otway Plain Bioregion and Victorian Volcanic Plain Bioregion.

1. **The Otway Plain Bioregion** includes the coastal plains and dunes, the foothills with river valleys and swamps in the lowlands. The ridges seen today mark the positions of the difference to successive shorelines as the ocean has retreated from these areas over time to where it is today.

2. **The Otway Ranges Bioregion** consists of moderate to steep slopes that are deeply dissected blocks of alternating beds of sandstone, siltstone and shale’s and swampy alluvium in the lowlands.

3. **The Victorian Volcanic Plain Bioregion** contains highly significant remnant vegetation communities that are supported by volcanic deposits that form an extensive flat to undulating basaltic landscape.

The unique geographical location is acknowledged and the strengths of its regional position. These include proximity to major road and rail networks, the Port of Geelong and Avalon Airport. Iconic sites such as Bells Beach Surf Recreational Reserve, the Great Ocean Road, the Great Otway National Park as well as beautiful coastal and hinterland areas attract tourists and residents alike.

Due to its landscape, the Surf Coast Shire is recognised by the Country Fire Authority (CFA) as being one of the most fire prone areas in the State of Victoria. The Great Otway National Park has been classified as one of the most vulnerable bushfire prone regions in the world.

Whilst bushfire is a major concern, this Municipal Emergency Management Plan is designed to cater for any form of emergency which may impact the Shire. There are a number of concerns regarding bushfires, which are unique to this particular region:

- A bushfire during the holiday period, where up to 100,000 people could be visitors, is particularly alarming. Public awareness and information programs therefore have to cater not only for residents, but also visitors.

- The main escape route from a major bushfire sweeping down from a northerly direction towards the coast is the narrow, winding Great Ocean Road. This route is extremely vulnerable to blockages (accidents, rock falls etc) which could result in many thousands of people being stranded in coastal towns, or, more alarmingly, along the roadside.

Despite these concerns, there are a number of positive factors in the Shire’s favour in dealing with a major emergency including the close proximity of Geelong and the relative speed with which additional assistance could be deployed to various combat agencies.
2.2.1 Major rivers, lakes and waterways

- Anglesea River
- Painkalac Creek
- Thompson Creek
- Spring Creek
- Cumberland River
- Lake Murdeduke
- Lake Modewarre
- Barwon River

2.2.2 Boundaries
Surf Coast Shire is bounded by the Golden Plains Shire to the north, the City of Greater Geelong to the north east and the Colac Otway Shire to the west.

2.2.3 Major roads

- Great Ocean Road
- Lorne Deans Marsh Road
- Anglesea Road
- Princes Highway
- Hendy Main Road
- Surf Coast Highway
- Mt Duneed Road

2.2.4 Rail

The VLine service from Geelong to Warrnambool cuts across the northern part of the Shire, with one stop in Winchelsea. VLine and VicTrack manage the parcel of land either side of the track and carry out vegetation management works within four km’s of townships.

2.2.5 Climate
Surf Coast Shire is in a mild temperate zone with definite seasons of summer, winter, autumn and spring. Winters are generally mild to cool and have low humidity, often with coastal winds and driven rain. Summers are usually hot or very hot with moderate humidity and high bushfire risk. Autumn and spring are generally the most comfortable seasons, however the location of Surf Coast Shire in southwest Victoria means the weather is highly changeable.

2.2.6 Municipal features and community facilities

<table>
<thead>
<tr>
<th>Torquay</th>
<th>Community Civic Precinct, including sports facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surf World retail and tourist precincts, Gilbert Street, Torquay Central and Bell Street</td>
<td></td>
</tr>
<tr>
<td>Torquay Surf Lifesaving Club</td>
<td></td>
</tr>
<tr>
<td>Torquay Foreshore Camping Ground</td>
<td></td>
</tr>
<tr>
<td>Spring Creek sports facilities</td>
<td></td>
</tr>
<tr>
<td>Location</td>
<td>Features</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>RACV Resort and golf course</td>
<td></td>
</tr>
<tr>
<td>The Sands Resort and golf course</td>
<td></td>
</tr>
<tr>
<td>Surf Coast Secondary College</td>
<td></td>
</tr>
<tr>
<td>Torquay P-6 College</td>
<td></td>
</tr>
<tr>
<td>St Therese Primary School</td>
<td></td>
</tr>
<tr>
<td>Jan Juc/Bellbrae</td>
<td>Jan Juc Surf Lifesaving Club</td>
</tr>
<tr>
<td></td>
<td>Bob Pettitt Reserve</td>
</tr>
<tr>
<td></td>
<td>Stuart Avenue shopping precinct</td>
</tr>
<tr>
<td>Anglesea</td>
<td>Great Ocean Road retail and tourist precinct</td>
</tr>
<tr>
<td></td>
<td>Anglesea Riverbank tourism and recreation area</td>
</tr>
<tr>
<td></td>
<td>Alcoa Power Station</td>
</tr>
<tr>
<td></td>
<td>Ellimatta Reserve</td>
</tr>
<tr>
<td></td>
<td>Anglesea Golf Club</td>
</tr>
<tr>
<td></td>
<td>Anglesea Primary School</td>
</tr>
<tr>
<td></td>
<td>McMillian Street community precinct</td>
</tr>
<tr>
<td></td>
<td>Anglesea Surf Lifesaving Club</td>
</tr>
<tr>
<td>Aireys Inlet / Fairhaven / Mogg Creek</td>
<td>Great Ocean Road Shopping Precinct</td>
</tr>
<tr>
<td></td>
<td>Lorne Aireys P-12 School</td>
</tr>
<tr>
<td></td>
<td>Aireys Inlet community precinct, including tennis club</td>
</tr>
<tr>
<td></td>
<td>Fairhaven Surf Lifesaving Club</td>
</tr>
<tr>
<td></td>
<td>Split Point Lighthouse</td>
</tr>
<tr>
<td>Lorne</td>
<td>Mountjoy Parade retail and tourist precinct</td>
</tr>
<tr>
<td></td>
<td>Lorne Aireys P-12 School</td>
</tr>
<tr>
<td></td>
<td>Stribling Reserve, sports club and facilities</td>
</tr>
<tr>
<td></td>
<td>Lorne Sea Baths</td>
</tr>
<tr>
<td></td>
<td>Lorne Foreshore Caravan Park</td>
</tr>
<tr>
<td></td>
<td>Point Grey, including pier</td>
</tr>
<tr>
<td></td>
<td>Lorne Swing Bridge</td>
</tr>
<tr>
<td>Winchelsea</td>
<td>Eastern Reserve, sports club and facilities</td>
</tr>
<tr>
<td></td>
<td>Winchelsea Primary School</td>
</tr>
<tr>
<td></td>
<td>Winchelsea Swimming Pool</td>
</tr>
<tr>
<td></td>
<td>Winchelsea retail precinct</td>
</tr>
<tr>
<td></td>
<td>Winchelsea Leisure Time Centre</td>
</tr>
<tr>
<td>Moriac, Modewarre</td>
<td>Moriac general store</td>
</tr>
<tr>
<td></td>
<td>Moriac Primary School</td>
</tr>
<tr>
<td></td>
<td>Moriac and Modewarre sports ovals</td>
</tr>
<tr>
<td>Deans Marsh, other</td>
<td>Dean Marsh Hall</td>
</tr>
<tr>
<td></td>
<td>Deans Marsh Primary School</td>
</tr>
</tbody>
</table>

2.3 Demography

2.3.1 Permanent population
Surf Coast Shire exhibits strong permanent population growth past, present and future and significant peak and part time populations in coastal towns.
The latest available official figures show:

- Surf Coast Shire has been recognised as one of regional Victoria’s fastest growing municipalities for more than a decade with annual population growth averaging 2.8 per cent.
- Population is 28,941 in 2015 (latest official Estimated Resident Population)
- Strong growth is forecast to 36,381 in 2026 and an estimated 43,763 by 2036 and 29,346 in 2016 (.id Forecast).

### Population 2011

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population (excluding o/s visitors)</td>
<td>25,874</td>
<td>100</td>
</tr>
<tr>
<td>Males</td>
<td>12,835</td>
<td>49.6</td>
</tr>
<tr>
<td>Females</td>
<td>13,039</td>
<td>50.4</td>
</tr>
<tr>
<td>Disabled (requiring assistance)</td>
<td>870</td>
<td>3.4</td>
</tr>
<tr>
<td>Total born overseas</td>
<td>2,959</td>
<td>11.4</td>
</tr>
<tr>
<td>Total born in Australia</td>
<td>21,694</td>
<td>83.8</td>
</tr>
<tr>
<td>Birthplace not stated</td>
<td>1,220</td>
<td>4.8</td>
</tr>
<tr>
<td>Language spoken at home – English only</td>
<td>23,937</td>
<td>92.5</td>
</tr>
<tr>
<td>Language spoken at home – Non-English</td>
<td>889</td>
<td>3.4</td>
</tr>
<tr>
<td>Language spoken at home – Not stated</td>
<td>1,047</td>
<td>4.0</td>
</tr>
</tbody>
</table>

**SOURCE:** 1 ABS, CENSUS OF POPULATION AND HOUSING 2011.) COMPILED AND PRESENTED IN PROFILE.ID BY .ID, THE POPULATION EXPERTS

### Distribution of the population in 2011 and 2016

<table>
<thead>
<tr>
<th>Area name</th>
<th>2011</th>
<th>2016*</th>
<th>Households 2016</th>
<th>Avg size Household 2016*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anglesea</td>
<td>2,585</td>
<td>2,653</td>
<td>1,112</td>
<td>1,158</td>
</tr>
<tr>
<td>Jan Juc - Bellbrae - Bells Beach</td>
<td>4,631</td>
<td>4,839</td>
<td>1,693</td>
<td>1,822</td>
</tr>
<tr>
<td>Lorne - Aireys Inlet</td>
<td>2,435</td>
<td>2,579</td>
<td>1,078</td>
<td>1,148</td>
</tr>
<tr>
<td>Moriac and Moriac Districts</td>
<td>4,403</td>
<td>4,453</td>
<td>1,534</td>
<td>1,597</td>
</tr>
<tr>
<td>Old Torquay - Torquay West</td>
<td>4,917</td>
<td>5,899</td>
<td>1,943</td>
<td>2,338</td>
</tr>
<tr>
<td>Torquay North</td>
<td>5,574</td>
<td>6,714</td>
<td>1,995</td>
<td>2,467</td>
</tr>
<tr>
<td>Winchelsea</td>
<td>2,131</td>
<td>2,208</td>
<td>874</td>
<td>916</td>
</tr>
<tr>
<td>Total Surf Coast Shire</td>
<td>22,276</td>
<td>25,945</td>
<td>10,229</td>
<td>11,446</td>
</tr>
</tbody>
</table>

**SOURCE:** 2 ID CONSULTING 2013 * FORECAST FIGURES

### Surf Coast Shire forecast 2011-2021 and age percentile

<table>
<thead>
<tr>
<th>Age group</th>
<th>2011</th>
<th>%</th>
<th>2026*</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-17 years</td>
<td>6,619</td>
<td>24.8</td>
<td>8,252</td>
<td>22.7</td>
</tr>
<tr>
<td>18-34 years</td>
<td>4,678</td>
<td>17.5</td>
<td>6,174</td>
<td>17.0</td>
</tr>
<tr>
<td>35 to 49 years</td>
<td>6,092</td>
<td>22.8</td>
<td>7,187</td>
<td>19.8</td>
</tr>
<tr>
<td>50 to 59 years</td>
<td>3,795</td>
<td>14.2</td>
<td>4,755</td>
<td>13.1</td>
</tr>
<tr>
<td>60 to 69 years</td>
<td>2,985</td>
<td>11.2</td>
<td>4,426</td>
<td>12.2</td>
</tr>
<tr>
<td>70 and over years</td>
<td>2,506</td>
<td>9.4</td>
<td>5,587</td>
<td>15.4</td>
</tr>
<tr>
<td>Total Persons</td>
<td>26,675</td>
<td>36.381</td>
<td>36,381</td>
<td>36.381</td>
</tr>
</tbody>
</table>

**SOURCE:** 3 ID CONSULTING 2013 * FORECAST FIGURES
2.3.2 Fluctuating population

The population fluctuates in a unique manner due to the high proportion of holiday homes and visitors which results in an influx of up to approximately 85,500 people during peak periods such as Christmas summer holidays and Easter.

The shire’s permanent population is not very culturally diverse with a lower than average proportion of people born overseas and only 3.4% of people speaking another language at home (German and Italian most common) compared with 23.1% in Victoria.

Visitor populations (7.6 million people visited the Great Ocean Road region in 2012) however include people from a broad range of cultural backgrounds. Community safety in relation to water and bushfire risk may be impacted by tourists from non-English speaking background.

<table>
<thead>
<tr>
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<tbody>
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<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td>Aireys Inlet/Fairhaven/Moggs Creek</td>
</tr>
<tr>
<td>Anglesea</td>
</tr>
<tr>
<td>Deans Marsh</td>
</tr>
<tr>
<td>Jan Juc</td>
</tr>
<tr>
<td>Lorne and District</td>
</tr>
<tr>
<td>Torquay (inc Bellbrae and Bells Beach)</td>
</tr>
<tr>
<td>Winchelsea (inc Winchelsea South)</td>
</tr>
<tr>
<td>Rural towns</td>
</tr>
<tr>
<td>Total Surf Coast Shire</td>
</tr>
</tbody>
</table>

*ESTIMATED FOR A PEAK HOLIDAY NIGHT SUCH AS NEW YEAR’S EVE.
Permanent and peak population, selected Surf Coast areas, December 2012-January 2013

SOURCE: 5 CITY OF GREATER GEELONG, ANNUAL ECONOMIC INDICATORS BULLETIN, 2013

2.3.3 Socio-economic disadvantage

Surf Coast Shire is one of the least disadvantaged municipalities in Victoria, and was ranked 73rd amongst the seventy nine other local government areas, using the SEIFA (socio-economic indexes for areas) index of disadvantage. However, there are local variations and Winchelsea has the lowest SEIFA index in the Shire. The index is derived from Census characteristics such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations as outlined below.

<table>
<thead>
<tr>
<th>Township</th>
<th>2011 SEIFA Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Winchelsea</td>
<td>936.0</td>
</tr>
<tr>
<td>Lorne</td>
<td>1041.0</td>
</tr>
<tr>
<td>Anglesea</td>
<td>1048.0</td>
</tr>
<tr>
<td>Aireys Inlet – Fairhaven – Moggs Creek</td>
<td>1056.0</td>
</tr>
<tr>
<td>Surf Coast Shire</td>
<td>1067.0</td>
</tr>
<tr>
<td>Torquay</td>
<td>1077.0</td>
</tr>
<tr>
<td>Jan Juc</td>
<td>1099.0</td>
</tr>
</tbody>
</table>

SOURCE: 6 ID CONSULTING PROFILE FROM AUSTRALIAN BUREAU OF STATISTICS CENSUS 2011

2.3.4 People with a disability in Surf Coast Shire

In 2011 there were 870 people or 3.4% of the population identified in the Census as requiring assistance due to disability, rates were highest in Anglesea and Winchelsea. This data relies on self-evaluation, (or from carers), as requiring need of assistance so it is not verified. In 2015, around 600 people in the shire were receiving a disability support pension.
Other relevant statistics include:

- There was also 80 people 65 years and over with a disability living alone.
- In the future, the large forecast ageing baby boomer population (born 1945–1964) will increase the number of people with disabilities as age is the biggest determinant of disability.
- The shire disability rate in 2011 for 80-84 year olds was 22% rising to 86% for 95-99 year olds.

