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Strathbogie Shire Council

# Municipal Emergency Management Plan

May 2023



## Acknowledgement of Country

We acknowledge the traditional custodians of the land on which we strive, the peoples of the rivers and the hills of the Strathbogie Shire region who walked these lands for generations.

We pay our respects to the elders of the past, the speakers of the first words, who lived in harmony with this country.

We acknowledge the elders of the present, who seek to regain their culture, and to teach the elders of the future their law, their history and their language.

We pay our respects to them and extend that respect to all Aboriginal and Torres Strait Islander peoples today.

We honour their spirit – and the memory, culture, art and science of the world’s oldest living culture through 60,000 years.

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# 1. Introduction

## 1.1. Context

This Municipal Emergency Management Plan (MEMP) is for the information of emergency managers and incident controllers and anyone who has an interest in emergency management in Strathbogie Shire. The following characteristics makes Strathbogie Shire distinctive:

- It is a rural local government area with a small population of 11,455 (2021 Census).
- A low population density of one person per 29 Ha or 72 acres
- Within the shire boundaries there are around 30 very small communities and rural living localities.
- 30% of the rate base is non-resident property owners.
- Approximately 20% of the Shire is forested
- Most of the population are English-speaking Caucasian
- The area relies heavily on a successful primary production including thoroughbred industry and an increasing tourism and events sector
- The Shire is experiencing rapid development post pandemic particularly in Nagambie

This Plan is intended to assist protect the Strathbogie Shire communities, visitors, businesses and environment, especially the more vulnerable and as such it holds a lot of local detail and information. The Plan also satisfies the legislative requirements of the *Emergency Management Act*.

The nationally agreed **principles for emergency management planning** underpin this MEMP.

### **Emergency Planning:**

**Is Risk informed-** Planning is based on a risk management study

**Reduces unknowns** - Planning increases understanding of risks, vulnerabilities, and treatment options across the social, built, economic, and natural environments.

**Is collaborative and inclusive** – Planning involves consultation and engagement with those affected by the plan.

**Is strategic** - Planning develops strategic objectives, relationships, and networks.

**Is solutions oriented** – Planning develops agreed approaches to managing risks and consequences.

**Is iterative** - Learning from each step informs next steps.

**Enables adaptive capacity** - Planning develops frameworks that provide a base on which to build flexible and adaptive solutions.

**Is a shared responsibility** - Planning documents actions to be undertaken by a wide range of people/entities.

## 1.2 Authority

In 2020, the *Emergency Management Legislation Amendment Act 2018* amended the *Emergency Management Act 2013* (EM Act 2013) to provide for new integrated arrangements for emergency management planning in Victoria at the State, regional and municipal levels and it creates an obligation for a Municipal Emergency Management Planning Committee (MEMPC) to be established in each of the municipal districts of Victoria.

Each MEMPC is a multi-agency collaboration group whose members bring organisation, industry or personal expertise to the task of emergency management planning for the municipal district.

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

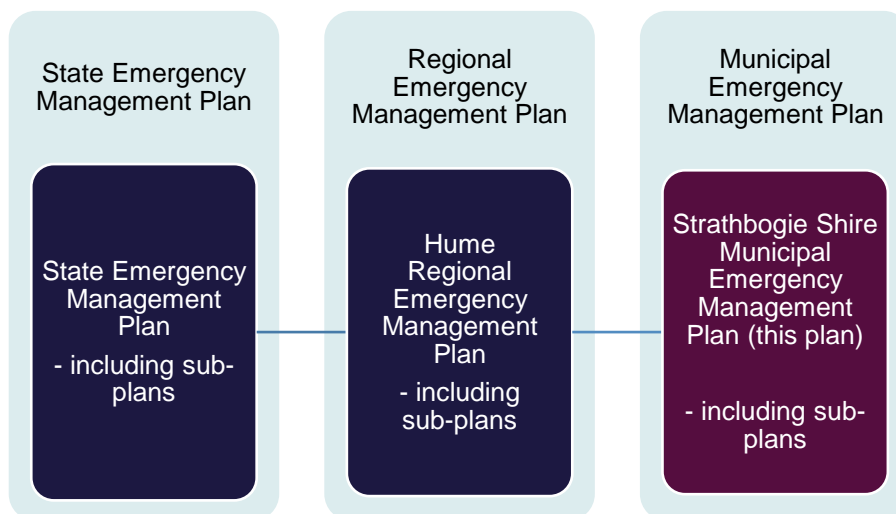
This Plan addresses the prevention and mitigation of, response to and recovery from emergencies within the Strathbogie Shire.

## 1.3. Victorian Emergency Management Framework

This plan supports holistic and coordinated emergency management arrangements within the region. It is consistent with and contextualises the State Emergency Management Plan (SEMP) and Regional Emergency Management Plan (REMP) for the Hume region. The REMP is a subordinate plan to the SEMP and the MEMP is a subordinate plan to the REMP.

To the extent possible, this Plan does not conflict with or duplicate other in-force emergency management plans that exist – the SEMP and REMP were referred to during the preparation of this plan. This Plan should be read in conjunction with the SEMP and the Hume REMP (refer Figure 1).

Figure 1: Read this plan in conjunction with the SEMP and the Hume REMP.



## 1.4 Aims and Objectives

The aim of this MEMP is to detail the agreed arrangements and/or operational activities that will be managed or undertaken for the prevention and mitigation of, the response to, and the recovery from, emergencies that could occur across Strathbogie Shire.

The broad objectives of this MEMP are to:

- Identify and analyse the risks that pose the most significant threat to our communities
- Implement measures to prevent or reduce the causes or effects of emergencies.
- Frame all planning, preparation, response and recovery activities around the needs of the community and their ongoing continuity
- Assist the affected community to recover following an emergency.
- Complement other local, regional and state planning arrangements

The MEMPC has been involved in the preparation of this MEMP. This MEMP is written in three parts to address the three phases of emergency management:

- **Before - preparedness and planning** – profiling especially vulnerable demographics; risk assessment and management; community engagement and resilience building
- **During – the response** – details the multi-agency arrangements to respond to a range of emergencies and includes resource sharing and cross border events, relief services and impact assessments and communications
- **After** – the community-led approach to recovery and community continuity

## 1.5 Plan Assurance and Approval

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

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

This Plan has been approved by the Hume Regional Emergency Management Planning Committee on 4/5/2023.



## 1.6 Plan Review and Maintenance

A rolling review of the MEMP will be scheduled by the MEMPC so that all sections are reviewed during scheduled meetings over a 3-yearly cycle. Review of the Plan will specifically focus on the hazards in the Municipality, roles and responsibilities, sector reform and changes and reviews of incidents.

Organisations delegated with responsibilities in this Plan are required to notify the Executive Officer (EMO) of any changes of detail (e.g. contact information), as they occur.

Urgent update of this Plan is permitted if there is significant risk that life or property will be endangered if the plan is not updated (EM Act 2013 s60AM). Urgent updates come into effect when published on the municipal council website and remain in force for a maximum period of three months.

Amendments to this plan are recorded in the Appendices.

Access to the most recent version of the MEMP, all appendices, sub plans and complementary plans is through EMCOP or on the Council's website. Contact Council's Emergency Management Officer for access.

## 1.7 Emergencies and Privacy

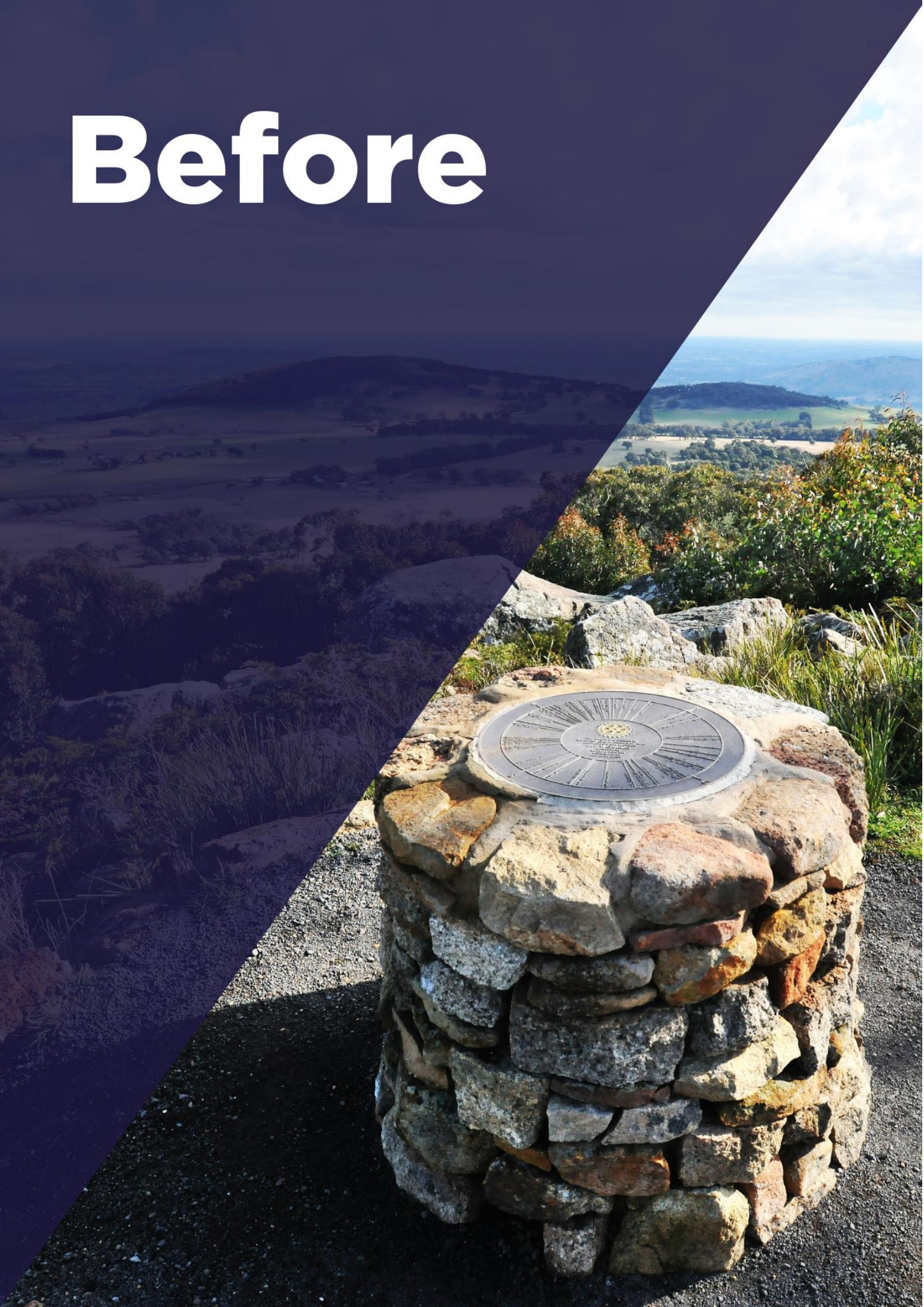
The Privacy Act 1988 is not a barrier to necessary information sharing in a declared emergency or disaster but does ensure that entities that collect, use or disclose personal information about individuals affected by the emergency comply with Part VIA of the Act.