### Need for assistance with core activities, 2011

<table>
<thead>
<tr>
<th>Selected Surf Coast towns/areas</th>
<th>Number of people</th>
<th>% of town/area's total population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Torquay Jan Juc</td>
<td>324</td>
<td>2.4</td>
</tr>
<tr>
<td>Anglesea</td>
<td>148</td>
<td>6.0</td>
</tr>
<tr>
<td>Aireys Inlet-Moggs Creek-Fairhaven</td>
<td>33</td>
<td>3.1</td>
</tr>
<tr>
<td>Lorne township</td>
<td>37</td>
<td>3.6</td>
</tr>
<tr>
<td>Winchelsea township</td>
<td>153</td>
<td>9.7</td>
</tr>
<tr>
<td>Moriac and District</td>
<td>88</td>
<td>2.9</td>
</tr>
<tr>
<td>Balance of shire</td>
<td>86</td>
<td>n.a.</td>
</tr>
<tr>
<td>Surf Coast Shire</td>
<td>869</td>
<td>3.4</td>
</tr>
</tbody>
</table>

**SOURCE:** 7 ABC CENSUS 2006 AND 2011

See 4.2 Vulnerable persons

### 2.4 Municipal locations map

**Access to GIS mapping**

Surf Coast Shire Council operates a GIS mapping system, *Exponare Enquiry*. Emergency management staff have received training and have full access to this system. After hours contact details for Council’s GIS Coordinator is included in Appendix 3: *Surf Coast Shire Emergency Management Contacts*. The *Exponare Enquiry* system and Google maps are available for access through *Crisisworks*, the software program used in the Municipal Emergency Coordination Centre (MECC).

**Appendix 29: Surf Coast Shire maps**
MAP 1 – SURF COAST SHIRE LOCATION CONTOUR MAP
Part 3 – Planning and preparedness

This section details the planning arrangements for the management of emergencies which affect the community of the Surf Coast Shire. It details specific emergency management roles and responsibilities including the emergency management planning committee structure that oversees emergency management arrangements. Many of the positions are requirements under the Emergency Management Act 1986; however the primary purpose of any position or arrangement is to meet the needs of emergency affected communities.

3.1 Planning structures and responsibilities

**Municipal Emergency Management Planning Committee (MEMPC)**

|------------------------|----------------------------------|------------------------------------------------------|--------------------------|------------------------------------------|-----------------------------------------------|------------------------------------------------|------------------------------------------|

**FIGURE 3: EMERGENCY MANAGEMENT PLANNING COMMITTEE STRUCTURE**

3.2 Municipal Emergency Management Planning Committee (MEMPC)

The Surf Coast Shire MEMP Committee is formed pursuant to Section 21(3) and (4) of the Emergency Management Act 1986. The MEMPC is responsible for the formulation of a Municipal Emergency Management Plan for Council adoption.

The role of the MEMPC is not to manage emergencies. This is the responsibility of agencies and personnel identified under the Victorian State Response and Recovery Arrangements. The MEMPC enables appropriate planning, response and recovery activities and arrangements.
The ongoing role of the committee is to:

- Develop and maintain the MEMPlan for consideration by Council.
- Review and update the MEMPlan annually, including review of risks and the Community Emergency Risk Assessment (CERA) as required.
- Arrange regular tests/exercises of MEMPlan.
- Assess and review hazards and risks facing the community.
- Call an out of session meeting following an emergency incident or change;
- When necessary, form specialist sub-committees or working groups of the MEMPC on subjects of major significance to the municipal district such as specific risks and related issues, with the view of reporting back to the MEMPC.
- Prepare risk specific response and recovery sub-plans for the municipal district.

Membership

- Surf Coast Shire Council, including the following positions:
  - Municipal Emergency Manager (MEM)
  - Municipal Emergency Resource Officer (MERO)
  - Municipal Recovery Manager (MRM)
- Ambulance Victoria
- Australian Red Cross
- Barwon Community Health Service
- Barwon Water
- Country Fire Authority (CFA)
- Department of Environment, Land, Water and Planning (DELWP)
- Department of Health and Human Services (DHHS)
- Hesse Community Health Service
- Life Saving Victoria
- Lorne Community Hospital
- Parks Victoria
- Powercor
- Salvation Army
- Victorian Council of Churches Emergencies Ministry
- Victoria State Emergency Service
- VicRoads
- Victoria Police

Frequency of meetings

The Surf Coast Shire MEMPC meet quarterly. The MEMPC may call an extraordinary meeting should a significant incident occur within the municipality. A risk assessment will be undertaken to review key priorities of emergency management planning.

Appendix 15: MEMPC Terms of Reference, sample meeting agenda, detailed contact list of Committee members

3.3 MEMPC sub-committees and working groups

To assist with the activities of the MEMPC, sub-committees and working groups have been established and are responsible for planning for the identified risk, for example, relief and recovery, heatwave and bushfire risks which require specific planning.
Refer Figure 3: Emergency management planning committee structure details the reporting and relationships of the Surf Coast Shire emergency management committees.

Appendix 16: MEMPC sub committees and working groups
See 6.6 Municipal emergency response personnel

3.4 Surf Coast Shire Council Community Safety Unit

The Surf Coast Shire Council Community Safety Unit has responsibility for the coordination of emergency preparedness activities including the Municipal Emergency Coordination Centre (MECC), Bushfire Places of Last Resort (BPLRs), Community Fire Refuges, Emergency Relief Centres (ERCs), staff training, and emergency infrastructure. The Community Safety Unit is responsible for the maintenance and administration of the MEMPlan.

Members of this unit have been delegated the role of MFPO to assist Council to undertake its legislated obligations as outlined in the Country Fire Authority Act 1958.

The unit coordinates the emergency risk management process which involves monitoring existing, and identifying new and emerging emergency and community safety related risks.

The unit has a key role in the planning and delivery of relief and recovery activities across the municipality. They are required to lead the review of Council’s Emergency Relief Centres (ERC) arrangements, coordinate staff training for relief and recovery, and coordinate municipal recovery committees and working groups.

3.5 Communications

Victoria Police has the delegated responsibility for communications. This is in accordance with the EMMV which identifies that the Victoria Police is the primary support agency for communications.

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.

During an emergency effective communication between the MECC, emergency services and emergency relief centres (if required) is vital. For detailed arrangements refer to the Emergency Relief Centre Standard Operation Guidelines, available on the Surf Coast Shire Council Emergency Management Portal.

See Emergency Relief Centre Standard Operation Guidelines (EM Portal)

In most instances Council will be the first point of contact. The demand for information will dictate what level of resourcing is required. If deemed appropriate an emergency call centre will be established to facilitate the delivery of accurate and important information, reducing the demand on Council’s normal customer services and relieving pressure on the MECC.

3.5.1 Telephone Communications

Telecommunication network providers will be the initial and primary means of communication in the event of an emergency and should be utilised to capacity where possible. When
identifying locations for use as Emergency Coordination Centres, Assembly Areas and Emergency Relief Centres, consideration should be given to the communications facilities already in place at that location.

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

The DISPLAN and internal telephone systems will be the primary means of communications for the MECC. Mobile phones and/or handheld radios will be used by field staff.

See MECC Procedures for Activation (EM Portal)

Telstra and Telstra Countrywide can assist with additional telecommunication resources in an emergency.

Appendix 13: Telstra contacts

3.5.2 Resources

Council radio network
Council operates a two way radio system. This consists of a base station at the Torquay and Winchelsea depots and vehicle mounted radios.

Additional hand held radio equipment
The Emergency Relief Centre kit contains eight (8) two way radio handsets.

Supplementary support
The Wireless Institute of Australia Civil Engineering Network (WICEN) is an organisation consisting mainly of Amateur Radio enthusiasts who provide communications to emergency response agencies in times of need. WICEN is a non-government volunteer-based organisation. It operates under the respective State Disaster Plans within each of Australia’s States and Territories. In Victoria, WICEN is listed as an emergency response unit under the emergency response plan and may be able to provide additional emergency communications facilities. Activation is through the Regional Emergency Response Coordinator.

Refer http://www.vic.wicen.org.au/
Part 4 – Community safety

The main priority for control and support agencies during an emergency is community safety. The local community should be engaged in the emergency planning process to identify the best options for the community, prior to, and during an emergency. Planning needs to include the various types of evacuation, sheltering in place, neighbourhood safer places and Community Information Guides (formerly Township Protection Plans).

4.1 Community education

Community education is a vital component of 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 emotionally and physically equipped 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.

Surf Coast Shire Council together with emergency management services/agencies actively engage the community through a range of mechanisms including community programs (bushfire evacuation workshops, bushfire recovery workshops, FloodSafe Week). Some of the programs include:

- CFA – Bushfire Planning Workshops, Community Fireguard Groups
- DELWP – Safer Together
- Surf Coast Shire Council – Resilient Communities, Fire Fuel Reduction Programs
- SES – Community Flood Planning engagement

Surf Coast Shire Council website and social media tools will play a critical role in communicating with the broader community. In the event of an emergency, the Council website, www.surfcoast.vic.gov.au, and Facebook page may be used to communicate information on the following:

- Council services
- Emergency management planning
- Neighbourhood Safer Places – Places of Last Resort Plan
- Public health
- Fire prevention
- Business continuity

4.2 Vulnerable persons

During an emergency or imminent threat of 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 a disability.

This is distinct from people who have been individually assessed and recorded in the Vulnerable Persons Register (see 4.2.1 below).
A vulnerable facility is defined as local facilities where vulnerable people are likely to be situated and includes:

- Maternal and child health service centres;
- Child care centres;
- Primary and secondary schools;
- Camp facilities;
- Mental health and drug treatment facilities;
- Caravan parks; and
- Aged care facilities.

Council maintains a register of facilities where vulnerable people are likely to be situated, for example, aged care facilities, hospitals, schools and childcare centres are included in the appendices. This list is updated annually and is available on Crisisworks.

The Department of Health and Human Services Vulnerable People in Emergencies Policy provides further guidance on planning for the needs of vulnerable people.

### 4.2.1 Vulnerable Persons Register

A vulnerable person is an individual who is socially isolated and without any other supports. A vulnerable person is defined as someone living in the community who is:

- frail, and/or physically or cognitively impaired; and
- unable to understand or act on a warning, direction and/or respond in an emergency situation; 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 a 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.

Surf Coast Shire Council coordinates a local Vulnerable Persons Register as per Department of Health and Human Services guidelines. Council identifies vulnerable individuals across the municipality through Health and Community Care (HACC) services. A database of these individuals is maintained through the municipal council administered Crisisworks emergency management system. Funded agencies are responsible for entering and maintaining information for any of their clients who have been identified as vulnerable. The Vulnerable Persons Registers is accessible to authorised Victoria Police representatives, for consideration in planning and exercising, and for responding to emergencies. The Vulnerable Persons Register records the location of the vulnerable person as well as any special requirements in order to facilitate the evacuation of that person.

**Appendix 17: Vulnerable Community Facilities**

### 4.3 Evacuation

Victoria Police is responsible for managing evacuation in Victoria. Evacuation is a risk management strategy which may be used as a means of mitigating the effects of an
emergency on a community. It involves the movement of people to a safer location and the return. 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 who are 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, evacuation may not be the best option and it may be assessed that people would be safer to seek other alternatives which will vary depending on the type of emergency. For bushfires this may be to shelter in place, or go to Neighbourhood Safer Places/Places of Last Resort or refuges.

### 4.3.1 Traffic management

Public movement in and around an emergency scene may need restricting to either protect the public or the emergency scene.

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 coordinates the implementation of the plan.

### 4.3.2 Shelter options

The State’s revised Bushfire Safety Policy refers to ‘shelter in place’ within its eleven principles to “guide the development and implementation of strategies and initiatives to enhance the safety of people from bushfires”. The Policy states:

> Bushfire safety involves effective planning and preparation prior to a fire, making informed decisions during the event, and having access to a range of safety options, in particular places to shelter from the effects of the fire.” (Emergency Management Victoria, 2013)*

With the review of the Bushfire Safety Policy Framework, attention has been given to formalising and integrating a range of options in the development of a bushfire survival options triptych (leave early, well prepared, last resort) and the development of a Shelter Options Hierarchy.

The hierarchy rates options from the low to higher risk options:

1. Leaving Early
2. Private Bushfire Shelters (bunkers)
3. Community Fire Refuges
4. Defending a well prepared property
5. Bushfire Places of Last Resort (BPLR)
6. Gathering at informal places
7. Defending an ill prepared property
8. Leaving late
Extensive education campaigns and programs have been conducted for many years on bushfire planning and preparation targeted to residents – despite this, research consistently shows that a large majority of people do not have a comprehensive plan and will 'wait and see' what the situation is before acting. Consequently people may undertake risky options such as leaving late or defending an ill-prepared property.

4.3.3 Community Fire Refuges
A community fire refuge is a designated building open to the public that can provide short-term shelter from the immediate life-threatening effects of a bushfire event. There are no designated Community Fire Refuges in the Surf Coast Shire.

4.4 Neighbourhood Safer Places – Bushfire Places of Last Resort
Bushfire Places of Last Resort (BPLRs) are municipal council designated buildings or spaces within the community that may afford some protection from radiant heat, the biggest killer during bushfire. They are a place of last resort in bushfire emergencies only. They are a last resort shelter that may assist people when there is imminent threat of bushfire and they have no plan, or their planned options are not possible.

BPLRs are identified in the Surf Coast Fire Management Plan and meet guidelines issued by the Country Fire Authority and the criteria in the Surf Coast Shire Neighbourhood Safer Places – Places of Last Resort Plan.

Locations are clearly identifiable with agreed signage and information on BPLRs and locations across the Surf Coast Shire are contained on the Council’s website. Processes for informing the community of the location of BPLRs are detailed in the Surf Coast Shire Neighbourhood Safer Places – Places of Last Resort Assessment Guide.

4.5 Supporting documents
- DHHS – Vulnerable People in Emergencies
- Surf Coast Shire Neighbourhood Safer Places – Bushfire Places of Last Resort

Appendix 24: Bushfire Places of Last Resort in the Surf Coast Shire
Part 5 – Prevention and mitigation

5.1 Introduction

Emergency risk management is a process which aims to reduce risks within a community. This can be done by identifying the risks that a community faces, assessing the vulnerability of the community to those risks and providing options to reduce or eliminate the risks.

Emergencies of some kind or another occur every day within a municipality. The aim of emergency risk management is to promote public safety and reduce the impact of these emergencies.

5.2 Prevention

The prevention of emergencies includes a range of activities that require the allocation of resources (human and financial) and multi-agency support to ensure a coordinated and well planned approach and outcomes.

Prevention takes many forms, including legislation, risk mitigation, programs and plans. Much of this work is integrated within everyday business and activities of services, agencies and the community.

5.2.1 Preventive key plans and works conducted

Surf Coast Shire Council’s MEMP Committee agencies develop and implement a range of plans and initiatives that ensure appropriate prevention activities are conducted regularly. The following points are examples of plans and activities developed and implemented by Council and other agencies, for a comprehensive list see Part B of this Plan:

- Annual Fire Readiness Program;
- Community Emergency Management Plans; and
- Municipal Fire Management Plan (MFMP);
- Pandemic Plan

5.3 Preparedness

Preparedness for emergencies includes a range of activities that require the allocation of resources (human and financial) and the support of agencies, to ensure a coordinated and well planned approach.

Preparedness takes many forms, including planning, training, exercising, purchase of infrastructure and the development and implementation of programs. Whilst much of this work is integrated within the everyday business of Council and agencies, community preparedness is an important component.
5.3.1 Fire season preparedness actions
Surf Coast Shire Council’s MEMP Committee agencies have pre-set lists of actions that are carried out prior to and during each fire season. These treatments are detailed in the Municipal Fire Management Plan and include:

- Community education and engagement;
- Hazard reduction;
- Preparedness; and
- Regulatory controls

5.4 Community education
Community education is a vital component of 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 emotionally and physically equipped 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.

Surf Coast Shire Council’s MEMP Committee agencies actively engage the community through a range of mechanisms including community programs (Fire Action Week, Community Safety Week), projects, media releases, advertisements, Groundswell (Council’s community newsletter), social media, websites and Emergency Services Networks.

Community members are responsible for learning the potential risks of their environment and for actively planning and preparing to respond to the risks of emergencies. This includes taking action to protect themselves, their families, vulnerable members of the community and their interests. By doing so, individuals and community build and strengthen their own resilience to emergencies.

Local community planning
Some communities across the state have developed local community plans. These plans form a primary source of information on local contacts and networks, agreed community values, local vulnerabilities and other local information.

5.5 Community Emergency Risk Assessment (CERA)
A key element of Council’s role in emergency prevention and mitigation relates to the identification of potential natural and man-made hazards within the municipality and plans for their mitigation and management. The principal mechanism for undertaking this hazard identification is through the CERA process.

The Community Emergency Risk Assessment (CERA), developed by Victoria State Emergency Service (SES), provides the MEMPC with a framework for considering and improving the safety and resilience of the community from hazards and emergencies.

The CERA approach aims to understand the likely impacts of a range of emergency scenarios upon community assets, values and functions. As such, CERA provides an opportunity for multiple community impacts and consequences to be considered enabling collaborative risk treatment plans and emergency preparedness measures to be described.
The outputs of the assessment process can be used to inform emergency management planning, introduce risk action plans and ensure that communities are aware of and better informed about hazards and the associated emergency risks that may affect them.

The CERA process comprises a five step framework which includes Risk Assessment and Risk Treatment. The CERA process has replaced the Community Emergency Risk Management (CERM) Plan, which Surf Coast Shire Council utilised since 1999 and will be valid for a period of three years.

The CERA process underpins the MEMPlan by providing a mechanism for the identification of hazards, the determination of risks associated with those hazards and how those risks are to be managed. The CERA process aims to reduce the incidence and impact of risks within the Surf Coast Shire community by identifying the risks that face the community, assessing the vulnerability of those at risk and providing options, treatments and/or elimination of the risks.

CERA provides a platform to inform the focus and priority of Surf Coast Shire MEMPC risk treatment activities, and 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; and
- Leverage CERA outputs to inform the MEMPlan and other related documents/processes ie Municipal Health Plan, Council Plan etc
- Communicate and consult with individuals affected by the risk

Given the combination of the municipality’s geomorphology, history of natural disasters, and the socio-demographic trends in its communities, the Surf Coast Shire municipality potentially faces significant issues in the event of a natural or man-made disaster, perhaps more so than other Victorian municipalities.

Appendix 5: History of emergency events

Risks that rated significant, high or extreme are listed on the table below:

<table>
<thead>
<tr>
<th>Bushfire – large, regional</th>
<th>Fire structural</th>
<th>Drowning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Landslip</td>
<td>Heatwave</td>
<td>Earthquake</td>
</tr>
<tr>
<td>Flooding – Riverine</td>
<td>Hazardous Incident</td>
<td>Communications breakdown</td>
</tr>
<tr>
<td>Transport incident – Marine, Recreational</td>
<td>Human epidemic / pandemic</td>
<td>Structural failure – dam</td>
</tr>
</tbody>
</table>

A risk treatment schedule and plan is contained in the Community Emergency Risk Assessment.

Appendix 8: Community Emergency Risk Assessment (CERA)

The progress of implemented treatment options is monitored by the MEMPC through reports provided by the MERo at the MEMPC meetings.
5.5.1 Monitoring and review

The CERA is subject to minor reviews between audits and will undergo a major review at least once every three years, between audits. The progress of implemented treatment options is
monitored by the MEMPC through reports provided by the MERO and responsible agencies at MEMPC meetings and through the annual risk assessment process.

The cyclic review of the risk management process will result in a reports provided to the MEMPC identifying any adjustments required and will be used by the Committee updates to the MEMPlan.

This process will be administered by the Executive Officer and, if required, an updated draft plan will be presented to the MEMPC at the December meeting for endorsement.

Sub plans have their own annual review processes which are undertaken by Council’s Emergency Management Coordinator or the relevant subcommittee assigned responsibility for the plan review.

Once the CERA is complete the MEMPC will make the output of the CERA Process available on the Surf Coast Shire Council website for feedback and review from the community (residents and businesses).

5.5.2 Hazard, Exposure, Vulnerability and Resilience

Hazard
A hazard can be defined as a dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

The hazards of concern to disaster risk reduction are of natural origin and related environmental and technological hazards and risks. Such hazards arise from a variety of geological, meteorological, hydrological, oceanic, biological, and technological sources, sometimes acting in combination. In technical settings, hazards are described quantitatively by the likely frequency of occurrence of different intensities for different areas, as determined from historical data or scientific analysis.

This MEMPlan, informed by the Community Emergency Risk Assessment, includes identified hazards which would lead to sources of risks in the Surf Coast Shire. Risk statements were generated to establish a credible relationship between a source of risk and an element of risk. An overview of this information is included in Appendix 8 and detailed information is included in the CERA document held by the MEMPC Executive Officer.

Appendix 8: Community Emergency Risk Assessment (CERA)

Exposure
Exposure refers to people, property, systems, or other elements present in hazard zones that are thereby subject to potential losses.

While the literature and common usage often mistakenly combine exposure and vulnerability, they are distinct. Exposure is a necessary, but not sufficient, determinant of risk. It is possible to be exposed but not vulnerable (for example by living in a floodplain but having sufficient means to modify building structure and behaviour to mitigate potential loss). However, to be vulnerable to an extreme event, it is necessary to also be exposed.

Vulnerability
The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard.
There are many aspects of vulnerability, arising from various physical, social, economic, and environmental factors. Examples may include poor design and construction of buildings, inadequate protection of assets, lack of public information and awareness, limited official recognition of risks and preparedness measures, and disregard for wise environmental management. Vulnerability varies significantly within a community and over time.

See *Vulnerable persons* for further information.

**Resilience**

Resilience can be defined as the ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.
Part 6 Response
Part 7 Emergency activation
Part 8 Municipal emergency response
Part 6 – Response

6.1 Introduction

The *Emergency Management Act 1986 and 2013*, Section 4A defines emergency response as the combating of emergencies and the provision of rescue and immediate relief services. Emergency response provides the mechanism for the build-up of appropriate resources to cope with emergencies throughout the State and necessitating deployment of resources to counter the effects of or threat from the emergency. It also provides for requests for physical assistance from the Commonwealth when State resources have been exhausted. Most incidents are of local concern and can be obtained from local municipal resources coordinated by the Municipal Emergency Resource Officer (MERO).

6.2 Response management arrangements

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

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

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.

The functions of coordination, control, command, consequence management and communications are discussed further in this chapter.
6.2.1 Coordination

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

Response coordination

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

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

Recovery coordination

Emergency recovery coordinators/managers bring together agencies and resources to support the provision of relief and recovery from emergencies.

6.2.2 Control

Control is the overall direction of response activities in an emergency, operating horizontally across agencies. In Victoria, authority for control is established in this SERP, with the details listed in the EMMV Part 7 – Emergency Agency Roles.
Controllers are responsible for leading all agencies responding to the emergency. Specific arrangements apply to the appointment of controllers for Class 1 and Class 2 emergencies and for fires other than for a major fire.

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

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

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

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

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

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

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

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

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

Information on communicating to the public is detailed in Chapter 5 of the EMMV.
6.3 Levels of emergency response

The State Emergency Response Plan categorises emergencies into three classes:

Class 1 Emergency*

a) a major fire; or
b) any other major emergency for which the Metropolitan Fire and Emergency Services Board, the Country Fire Authority or the Victoria State Emergency Service Authority is the control agency under the state emergency response plan.

Class 2 Emergency*

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.

Class 3 Emergency*

For the purpose of this State Emergency Response Plan, a Class 3 emergency means a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth, or a hi-jack, siege or riot. Class 3 emergencies may also be referred to as security emergencies.

Detailed arrangements for roles, responsibilities and procedures for each of these emergency classes, are set out in the EMMV, Part 3.

*Emergency Management Act 2013 section 3

6.3.2 Non-major emergencies

Many small events that meet the definition of ‘emergency’ are managed by community members or through the normal or business continuity arrangements of industry, agencies or government and the roles and responsibilities listed below are not applied.

6.3.3 A team approach

The people and agencies with roles and responsibility for responding to emergencies work together in teams at the state, regional and incident tiers to ensure a collaborative and coordinated whole of government approach to the management of emergencies at each tier. Note that not all tiers are active for all emergencies. The table below, from the EMMV Part 3 demonstrates the Team Structure.
<table>
<thead>
<tr>
<th>State tier</th>
<th>Response Coordination</th>
<th>Relief and recovery coordination</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>State Coordination Team</td>
<td>State Relief and Recovery Team</td>
</tr>
<tr>
<td></td>
<td>State Control Team</td>
<td>Emergency Management Joint Public Information Committee</td>
</tr>
<tr>
<td></td>
<td>Regional Control Team</td>
<td>Regional Emergency Management Team</td>
</tr>
<tr>
<td>Regional tier</td>
<td>Regional Emergency Management Team</td>
<td>Regional Recovery Planning Committee or equivalent*</td>
</tr>
<tr>
<td>Incident tier</td>
<td>Incident Management Team (major emergencies)</td>
<td>Incident Emergency Management Team (major emergencies)</td>
</tr>
<tr>
<td></td>
<td>Incident Emergency Management Team (non-major emergencies)</td>
<td>Municipal Recovery Planning Committee or equivalent*</td>
</tr>
</tbody>
</table>

* established as required

**Integration of relief and recovery**

Emergency relief and recovery activity should be integrated with emergency response activity and relief and recovery coordinators/managers should be involved in every team at every tier.

Once emergency response activity has ceased, the overall management of the emergency will fully transition from response to recovery.

**Incident tier teams**

For a major emergency, an Incident Management Team (IMT) and an Incident Emergency Management Team (IEMT) support the incident controller. The IEMT for a major emergency has a wider membership and a broader focus on consequence management than an IEMT established for a non-major emergency.

**Incident Emergency Management Team (IEMT)**

**Incident tier teams (major emergencies)**

**Coordination**

The IEMT supports the incident controller. Their focus is on managing the effect and consequences of the emergency.

An IEMT for a major emergency will meet formally and should locate in an incident control centre. Some representatives may need to attend by teleconference.

**Chair:**

- Incident controller, where only one is appointed
- MERC or IERC, where there are several classes of emergency, with several incident controllers appointed, or where there is no incident controller appointed.

**Members:**

- Incident controllers
- 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.

Note – some Agencies/ communities/ businesses may not be able to provide a representative at each tier.
### Incident tier teams (non-major emergencies)

**Control and coordination**
To plan and coordinate the actions of the agencies responding to the emergency.
For non-major emergencies, the IEMT will usually locate near the incident scene.

**Chair:**
- Incident Controller
- The IERC, where there is no incident controller appointed.

**Members:**
- Incident Controller
- IERC agency commanders.

---

### 6.4 Municipal emergency response personnel

This section summarises the roles carried out by key emergency response personnel connected to the operations of the Municipal Emergency Coordination Centre (MECC). For detailed role statements, see:

**Appendix 6: Municipal Response Role Statements**

![Diagram of municipal emergency response roles]

**FIGURE 7: STRUCTURE OF SURF COAST SHIRE COUNCIL EMERGENCY ROLES**

### 6.4.1 Municipal Emergency Response Coordinator (MERC)

The Senior Sergeant at Torquay Police is the delegated MERC for the Surf Coast Shire. The MERC is responsible for the coordination of resource provision as requested by control agencies and support agencies during the initial response phase of an emergency, and is required to take an active role in ongoing emergency planning as an emergency continues.

**Other Victoria Police roles:**

*Regional Emergency Response Coordinator (RERC):* member of Victoria Police appointed by the Chief Commissioner of Police as an emergency response coordinator for each Victorian Government region is known as a Regional Emergency Response Coordinator (RERC). The RERC may from time to time appoint deputies. The RERC is responsible for
bringing together agencies and resources within a region to support the response to emergencies.

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

For a detailed role statement of the RERC and the IERC, see *EMMV part 3.*

6.4.2 Municipal Emergency Manager (MEM)

The role of the MEM is to be responsible for managing and coordinating council’s emergency management obligations under the *Emergency Management Act 1986 and 2013* in planning, preparedness and prevention, response, and recovery functions.

Council has appointed the position of MEM to the Manager, Environment Planning and Community Safety. The role of MEM reports to the Chief Executive Officer and the Director of Planning and Environment.

6.4.3 Municipal Emergency Resource Officer (MERO)

The Surf Coast Shire Council has delegated the Community Emergency Management Coordinator to the position of MERO pursuant to Section 21(1) of the *Emergency Management Act 1986.* The Coordinator Environmental Health and the Emergency Management Officer are appointed Deputy MEROs to ensure continuity of service in the absence of the MERO.

The MERO has responsibility for the coordination of municipal resources in emergency response, and is required to take an active role in on-going emergency planning as an emergency continues. The MERO has full delegation of powers to deploy and manage Council’s resources during emergencies. Council staff and resources may be deployed as per their normal operations or tasked solely to the event based upon operational circumstances.

*Appendix 27: Municipal Resources (Heavy Plant)*

6.4.4 Municipal Recovery Manager (MRM)

The Surf Coast Shire Council has delegated the Manager Aged Services to fulfil the function of the Municipal Recovery Manager pursuant to Section 21(1) of the *Emergency Management Act 1986,* to ensure a responsive and coordinated approach to the delivery of recovery services and activities across the municipality. The MRM’s role is to ensure a responsive and coordinated approach to the delivery of relief and recovery services and activities across the municipality.
6.4.5 Other municipal emergency response roles

**Municipal Fire Prevention Officer (MFMPO)**
The Community Fire Safety and Environment Officer is appointed to the position of MFPO under the *Country Fire Authority Act 1958*. The Deputy MFPO will assist the MFPO in the provision of services required under the Act:

**MECC Manager**
The purpose of appointing a MECC Manager is to ensure the efficient establishment and running of the MECC. At Surf Coast Shire Council the MECC Manager is the MERO. Therefore the role of MECC Manager will most likely be delegated to another Surf Coast Shire Council employee depending on the circumstances.