Part VIA of the Privacy Act regulates how entities may collect, use and disclose personal information in a declared emergency or disaster.

Visit the Office of the Australian Information Commissioner webpage for detailed information about privacy during an emergency.

<https://www.oaic.gov.au/privacy/guidance-and-advice/emergencies-and-disasters/>

# Before



## 2. Strathbogie Shire

### 2.1 Context and Topography

The Shire of Strathbogie is a Local Government area in the Hume region of Victoria, Australia, located in the north-east part of the state. It covers an area of 3,302 square kilometres (1,275 sq miles) and at the 2021 Census had a population of 11,455.

Strathbogie Shire shares its boundaries with the municipalities of Benalla, Shepparton, Murrindindi, Campaspe, Mansfield, Mitchell and Bendigo.

The Shire is situated in the Hume Region and CFA District 22.

The Shire is about 150 kilometres from Melbourne and bordered to the east by the Strathbogie Ranges and to the west by the Nagambie Lakes district.

The topography of the Strathbogie can be broadly described as hilly to mountainous terrain to the southeast of the Hume freeway with elevations ranging from 400m AHD to over 650m AHD. To the northwest of the Hume Freeway the landscape is flat (flood plain) with an average gradient of 1 in 500 over approximately 20km.

Consequently, all the main townships, which are located adjacent to and on the northwest side of the Hume Freeway (Avenel, Euroa and Violet Town), are all subject to various flooding risk which is exacerbated by the short lead times between intense rainfall and flooding (as little as 6 hours) due to the steeply rising terrain to the southeast of the Hume Freeway. Whilst the flooding impact on these townships is short lived the flood water takes considerably longer to flow across the flood plain to the northwest with access to many rural properties cut off by flood waters.

The township of Nagambie is also subject to extensive flooding due to the Tabilk Depression with some existing developments located on at risk sites based on recent modelling.

The forests and grass lands also present a risk for bushfire and grass fires in the landscape. The whole of the shire is in a bushfire prone area with significant parts also covered by Bushfire Management Overlay planning controls.

It is estimated that 20% of the shire's population live in or near areas covered by BMO controls.

Recent post COVID 19 indications confirm that rapid development is occurring particularly in Avenel and Nagambie for which the risks associated with flood and fire are very relevant.

### 2.2 Townships and Localities

The Shire has a residential population of approximately 11,455 (ABS 2021).

The municipality has four main townships being Euroa (3,508), Nagambie (2,253), Violet Town (936) and Avenel (1,116).

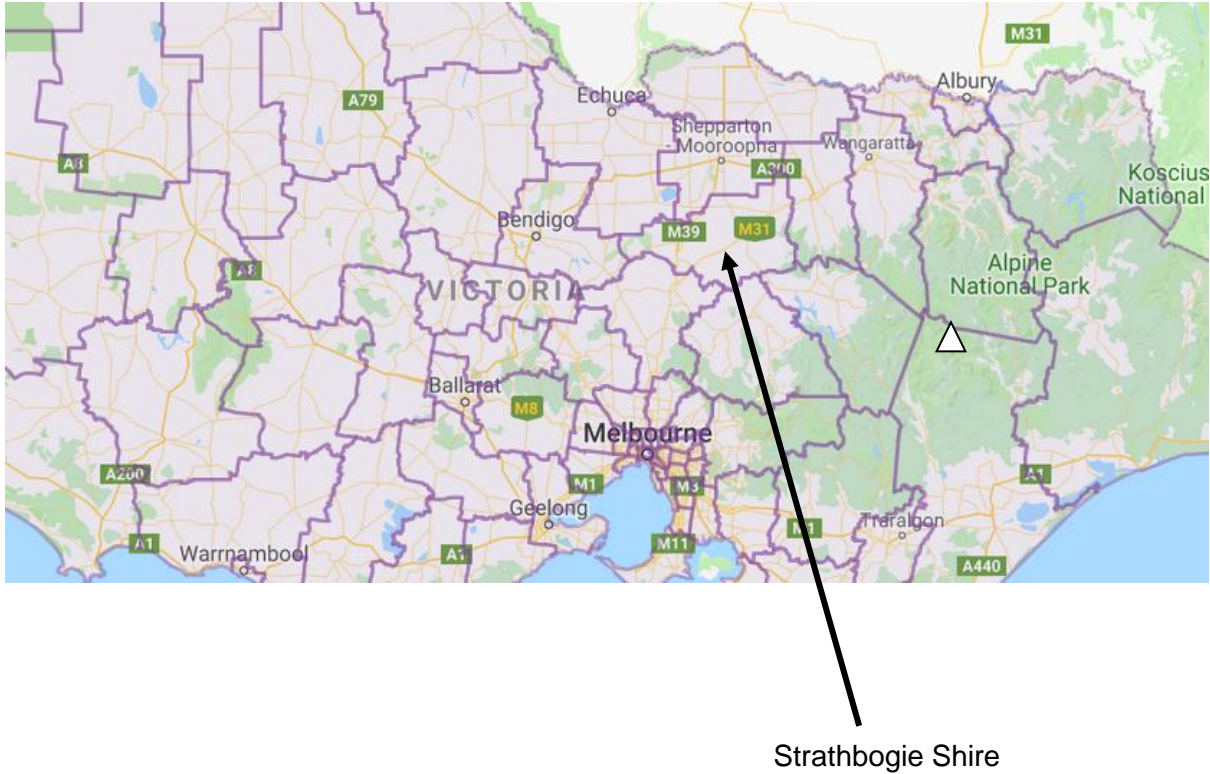
There are many other smaller localities with populations under 500 people including Strathbogie, Miepoll, Longwood, Kirwan's Bridge, Bailieston and Tabilk.

Overall, almost 30% of properties are owned by persons residing outside of the Strathbogie Shire. This has had implications for property preparation prior to the annual fire season and a potential for lack of awareness about the specific risks within the Strathbogie Shire as identified in this plan.

74% of the 58 fire prevention notices were issued in December 2021 for properties owned by persons residing outside the Strathbogie Shire.

### 2.3 Maps of Strathbogie Shire

The location of Strathbogie Shire relative to the state of Victoria is shown on the following map:



Mapping of the shire is available at <https://strathbogie.pozi.com/>. The mapping options including aerial photography, location of water tanks and emergency water supply points, schools, the road network including declared (Regional Roads Victoria) and bus routes etc.

## 2.4 Significant Transport Infrastructure

### Road

Both the Goulburn Valley Highway (7,600vpd, 25% trucks) and the Hume Highway (11,300vpd, 36% trucks) pass through the Shire. In addition, there are several declared roads within the Strathbogrie Shire as shown in Table 1.

Table 1 Declared Main Roads.

Official Name	Local Name (where different)
Avenel Nagambie Road	
Dookie Violet Town Road	
Euroa Mansfield Road	
Euroa Main Road (the old Hume Highway through Euroa)	Clifton St/Tarcombe St in Euroa
Euroa Shepparton Road Euroa	Shepparton Road
Heathcote Nagambie Road	Vickers Road in Nagambie
Murchison Violet Town Road	Urmston Street in Violet Town
Wahring Murchison East Road	

All highways and main roads are the responsibility of Regional Roads Victoria (VicRoads). Council is responsible for the maintenance of public roads under the Roads Management Act 2004. A register of Public Roads is available on Council's website [Assets – Strathbogrie Shire Council](#).

### Rail

The Melbourne – Sydney Rail line traverses the length of the municipality and a branch line extends from Seymour to the Goulburn Valley.

The rail system carries country passenger trains, as well as significant bulk freight movements.

Over 100 passenger services and 60 freight services operate weekly through Strathbogrie Shire.

### Airports

Mangalore Airport is located at the southern end of the Strathbogrie Shire. It is located close to metropolitan Melbourne and the major freeway network to northern Australia in an area known for its stable weather patterns. The airport has no flight curfew and operates seven days a week.

Mangalore Airport is an advanced aviation-training centre, with a new professional pilot academy and a major flying school. Its facilities are also available for use by recreational flyers.

Customers include federal and state government departments and commercial organisations.

The Nagambie Soaring Centre is located adjacent to the Goulburn Valley Freeway on Tidboald Road Wahring.

## 2.5 Demography

Strathbogie Shire, although predominantly agricultural, has two main population centres. Euroa (3,508) and Nagambie (2,253) are attractive regional towns of a good size, with good local amenities but not so big to have become impersonal. Strathbogie Shire towns are personable friendly communities and attracting interest from families aspiring to make a tree-change. The continued nationwide rollout of the NBN and the impacts of COVID 19 have shown that many Australians now realise they don't need to be living in the major cities for work, which could lead to big changes in the years ahead for our towns that are easily accessible from Melbourne.

According to ABS 2021 Census the current population in Nagambie has increased by 19.5% since the 2016 Census, compared to a 7.1% increase in Euroa's population.

The shire is experiencing significant development with annual residential approvals averaging approximately 130 per annum which is a 62% increase on the levels prior to the COVID pandemic period.

In 2021, Strathbogie Shire had lower proportion of children (under 18) and a higher proportion of persons aged 60 or older than Regional Victoria.

Major events are held within the shire which attract significant numbers of visitors including festivals and regattas held on Lake Nagambie and the renowned Violet Town monthly market. All major events are listed in the Hume Regional Calendar on EMCOP by the Council's Events and Tourism team.

There are a number of pre-schools, childcare centres, primary and secondary schools within the Shire.

## Languages

89.8% of people are proficient in English according to the 2021 Census in the Strathbogie. Approx 10% of the population are not proficient in English with the top three non-English languages spoken being Mandarin (40), Italian (32), Thai (30), Filipino (26) and Vietnamese (18).

60 residents identified as not speaking English well or not at all.

VicPol and other agency staff have an interpreter app on their phones and Google translate is readily available.

## 2.6 Vulnerable People

People facing disadvantage, such as those in poverty, migrants, refugees, children, older people, people with disabilities, people who are homeless or transient, and people living in poor quality housing are more vulnerable at all stages of a disaster – before, during, and after.

In Strathbogie Shire, reaching and engaging with the more vulnerable groups requires more targeted communication methods, always remembering that "Diversity is a Fact, Inclusion is a Choice." This MEMP seeks to be inclusive and address the needs of the whole community.

Demographic	Engagement approach
Elderly and frail	Home and Community Care service providers Aged care accommodation/facilities Pharmacies and medical clinics
Infants and young children	Maternal and Child Health Child Care Centres and kindergartens Schools Medical clinics
People who are sick or have a drug and/or alcohol dependency	Medical clinics and Hospitals (Euroa and Nagambie) District Nurses Service providers
People with mental and physical disabilities	Mental health service providers Services eg NDIS
Homeless people	Victoria Police Service providers (food, clothing, shelter)
Non-English-speaking people	Links to interpreter sites on website
Visitors and tourists	Accommodation providers Tourism/business operators
Socially and physically isolated people	Service providers Community groups
People living in high-risk locations	Council media/communications Support for direct Community engagement projects

The [Vulnerable People in Emergencies \(VPE\) Policy](#) was developed by DFFH in response to recommendations from the 2010 Royal Bushfire Commission.

The purpose of the policy is to improve the safety of vulnerable people in emergencies, through supporting:

- Emergency planning with and for vulnerable people;
- Developing local lists of facilities where vulnerable people may be located
- Developing local lists of vulnerable people (Vulnerable Persons Registers) who may need consideration (tailored advice of a recommendation to evacuate) in an emergency, and make these lists available to those with responsibility for helping vulnerable residents evacuate

The VPE defines a ‘vulnerable person’ as someone living in the community who is:

- frail, and/or physically or cognitively impaired; and
- unable to comprehend warnings and directions and/or respond in an emergency situation. (Note: the VPE is under review due to the introduction of the NDIS)

Guidelines have been developed through the VPE including the Vulnerable People Register (VPR) which identifies the most vulnerable in each community.

The VPR is administered by Council’s MRM and is verified twice a year (April & October) to ensure currency although people can be added to the register at any time. In practice the MRM checks the VPR monthly.

The VPR is accessible to the legislated Evacuation agency – VicPol.

The VPE and guidelines are filed in the Crisisworks library.

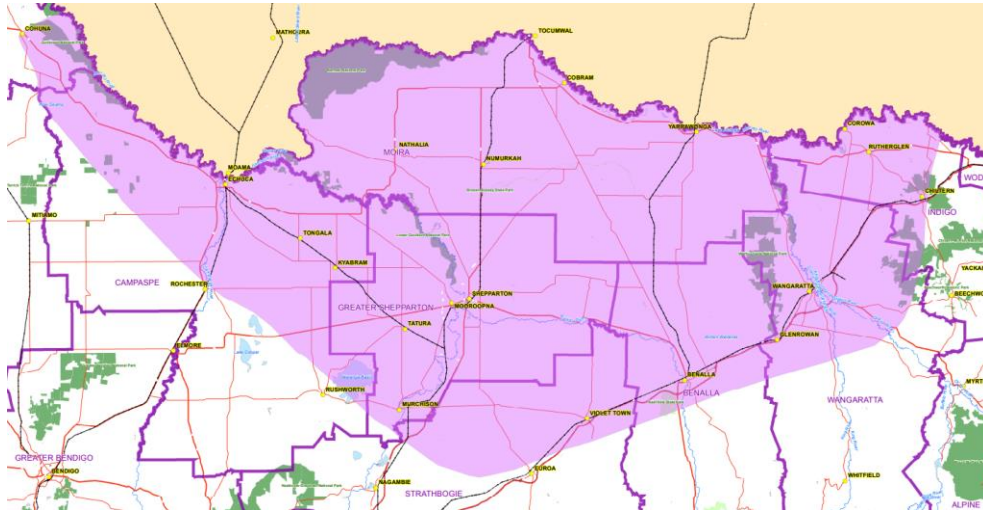


## 2.7 Vulnerable Facilities

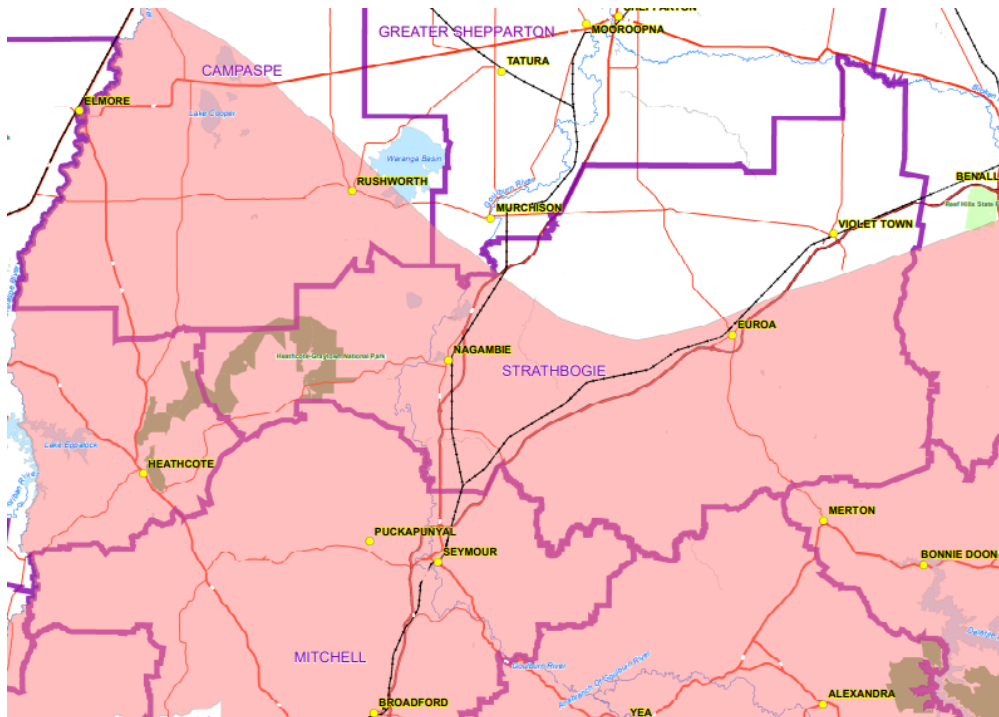
The facilities that may house vulnerable people have been identified and a list with addresses and coordinates can be found in the Appendices.

## 2.8 Traditional Owners

The traditional owners of the land within the Strathbogie Shire are the Taungurung and the Yorta Yorta peoples with the Yorta Yorta land generally being toward the northern and north west area of the shire.



Map of Yorta Yorta Nation boundaries



Map showing Taungurung Land and Waters Council Aboriginal Corporation Lands

For further information about RAPs go to:

<https://www.aboriginalheritagecouncil.vic.gov.au/victorias-current-registered-aboriginal-parties>

## 2.9 Industry

The Shire is predominantly rural in nature with supporting services in small towns. Farming industries include sheep, cattle and wheat cropping, but in recent years the tendency has been to diversify into smaller holdings specialising in stock such as goats, deer, fine wool sheep and fish, or crops such as herbs, blueberries, grapes, nuts and cherries.

Extensive vineyards have been established at Nagambie and throughout the Strathbogie Ranges and host a wide range of intensive agriculture such as poultry and horticultural enterprises.

Strathbogie Shire also includes several leading thoroughbred studs and racehorses. According to the 2021 Census the top 2 industries from an employment perspective were Agriculture, Forestry and Mining (908), Health care and social assistance (602) and Construction (478).

Other industries of significance include Education and training, Retail, Manufacturing, Accommodation and Food.

## 2.10 Tourism and Events

Events are uploaded to EM-COP (Emergency Management Common Operating Picture for local and regional planning and incident control purposes.

<https://cop.em.vic.gov.au/sadisplay/nicslogin.seam> Registration is required.

Strathbogie shire hosts many events including major rowing regattas on Lake Nagambie, and regular markets. Visitors can also enjoy the many offerings from the shire vineyards or enjoy the many walking trails winding through the natural environment including tablelands in the Strathbogie Ranges.

## 2.11 Critical Infrastructure in Strathbogie Shire

Critical infrastructure includes those physical facilities, supply chains, systems, assets, information technologies and communication networks which, if destroyed, degraded or rendered unavailable for an extended period, would significantly impact on the social or economic wellbeing of the Victorian community. Each day, Victorians rely upon the continuity of important services provided by critical infrastructure. Critical infrastructure supports our most basic needs:

- safe drinking water
- food
- reliable transport
- accessible public health services
- energy for homes and industry
- access to banking, finance and government services
- global communications networks to connect us socially and in business.

In July 2015, Victoria introduced new legislative and policy arrangements to improve critical infrastructure resilience and reduce disruption of services to the community due to emergencies. Resilient critical infrastructure is more likely to endure changes or challenges to social, economic and environmental circumstances.

Critical infrastructure within the municipality now falls under the control of a [separate state-based piece of legislation \(Emergency Management Act Part 7a\)](#) and regulations which sees industry and government partner on a strategy aimed at minimising disruptions and increasing the resilience of critical infrastructure across the state. This includes the maintenance of the Victorian Critical Infrastructure Register.

The importance of our critical infrastructure to all Victorians highlights the need to build and strengthen its resilience. In emergency management, 'resilience' can be described as 'The capacity of individuals, communities, businesses, institutions and systems to survive, adapt and thrive no matter what chronic stresses and acute shocks they experience'.

In Strathbogie Shire, critical infrastructure includes:

- electricity infrastructure including transmission towers traversing the Shire
- reticulated water and sewerage in townships across the shire
- mobile phone infrastructure
- nbn infrastructure
- radio infrastructure
- Food production – intensive farming (egg production, piggeries)
- Major transport routes (Hume Freeway & Goulburn Valley Freeway)
- Major railway line – Melbourne to Sydney & Goulburn Valley link

The main roads are managed by Regional Roads Victoria (RRV) **133 778**.

The secondary road network is managed by Strathbogie Shire Council and includes 747 kilometres of sealed and 1,465 kilometres of unsealed roads.

## Backup Power Arrangements

The Council's main service centre in Binney St Euroa has a backup generator installed.

The Council received funding to enable liquid fuel generators to be connected in case of power failure to continue to operate the six (6) designated Emergency Relief Centres (Euroa, Violet Town, Longwood, Avenel and Nagambie (2)) These works were completed in March 2023. The ERCs also have backup WIFI facilities, except for the Senior Citizens Facility in Nagambie, which were installed under the Federal Government's STAND program.

The following table lists fuel stations, grocery stores, food outlets, pharmacies, and hospitals with their current status as to access to backup power.

It is noted that all fuel supplies are dependent on mains power within the shire. Currently two (2) grocery stores (Euroa and Nagambie) have backup power and only one pharmacy (Nagambie) will have backup capability expected in March 2022. Only one retail café (Nagambie) has been identified as having backup power arrangements in place. All hospitals have backup generator arrangements in place.