**Emergency Management Support Officer**
The Environment and Community Safety Administration Officer fulfils the role of Emergency Management Support Officer. This role assists with the coordination, minute taking and administration of the MEMP Committee as well as general administrative support for Council’s emergency management activities.

**Emergency Relief Centre Manager (ERC Manager)**
Selected senior personnel appointed to the position of ERC Manager will undertake this role unless relieved or otherwise directed by the Municipal Recovery Manager. The ERC Manager will oversee the daily operations of a designated Emergency Relief Centre (ERC) to ensure the provision of support and essential needs in a safe, appropriate environment for people relocating and seeking shelter in the event of an emergency.

**Administration**
During an emergency the municipality will receive many requests for resources and support from combat and support agencies, Council staff, and the community. Most of these requests will be received via the MECC, but some will be received at other locations depending on the emergency.

It is vital that all requests are documented using standard procedures, documentation and a streamlined process for reporting to the appropriate person/agency. This will ensure that the deployment of resources and requests can be actioned in a timely and appropriate manner.

Administration staff are responsible for coordinating and implementing administrative support for the MECC, the MERO and MRM in their roles.

6.4.6 Municipal Emergency Coordination Group (MECG)
The MECG is a key Municipal decision making group and performs a leadership role in the MECC. The Group provides a link between the Incident Control Centre/Emergency Operation Centre, Emergency Management Liaison Officers and the MECC staff to ensure that requests for resources and any other related requirements can be addressed. The MECG includes the:

- Control Agency Representative
- Municipal Emergency Manager (MEM)
- Municipal Emergency Response Coordinator (MERC)
- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager
- Council Operations Officer
6.5 Control agencies for response

Appendix 9: Control and Support Agencies for Response identifies control agencies and key support agencies for response. It does not list all agencies that may be involved in any particular emergency, nor does it list all emergencies that may be encountered. The control agency may change as the emergency response progresses or is clarified.

For certain types of emergency, more than one control agency is shown, as the assigned control agency may vary by location. Regional and municipal response plans identify the relevant control agencies for their areas.

Reference should be made to the State Emergency Response Plan (EMMV, Part 3) for an explanation of response concepts and operational arrangements.

<table>
<thead>
<tr>
<th>Appendix 7: Acronyms and Glossary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix 9: Control and Support Agencies for Response</td>
</tr>
</tbody>
</table>

6.6 Support services and agencies for response

In addition to the list of control agencies and key support agencies, there is a range of generic support services for response.

This list of generic support services indicates the primary support agency or managing agency and other support agencies. The list is neither exhaustive nor exclusive as many response agencies have a support role, depending on the effects of the emergency.

| Appendix 9: Control and Support Agencies for Response |

6.7 Planning for cross boundary events

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.

At a local level, communication of identified risks across municipally boundaries take place through provision of MEMPlan plans to municipalities that border Surf Coast Shire. Every opportunity is taken to include bordering shires with fire management planning and MEMPlan relief and recovery exercises and to contact those municipalities if new risks are identified that may impact them.

**Neighbouring Councils**

<table>
<thead>
<tr>
<th>Neighbouring Councils</th>
<th>Phone</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Greater Geelong</td>
<td>5272 5272</td>
<td><a href="http://www.geelongaustralia.com.au">www.geelongaustralia.com.au</a></td>
</tr>
<tr>
<td>Colac Otway Shire</td>
<td>5232 9400</td>
<td><a href="http://www.colacotway.vic.gov.au">www.colacotway.vic.gov.au</a></td>
</tr>
<tr>
<td>Corangamite Shire</td>
<td>5593 7100</td>
<td><a href="http://www.corangamite.vic.gov.au">www.corangamite.vic.gov.au</a></td>
</tr>
<tr>
<td>Golden Plains Shire</td>
<td>5220 7111</td>
<td><a href="http://www.goldenplains.vic.gov.au">www.goldenplains.vic.gov.au</a></td>
</tr>
</tbody>
</table>
6.8 Resource sharing protocols

Surf Coast Shire Council 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 Part 6 of the EMMV.

Resources can be requested at any time during an emergency including the recovery stages. Requests for assistance may be initiated by the CEO (or person acting in this role) or by any person nominated by the CEO at the receiving council. Requests should be directed to the CEO, or any person nominated by the CEO, at the assisting council. It is noted that in many cases the person nominated by the CEO will be the MERo at both the assisting and receiving council. Such requests may be verbal or in writing, however verbal requests must be confirmed in writing as soon as is practicable and in most cases will be logged at the Municipal Emergency Coordination Centre (MECC). Requests for assistance should include the following information:

- A description of the emergency for which assistance is needed;
- The number and type of personnel, equipment and/or facilities (resources) required;
- An estimate of time as to how long the resources will be required; and
- The location and time for the staging of the resources and a point of contact at that location.

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

Appendix 25: Resource Sharing Protocol
Part 7 – Emergency activation

7.1 Introduction

Early notification of any emergency situation to Council is essential to enable it to implement its own emergency response arrangements. This is especially important when there is a likelihood that the event could escalate or be protracted.

In the event of an emergency, the MERC will determine the extent of resources and support required for successfully managing the incident/s, including the need to activate the MECC. This may be on the advice of the Regional Emergency Response Coordinator; and/or the Control Agency or Incident Controller; and/or the MERO.

This does not eliminate the ability of the municipality to proactively establish a MECC in preparation for activation by the MERC.

7.2 Scalability of emergency coordination

The following levels of emergency coordination illustrate the components that might be activated in the varying scale of emergencies; they also aim to create a more appropriate response determined by the scale. The activation of each level is dependent upon the scale of the emergency and is determined by the Emergency Management Group (MERC, MERO and MRM).

These levels consider the span of control where up to five reporting individuals or groups is considered to be desirable, as this maintains the supervisor’s ability to effectively task, monitor and evaluate performance.

7.2.1 Small scale emergency (less than 24 hour impact)

A level one incident is considered a small scale emergency that can be resolved through the use of local or initial response resources. The MECC may not be formally activated, however, the MERC and MERO will remain in close communication at all times. Consequently the MERC and MERO will undertake the planning and logistics functions concurrently. They will also monitor the emergency and its impact on the area, the community, the weather, and other elements/variables that may require a higher level of activation.

7.2.2 Medium scale emergency (more than 24 hours)

A level two incident is considered a medium scale emergency and is more complex in size, resources or risk. The MECC will be activated with the function to deploy resources beyond the initial response, and multi-agency representation in the MECC and ERC(s). The emergency may potentially require forward planning to address response issues, and for recovery during the response phase.
7.2.3 Large scale emergency (multiple days impact)

A level three incident is considered a large scale emergency and is characterised by the levels of complexity that require the activation and establishment of all MECC functions plus ERC(s) and an Emergency Call Centre. 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.

The Emergency Management Group will determine if an Emergency Call Centre is required and will take appropriate action to establish with the Coordinator Customer Service.

7.2.4 Activation procedure

In the first instance the control agency will feed into the MERC that there is a requirement for additional resources. The MERC will contact the MERG. At the municipal level, resources owned or directly controlled by the municipal council are used to supplement those of the control and support agencies. As the needs and effects of the emergency escalate, or the resource requirements outstrip what is available locally, regional, State, Commonwealth, interstate or international resources may be requested.

A standard operating procedure has been developed by Surf Coast Shire Council to determine how Council plant, machinery and infrastructure resources will be accessed and provides an outline of how these resources may be deployed to support emergency management activities. This information also contains a list of plant and machinery owned or under the control of Surf Coast Shire Council as well as details of privately owned equipment in the Shire.

The Surf Coast Shire Council 24 hour number 03-5261 0600 also provides access to the MERG to initiate Municipal Emergency Management Plan Response arrangements as required.

7.3 Levels of activation

The MECC can be activated in three modes, Standby, Warm Start and Hot Start.

Alert / Notification

Upon receipt of a warning or relating to a threat or imminent emergency, agencies must take appropriate steps to ensure their readiness to act.

Some of the activities that should be considered in the ‘Alert’ phase are:

- Warning key personnel;
- Maintain situational awareness of conditions and events; and
- Establish flow of information between the agencies.

Any incident is considered a small scale emergency if it can be resolved through the use of local or initial response resources. The MECC might not be activated however the members of the Emergency Management Group (EMG) should be in close communication at all times. The EMG will monitor the emergency’s impact on the area, the community, the weather, and other elements/variables that might lead to a higher level of activation.
Standby
As the threat or the effects of the emergency become imminent, staff with a role in emergency management will be placed on standby to be ready to move if and when they are required. Staff with a role in emergency management will be placed on standby in the event of:

- a ‘severe’ fire danger warning
- warning from the Control Agency eg imminent flooding or severe storm warning
- report of a bush fire with the potential to spread
- direction from the MERC and/or MERO
- an imminent threat including flood or severe weather requiring relocation / accommodation.

Warm Start
All MECC functions will be established and ready for activation if required in the event of:

- an ‘extreme’ fire danger warning
- warning from the Control Agency eg imminent flooding or severe weather warning
- report of a bushfire with the potential to spread
- direction from the MERC and/or MERO
- an imminent threat requiring relocation / accommodation

Hot start
All MECC functions are established and staff with a role in emergency management will be required to be in attendance in the event of:

- a ‘code red’ fire danger warning
- warning from the Control Agency eg imminent flooding
- report of a bushfire with the potential to spread
- direction from the MERC and/or MERO
- an imminent threat requiring relocation / accommodation

The Shire’s Liaison Officer will be activated to the Incident Control Centre.

Stand down
After consultation with the Control agency and any other relevant agency, and the MERC is satisfied that the response to the emergency has been completed, he/she will advise all participating agencies to ‘Stand Down’ and will participate in the transition to Recovery.

Phases of activation for a bushfire
A specific activation process has been defined for days of Severe to Code Red Fire Danger Rating.

As part of Surf Coast Shire Council’s routine procedures for fire danger rated days of Severe and higher, the MERO will run through preparation activities which include the completion of a Fire Weather Day Preparation Sheet (see TRIM D13/37641).
<table>
<thead>
<tr>
<th>Fire Danger Category</th>
<th>Fire Danger Index</th>
<th>Phase of activation</th>
<th>Surf Coast Shire Staff – Availability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code Red</td>
<td>100 +</td>
<td>Action</td>
<td>MERO and MRM, ERC staff and support, MECC Manager and support staff, resources in readiness</td>
</tr>
<tr>
<td>Extreme</td>
<td>75 to 100</td>
<td>Standby</td>
<td>MERO and MRM, ERC staff and support, MECC Manager and support staff, resources in readiness</td>
</tr>
<tr>
<td>Severe</td>
<td>50 to 75</td>
<td>Alert</td>
<td>MERO and MRM, ERC Managers, MECC Manager and resources in readiness</td>
</tr>
<tr>
<td>Very High</td>
<td>25 to 50</td>
<td>Normal</td>
<td>MERO and MRM</td>
</tr>
<tr>
<td>High</td>
<td>12 to 25</td>
<td>Normal</td>
<td>MERO and MRM</td>
</tr>
<tr>
<td>Low – Moderate</td>
<td>0 to 12</td>
<td>Normal</td>
<td>MERO and MRM</td>
</tr>
</tbody>
</table>
Part 8 – Municipal emergency response

8.1 Introduction

Municipal emergency response is coordinated from the MECC with relevant Surf Coast Shire Council personnel and Support Agency representatives in attendance.

8.2 Municipal Emergency Coordination Centre(s) (MECC)

Provision of the MECC functions may be conducted remotely in the first instance. In the event of a complex, large or protracted emergency, the MERC may request activation of the MECC in consultation with the MERO.

A Municipal Emergency Coordination Centre (MECC) is a facility which brings together key council staff, to coordinate the provision of council and community resources during an emergency for the response and recovery effort.

The MECC may also be activated during support operations to a neighbouring municipality. Administrative staff for the MECC will be drawn from municipal employees.

MECC Procedures and Responsibilities for Activation are available on the Surf Coast Shire Council’s Intranet. To ensure continuity across the state for MECC Operations, Surf Coast Shire Council acknowledges the Practice Notes – Operation of a Municipal Emergency Coordination Centre. An electronic copy of these Practice Notes is available at on the Municipal Association of Victoria’s website – http://www.mav.asn.au.

Appendix 27: Municipal Resources (Heavy Plant)

Appendix 12: MECC Floorplan

Location of Surf Coast Shire MECC

<table>
<thead>
<tr>
<th>Primary Location</th>
<th>Secondary Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surf Coast Shire</td>
<td>Works Depot</td>
</tr>
<tr>
<td>1 Merrijig Drive</td>
<td>Surf Coast Shire</td>
</tr>
<tr>
<td>Torquay Vic 3228</td>
<td>130 Messmate Road</td>
</tr>
<tr>
<td></td>
<td>Torquay Vic 3228</td>
</tr>
</tbody>
</table>

8.2.2 Crisisworks

Surf Coast Shire Council use the cloud based program Crisisworks to assist in the management of emergency response. Crisisworks can be used to track requests and activities relating to the incident, as well as the recording and tracking of impact assessment data to assist in the recovery phase of the incident.

Crisisworks can be used as a multi-agency platform to manage the emergency incident from a municipal level.

See: MECC Procedures and Responsibilities for Activation (TRIM D12/39726)

See: Crisisworks Quick Reference Guide (TRIM D15/3631)
8.2.3 Agency attendance of the MECC

Whilst there is no formal requirement for the MERC and agencies to attend the MECC, they are welcome to do so if it assists in their response effort.

8.2.4 Emergency Management Liaison Officer (EMLO) responsibilities

Support agencies may provide or may be requested by an emergency response coordinator or controller to provide an emergency management liaison officer(s) (EMLO) to the State Control Centre, Regional Control Centre or Incident Control Centre.

An EMLO:

- represents the agency in the relevant control centre
- may represent the agency at the IEMT or REMT, if the relevant agency commander is unable to attend (not the SEMT, where a senior agency representative is required to attend)
- should be empowered to commit, or to arrange to commit, the resources of the agency to respond to an emergency
- provides advice in relation to the role and activities of the agency
- should maintain ongoing communications with the agency.

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

See: MECC Procedures and Responsibilities for Activation (TRIM D12/39726)

8.3 Marshalling points

The Surf Coast Shire Council Fleet Coordinator is responsible for ensuring that all resources and personnel deployed into the field comply with organisational and incident Health and Safety policies and procedures. CFA designated Staging Areas, located on Surf Coast Shire Council owned land, are identified in Appendix 22: Emergency Facilities. Where possible and practicable all plant and resources will be deployed out of the Council depot sites located at:

- 130 Messmate Road, Torquay
- Corner Mousley Road and Alsop Drive, Winchelsea

See TRIM D14/358 – Management Policy/Procedure Deployment of Council resources and staff to a fire ground

Appendix 22: Emergency Facilities

8.4 Municipal Relief Arrangements

The Surf Coast, Corangamite and Colac Otway municipalities share similar risk environments from an emergency perspective. The three councils also share common responsibilities in relation to preparing for and responding to emergencies of varying scale. Although the three Councils are in varying stages of planning for Emergency Relief and Recovery, all three
acknowledge that councils play a critical role in this area of emergency management. As such the Municipal Emergency Management Planning Committee for each of the three Shires have endorsed the need to form a combined Cross-Council Relief and Recovery Committee that covers the three municipalities.

The Cross Council Relief and Recovery Committee aims to ensure the provision of effective emergency relief and recovery services across the three municipalities. To do this the Committee will focus on the development of relief and recovery plans that address four major areas:

- Roles and responsibilities of three councils
- Planning and preparedness
- Activation processes; and
- Support arrangements.

The Cross Council Relief and Recovery Committee has developed a memorandum of understanding for this collaboration, known as the Otway Region Collaboration.

**Appendix 26: Otway Region Collaboration**

Activation of the Otway District Emergency Relief and Recovery Plan can be initiated in the following ways:

- The Municipal Emergency Resource Officer (or deputy MERo) is contacted by the Department of Health and Human Services (DHHS) or responsible agency;
- The Municipal Recovery Manager (MRM) is contacted by the MERo to begin recovery; or
- The responsible authority/lead agency or DHHS contacts the Community Development Department, the Environmental Health Department or the MRM directly.

See Otway District Emergency Relief and Recovery Plan

### 8.5 Emergency Relief Services

Emergency Relief is the provision of life support and essential personal needs for people and the community in the immediate aftermath of an emergency.

Surf Coast Shire Council, assisted by other organisations and with the support of the Department of Health and Human Services as the organisation responsible for relief coordination, is responsible for implementing emergency relief measures including establishing and coordinating Emergency Relief Centres. See Emergency Relief Centres (ERCs).

Incident Controllers are primarily responsible for determining the need to activate emergency relief services, which may include:

- Information
- access to health services
- shelter (emergency relief centres and other shelter options)
- food, water and material needs (such as clothing, bedding, personal items)
- personal support
- financial assistance.

The diagram below illustrates the process for the provision of relief services.
8.5.1 Relief responsibilities and escalation

Surf Coast Shire Council is responsible for the coordination and management of relief at the municipal level. The Department of Health and Human Services is responsible for coordination of relief at the regional and state levels on behalf of the Victorian Government.

This determination may be made in consultation with the Emergency Management Team at the Incident Control Centre.

Once a determination has been made that emergency relief is required, the Surf Coast Shire Council Emergency Management Group (EMG) will coordinate and manage relief services, working in partnership with a range of support agencies and service providers as detailed in Appendix 10: Support Services and Agencies for Response. The EMG will also ensure that the Customer Service Coordinator is notified of the event in preparation for possible escalation and the need to establish a call centre.

The coordination of relief activities will be managed at the MECC, when operational. If a decision is made to close the MECC due to the cessation of response activities, the management and coordination of ongoing relief needs will be incorporated into recovery management arrangements under the leadership of the Municipal Recovery Manager.

If an emergency exceeds the capacity of Council and existing local resource sharing arrangements, due to the scale, complexity, geographic area, level of human impact; or dispersion of the affected population, Council may request the Regional Recovery Coordinator (DHHS) to coordinate relief at the regional level.
Arrangements for communicating and engaging with the affected community are outlined in the Otway District Emergency Relief and Recovery Plan, under 4.8 Inform the Community.

Appendix 10: Support Services and Agencies for Response

8.5.2 Emergency Relief Centres (ERCs)

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. The Surf Coast Shire Council’s policy position on the activation of ERCs is:

- Opening of an ERC is a decision made by the Victoria Police, fulfilling the role of MERC, in consultation with the control agency and Council’s MERO and MRM to accommodate residents relocating in response to a direct emergency.
- Activation of an ERC is determined once the location of the emergency is known and is typically located well away from any threat to ensure public safety.
- Council may activate ERCs in the instance where a situation is of genuine emergency.

The minimum functions of emergency relief are those required for immediate essential life support needs. The aim of an Emergency Relief Centre is to provide displaced members of the community with basic needs of shelter, sustenance, information, first aid and personal support during the initial impact stage of an emergency. Refer to Emergency Relief Centre Standard Operating Guidelines for more detail on provision of services.

The Department of Health and Human Services as the Relief Coordination Agency will support municipal councils as required to ensure people affected by an emergency are receiving appropriate relief support services.

Selection of an ERC will be determined by the MERO, in consultation with the MERC, MRM and control agencies.

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

<table>
<thead>
<tr>
<th>Core Agencies and Services for Relief</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Australian Red Cross</strong></td>
</tr>
<tr>
<td>Register.Find.Reunite (RFR)</td>
</tr>
<tr>
<td>Food and water</td>
</tr>
<tr>
<td><strong>Salvation Army</strong></td>
</tr>
<tr>
<td>Material aid</td>
</tr>
<tr>
<td><strong>Centrelink</strong></td>
</tr>
<tr>
<td>Financial assistance</td>
</tr>
<tr>
<td><strong>St Johns Ambulance</strong></td>
</tr>
<tr>
<td>First Aid</td>
</tr>
<tr>
<td><strong>Victorian Council of Churches</strong></td>
</tr>
<tr>
<td>Emergencies Ministry</td>
</tr>
<tr>
<td>Personal support</td>
</tr>
<tr>
<td><strong>Department of Health and Human</strong></td>
</tr>
<tr>
<td>Services</td>
</tr>
<tr>
<td>Financial assistance</td>
</tr>
<tr>
<td>Accommodation (emergency and temporary)</td>
</tr>
<tr>
<td><strong>Victoria Police</strong></td>
</tr>
<tr>
<td>Presence at Relief Centres</td>
</tr>
</tbody>
</table>

For more detailed role statements and agencies, see Appendix 11: Services and Agencies for Relief and Recovery.
**Activation**

The MERC will request the activation of an appropriate Emergency Relief Centre when required. The MRM/MERO will put in place arrangements to open the required ERC(s) according to the ERC Standard Operating Guidelines. At this stage the MRM will notify the neighbouring councils of the emergency event according to the Otway Region Collaboration agreement. See **Figure 9: Activation of Emergency Relief Centre.**

The MRM has overall responsibility for the coordinated planning and implementation of municipal emergency relief and recovery, including the coordination of municipal resources to assist emergency relief and recovery activities and activation of Emergency Relief Centres. This includes having strategic oversight of the council relief and recovery arrangements and municipal level planning and coordination in line with the Municipal Emergency Management Plan and relevant Sub Plans.

For more information on the role of the MRM, see Municipal Recovery Manager (MRM). For notification of agency process, see MRM Checklist in the Emergency Relief Centre Standard Operating Guidelines.

**FIGURE 9: ACTIVATION OF EMERGENCY RELIEF CENTRE**
ERC Escalation
If council considers that the event exceeds its capacity to provide relief services, a request to the Department of Health and Human Services to coordinate emergency relief at the regional level should be made.

Additional services may be needed subject to the scale of the emergency event, community impacts and the affected persons presenting at Emergency Relief Centres.

ERC Locations
The Surf Coast Shire Council has assessed buildings potentially suitable to be utilised as Emergency Relief Centres for use in times of an emergency. Careful consideration must be given to the prevailing circumstances and number of people needing assistance when selecting a site or sites.

In the event of a protracted or large scale emergency, Surf Coast Shire Council has arrangements in place to utilise staff and facilities from outside the municipality where appropriate. The activation, location and operation of an ERC is outlined in the Emergency Relief Centre Standard Operating Guidelines.

For location of ERCs, see Appendix 22: Emergency Facilities
See: Emergency Relief Centre Standard Operating Guidelines

Registration
The registration of evacuees is the responsibility of the Victoria Police in conjunction with Australian Red Cross as per the Register.Find.Reunite program.

In the initial stages of an emergency, displaced persons are likely to be highly mobile and should be encouraged, where possible, to manage their own needs. Registration of people at this early stage may have little benefit and be difficult to manage.

The Register.Find.Reunite kits are located at local police stations. The Australian Red Cross manage the registration process on behalf of Victoria Police.

<table>
<thead>
<tr>
<th>Location of Register.Find.Reunite (NRIS) kits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Police stations and operating hours</strong></td>
</tr>
<tr>
<td><em>(If station is unattended ring 000)</em></td>
</tr>
<tr>
<td><strong>Australian Red Cross kit Location</strong></td>
</tr>
<tr>
<td>Anglesea Police Station – non-24 hours</td>
</tr>
<tr>
<td>55 Great Ocean Road, Anglesea, 3230</td>
</tr>
<tr>
<td>Phone: 5263 3468, Fax: 5263 2031</td>
</tr>
<tr>
<td>Computer Room</td>
</tr>
<tr>
<td>Lorne Police Station – non-24 hours</td>
</tr>
<tr>
<td>44 Smith Street, Lorne, 3232</td>
</tr>
<tr>
<td>Phone: 5289 2712, Fax: 5289 1010</td>
</tr>
<tr>
<td>Shelf under front counter</td>
</tr>
<tr>
<td>Torquay Police Station – non-24 hours</td>
</tr>
<tr>
<td>122 Surf Coast Hwy, Torquay, 3228</td>
</tr>
<tr>
<td>Phone: 5264 3400, Fax: 5264 3401</td>
</tr>
<tr>
<td>Equipment Issue Office, attached to Watch House</td>
</tr>
<tr>
<td>Winchelsea Police Station – non-24 hours</td>
</tr>
<tr>
<td>15 Hesse Street, Winchelsea, 3241</td>
</tr>
<tr>
<td>Phone: 5267 2025, Fax: 5267 2662</td>
</tr>
<tr>
<td>Muster Room</td>
</tr>
</tbody>
</table>

Kits are audited prior to fire season or after use). Replacement registration pads can be obtained from the Department of Health and Human Services, Emergency Management Barwon South West Region. Australian Red Cross Emergency Services Department
Tel 03 8327 6963 | A/H 1800 232 969 | Fax 03 8327 7822 | Email victoriastateoperations@redcross.org.au
8.5.3 Briefings (SMEACS)

All briefings conducted at the MECC and ERCs will use the ‘Situation Mission Execution Administration Communications Safety’ (SMEAC) format. This will ensure accuracy of information from receipt of a request to personnel who implement the request. SMEACs also provide the mechanism for safe work practices and the safety of personnel who are performing tasks and activities in an emergency affected area.

See: Emergency Relief Centre Standard Operating Guidelines

8.5.4 Impact Assessment

It is essential that an initial appraisal of the extent of damage and disruption to the community and its infrastructure resulting from the emergency or disaster. Information is used to provide situational awareness, guide response and recovery strategies and inform agencies and the community of actual and potential consequences.

There are three stages of impact assessment:

- **Initial impact assessment** is a high level assessment conducted as soon as possible after the impact of the emergency and is managed by controllers during the emergency response.

- **Secondary impact assessment** (Municipal Secondary Impact Assessment) is the subsequent assessment of the impact of the emergency on the natural, built, social, economic and agricultural environments and is managed by relief and recovery coordinators/managers.

- **Post emergency needs assessment** is a longer term, more thorough estimate of the effects and consequences of the emergency on the health and wellbeing of the community, property, the economy and the environment. This is managed by relief and recovery coordinators/managers.

The control agency has the overall responsibility for the instigation and management of the Initial Impact Assessment process. Information should be provided via the Council Emergency Liaison Officer in the Incident Control Centre, or directly to the MECC to enable consolidation with other information sources which will assist the planning for or delivery of relief and recovery activities.


Surf Coast Shire Council will record this impact assessment data provided using the Crisisworks.


Appendix 19: Initial Impact Assessment Guidelines by Victoria Police

8.5.5 Financial considerations

Financial account for Municipal resources utilised in emergencies must be authorised by the MERO or the MRM and shall be in accordance with the normal financial arrangements of the Surf Coast Shire Council. An account number for emergencies has been allocated and a
project number for each emergency will be created. Financial delegations have been approved for the MERO, MEM and MRM, for details see council’s Governance and Procurement Department.

Accounts and financial commitments made during incident response are the responsibility of the Finance Officer through the MEMPlan arrangements. Payment for goods and services used in the recovery process is the responsibility of the delegated finance officer, MRM through the MEMPlan arrangements. Financial accounting for municipal resources utilised in emergencies must be authorised by the MERO, and be in accordance with the normal financial arrangements of Surf Coast Shire Council.

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

Refer Municipal Association of Victoria’s A Council Guide to Financial Management in Emergencies

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

In accordance with the Commonwealth Natural Disaster Relief and Recovery Arrangements and in line with the Victorian guidelines, the Department of Treasury and Finance provide financial assistance to relevant Government agencies and to municipal councils for specified types of eligible natural disaster expenditure including, emergency protection works and restoration of municipal assets.

Further information and claim form may be found at www.dtf.vic.gov.au (Budget and Financial Management /Natural Disaster Financial Assistance).

8.6 Warnings and Information

The incident controller is responsible for issuing warnings and community information. The regional controller (where appointed) or State Response Controller or Class 2 state controller should assist, if required.

Public information officers, if appointed, can manage the provision of public information and warnings on behalf of the controller and all responding agencies, but this must be authorised by the controller at the specific tier.

Where the timeframe is short and an extreme and an imminent threat to life exists, any response agency personnel can issue warnings to a community likely to be affected, providing they notify the relevant controller as soon as possible following the issuing of the warning.

Dissemination

Warnings for actual or potential major emergencies should be issued using several mediums, which could include but are not limited to:

- VicEmergency or relevant agency social media feeds
- the FireReady smartphone application
- voice and SMS phone messaging through the use of the Emergency Alert tool
- relevant emergency information phone lines
• emergency broadcasters, using the standard emergency warning signal [SEWS] where relevant
• community alert sirens
• face to face contacts such as door knocks, community meetings.

The *EMMV Part 8 Appendixes and Glossary* provides guidelines on the use of several of these warning mediums.

**Disabled or non-English speaking persons**

Special considerations need to be given to warning disabled and non-English speaking groups. In the case where information or communication is required with persons unable to speak English, an interpreter service such as the Telephone Interpreter Service may be able to assist.

### 8.7 Emergency Warning Systems

Emergency warning systems have been established to warn individuals and communities in the event of a major emergency. Although these systems aim to improve the ability to warn communities about emergencies, individuals and communities still need to prepare themselves in case of an emergency.

The control agency has the responsibility to issue warnings to the potential affected communities, and other agencies. Where this is not practicable, the Incident Controller must notify the Emergency Response Coordinator, who in turn will facilitate the issue of warnings.

**Community Alert Sirens**

Sirens to alert communities to all hazard emergencies are part of the future of Victoria’s emergency warning system. The Surf Coast Shire currently has one Community Alert Siren operating in the township of Lorne.

**Emergency Alert**

Emergency Alert is a telephone based national warning system that enables messages to be sent via landline and mobile telephones, based on the billing address and location. 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. The Emergency Alert website is [www.emergencyalert.gov.au](http://www.emergencyalert.gov.au)

**Standard Emergency Warning Signal (SEWS)**

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 to:

- Alert listeners of radio and viewers of television that an official emergency announcement is about to be made concerning an actual or potential emergency which has the potential to affect them; and / or
- Alert the community at large via a public address system that an official emergency announcement is about to be broadcast;
- Responsibility for issuing SEWS lies with the Incident Controller.
8.7.2 Supplementary resources

Resource Supplementation at the municipal level occurs when emergency services, or control authorities in the ICC, exhaust their own resources, and there is a requirement for additional or continued supply of resources.