Table – Backup power arrangements – ERCs, Fuel, Grocery/Food Shops, Pharmacies and Hospitals

BP Euroa	Fuel, food and limited groceries -	5795 3677
Shell Service Centre Euroa	Fuel, food and limited groceries – 24 hrs No backup generator	9075 1526
Ampol Euroa	Fuel, food and limited groceries- No backup generator	5795 1607
Ampol Avenel	Fuel, food and limited groceries – 24 hrs – No backup generator	5796 2433
United Petroleum Nagambie	Fuel, food and limited groceries – No backup generator	5794 1880
Ampol Wahrung	Fuel, food and limited groceries – 24 hrs	5794 7238
Burtons SUPA IGA Euroa	Groceries Backup generator in place	5795 2004
Champions IGA Nagambie	Groceries Backup generator in place	5794 2943
Violet Town Supermarket	Groceries No backup generator although point available	5798 1304
Mawsons Bakery Café Euroa	Food No backup generator	5795 2425
Burkes Bakery Euroa	Food No backup generator	5795 2738
Nagambie Bakery	Food No backup generator	5794 2414 0447 770 190
Old Lake Kitchen (Harrys Café ) Nagambie	Food Backup generator in place	5794 2705
Violet Town Café	Food No backup generator	5798 1380
Euroa Health	Acute, emergency, residential aged care, Backup generator in place	5795 0200
Nagambie HealthCare	Acute, community, home and residential aged care, GP and allied health services & emergency department Backup generator for all except the GP clinic	5736 2900
Violet Town Bush Nursing Centre	Residential aged care Backup generator in place	5798 1324
Euroa Pharmacy	Pharmaceuticals No backup generator	5795 3558
Rebecca Baker Pharmacy Nagambie	Pharmaceuticals Backup generator to be fitted shortly (expect to online March 2022)	5794 2590

**Fuel** – petrol and diesel is available at service stations listed above.

## Reticulated sewerage

Sewer reticulation retention times in an emergency are listed below. All pump stations are accessible and can connect to a generator and/or have a sucker truck educt the well.

Location	Retention (hrs)
Violet Town	12
Nagambie	12
Euroa	20
Avenel	12

Note there is no reticulated sewerage systems in Strathbogie or Longwood.

## Water supply

Water storage supply capacities are listed below.

Location	Supply Time (hrs)	Comments
Violet Town	24	Additional supply tank for carting water to site, No generator ability on site
Nagambie	>24	Generator installed to supply boosted pressure to town
Euroa	>24	No generator on site
Avenel	16	
Longwood	20	No Generator on site
Longwood East	16	Trailer mounted generator to run WTP
Kirwans Bridge	<24	All untreated water supply
Goulburn Weir	<24	All have small water storages <40kl
Strathbogie	<24	

There is more information on the GVW website <https://www.gvwater.vic.gov.au/service-interruptions/emergencies-and-natural-disasters/your-water-supply-in-a-fire>

## 2.12 History of Emergencies

Based on recorded emergency events, flooding has been the most frequent natural disaster impacting the Strathbogie Shire (generally Euroa and/or Violet Town) with 23 significant events since 1870 or an average of one event every seven years (1 in 7). The last flood event was in 2017.

To date there have been only 4 significant fires recorded since the 1965 Longwood fire in which 7 fatalities occurred. Over the 57 years since the Longwood fire, major fires have occurred on average once in fourteen years (1 in 14), although the impacts of climate change are expected to increase the frequency and intensity of fire events into the future. Other natural disaster impacts have included a storm event in February 2020 which caused approx. \$0.5M in clean-up costs and a power outage in Nagambie in 2019.

A summary of emergency events is shown below.

Year	Description	Impact/Consequences
1870	Euroa flood	
1916	Euroa flood (largest on record)	
1916	Violet Town flood	
1956	Euroa flood	
1956	Violet Town flood	
1965	Longwood fire (17 January)	7 persons deceased & 6 houses lost
1968	Euroa flood	
1974	Euroa flood	
1974	Violet Town flood (1% AEP)	
1975	Euroa flood	
1981	Euroa flood	
1984	Euroa flood	
1986	Euroa flood	
1990	Strathbogie fire (27 December)	1 person deceased, 17 houses lost & 12,000 livestock
1992	Euroa flood	
1993	Avenel flood	
1993	Euroa flood	
1993	Nagambie flood	
1993	Violet Town flood (1% AEP)	
1999	Violet Town flood	
2010	Avenel floods (2 No)	
2010	Euroa flood (September)	Peak level 5.35m. An estimated 140 properties impacted by flood waters. Euroa caravan park residents evacuated
2010	Euroa flood (December)	220mm of rain. Euroa caravan park residents evacuated. 8 properties impacted in Euroa
2014	Creightons Creek fire (17 December)	5518 acres burnt, 4 houses lost, over 100 brigades from across the state attended this fire.
2016	Violet Town flood	
2017	Euroa flood	146mm of rain in 24 hours.
2019	Boathole Rd Fire, Ruffy	

Year	Description	Impact/Consequences
2019	Power outage Nagambie	Power to 1,200 homes lost for approx. 17 hours. Relief centre established at the Longwood Recreation Reserve.
2019	Tarcombe Rd Fire , Avenel	
2019	Fire at Poultry Farm, Euroa	18,000 chickens destroyed
2020	Balmattum Hill Fire, Euroa	
2022	Flooding event	Widespread impacts including Violet Town, Euroa, Avenel and Nagambie townships as many rural areas particularly on the Granite Hills Flood plain.

## 3. Governance Arrangements

### 3.1 Municipal Emergency Management Planning Committee

This Committee is formed pursuant to of the Emergency Management Act 2013 (S59A) The Terms of Reference can be found on EMCOP.

Refer section 59 of the EM Act for further detail.

<https://www.legislation.vic.gov.au/in-force/acts/emergency-management-act-2013/019>

### 3.2 Membership of the MEMPC

The 'core' MEMPC members are a feature of the new planning approach in that the MEMPC has moved away from being a Council committee and is now a multi-agency committee with a shared responsibility. Council is now an equal participant on the MEMPC but still holds the responsibility to form and chair the committee.

The Strathbogie Shire MEMPC membership consists of;

Core committee as legislated

- Chair – Director Community and Planning (Council)
- Victoria Police (the MERC)
- Victoria State Emergency Service
- Country Fire Authority
- Department of Families, Fairness and Housing
- Ambulance Victoria
- Red Cross Australia

Other Council representatives

- Municipal Recovery Manager (MRM)
- Municipal Emergency Management Officer (MEMO) (non-voting)
- Strathbogie Shire Council Emergency Management Officer (Secretariat – non-voting)

Other Government department representatives

- Department of Environment, Land, Water and Planning (FFMV)
- Agriculture Victoria - (includes Recovery)
- Emergency Recovery Victoria (ERV formerly BRV) – (Recovery)
- Department of Health (DH)

Community and other representatives:

- Victorian Council of Churches
- Community representatives (2 No)
- Industry representatives (2 No) (Explosives and/or ammunition storage facilities)

The MEMPC membership complies with the specific requirements defined under the Emergency Management Act.



### 3.3 The integrated approach

The MEMPC is a multi-agency, collaborative committee that prepares and reviews the MEMP which is informed by local risks and planning.

The MEMPC undertake diverse planning, mitigation, preparedness, response and recovery activities as defined in legislation, regulation and government policy.

### 3.4 Emergency management roles and responsibilities

Members of the MEMPC undertake their [roles and responsibilities](#) in accordance with the State Emergency Management Plan (SEMP) through the stages of mitigation, response (including relief) and recovery.

The SEMP Roles and Responsibilities table also maps agency roles for core capabilities and critical tasks that align with the Victorian Preparedness Framework (VPF) for the management of major emergencies. The VPF identifies 21 core capabilities, and subsequent critical tasks for each, that Victoria requires to effectively prepare for, respond to and recover from major emergencies. The VPF can be found here <https://www.emv.vic.gov.au/how-we-help/emergency-management-capability-in-victoria/victorian-preparedness-framework>.

This MEMP notes that existing duties, functions, power, responsibility or obligation conferred on an agency by law, licence, agreement or arrangement prevail to the extent of its inconsistency with this plan (EM Act 2013 s60AK).

The roles and responsibilities that are outlined in this plan are specific to the Municipality and are in addition to, or variations on, what is outlined in the [SEMP](#) and [REMP](#). All agencies with responsibilities under the MEMP should provide written confirmation of their capability and commitment to meet their obligations. This is evidenced by their endorsement of the draft MEMP, including revisions, before it is presented to the REMPC for consideration.

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

### 3.5 Partnerships, strategies and plans

Government authorities and agencies along with Council, the community, individuals and emergency services have a key role in implementing strategies and plans which reduce the risk associated with emergency events.

Strathbogie Shire Council has worked closely with Mansfield and Murrindindi councils including arranging of joint training for MEMOs and MRMs etc and is an active participant in the Hume Municipal Emergency Management Enhancement Group (MEMEG) to keep abreast of and contribute to improvements in emergency management arrangements.

The Council in partnership with the CFA has also initiated regular short (max 30 minutes) weekly online TEAMS meetings which are attended by the three CFA Group Officers, the CFA Catchment Officer and the Council's Emergency Management Officer. These meetings assist in the raising and resolving of issues and the tracking of activities in between more formal Municipal Fire Planning Sub-committee meetings.

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

Regional plans, policies and networks that the MEMPC has a stake in include:

- Hume Region Emergency Management Plan
- Hume Region Emergency Management Planning Committee

Other Hume regional plans include:

- 2020 Hume Regional Bushfire Strategy
- North East (Hume) Flood Sub Plan
- North East (Hume) Earthquake Sub Plan
- North East (Hume) Storm Sub Plan
- North East (Hume) Landslide Sub Plan

The MEMP links with:

- State Relief and Recovery Plan
- Victorian Emergency Animal Welfare Plan
- State Extreme Heat Sub Plan
- Heat Health Plan for Victoria
- State Flood Sub Plan
- State Storm Sub Plan

### 3.6 Sub plans

The MEMPC will determine if a sub-plan is required to detail more specific or complex arrangements that either enhance or contextualise this Plan. All sub-plans are multi-agency plans and may be hazard specific where the consequences are likely to be significant, for example a municipal flood response sub-plan.

All sub-plans are subject to the same preparation, consultation, assurance, approval, and publication requirements as this Plan, as outlined in Part 6A of the EM Act 2013. Agencies with roles or responsibilities in a sub-plan must act in accordance with the plan (EM Act 2013 s60AK).

The MEMPC has endorsed the following as sub plans to the MEMP

- Strathbogie Shire Municipal Fire Management Plan
- Strathbogie Shire Flood Emergency Plan

### 3.7 Complementary Plans

Complementary plans are prepared by industry/sectors or agencies for emergencies that do not fall within Part 6A of the EM Act 2013. They are often prepared under other legislation, governance or statutory requirements for a specific purpose.

Complementary plans do not form part of this MEMP and are not subject to approval, consultation and other requirements under the EM Act 2013.

The following complimentary plans may have significance to the comprehensive, coordinated and integrated emergency management arrangements in Strathbogie Shire:

- Strathbogie Shire Heatwave Plan
- Strathbogie Shire Pandemic Plan
- Strathbogie Shire Emergency Animal Welfare Plan

Strathbogie Shire Heatwave Plan - covers preparing for and responding to extreme heat. It is a Council document and largely covers communications and protecting vulnerable people.

Strathbogie Shire Pandemic Plan - is a Council document that was prepared with input from DFFH. It is an operational plan for Council that covers roles and responsibilities, community information, control strategies, community support and recovery and Council business continuity.

Strathbogie Shire Emergency Animal Welfare Plan - is a guide for Council Local Laws officers and others involved in emergency management. The plan draws on the State Animal Emergency Welfare Plan and covers roles and responsibilities, communications and welfare services.

Other plans that complement this MEMP include Council's Business Continuity Plan and the various emergency management plans prepared by utility providers (eg power, water and sewerage treatment).

A range of readiness arrangements for the Hume region can be found in EM-COP(login required).

To complement the emergency management process, Council enforces and reviews existing policies in land use, building codes and regulations, urban planning, community safety and health.

### 3.8 Maintenance of the MEMP

The content of this MEMP is to be reviewed annually or after an emergency which has utilised part of this plan. The custodian of this MEMP is the MEMPC, and the Chair will facilitate, and action alterations and changes as required. Organisations delegated with responsibilities in this MEMP are required to notify the Chair of any changes of detail relating to their organisation contained within the MEMP (eg contact information) as they occur.

Any amendments to this plan must be approved by the REMPC.

### 3.9 MEMP Testing

This MEMP will be tested on an annual basis to ensure that its contents are current and relevant. This will be done in a form determined by the MEMPC. Any procedural anomalies or shortfalls encountered during these exercises, or ensuing operations, will be addressed and rectified at the earliest opportunity.

The proposed date for testing aspects of the MEMP and the scenario, will be determined by the MEMPC. The outcomes of any exercise will be reported at the next MEMPC meeting.

The MEMPC may also determine that additional testing of the MEMP is not required where the MEMP has been activated due to an emergency occurring over the course of the previous 12 months.

Members of the MEMPC may also take part in agency and multi-agency exercising as well as regional emergency management exercises and scenario participation.

### 3.10 MEMP Assurance

From 1 December 2020, MEMPC's are required to complete a Statement of Assurance (self-assurance checklist and certificate of assurance) for their MEMPs and MEMP sub-plans which shall then be presented to their respective REMPC for approval. The self-assurance process has replaced the legislative audit role of Victoria State Emergency Services.

The Statement of Assurance verifies that the plan or sub-plan has been prepared in accordance with the Emergency Management Act 2013 (the Act; as amended by the Emergency Management Legislation Amendment Act 2018) and with due regard to the Minister's Guidelines for Preparing State, Regional and Municipal Emergency Management Plans, issued under section 77 of the Act (Section 60AC).

The new arrangements require that each MEMP is assured on at least a three-year basis. Similarly, sub-plans will go through the same process but can proceed through the assurance process separately to the MEMP.

The Statement of Assurance consists of:

- An assurance checklist completed by the MEMPC to ensure all requirements from the Act have been met.
- A certificate of assurance signed by the MEMPC's chair on behalf of the MEMPC to confirm that the plan is compliant with the Act.

### 3.11 Mutual aid arrangements

The following mutual aid arrangements have been developed in consultation with the MEMPC:

- MoUs have been drafted for each of the ERC sites in consultation with committee of management (CoM) representatives which set out the intentions of both the Council and the CoM in the operation of the ERC sites in response to an emergency event.
- Council is a signatory to the MAV developed Protocol for Inter-Council Emergency Management Resource Sharing. The purpose of this protocol is to provide an agreed position between councils for the provision of inter-council assistance for 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.
- Strathbogie Shire Council has a collaborative working arrangement with Murrindindi and Mansfield Shire Councils and an unwritten understanding that we will all support each other where possible.

## 4. Prevention Arrangements

The aim of emergency risk management is to promote public safety through awareness and mitigation and reduce the impact of emergencies.

The Strathbogie Shire MEMPC takes a risk management approach to emergency preparedness. This involves identifying the most significant risks that a community faces, assessing the vulnerability of the community to those risks and providing options to reduce or eliminate the risks.

The MEMPC plays a key role in prevention via the identification of potential hazards and their associated risks and consequences. These identified risks and consequences are then considered and specifically planned for during the development and implementation of plans, policies and procedures.

The ability of a community to respond to an emergency and in turn recover from the effects of an emergency will depend greatly on the level of resilience the people affected inherently have. The municipality, through its MEMPC, and its sub-committees, will promote and support appropriate prevention and awareness programs and work towards building the resilience of the Strathbogie Shire communities.

**Prevention** is defined as the development and implementation of strategies and associated measures to reduce the occurrence of and mitigate the consequences of identified emergency risks on the community and environment.

**Preparedness** focuses on ensuring the risks and management strategies identified in prevention planning are utilised to assist and facilitate the local community to be aware of their risks and the potential consequences of a resulting emergency event, to inform and equip them with tools to implement resilience strategies for their own homes and families.

Through the Community Emergency Risk Assessment process (CERA), the MEMPC has identified several strategies that exist or could be undertaken to eliminate or reduce the likelihood or consequences of an emergency.

## 4.1 Hazard review

### Community Emergency Risk Assessment (CERA)

The Community Emergency Risk Assessment (CERA) is an “all hazards”, “all agencies” integrated risk assessment approach designed to systematically identify hazards, determine risks and prioritise actions to reduce the likelihood and effects of an emergency.

The CERA process is consistent with:

- Australian Standard AS/NZS ISO 31000:2009 Risk management – principles and guidelines
- National Emergency Risk Assessment Guidelines (NERAG)

CERA provides the MEMPC with a framework for considering and improving the safety and resilience of the community from hazards and emergencies.

The outputs of the assessment process are used to inform the MEMP, 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 MEMPC, met in October 2019 to identify the top risks in the municipal area. These risks have been regularly reviewed since then.

Risks were assessed and rated according to consequence and likelihood scales and risk matrices in the CERA tool kit.

The 5 highest risks, all with a “HIGH” residual risk rating from the CERA process, in the Strathbogie Shire were identified as being:

- Bushfire – large, regional
- Flood- Major
- Extreme Temperature - Heatwave
- Road Transport Incident – large commercial vehicle
- Mass Gathering

The CERA process predominantly involves a focus on ‘conventional’ incidents such as storm, fire and transport accident etc. and not on human behaviour-based risks such as drug and alcohol abuse and assault and robbery incidents.

Plans have been prepared for the identified risks of bushfire, flood and heatwave.

The Council’s existing events management system is comprehensive and the development of another plan in this event space was considered unnecessary by the MEMPC.

The Transport Incident plan has yet to be developed although RRV would have similar plans in place for the major freeways which traverse the Strathbogie Shire.

All the above plans are available on the Council website.

Community Risk Assessment Criteria



## Community Emergency Risk Assessment (CERA) Placemat

Table 1: Consequence Rating Table

Rating	People	Environment	Economy	Public Administration	Social Setting
<b>Definitions</b>	- Death as a direct result of emergency. - Critical injuries with long-term or permanent incapacitation- Serious injuries Minor Injuries	- Loss of species and/or landscapes - Loss of environmental value	Decline of economic activity and/ or loss of asset value	Impact of the emergency event on the delivery of core function of the governing bodies for the community	Effect on communities from the emergency event, as distinct from the individual impacts assessed in the people criteria
<b>Insignificant</b>	Less than 1 in 10,000,000 people for the population of interest	- No damage to eco systems at any level - Inconsequential damage to environment values of interest	- Inconsequential business sector disruption - Loss of asset value less than 0.004% of gross product produced by area of interest	- Governing bodies' delivery of core functions is unaffected or within normal parameters	- Community's social connectedness is disrupted, no permanent dispersal. - Minor damage to object of cultural significance.
<b>Minor</b>	Greater than 1 in 10,000,000 people for the population of interest	- Minor damage to eco systems or species at a local or regional level. - Minor damage to environment values of interest	- Significant industry or business sector impacted ie. Less than one year profit - Loss of asset value less than 0.004% of gross product produced by area of interest	- Governing bodies encounter limited reduction in delivery of core functions	- Community's social connectedness is damaged, no permanent dispersal. - Damage to object of cultural significance.
<b>Moderate</b>	Greater than 1 in 1,000,000 people for the population of interest	- Minor damage to ecosystems and species at the state level - Significant loss or impairment of an ecosystem or species at a local or regional level. - Significant damage to environmental values of interest.	- Significant industry or business sector impacted ie. More than one year profit - Loss of asset value less than 0.04% of gross product produced by area of interest	- Governing bodies encounter significant reduction in the delivery of core functions - Governing bodies are required to divert some available resources to deliver core functions or seek external assistance to deliver some of their core functions.	- Community's social connectedness is broken, some permanent dispersal. - Damage or localised widespread damage to object of cultural significance.
<b>Major</b>	Greater than 1 in 100,000 people for the population of interest	- Minor damage at national level, significant loss at state level and/or severe damage at local or regional level. - Severe damage to environmental values	- Significant structural adjustment by industry - Loss of asset value greater than 0.4% of gross product produced by area of interest	- Governing bodies encounter severe reduction in the delivery of core functions - Governing bodies are required to divert a significant amount of available resources to deliver core functions or seek external assistance to deliver the majority of their core functions	- Community's social connectedness is significantly broken, significant permanent dispersal. - Widespread damage or localised permanent loss to object of cultural significance.
<b>Catastrophic</b>	Greater than 1 in 10,000 for the population of interest	- Permanent destruction at all levels, severe damage at national or state and/or significant loss at national level. - Permanent destruction of environmental values of interest.	- Failure of a significant industry or sector - Loss of asset value greater than 4% of gross product produced by area of interest	- Governing bodies are unable to deliver their core functions.	- The community of interest's social connectedness is irreparably broken. Community ceases to function and disperses. - Widespread and permanent loss to objects of cultural significant