Any request for municipal resources should be made by the Incident Controller (or delegate) to supply a service, and/or additional resources will be to the MERC. In partnership with the MERO, the MERC will endeavour to obtain those resources (council owned or sub contracted) through existing municipal arrangements. If unsuccessful, the request will be passed from the MERC to the RERC, as per the diagram below.

**Appendix 27: Municipal Resources (Heavy Plant)**

- **Control Agency requires a resource**
  - Available from:
    - Within own agency? or
    - Resource directly controlled by the agency? or
    - Support agency within municipal area?
  - **NO**
  - **YES**

- **Request made to Municipal Emergency Response Coordinator (MERC)**
  - Available from:
    - Resources owned or directly controlled by Council? or
    - Other agencies within the municipal area? or
    - Private provider within the municipal area?
  - **NO**
  - **YES**

- **Request made to Regional Emergency Response Coordinator (RERC)**
  - Available from:
    - Other agencies within the region? or
    - Other municipal areas within the region? or
    - Private provider within the region? or
    - Category 1 request for Defence Assistance or Civil Community?
  - **NO**
  - **YES**

- **Resource supplied to requesting agency**

- **Request made to Emergency Management Commissioner**
  - Available from:
    - Other agencies within state? or
    - Private provider within Victoria
  - **NO**
  - **YES**

- **Request to Emergency Management Australia for resource to be supplied from:**
  - Federal resources; or
  - Interstate resources; or
  - International resources.

**FIGURE 10 - FLOW CHART FOR RESOURCE SUPPLEMENTATION (EMMV PART 3)**
8.7.3 Transport and Engineering

All requests for transport and engineering resources should be directed to the MERC who will request them through the MER. Municipal resources should be used in the first instance, prior to engaging private contractors.

The Surf Coast Shire MERO has been delegated the responsibility for transport, and the Manager of Infrastructure has been delegated the responsibility for engineering matters.

8.8 Business Continuity

In the event of an emergency the Executive Management Team (EMT) will support the Council in determining and implementing appropriate incident management strategies to enable critical business functions to remain operational. The EMT will be responsible for the management and restoration of business activities to normal levels of operation once an emergency event has concluded.

The Executive Management Team consists of the Chief Executive Officer, Director Planning and Environment, Director Infrastructure, Director Corporate Services and the Director Community.

See Surf Coast Shire Council Business Continuity Plan (contact MERO for a copy)

8.9 Supporting Documentation

- MECC Procedures and Responsibilities for Activation
- Emergency Relief Centre Standard Operating Guidelines
<table>
<thead>
<tr>
<th>Part 9</th>
<th>Transition of response to recovery activities</th>
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<tbody>
<tr>
<td>Part 10</td>
<td>Emergency recovery arrangements</td>
</tr>
<tr>
<td>Part 11</td>
<td>Support services and agencies</td>
</tr>
</tbody>
</table>
Part 9 – Transition of Response to Recovery Activities

9.1 Introduction

It is essential to ensure a smooth transition from the response phase to the recovery process, in any emergency. 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 and MERO, declares ‘Stand Down’ of response. The early notification of recovery agencies involved in the emergency will be essential for a successful transition process.

If the emergency is of significant size which has resulted in the Department of Health and Human Services (DHHS) being actively involved, the Municipal / Regional Coordinator will consult with the MERO, the MRM and the Recovery Manager from DHHS to agree on the timing and process of response to stand down.

DHHS coordinate this process by requesting relevant agencies to complete and endorse An Agreement for Transition of Coordination Arrangements from Response to Recovery. The purpose of this document is to assist emergency management agencies involved in response and recovery to achieve a seamless transition of information, resources, management and coordination of activities.

The transition agreement includes:

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

Accounts and financial commitments made during the response phase are the responsibility of the MERO through the MEMPlan arrangements.

Appendix 30: Agreement for Transition of Coordination Arrangements from Response to Recovery

9.2 Handover of goods and facilities

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

Resources acquired for the response, which are not required for recovery, remain under the control of the requesting response agency. That agency is responsible for their return or disposal.
Payment for goods and services used in the recovery process are the responsibility of the MRM through the MEMPlan arrangements.

9.3 Post emergency debriefing arrangements

Council Debrief
As soon as practicable following an incident, the MEM or the MERO shall arrange for a (cold) debrief that addresses council’s response and asset recovery operations. The MRM in some instances, may choose to conduct a debrief with the recovery team to address recovery issues.

All Surf Coast Shire Council debriefs (response and recovery) shall be chaired by the MEM.

Debriefs are to take place prior to the multi-agency debrief so as to ensure that an accurate picture can be portrayed at the latter debrief. Relevant council response and recovery staff will be invited to this debrief session.

Multiagency Debrief
A debrief should take place as soon as practicable after an emergency. The MERC will convene the meeting and all agencies who participated should be represented with a view to assessing the adequacy of the MEMPlan and to recommend changes. These meetings should be chaired by a VicPolice officer not involved in the incident.

An additional debrief may be conducted for the Recovery Team to cover specific recovery issues. This will be additional to the debrief conducted by the MEMP Committee. This will be convened and chaired by the MRM and the Department of Health and Human Services.

9.4 Supporting documentation

- Emergency Relief Centre Standard Operating Guidelines
- Regional Recovery Plan
- Otway District Emergency Relief and Recovery Plan
Part 10 – Emergency Recovery Arrangements

10.1 Introduction
Emergency 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 physical infrastructure and rehabilitation of the natural environment. The process of recovery begins as soon as possible when an emergency occurs, and may continue for many years post emergency.

Activation of the Otway District Emergency Relief and Recovery Plan can be initiated in the following ways:

- The Municipal Emergency Resource Officer (or deputy MERO) is contacted by the Department of Health and Human Services (DHHS) or responsible agency;
- The Municipal Recovery Manager (MRM) is contacted by the MERO to begin recovery; or
- The responsible authority/lead agency or DHHS contacts the Council or the MRM directly.

There are four key functional areas that require coordination as part of the recovery process:

- Social, People, Health and Community environment;
- Economic environment;
- Natural environment; and
- Built environment.

Each functional area overlaps considerably and requires coordination and collaboration to effectively and efficiently address issues arising from an emergency.

The following table details the services and elements relevant to each functional area of recovery:
FIGURE 11: RECOVERY ENVIRONMENTS AND FUNCTIONAL AREAS (SOURCE: EMMV PART 7)

Surf Coast Shire Council’s arrangements for relief and recovery are detailed in the Otway District Emergency Relief and Recovery Plan, a sub plan of the MEMPPlan.

Appendix 17: Functional Areas of Recovery

See: Otway District Emergency Relief and Recovery Plan

10.2 Municipal Recovery Arrangements

The Surf Coast, Corangamite and Colac Otway municipalities share similar risk environments from an emergency perspective. The three councils also share common responsibilities in relation to preparing for and responding to emergencies of varying scale. Although the three Councils are in varying stages of planning for Emergency Relief and Recovery, all three acknowledge that councils play a critical role in this area of emergency management. As such the Municipal Emergency Management Planning Committee for each of the three Shires have endorsed a combined Cross-Council Relief and Recovery Committee that covers the three municipalities.

The Cross Council Relief and Recovery Committee aims to ensure the provision of effective emergency relief and recovery services across the three municipalities. To do this the Committee focuses on the development of relief and recovery plans that address four major areas:
• Roles and responsibilities of three councils
• Planning and preparedness
• Activation processes; and
• Support arrangements.

The Cross Council Relief and Recovery Committee has developed a memorandum of understanding for this collaboration, known as the Otway District Relief and Recovery Collaboration.

Appendix 26: Otway District Relief and Recovery Collaboration

10.3 Recovery responsibilities and escalation

Surf Coast Shire Council is responsible for the coordination and management of relief and recovery at the municipal level. The Department of Health and Human Services is responsible for coordination of recovery at the regional and state levels on behalf of Emergency Management Victoria.

If the MECC is activated, planning for and coordination of recovery activities will be managed from the MECC with emphasis placed on urgent and immediate recovery needs. Strategic planning for the delivery of longer term recovery services, including the establishment of appropriate recovery governance structures and resources, will be undertaken by the MRM.

In situations when the MECC is not activated (small events), or once the MECC has closed, recovery activities will be coordinated and managed under the leadership of the MRM.

If an emergency exceeds the capacity of Council and existing local resource sharing arrangements, due to the scale, complexity, geographic area, level of human impact; or dispersion of the affected population, Council may request the Regional Recovery Coordinator (DHHS) to coordinate relief at the regional level. This escalation provides an additional layer of management rather than a replacement layer. Further escalation to the state level of management may be necessary in respect of certain service needs in very large or complex events.

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

The three levels of recovery management are Municipal, Regional and State. This plan explains Surf Coast Shire Council’s municipal recovery arrangements and frameworks for municipal level.

10.4 Recovery Coordination

In large scale and protracted emergencies, the MRM in consultation with the MEM, Emergency Management Group and DHHS Regional Recovery Coordinator, will be responsible for formulating the Municipal Recovery Committee. The Committee will underpin recovery structure to enable the delivery of relevant services in a timely and responsive manner for as long as required.
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 recover from the impact of an emergency.

Recovery coordination arrangements should provide for:

- assessment of impacts;
- input of affected community into decision making;
- coordination of service provision;
- communication strategies.

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

The Municipal Emergency Management Planning Committee (MEMPC), which the MRM is a member of, will conduct the Secondary Impact Assessment. A Secondary Impact Assessment is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure as a result of the emergency.

For details of municipal recovery contacts see:

*Appendix 4: Emergency contact details Barwon South West Region*

10.4.1 Municipal Recovery Committee and Structure

The Municipal Recovery Committee and underpinning recovery structure will be flexible, scalable and adaptive to the diverse range of community needs. The structure will operate under four functional areas of recovery (social, built, economic and natural environments).

The following diagram is an example of a Recovery Structure that might be utilised following a large scale emergency.

![Recovery Structure Diagram](image)

**FIGURE 12 - EXAMPLE OF RECOVERY STRUCTURE**
10.5 Community recovery committee

Communities recover best when they are supported to manage their own recovery. The primary method of ensuring and fostering community management of recovery and resilience after an event is through the use of community recovery committees.

Establishment
The Municipal Recovery Manager has the responsibility to ensure the establishment of community recovery committees as soon as possible after the emergency or prolonged event which may impact the community. Where possible, existing local community representative committees should be used.

The community recovery committee is a sub-committee to the Municipal Emergency Management Planning Committee.

Membership
Membership of community recovery committees will depend on the needs of the affected areas and should include:

- The Municipal Recovery Manager
- Community development personnel
- Councillors
- Community groups
- Affected persons
- Business and Tourism Associations
- Government agencies
- Non-government agencies

Where there is capacity to assist with recovery services, involvement should also come from local community agencies and private businesses.

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
The role of the community recovery committee is to:

- monitor the progress of the recovery process in the community (including identifying community members that may be more vulnerable and requiring additional assistance to manage);
- identify community needs and resource requirements and make recommendations to recovery agencies, council and recovery managers via the MEMPC Committee;
- liaise, consult and negotiate on behalf of the community with recovery agencies, government departments and the council;
- liaise with the Department of Health and Human Services as the recovery coordination agency through the designated regional director or delegate;
- undertake specific recovery activities as required

Appendix 16: MEMPC Sub Committees for Draft Terms of Reference
10.6 Supply of Goods and Services

Goods and services may include equipment, personnel and resources for recovery activities. As a general principle, council, government and non-government agencies and organisations are responsible for funding the provision of these services themselves using their own supply systems. However where there is significant community impact, funding may be made available for the restoration of municipal assets and the costs of approved emergency protection works, undertaken to protect community assets, or to restore essential public services under municipal control.

10.7 Key Recovery Operations

10.7.1 Secondary Impact Assessment

A Secondary Impact Assessment draws upon information gathered from the Initial Impact Assessment and is an appraisal of the extent of damage, disruption and breakdown to the community and its infrastructure resulting from the emergency event.

To facilitate this process, the MRM supported by the Emergency Management Group will as early as practicable:

- Survey the extent of damage and evaluate financial and material aid needs;
- Provide a priority listing to assist agencies in the performance of their functions to address community needs;
- Monitor the acquisition and application of financial and material aid required during the recovery period; and
- Create a clear, implementable, and timely Municipal Recovery Action Plan as required (large scale emergency);
- As required deploy Municipal Building Surveyor, Environmental Health Officer and any other relevant specialist staff to conduct assessment.
- Survey the emotional and social impact of the event for both individuals and the community.

Surf Coast Shire Council will record impact assessment data provided using the Crisisworks using the People and Properties function.

See MECC Procedures and Responsibilities for Activation.

Clean-up

Clean-up is critical to expediting the recovery of people and communities affected by emergencies. At the regional level the Department of Health and Human Services, as the coordinating agency for emergency relief and recovery, will coordinate Clean-up together with key support agencies and other organisations with capacity to assist. EMV will coordinate at the State level.

See Otway District Emergency Relief and Recovery Plan: part 4.9 Monitoring and Reporting on Recovery
10.7.2 Recovery Centres

A Recovery Centre is a building in which a coordinated process of support to affected communities in the restoration of their emotional, social, economic and physical well-being is provided. Recovery Centres will provide a link into council, agency and government services, and will be located in close proximity to the affected area(s).

Where possible, Surf Coast Shire council will activate a Recovery Centre within impacted area(s) to enable ease of access for affected community members.

10.7.3 Recovery information and briefings

Community information and briefings are vital components that assist in the recovery of emergency affected individuals and communities. Community information sessions will be conducted as soon as is practicable after an emergency as part of Council’s Communication Plan.

The development of relevant and appropriate community resources and activities empower the community and enhance their resilience, thereby assisting their recovery process.

Surf Coast Shire Council and Support Agencies actively engage the community through a range of mechanisms including community programs and projects, media releases, advertisements, social media, newsletters, Council’s website and Service Networks.

Meetings will be coordinated by the MECC Public Information Officer in consultation with the Incident Control Centre Public Information Unit. 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 is localised to the Surf Coast Shire and the municipality has coordinated all recovery activities, releasing information will be the responsibility of the Surf Coast Shire Council. General information is to be released by the MRM. Policy, financial or political matters are to be released by the CEO or senior management. If the emergency is of a large scale and the Department of Health and Human Services is significantly involved with the municipality, then both agencies should consult prior to the release of information.

10.7.4 Engagement of community in recovery
A vital component in empowering a community in its recovery process is the engagement and involvement of the affected community in planning and participating in the process of recovery by providing a single point of contact for the affected community. This may be undertaken in a variety of ways depending on the scale of the event and community interest and ability.

The form of any community recovery structure may vary. The varieties for consideration may include:

• Community Recovery Committee constituted independently of Council;
• Community Recovery Committee derived from pre-existing Community Emergency Planning Committee;
• A Community Reference Group as part of the Municipal Recovery Committee structure, or
• Regular community meetings to derive input and feedback from community members in an ad hoc informal manner.