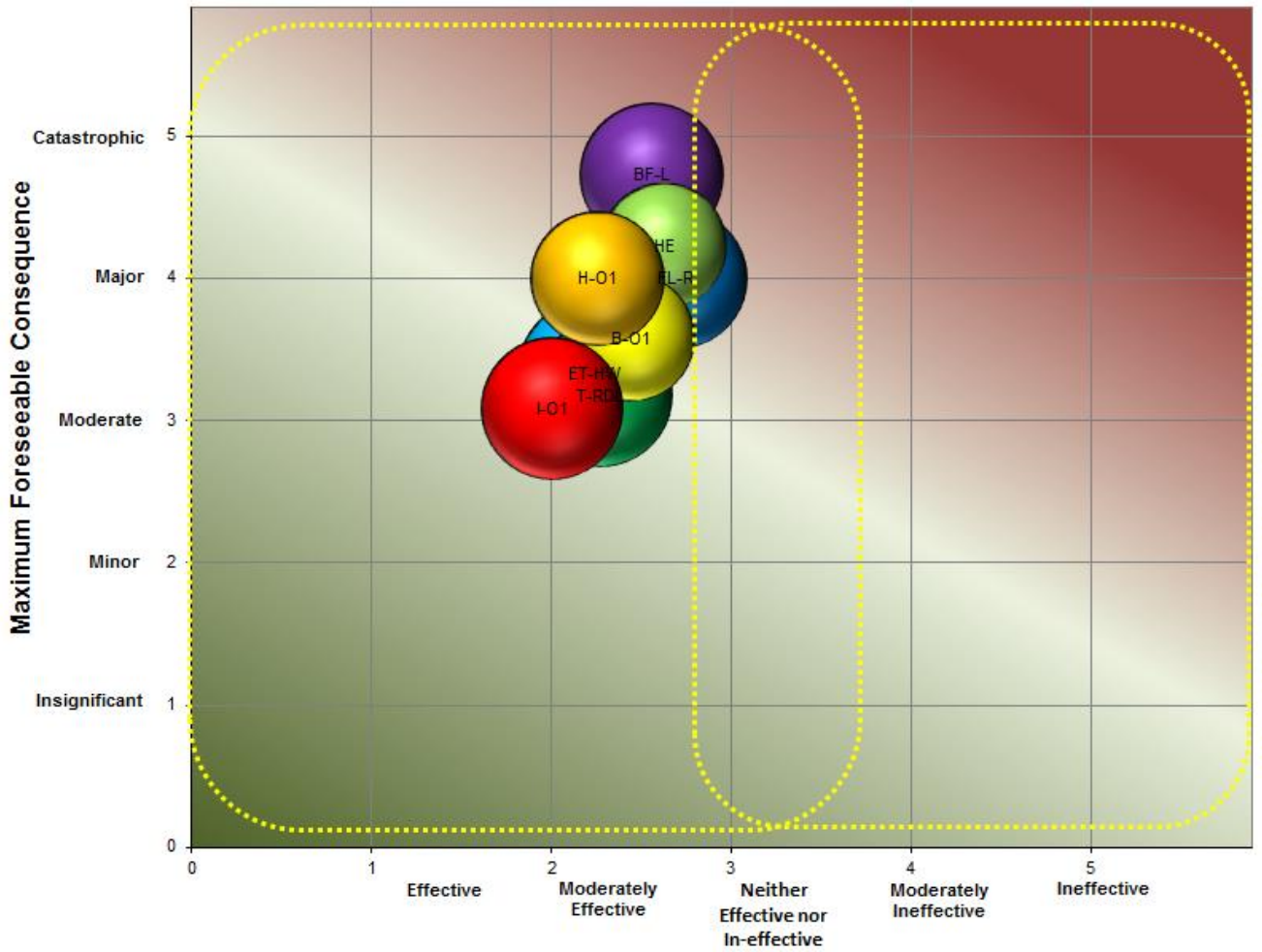
Table 2: Control strength and expediency

Level	Control Strength	Control expediency
<b>High</b>	Control is highly effective in reducing the level of risk	The control is frequently applied. A procedure to apply the control is well understood and resourced. The cost of applying the control is within current resources and budgets.
<b>Medium</b>	Control is effective in reducing the level of risk	The control is infrequently applied and is outside of the operators everyday experience. The use of the control has been foreseen and plans for its application have been prepared and tested. Some extraordinary cost may be required to apply the control.
<b>Low</b>	Control has some effect in reducing the level of risk	The control is applied rarely and operators may not have experience using it. The use of the control may have been foreseen and plans for its application may have been considered, but it is not part of the normal operational protocols and has not been tested. Extraordinary cost is required to apply the control, which may be difficult to obtain.
<b>Very low</b>	Control has almost no effect in reducing the level of risk	Application of the control is outside of the experience and planning of operators, with no effective procedures or plans for its operation. It has not been foreseen that the control will ever need to be used. The application of the control requires significant cost over and above existing resources, and the cost will most likely be objected to by a number of stakeholders.

Table 3: Likelihood level

Likelihood	Estimated average recurrence interval	Description
<b>Almost certain</b>	More than once a year	Expected to occur in most circumstances; with strong anecdotal evidence of recorded incidents.
<b>Likely</b>	1-10 years	Many recorded events Some events in comparable jurisdictions Great opportunity, reason or means to occur
<b>Unlikely</b>	11-100 years	Some recorded events Some events in comparable jurisdictions Some opportunity, reason or means to occur
<b>Rare</b>	101- 1,000 years	Few recorded events Some events in comparable jurisdictions Little opportunity, reason or means to occur
<b>Very rare</b>	>1,000 years	No recorded events No events in comparable jurisdictions Miniscule opportunity, reason or means to occur

Community Emergency Risk Assessment heat map





## 4.2 Victorian Fire Risk Register (VFRR)

The VFRR-B is reviewed annually by the Municipal Fire Management Planning Sub-Committee, supported by the CFA representatives. Risk identification is ongoing as the municipality changes.

The VFRR-B is a systematic process that helps to identify assets at risk from bushfire, assesses the level of risk to these assets and highlights the treatments currently in place along with the responsible agencies for implementing these strategies. Outputs from the VFRR-B inform and support this plan and the Fire Management Sub Plan. The assets of the VFRR-B are divided into four classes; human settlement, economic, environmental, and cultural heritage.

Further risk assessment information for bushfires is included in the Municipal Fire Management Plan.

## 4.3 Community planning

The Council is currently implementing the LEAPing into Resilience project, which is funded by the Federal Government because of a collaboration with the Mansfield and Murrindindi Shire Councils which will see the development of Local Emergency Action Plans (LEAPs) being prepared for five (5) communities in each of the three (3) municipal districts or 15 LEAPs in total.

The LEAP project is a collaborative process involving the community, Council and agencies.

The selected townships in Strathbogie Shire are Avenel, Euroa, Nagambie, Strathbogie and Violet Town. At the time of the approval of this MEMP it is planned that the LEAPs for Avenel, Euroa and Violet Town will be completed by July 2023 with the balance to be completed by June 2024.

The Strathbogie community have previously developed several emergency management guidance documents including a Strathbogie Township Protection plan. Many of the documents require amendment but are available on the [community website](#). The upcoming LEAP project will review these documents as part of the project.

CFA offers online information and advice to assist community preparedness <https://www.cfa.vic.gov.au/plan-prepare/your-local-area-info-and-advice>

The Red Cross also offer guidance on preparing for emergencies through their Rediplan initiative

<https://www.redcross.org.au/emergencies/resources/>

The Council supports the CFA initiative under the Community Based Bushfire Management program.

## 4.5 Community awareness and engagement

The ability of a community to respond to an emergency and in turn recover from the effects of an emergency is known as community resilience. The [EMV Community Resilience Framework](#) states that at the heart of the Framework are seven resilient community characteristics:

- Connected, inclusive and empowered
- Sustainable built and natural environment
- Reflective and aware
- Culturally rich and vibrant
- Safe and well
- Dynamic and diverse local economy
- Democratic and engaged.

The agencies on the MEMPC partner in delivering prevention and awareness programs to the community across a range of risks including fire, house fire, flood, storm and heatwave. A variety of initiatives are used to reach the community including:

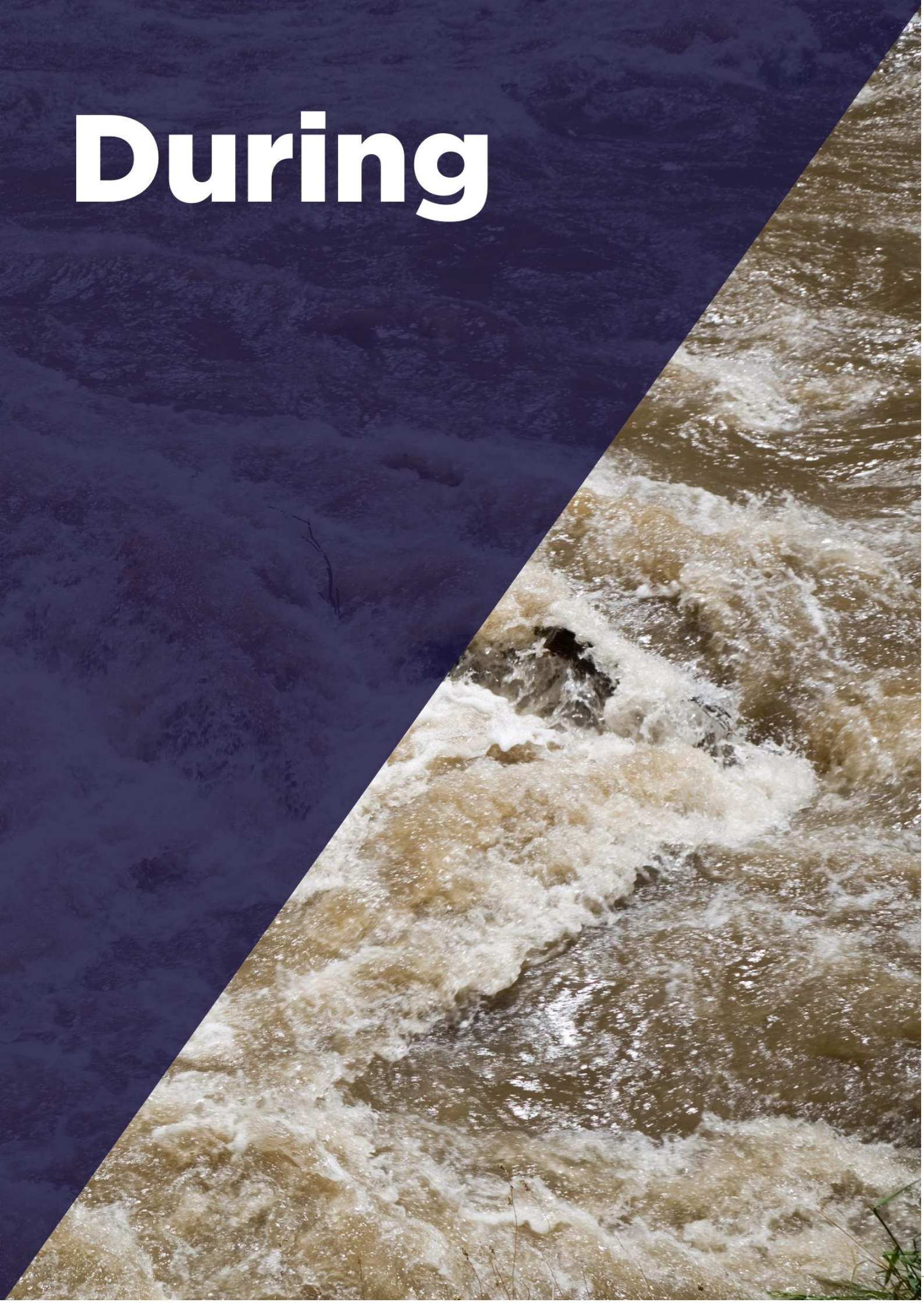
- Targeted community meetings eg bushfire planning workshops
- Attending social gatherings and public events eg bush markets and casserole nights
- Written communications in newspapers and social media posts
- Distribution of educational materials eg Preparing for the fire season advice flyer
- Community radio interviews and regular community announcements
- Innovative, local initiatives

Current awareness and engagement programs include:

PROGRAM	RISK	AGENCY
Brigade Community Engagement Coordinators and Community Liaison officers	Fire	CFA
LEAPing into Resilience project	All hazards	Council supported by agencies and community
Fire safety essentials	Bush and grass fire	CFA
Bushfire planning workshops <a href="https://www.cfa.vic.gov.au/plan-prepare/practical-bushfire-planning-workshops">https://www.cfa.vic.gov.au/plan-prepare/practical-bushfire-planning-workshops</a>	Bush and grass fire	CFA
Community Fireguard <a href="https://www.cfa.vic.gov.au/plan-prepare/community-fireguard">https://www.cfa.vic.gov.au/plan-prepare/community-fireguard</a>	Bush and grass fire	CFA
EPAS Emergency Planning Advice Service (vulnerable people support)	Fire	CFA Red Cross
Home Fire Safety program <a href="https://www.cfa.vic.gov.au/plan-prepare/fires-in-the-home">https://www.cfa.vic.gov.au/plan-prepare/fires-in-the-home</a>	House fire	CFA
Tourism business bushfire safety <a href="https://www.cfa.vic.gov.au/plan-prepare/preparing-your-tourism-business">https://www.cfa.vic.gov.au/plan-prepare/preparing-your-tourism-business</a>	Bush and grassfire	Tourism Vic CFA

PROGRAM	RISK	AGENCY
Emergency management plans for business <a href="https://www.cfa.vic.gov.au/about/guides">https://www.cfa.vic.gov.au/about/guides</a> <a href="https://business.gov.au/risk-management/emergency-management">https://business.gov.au/risk-management/emergency-management</a>	Various	CFA SES
Fire safe kids <a href="https://www.cfa.vic.gov.au/kids-schools/fire-safe-kids">https://www.cfa.vic.gov.au/kids-schools/fire-safe-kids</a>	Fire House fire	CFA
Smoke alarm checking and battery replacement <a href="https://www.cfa.vic.gov.au/plan-prepare/smoke-alarms">https://www.cfa.vic.gov.au/plan-prepare/smoke-alarms</a>	House fire	CFA
Local radio interviews	Fire	CFA DELWP Council
Safer Together – Community Based Bushfire Management <a href="https://www.safertogether.vic.gov.au/home">https://www.safertogether.vic.gov.au/home</a>	Fire and other risks	CFA DELWP
StoryMap – interactive map <a href="https://www.safertogether.vic.gov.au/strategic-bushfire-management-planning">https://www.safertogether.vic.gov.au/strategic-bushfire-management-planning</a>	Bushfire	DELWP
Community Education Facilitator	Flood Storm	SES
15 to Float <a href="https://www.ses.vic.gov.au/media/campaigns/15-to-float">https://www.ses.vic.gov.au/media/campaigns/15-to-float</a>	Flood	SES
Get Ready <a href="https://www.ses.vic.gov.au/get-ready">https://www.ses.vic.gov.au/get-ready</a>	Flood, Storm, Landslide	SES
Get Ready – school program <a href="https://www.ses.vic.gov.au/get-ready/at-school">https://www.ses.vic.gov.au/get-ready/at-school</a>	Flood, Storm, Landslide	SES
Annual Preparation for the fire season advice (Targeted courtesy letter issued prior to fire season following initial inspections under the fire prevention program)	Fire	Council
Survive the heat	Extreme heat	DH
Planned burning awareness <a href="https://www.ffm.vic.gov.au/bushfire-fuel-and-risk-management/planned-burning-in-victoria">https://www.ffm.vic.gov.au/bushfire-fuel-and-risk-management/planned-burning-in-victoria</a>	Bushfire	DELWP
RediPlan	Various	Red Cross
Prepare and Get Ready – app and web <a href="https://www.emergency.vic.gov.au/prepare/">https://www.emergency.vic.gov.au/prepare/</a>	Various	EMV
Red Cross <a href="https://www.redcross.org.au/emergency-resources-for-communities">https://www.redcross.org.au/emergency-resources-for-communities</a>	Various	Red Cross

# During



## 5. Response arrangements including relief

### 5.1 Background

The objective of emergency response and relief activities in Victoria is to reduce the impact and consequences of emergencies on people, communities, essential infrastructure, industry, the economy, and the environment. The response phase requires:

- agency control, command and coordination arrangements that are in place and tested even before an event (known as readiness),
- the conduct of the response operation, and
- the provision of immediate relief to support communities during and in the immediate aftermath of an emergency.

Where possible, response activities should be managed at the lowest possible level. Most incidents are of local concern and can be coordinated from local municipality-based resources. Whilst this is the case, regional support may be requested in accordance with arrangements outlined in the [Hume Regional Emergency Management Plan](#).

The SEMP details the 3 operational tiers – incident, region and state as well as detail about the 3 Classes of emergency [State Emergency Management Plan](#)

The State Emergency Management Priorities underpin and guide all decisions during a response to any emergency. The State Emergency Management Priorities are:

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

### Control, command and coordination

Control refers to the overall direction of response activities in an emergency. Authority for control is established in legislation or in an emergency response plan.

The Control agency has overall direction of response activities in an emergency, operating horizontally across agencies. Controllers are responsible for leading all agencies responding to the emergency and applies to response related activity only.

Command is the direction of personnel and resources of an agency in the performance of that organisation's role and tasks. Authority to command is established in legislation or by agreement within an agency. MEMPs are multi-agency plans and are not required to define command arrangements.

Coordination is the bringing together of agencies and resources to ensure effective response to and recovery from emergencies. The Coordination agency has primary responsibility for bringing together resources to support the mitigation of, response to, and recovery from emergencies. In addition to coordination agencies, regional and municipal emergency response coordinators (RERCs and MERCs) are appointed to undertake a coordination function at regional and municipal level (EM Act s40A).

## 5.2 Local response arrangements and responsible agencies

Refer to the [SEMP](#) for more details on the following roles :

### ***Incident Emergency Response Coordinator (IERC)***

The most senior VicPol member at the scene of the emergency or where control is being exercised at the incident level is typically nominated as the VicPol **Incident Emergency Response Coordinator (IERC)**. Members of greater or lesser seniority may be the IERC as the emergency escalates or deescalates. The primary function of the IERC is supervise the initial incident level co-ordination.

### ***Municipal Emergency Response Coordinator (MERC)***

The VicPol Municipal Emergency Response Coordinator (MERC) for the Strathbogie Shire is responsible for emergency response coordination at the municipal level. The MERC's primary function is to bring together agencies and resources within a municipal district to support the response to emergencies.

### ***Regional Emergency Response Coordinator (RERC)***

The VicPol Regional Emergency Response Coordinator (RERC) for the Hume region is responsible for emergency response coordination at the regional level. The RERC's primary function is to bring together agencies and resources within a region to support the response to emergencies.

## Control and Support Agencies

A **Control Agency** is the primary agency responsible for responding to a specified type of emergency. It is the responsibility of the Control Agency to formulate action plans for a given emergency in consultation with Support Agencies.

There are complex emergencies where a shared accountability across a number of agencies can occur. In these cases, there is a need for a single agency to be responsible for the collaborative response of all the agencies. For the purposes of consistency, the term Control Agency will be used to describe this lead agency role.

Where an emergency type is not listed or where there is uncertainty in identifying a Control Agency, the Emergency Management Commissioner or relevant emergency response coordinator (RERC, MERC, or IERC) will determine the Control Agency. The Control Agency will generally be the agency with a role or responsibility that is most closely aligned to the emergency.

The Control Agency may change as the emergency progresses or is clarified. The Control Agency is based on the major effect of the incident/event rather than the cause and control can be transferred when the major effect of the incident/event reduces and another effect becomes more important.

**Response support agencies** provide services, personnel, or material to support or assist a control and/or a coordination agency and/or members of the public.

**A full list of Control and Support Agencies can be found in the [SEMP](#).**

### 5.3 Emergency Management Teams (incident and regional)

The function of the Emergency Management Team (EMT) at both incident and regional level is to support the Incident Controller in determining and implementing appropriate Incident Management strategies for the emergency.

If an emergency requires a response by more than one agency, the Incident Controller is responsible for forming the EMT.

The EMT consists of:

- Incident Controller
- Support and recovery functional agency commanders (or their representatives)
- Emergency Response Coordinator (or representative)
- Other relevant persons as required

### 5.4 Legislated roles

At the municipal level the *Emergency Management Act* details 3 roles that must be appointed or delegated:

**Municipal Emergency Response Coordinator (MERC)** Part 5 s56 – appointed by the Chief Commissioner of Police and has a role in the allocation of resources

**Municipal Emergency Management Officer (MEMO)** s59G - has a role in liaising with agencies and assisting in the coordination of emergency management activities

**Municipal Recovery Manager (MRM)** s59H – coordination of resources for recovery and assisting the MEMO to plan and prepare for recovery

### 5.5 Activation for response

Activation of the MEMP will normally occur as the response to an emergency develops. Usually, Victoria Police or the control agency will contact the MEMO to request activation and resources.

However, the MEMO or MRM can also activate the relief and/or recovery components of the MEMP, if it is deemed these services are immediately required in response to an emergency event, before Victoria Police or another responsible authority has had time to assess the situation.

The MEMO is responsible for notifying the MRM of the potential need for relief and recovery services. Together they will assess the relief and recovery needs of the emergency. In some instances, the Regional Recovery Coordinator may inform the MRM of the need for recovery activities.

### 5.6 Incident and operations control centres

Provision of ICC functions may in the first instance be conducted at the incident or from an appropriate agency office, Police station or similar facility.

The Emergency Response Coordinator may request activation of an identified ICC. The responsibility for activation of an ICC for a fire incident rests with the Regional Controller (CFA).