At all times it will be important to ensure that all members of the affected community are provided the opportunity to give feedback and express their opinions in relation to the recovery process. This will enable Council to ensure that processes allow for broad and diverse community input, rather than from limited sections of the community.

10.8 Objectives of the Relief and 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:

<table>
<thead>
<tr>
<th>Resilience of individuals and communities is respected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recovery services and programs must acknowledge the inherent resilience that affected individuals and communities display. Communities, when supported with information and resources, are able to support and manage their own recovery.</td>
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</table>

<table>
<thead>
<tr>
<th>Recovery is part of emergency management</th>
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<tbody>
<tr>
<td>Recovery is an integral component of the arrangements that support the whole of emergency management activity in Victoria. These arrangements are documented in the Emergency Management Manual Victoria.</td>
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</table>
10.9  Offers of voluntary assistance

The community is often very generous in responding to an emergency event and many people will offer their support as a volunteer in the aftermath of a crisis. The DHHS maintains Victoria’s Emergency Volunteer Portal to assist in managing spontaneous emergency volunteers.

In an emergency, spontaneous volunteers will be encouraged to record their details on the Register – instead of contacting local authorities or travelling to affected areas – and wait to be contact as relief and recovery activities are identified.

Volunteering Victoria is piloting HelpOUT in the G21 region. HelpOUT registers offers of volunteer assistance from interested people and groups, and can link them to organisations and agencies undertaking relief and recovery work in the municipality and surrounding regions after an emergency.

Volunteering Victoria, with support from Volunteering Geelong, also maintains a register of skilled Managers of Spontaneous Emergency Volunteers (MSEVs). MSEVs can be called upon to assist with enquiries from people wishing to volunteer after an emergency. MSEVs can also be deployed to organisations and agencies requiring skilled volunteer managers to provide support and direction to spontaneous volunteers.

For further information on HelpOut, go to http://volunteeringvictoria.org.au/emergency-volunteering/.

10.10 Supporting documentation

- MOU Otway Region Collaboration
- Otway District Emergency Relief and Recovery Plan TRIM D12/577896
- Communicating in Recovery – Australian Red Cross
- Emergency Management Manual Victoria
- MAV Protocol for Inter-Council Emergency Management Resource Sharing
Part 11 – Support Services and Agencies

As part of the Surf Coast Shire MEMP Committee arrangements, the agencies listed agree to provide the following services. To formalise these arrangements, Surf Coast Shire Council is currently in the process of developing Memorandum of Understandings with appropriate relief and recovery agency services providers.

The following table details the primary and secondary agencies who will conduct emergency response and recovery services and activities in the Surf Coast Shire. Emergency management activities may also be supported by a range of local contractors and suppliers. Details are contained on Crisisworks.

<table>
<thead>
<tr>
<th>Services and agencies for relief and recovery</th>
<th>Lead Coordinator</th>
<th>Other Providers</th>
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<tbody>
<tr>
<td><strong>Support Service</strong></td>
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<tr>
<td>Accommodation (temporary)</td>
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<td></td>
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<tr>
<td>Accommodation – emergency and temporary</td>
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<td><em>Individuals and families</em></td>
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<tr>
<td>Short term accommodation for persons whose</td>
<td>DHHS</td>
<td>ARC – Single</td>
</tr>
<tr>
<td>primary place of residence is affected by an</td>
<td></td>
<td>Incident</td>
</tr>
<tr>
<td>emergency incident which prevents occupancy</td>
<td></td>
<td>Insurance</td>
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<td></td>
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<td>companies</td>
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<tr>
<td><strong>Case Management</strong></td>
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<tr>
<td>Individuals and families</td>
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<tr>
<td>Helping affected persons to identify their</td>
<td>Municipal councils</td>
<td>Community</td>
</tr>
<tr>
<td>needs</td>
<td></td>
<td>Services</td>
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<tr>
<td>Encouraging individuals to connect with family,</td>
<td></td>
<td>Organisation</td>
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<tr>
<td>friends and community.</td>
<td></td>
<td>(To be determined)</td>
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<tr>
<td>Ensuring affected persons know how to keep</td>
<td></td>
<td></td>
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<tr>
<td>informed about community recovery activities.</td>
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<tr>
<td>Ensuring affected persons know about the</td>
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<tr>
<td>information and support services available</td>
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<tr>
<td>they may wish to receive.</td>
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<tr>
<td><strong>Catering / Food and Water</strong></td>
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<tr>
<td>Individuals and families</td>
<td>Salvation Army</td>
<td>VicRelief Foodbank</td>
</tr>
<tr>
<td>Provision of food</td>
<td></td>
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<tr>
<td>Recovery agencies</td>
<td>Australian Red Cross</td>
<td>Salvation Army</td>
</tr>
<tr>
<td>Provision of food and water</td>
<td></td>
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<tr>
<td>Food supply source for response and recovery</td>
<td>VicRelief Foodbank</td>
<td></td>
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<tr>
<td>agencies</td>
<td></td>
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</tr>
<tr>
<td>Critical infrastructure food supplies and</td>
<td>DELWP</td>
<td>Food Supply SCN</td>
</tr>
<tr>
<td>logistics</td>
<td></td>
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<tr>
<td>Damage assessment</td>
<td></td>
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<tr>
<td>Assistance with interdependencies, contingency</td>
<td></td>
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<tr>
<td>arrangements and reconstruction.</td>
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<tr>
<td><strong>Communication / Equipment</strong></td>
<td></td>
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<tr>
<td>Community</td>
<td>Telstra</td>
<td></td>
</tr>
<tr>
<td>Ensure supporting communications facilities</td>
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</tbody>
</table>
### Services and agencies for relief and recovery

<table>
<thead>
<tr>
<th>Support Service</th>
<th>Service Provided</th>
<th>Providers / Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>agencies and the community</td>
<td>Lead Coordinator</td>
</tr>
<tr>
<td></td>
<td>Provision of communications to the community where conventional communications facilities are not available</td>
<td>WICEN</td>
</tr>
<tr>
<td>Recovery agencies</td>
<td>Provide support to other agencies, where appropriate, for recovery activities involving communication services</td>
<td>Emergency Services Telecommunication Authorities</td>
</tr>
<tr>
<td>Response / Recovery agencies</td>
<td>Provision of communications or supplementary facilities for and between response and/or recovery agencies</td>
<td>WICEN</td>
</tr>
</tbody>
</table>

### Community Development

<table>
<thead>
<tr>
<th>Community Recovery Committee</th>
<th>Funding</th>
<th>Administrative support</th>
<th>Support personnel</th>
<th>Advice</th>
<th>Municipal councils</th>
<th>Australian Red Cross</th>
<th>Service clubs</th>
<th>Community groups</th>
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<tr>
<td></td>
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<td>DHHS</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Communities</th>
<th>Employment and economic redevelopment program</th>
<th>Municipal councils</th>
<th>Australian Red Cross</th>
<th>Service clubs</th>
<th>Community groups</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Community support activities</td>
<td>Municipal councils</td>
<td>Australian Red Cross</td>
<td>DPCD</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Municipal councils</th>
<th>Funding</th>
<th>Additional equipment</th>
<th>Support personnel</th>
<th>Advice</th>
<th>DTF</th>
<th>DHHS</th>
</tr>
</thead>
</table>

### Control Line Rehabilitation

<table>
<thead>
<tr>
<th>Affected land owner</th>
<th>Rehabilitation of control lines established for bushfire suppression with lead agency DELWP/CFA</th>
<th>DELWP</th>
</tr>
</thead>
</table>

### Emergency Shelter

<table>
<thead>
<tr>
<th>Municipal councils</th>
<th>Provision of emergency evacuation centres at the lifesaving clubrooms</th>
<th>Life Saving Victoria</th>
</tr>
</thead>
</table>

### Environmental Health

<table>
<thead>
<tr>
<th>Individuals, families and Municipal councils</th>
<th>Advice on the properties and environmental impacts of hazardous materials</th>
<th>EPA</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Municipal councils</th>
<th>Clean-up following oil or chemical pollution incidents on parks, reserves, rivers, waterways and local ports managed by Parks Victoria in liaison with Marine Safety Victoria and the Environment Protection Authority (EPA)</th>
<th>Parks Victoria</th>
<th>DELWP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Beach / foreshore Clean-up</td>
<td>DELWP</td>
<td>EPA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Parks Vic</td>
<td>AMSA</td>
</tr>
<tr>
<td>Support Service</td>
<td>Service Provided</td>
<td>Providers / Agencies</td>
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<tr>
<td><strong>Services and agencies for relief and recovery</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>All</strong></td>
<td>Assessing environmental impacts of emergencies</td>
<td>EPA</td>
<td></td>
</tr>
<tr>
<td><strong>Evacuations</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Fencing / Assets</strong></td>
<td></td>
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</tr>
<tr>
<td>Primary producers and rural land managers</td>
<td>Assistance to repair of crown land boundary fencing – to make an equitable contribution to the landholder bushfire recovery. Grants are available to cover the fence insurance excess fee up to $400 when the fire originates on public land. Restoration of fencing or other assets damaged by prescribed burns that escaped from public lands – to make an equitable contribution to the landholder’s bushfire recovery; full cost is met. <strong>Restoration of fencing or other assets damaged by machinery used in bushfire control</strong> – to make an equitable contribution to the landholder’s bushfire recovery; full cost is met. Only applicable for bushfires originating on public land.</td>
<td>DELWP</td>
<td></td>
</tr>
<tr>
<td><strong>Financial Assistance / Aid</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individuals and families</td>
<td>Relief of Personal Hardship Emergency Grant. Temporary Living and or Reconstruction Grant – subject to declaration by the Minister for Family and Community Services Provision of the Disaster Relief Payment may be offered, subject to declaration by the Minister for Family and Community Services Financial assistance to people whose normal means of livelihood have been disrupted, whether in short or long term, by an emergency Loan funds towards restoration of dwelling. Provide information and financial assistance to affected households. Management of public appeals</td>
<td>DHHS Centrelink Centrelink RFCV Australian Red Cross</td>
<td></td>
</tr>
<tr>
<td>Municipal councils</td>
<td>Provide financial assistance to relevant municipal councils (including government agencies) for emergency protection works and restoration of public assets. Specific funding programs</td>
<td>DTF DIIRD</td>
<td></td>
</tr>
<tr>
<td>Small businesses</td>
<td>Loan funds towards restoration of income earning assets; working capital. Coordinate business recovery initiatives for industry. Fund and administer programs for business development and</td>
<td>Rural Finance Corporation Victoria DIIRD</td>
<td></td>
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<td></td>
<td></td>
<td>Insurace companies Financial intuitions Public appeals</td>
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<tr>
<td></td>
<td></td>
<td>Financial intuitions Public appeals</td>
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</table>
## Services and agencies for relief and recovery

<table>
<thead>
<tr>
<th>Support Service</th>
<th>Service Provided</th>
<th>Providers / Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employees, small businesses / primary producers</strong></td>
<td><em>Disaster Income Recovery Subsidy</em> to assist employees, small business persons and farmers who have had a loss of income as a direct result of the flooding and severe weather event.</td>
<td>Centrelink</td>
</tr>
<tr>
<td><strong>Primary producers and rural land managers</strong></td>
<td>Administration of specific assistance programs. Provide information and financial assistance. The provision of a $15,000 Clean-up and restoration grants are available for eligible primary producers, businesses and non-profit organisations. Low interest loans of up to $200,000 are also available.</td>
<td>DELWP</td>
</tr>
<tr>
<td><strong>Community Groups</strong></td>
<td>Loan funds towards restoration of assets. Rural leadership and community events program.</td>
<td>RFCV</td>
</tr>
<tr>
<td><strong>Deceased Persons</strong></td>
<td>Financial assistance with the burials for those with insufficient means. State Trustees can assume responsibility for financing and arranging the plot and funeral of deceased persons reported to the coroner, who have assets less than $1,000.</td>
<td>State Trustees</td>
</tr>
<tr>
<td><strong>First Aid / EM Medical Care</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Individuals and families and Agency Support</strong></td>
<td>Provision of first aid services to other emergency services agencies and the public.</td>
<td>AV</td>
</tr>
<tr>
<td><strong>Flood</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Municipal councils</strong></td>
<td>Develop plans and construct works to restore waterways damaged by floods, if they create an immediate danger to CMA works, public and private assets. Assist in the assessment of natural disaster relief claims for restoration of flood damage to public assets.</td>
<td>CMA</td>
</tr>
<tr>
<td><strong>Information Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Individuals and families</strong></td>
<td>Advice on financial assistance, insurance claims, legal advice and referral services. Provision of assistance and advice to those who have been affected by fire, explosion, gas or chemical leak etc</td>
<td>DHHS / Municipal councils RFCV CFA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lead Coordinator</th>
<th>Other Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>DELWP</td>
<td>RFCV</td>
</tr>
<tr>
<td>RFCV</td>
<td>State Trustees</td>
</tr>
<tr>
<td>DELWP</td>
<td>RFCV CFA</td>
</tr>
<tr>
<td>RFCV</td>
<td>Centrelink</td>
</tr>
<tr>
<td>RFCV</td>
<td>VCC EM</td>
</tr>
<tr>
<td>RFCV</td>
<td>Centrelink</td>
</tr>
<tr>
<td>RFCV</td>
<td>VCC EM</td>
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</tbody>
</table>
### Services and agencies for relief and recovery

<table>
<thead>
<tr>
<th>Support Service</th>
<th>Service Provided</th>
<th>Providers / Agencies</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td><strong>Lead Coordinator</strong></td>
</tr>
<tr>
<td><strong>Communities</strong></td>
<td>Provide advice, information and assistance to affected persons.</td>
<td>DHHS</td>
</tr>
<tr>
<td></td>
<td><strong>Advice on assistance and recovery strategies and community redevelopment programs.</strong></td>
<td>DHHS</td>
</tr>
<tr>
<td><strong>Recovery Agencies</strong></td>
<td>Provision of assistance, advice and information.</td>
<td>CFA</td>
</tr>
<tr>
<td><strong>Municipal councils</strong></td>
<td>Advice on safe water, safe food, waste disposal, adequate washing / toilet facilities.</td>
<td>DHHS</td>
</tr>
<tr>
<td></td>
<td>Accommodation standards</td>
<td>Building Commission</td>
</tr>
<tr>
<td></td>
<td>Advice on erosion, catchment protection and reforestation</td>
<td>DELWP</td>
</tr>
<tr>
<td></td>
<td>Flora, fauna</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Environmental Issues</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Advice on disposal of dead / maimed stock</td>
<td>DELWP</td>
</tr>
<tr>
<td></td>
<td>Fish and fish habitat</td>
<td>DHHS</td>
</tr>
<tr>
<td><strong>Government</strong></td>
<td>Provide information to governments and other interested parties and maintain statistics showing the final insured cost of an event.</td>
<td>Insurance Council of Australia</td>
</tr>
<tr>
<td></td>
<td>Establish contact with governments at all levels and participate on any external committee.</td>
<td></td>
</tr>
<tr>
<td><strong>Primary producers and rural land managers</strong></td>
<td>Technical advice on re-establishment or alternative strategies.</td>
<td>DELWP</td>
</tr>
<tr>
<td></td>
<td>Advice on disposal of dead and maimed stock</td>
<td>DELWP</td>
</tr>
<tr>
<td><strong>Small businesses</strong></td>
<td>Provide advisory and mentoring services on options and support available.</td>
<td>DIIRD</td>
</tr>
<tr>
<td></td>
<td>Coordinate business recovery initiatives for industry.</td>
<td></td>
</tr>
<tr>
<td><strong>All</strong></td>
<td>Mapping services / information (Spatial Information Infrastructure).</td>
<td>DELWP</td>
</tr>
<tr>
<td><strong>Insurance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Individuals / families / Businesses</strong></td>
<td>An insurance hotline has been established for consumers who have lost insurance papers or have general inquiries, this hotline is available 24hrs.</td>
<td>Insurance Council of Australia 1300 728 228 (Consumers with claims to lodge should contact their insurer and not this hotline).</td>
</tr>
<tr>
<td><strong>Interpreting Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>All</strong></td>
<td>Translating and interpreting service</td>
<td>Department of Immigration and Citizenship</td>
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</tbody>
</table>
### Services and agencies for relief and recovery

<table>
<thead>
<tr>
<th>Support Service</th>
<th>Service Provided</th>
<th>Providers / Agencies</th>
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</thead>
<tbody>
<tr>
<td><strong>Material Aid (Clothing, Bedding etc)</strong></td>
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</tr>
<tr>
<td>Individuals and families</td>
<td>Material Aid and essential personal and household items; eg clothing, bedding etc</td>
<td>Salvation Army</td>
</tr>
<tr>
<td>Primary producers</td>
<td>Fodder, income generating access</td>
<td></td>
</tr>
<tr>
<td>Small businesses</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Outreach programs</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individuals, families and communities</td>
<td>Outreach programs providing personal support Outreach programs providing practical assistance and information Provision of an information service and resources (including REDiPlan). Provision of staff with specialist skills to work with disaster affected individuals and communities; eg social worker, Indigenous services Officer.</td>
<td>ARC DHHS VCC EM</td>
</tr>
<tr>
<td>Recovery Agencies</td>
<td>Support outreach activities with trained outreach and visitation workers.</td>
<td>VCC EM</td>
</tr>
<tr>
<td><strong>Personal Support / Counselling Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individuals, families and communities</td>
<td>Provide personal support and pastoral services at emergency recovery centres. Provide personal support and other information to people affected by emergencies. Conduct services of worship and assist in the organisation of public memorials and gatherings to support the recovery of affected persons.</td>
<td>VCC EM</td>
</tr>
<tr>
<td>Individuals, families and community groups</td>
<td>Coordination provision of Personal Support (Psychological first aid) at incident sites and across the community.</td>
<td>DHHS Municipal Councils VCC EM</td>
</tr>
<tr>
<td></td>
<td>Counselling and other Support groups Community activities</td>
<td></td>
</tr>
<tr>
<td>Services and agencies for relief and recovery</td>
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<td>-----------------------------------------------</td>
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<tr>
<td><strong>Support Service</strong></td>
<td><strong>Service Provided</strong></td>
<td><strong>Providers / Agencies</strong></td>
</tr>
<tr>
<td>Individual and families</td>
<td>To provide support to the families of deceased persons.</td>
<td>VCC EM</td>
</tr>
<tr>
<td><strong>Rebuilding and Utility Restoration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individuals, families, community groups</td>
<td>Assessment, repair and rebuilding</td>
<td>Municipal councils</td>
</tr>
<tr>
<td></td>
<td>Essential Household Services: Water Power Telephone Gas Sanitation</td>
<td>Australia Energy Market Operator (page 7-17 EMMV)</td>
</tr>
<tr>
<td></td>
<td>Provision of building safety and maintenance information to affected persons.</td>
<td>Building Commission</td>
</tr>
<tr>
<td>Municipal councils</td>
<td>Roads and bridges</td>
<td>VicRoads</td>
</tr>
<tr>
<td>Public land</td>
<td>Clearing, restoration and rehabilitation of roads, bridges and other public assets.</td>
<td>Municipal councils DELWP / Parks Vic VicRoads</td>
</tr>
<tr>
<td>Recovery agencies</td>
<td>Provision of building maintenance and safety information resources.</td>
<td>Building commission</td>
</tr>
<tr>
<td><strong>Rehabilitation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Municipal councils</td>
<td>Rehabilitation of disturbance resulting from wildfire suppression when the fire originates on public land.</td>
<td>DELWP Parks Vic</td>
</tr>
<tr>
<td></td>
<td>Clearing and restoration of roads, bridges and other assets on public land affected by an emergency.</td>
<td>VicRoads DELWP Parks Vic</td>
</tr>
<tr>
<td><strong>Resources Recovery Activity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recovery Agencies</td>
<td>Provide human and other resources for recovery activities where appropriate.</td>
<td>VicSES</td>
</tr>
<tr>
<td>Stock</td>
<td></td>
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</tr>
<tr>
<td>Primary producers</td>
<td>Disposal of dead or maimed stock To minimise the risk to public health Municipal councils are</td>
<td>DELWP (in conjunction with LGA’s)</td>
</tr>
</tbody>
</table>
## Services and agencies for relief and recovery

<table>
<thead>
<tr>
<th>Support Service</th>
<th>Service Provided</th>
<th>Providers / Agencies</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Lead Coordinator</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All</td>
<td>Coordinate with private owners the provision of alternative transport for the duration of the emergency and restoration of normal services.</td>
<td>DTPLI</td>
</tr>
<tr>
<td><strong>Volunteer Registrations</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Water</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recovery Agencies</td>
<td>Support the agency tasked with the recovery activities</td>
<td>Water Authorities</td>
</tr>
<tr>
<td>Individual and families</td>
<td>Replacement of water taken from private land for use in wildfire suppression. To make an equitable contribution to the landholders’ bushfire recovery.</td>
<td>DELWP (in liaison with LGA’s)</td>
</tr>
</tbody>
</table>
11.1 Agency Role Statements

*Source EMMV Part 7*

**Australian Maritime Safety Authority**
- Consolidate, or assist in the consolidation and recovery of, costs incurred in spill response activities.
- Identify AMSA response personnel affected by emergencies and arrange the provision of appropriate assistance and advice.

**Australian Red Cross**
- Outreach programs providing personal support.
- Outreach programs providing practical assistance and information.
- Provision of an information service and resources (including REDiPlan) to individuals and communities.
- Management of public appeals.
- Community support activities.
- Single Incident Response, First Aid

**Building Commission**
- Provide building maintenance and safety information resources to recovery agencies.
- Provide building safety and maintenance information to affected persons.

**Catchment Management Authorities**
- Assist with the development of regional plans for flood recovery.
- Prioritise, develop plans and construct works to restore waterways damaged by floods if they create an immediate danger to CMA works, public and private assets.

**Centrelink**
- Provide financial assistance to people whose normal means of livelihood have been disrupted, whether in the short or long term, by the emergency. In most emergency situations, Special Benefit is the appropriate payment to meet the immediate financial needs of people. Payment of the Disaster Relief Payment may be offered, subject to declaration by the Minister for Family and Community Services.
- Provides information to disaster affected individuals and communities on Centrelink services.
- Provides information on Centrelink services to members of the State Community Recovery Committee.
- Contributes information to the State Community Recovery Committee on the scale and impact of the disaster on individuals and Victorian communities.
- Participates in the operation of Community Recovery Centres.
- Participates in Outreach Services Teams.
- Administers financial entitlements including Australian Government Disaster Recovery Payment, Special Benefit, and Crisis Payment and other payments as appropriate to individual circumstances.
- As appropriate, have staff available with specialist skills to work with disaster affected individuals and communities. For example Social Workers, Indigenous Service Officers.
- Assist State/Territory welfare authorities in providing counselling services to affected communities, families and individuals.
• Participates in the provision of reception services at International Airports.

**Coroners Court of Victoria**

• To identify deceased persons and determine the cause and circumstances of their death.
• To return deceased persons to their families to enable funerals to take place.
• To provide support and counselling to the families of deceased persons.

**Country Fire Authority (CFA)**

• Provision of assistance and advice to individuals, families and communities who have been affected by fire or other incidents.
• Provide assistance, advice and information to other agencies responsible for, or involved in recovery activities.

**Department of Economic Development, Jobs, Transport and Resource (DEDJTR)**

• Provide advisory and mentoring services to small business.
• Coordinate business recovery initiatives for industry.
• Fund and administer programs for community and business development and recovery.
• Support whole-of-government disaster recovery activities coordinated by the
• Coordinate with the private owners the provision of alternative transport for the duration of the emergency and restoration of normal services.

**Department of Education and Early Childhood Development (SWV Region)**

• Provision of specialist support services to students, including trauma counselling.
• Provision of specialist services to staff, including trauma counselling.
• Provision of emergency recovery advice and assistance to non-government schools.

**Department of Environment, Land, Water and Planning (DELWP)**

• Rehabilitation of disturbance resulting from firefighting operations on public land.
• Clearing and restoration of roads, bridges and other assets on public land affected by an emergency.
• Assist in the assessment of natural disaster relief claims for restoration of flood damage to public assets.
• Rehabilitation of wildlife affected by an emergency.
• Advice to community on rehabilitation flora and fauna.
• Clearing and restoration of roads, bridges and other assets on public land affected by an emergency.
• Provide advice to response agencies regarding the impact of an emergency, other than marine pollution, on flora and fauna.
• Assess losses of agricultural assets and livestock, and needs of affected persons and communities.
• Advise individuals, communities and governments agencies on re-establishment of rural enterprises or alternative strategies for economic recovery.
• Administer specific relief subsides.
• Advise councils on disposal of dead or injured stock (Animal welfare operations, including disposal of injured stock, begins as part of emergency response).
• Deliver recovery projects identified by government to support the short and medium term recovery of individuals, communities and industries.
• Assess injured stock and provide advice on options: humane destruction, emergency slaughter or treatment
• Where feasible assist with humane destruction of burnt livestock
• Advise distribution bodies (eg VFF) on needs for donated fodder.
• Develop and deliver recovery projects to support the short and medium term recovery of individuals, communities and industries (eg on-farm, business and community support activities).

Department of Health and Human Services (DHHS)
• Work with DHHS in the Coordination of recovery planning and management at state and regional levels, including State/Commonwealth departments, local government, non-government organisations and agencies.
• Provide advice, information and assistance to affected individuals, communities, funded agencies and municipal councils.
• Coordinate recovery planning and management at state and regional levels.
• Coordinate all aspects of recovery, including State/Commonwealth departments, local government, non-government organisations and agencies.
• The Department of Health and Human Services coordinates the recovery activities across the following four areas:
  o The social, health and community effects
  o The economic effects
  o The effects on the natural environment
  o The effects on the built environment.
• Coordinate provision of personal support (psychological first aid) at incident sites and across the community.
• Provide community information and facilitate community redevelopment programs.
• Support councils and community recovery committees in recovery planning and managing recovery activities.
• Provide advice, information and assistance to affected individuals, communities, funded agencies and municipal councils.

Department of Premier and Cabinet
• Advise the Premier on security and emergency management issues including the designation of emergencies to enable the Department of Health and Human Services to make personal hardship grants available
• Chair the Central Government Response Committee
• Provide coordination for whole of government emergency management issues.
• Provide secretariat support for the Security and Emergencies Committee of Cabinet and the Central Government Response Committee
• Activate and manage the State Crisis Centre to support government during an extreme event.

Department of Treasury and Finance
• Provide advice to the Treasurer on financial matters associated with recovery from emergencies.
• Administer the Commonwealth Natural Disaster Relief and Recovery Arrangements.
• In accordance with the Commonwealth Natural Disaster Relief and Recovery Arrangements and in line with the Victorian guidelines, provide financial assistance to relevant Government agencies and to municipal councils, for emergency protection works and restoration of municipal assets.

Emergency Services Telecommunications Authority (ESTA)
- Provide support to other agencies, where appropriate, for recovery activities involving communication services.

**Environment Protection Authority (EPA)**
- Assessing environmental impacts of emergencies.
- Ensuring that appropriate disposal methods are adopted.
- Advising affected persons on the properties and environmental impacts of hazardous materials.
- Implementing the Community Environmental Trauma Protocol when required.

**Insurance Council of Australia Ltd**
- Following a disaster, the Insurance Council of Australia (ICA) will:
- Coordinate the insurance industry response to the disaster.
- Provide a single point of contact to assist policyholders affected by the disaster, which may:
  - Provide information on how to lodge a claim.
  - Provide general assistance and advice to those with possible insurance claims.
  - Help policyholders to identify their insurance company if they have not already done so.
- On behalf of the insurance industry, establish contact with government at all levels and participate on any external committee.
- Provide information to insurers, governments, the media and other interested parties and maintain statistics showing the final insured cost of the event.
- Assist the insurance industry to respond to claims in an efficient, fair and timely manner through the coordination of insurers, adjusters and intermediaries as appropriate.

**Life Saving Victoria**
- Provision of emergency evacuation centres at the lifesaving club clubrooms

**Parks Victoria**
- Recovery and rehabilitation of natural values, cultural values, tourism and visitor assets affected by an emergency on parks, reserves, rivers, waterways and local ports managed by Parks Victoria in collaboration with DELWP and the Department of Health and Human Services (DHHS).
- Cleanup following oil or chemical pollution incidents on parks, reserves, rivers, waterways and local ports managed by Parks Victoria, in liaison with Marine Safety Victoria (MSV), or their agents, and the Environment Protection Authority (EPA).
- Cleanup of fish kill incidents for rivers, waterways and local ports managed by Parks Victoria in collaboration with EPA and DELWP.
- Parks Victoria may assist at the request of DELWP or DHHS in the recovery and rehabilitation of natural values, cultural values, tourism and visitor assets affected by an emergency on public land in Victoria.

**Rural Finance Corporation of Victoria**
- Provide information and financial assistance to affected farmers, small business owners, householders and non-profit organisations.

**Salvation Army – Victorian Emergency Services**
- Provision of financial assistance, catering, personal support, food, material aid and/or temporary accommodation as available.
St John Ambulance Australia (Vic)
- Support agency for the provision of first aid services to other emergency service agencies and public.

Telstra Corporation Limited
- Provide products and solutions with the ability to communicate effectively with emergency response teams, groups of volunteers, media and the whole community.
- Ensure supporting emergency communications facilities are provided to response agencies and the community.

VicRelief Foodbank Ltd
- Provision of food for use by response and recovery agencies
- Provision of mattresses and blankets.

VicRoads
- Restoration of VicRoads roads and bridges
- Assist municipal councils with the restoration of their roads and bridges
- Central contact point for the acquisition and use by others of transport and engineering expertise
- Provide road closure and condition information to the public.

Victorian Council of Churches Emergencies Ministry
- Provide personal support and pastoral services at emergency recovery centres.
- Support outreach activities with trained outreach and visitation workers.
- Provide personal support and other information to people and communities affected by emergencies.
- Conduct services of worship and assist in the organisation of public memorials and gatherings to support the recovery of affected communities.
- Provide Community Chaplains for early psychological first aid interventions.
- Act as the coordinating agency for the chaplaincy network.
- Provide an advisory and training resource for community recovery and development.

Victoria State Emergency Service
- Provide human and other resources for response and recovery activities where appropriate.

Water Authorities
- Support the agency tasked with recovery activities.
Part 12 Appendices