Level 3 Incident Control Centres for fire are located at Shepparton (Primary ICC for the cluster of Shepparton and Seymour), Seymour, Mansfield DELWP and Alexandra DELWP offices.

The ICC will likely be in Benalla for flood, storm, or landslide.

The Hume Regional Control Centre (RCC) which covers the Strathbogie Shire is based at the Benalla DELWP offices.

Locations of ICCs are shown in the following table:

LOCATION	AGENCY	ADDRESS	PHONE
Regional Control Centre (RCC)	Benalla DELWP	89 Sydney Road Benalla	5761 1611
Mansfield	DELWP	128 Highett Street Mansfield	5733 1200
Alexandra	DELWP	5 Binns McCraes Road Alexandra	5722 0200
Benalla	SES	64 Sydney Road Benalla	9256 9650
Seymour	CFA	39 McIntyre Street Seymour	5735 3100
Shepparton	CFA	195 Numurkah Road Shepparton	5833 2400
Wangaratta	CFA	1 Ely Street Wangaratta	5720 2300

In addition to an Incident Control Centre (ICC), Council may decide to stand up an internal **Council emergency operation centre** from which relevant personnel coordinate and manage the emergency provision of Council and community resources within the Shire.

In an emergency, Council's functions are to support the response and emergency communications and manage local relief and recovery. The coordination of the emergency response will be delivered from an Incident Control Centre (ICC) with a Council Emergency Management Liaison Officer (EMLO) to attend the ICC. The EMLO will communicate directly with other members of the municipal emergency management group (MEMO, MRM etc) and key staff.



## 5.7 Evacuation

The EMV Joint Operating Procedure JSOPJ03.12 is a detailed guideline for evacuations in major emergencies and is available at <https://files-em.em.vic.gov.au/public/JSOP/SOP-J03.12.pdf>

The decision to evacuate a locality rest with the Incident Controller in consultation with the Victoria Police. Victoria Police are responsible for the coordination of evacuations in consultation with the Control Agency.

Consideration must be given to the area which is to be evacuated/involved persons relocating, inherent dangers associated with an evacuation, the route to be followed, the means of transport and the location to which evacuees will be asked to attend. VicPol maintains a series of evacuation maps and plans to support decision-making and facilitation of evacuation.

Once the decision to relocate has been made, the MEMO or MRM should be contacted to assist in the implementation of the evacuation/relocation. The MRM will provide advice regarding the most suitable Emergency Relief Centre location and other resources that may be required (e.g. public health, emergency relief considerations or requirements and special needs groups).

The Incident Controller/Control Agency develops and delivers the warning or recommendation to those affected of impending evacuation, including warnings when it is too late to leave – the process of further disseminating this to the community will be assisted by Council.

The MEMO is available to assist with:

- Victoria Police management of traffic flow including provision of information regarding road availability, capacity and safety
- Advice to RRV for road closure lists (public information)
- Transport assistance
- Potential staging areas or assembly points and other resources that may be required.

Refer to the Appendices for a brief listing of Emergency Relief Centre locations. Details of their features, access and contact arrangements including a site photo are available on EMCOP.

Access to the Vulnerable Persons Register (VPR) is through the link located in Crisisworks: <https://vpr.crisisworks.com> VicPol and the MRM have access to the VPR for emergency purposes.

## 5.8 Provision of relief

**Emergency relief** is a component of response and is the provision of essential and urgent assistance to individuals, families and communities during and in the immediate aftermath of all emergencies. Council's level of involvement is dependent on the size of the incident and whether it remains as local coordination or escalates to a regional level. The need for emergency relief is also dependent on an individual's level of resilience.

Emergency relief can be provided in a variety of locations including at or near the site of an emergency, to communities that become isolated or cut off by an emergency or in an established relief setting, such as an **Emergency Relief Centre (ERC)**.

Emergency relief consists of several activities that should be planned for and includes:

- community information
- emergency shelter
- food and water to individuals
- drinking water for households
- food supply continuity
- psychosocial support
- disbursement of material aid (non-food items)
- reconnecting families and friends - 'Register.Find.Reunite'
- health and first aid
- emergency financial assistance
- animal welfare
- other relief assistance

The delivery of these functions is detailed in Council's Emergency Relief Centre Operating Procedures.

Strathbogie Shire Council is responsible for the coordination of relief and recovery within the boundaries of Strathbogie Shire.

DFFH are responsible for coordination of relief at the regional level

ERV is responsible for the coordination of recovery at the regional level.

ERV are responsible for relief and recovery coordination at the State level.

Red Cross supports all levels of relief and recovery.

### Relief services providers

The following table details the providers of relief services to Strathbogie Shire and briefly details their functions and capacity to deliver ongoing services:

ITEM	LEAD AGENCY	FUNCTION	CAPACITY/CAPABILITY
Emergency relief centre coordination	Council	Open and administer an ERC to provide basic needs Community information Support services required logged into Crisisworks Refer ERC list in the MEMP appendices for details of facilities	Operating within 2 hours Staffing – 24 hours then require external support Refer ERC Operating Procedures Initial request forms would be drafted as soon as an ERC was set up, for additional resources through the MAV Resource Sharing Protocol to ensure the timely availability of resources as required.
Community information	IC Council	Refer Council's Emergency Communications Plan	Mainly during business hours Can be sourced through EMV 24/7

ITEM	LEAD AGENCY	FUNCTION	CAPACITY/CAPABILITY
Emergency shelter	Council DFFH	Ideally support people to stay with friends or family or in commercial accommodation. Temporary bedding sourced through Salvation Army at ERC	Salvation Army can provide bedding at ERCs. Approx 1.5 hour response time (from Benalla) Ben Anderson. Can draw on other regional resources
Food and water in an ERC and to individuals	Council Red Cross	At regional and state levels, Red Cross coordinates food and water and provides support at the local level when requested	Red Cross - Major event >1,000 meals/emergency food parcels within 12 hours. Likely done in partnership with Foodbank. Most ERCs have commercial kitchens and suitably qualified local volunteers that can be mobilised for catering purposes. MOUs are currently being prepared on this matter. Many local businesses will also assist with catering for an ERC and surveys have been prepared to confirm capacity. The Rapid Relief Team (Shepparton region) have confirmed their availability to provide food relief either via mobile trailers or utilising available kitchens in the designated ERCs.
Drinking water to households	Goulburn Valley Water	Provision of drinking water for the community	Various townships with reticulated water supplies have varying periods of supply ranging from 16hrs to over 24 hrs supply. (refer section 2.11) Provision of temporary drinking water through distribution points (location to be determined) organised by GVW For rural communities reliant on tank water, the Dept of Health have issued guidelines on pre- and post-fire actions including disconnection of downpipes, roof cleaning, disinfection and reconnection of downpipes.

ITEM	LEAD AGENCY	FUNCTION	CAPACITY/CAPABILITY
Disbursement of material aid	St Vincent de Paul Salvation Army	Provide essential material aid (non-food items) to emergency affected persons including clothing, bedding and other personal requisites.	Limited local aid possible although State aid available.  Also support from Salvation Army and donated goods (managed by Council)  Volunteers will be required to manage donations of material goods although establishment of a relief fund for cash donations is preferred.
Reconnecting family and friends	Victoria Police Red Cross	Operate Register.Find.Reunite program Undertaken in ERCs or online, to reconnect people with family, friends and their communities	Red Cross - full team/contingent at an ERC within 3 hours of a request being received from Council, although this cannot be guaranteed as the impacts of the ongoing COVID 19 pandemic continue to be felt. Council staff/volunteers are available to completion of Personal Identification Forms in absence of Red Cross
Emergency financial assistance	DFFH Red Cross	Information and access to financial information and assistance. Administer relief payments through the Personal Hardship Assistance Program, to help individuals meet their basic needs	DFFH and Red Cross teams available at an ERC during business hours, extended hours if necessary. PHAP hotline or online portal may be established Local welfare groups will also offer support
Public appeals	Council	Public appeals and monetary donations are managed and distributed	Council to liaise with appeals coordinator eg Bendigo Bank
Child welfare	Council	MRM to coordinate delivery of local services to support children and families immediately post an event in conjunction with DFFH.	Refer ERC Operating procedures DFFH provides regional/state support
Animal welfare	AgVic and Council	Refer Emergency Animal Welfare Plan and Regional Emergency Animal Welfare Plan	In a large emergency it is likely that Council will need to source additional resource (eg MAV Resource Sharing MOU) to meet demands.

ITEM	LEAD AGENCY	FUNCTION	CAPACITY/CAPABILITY
Health and medical assistance	Ambulance Victoria	Health Commander to alert hospital and clinics if presentations increase	All ERC staff to be trained in first aid Emergencies dial 000
Psychosocial Support	VCC Red Cross	Council to activate and ensure the appropriate, vital psychosocial support services are available in ERCs and on an ongoing basis to individuals and families in the community.	Small local group of VCC volunteers that can be supported through escalation. Red Cross team can also provide psychosocial support and can draw on regional resources. Escalate to DFFH if capacity exceeded
Volunteers	Council	Coordinate volunteers to assist with relief and recovery services Manage spontaneous volunteers	Council volunteer coordinator limited to business hours MRM to liaise with the Council's Volunteer Coordinator as to the opportunities for volunteers – eg household clean-ups, connecting to other recovery organisations (eg Blazeaid) Refer to Volunteering Victoria website
Food continuity	DJPR	Ensure supplies of food available	2 supermarkets in Strathbogie Shire (Euroa & Nagambie) have backup generators. Limited food premises have access to backup power. Main threat would be if transport re-supply routes were cut off. It is likely that only part of the Shire will become isolated – access to food planned per situation.

Also refer the [SEMP Roles and Responsibilities Table 11 and Victorian Preparedness Framework](#)

## 5.9 Emergency Relief Centres overview

An Emergency Relief Centre (ERC) is a building or place established to provide support and essential needs to persons affected by any emergency (including evacuees). ERCs are coordinated and staffed by Council together with other support agencies such as Red Cross, DFFH, Victorian Council of Churches and Victoria Police being in attendance, as the situation scales up or down.

An ERC provides basic needs such as food and water, emergency sleeping arrangements, counsellors, vital information and the company of other people. Some ERCs may be able to

take domestic pets. In times of emergency there may be a requirement for Council to staff an ERC 24 hours a day and plans must be made to secure additional resources.

The location of an ERC is determined by the incident controller in discussion with the MEMO and/or MRM. Several locations across the Shire have been assessed and found to be potentially suitable for use as an ERC in times of emergency. Careful consideration must be given to the prevailing circumstances and number of people needing assistance when selecting a site or sites. Refer to section 7.11 for details of locations that have been identified as sites for an ERC.

## 5.10 Animals and relief

Emergency planning for residents encourages them to also plan for their animals and make alternative arrangements for them. However, it often happens that residents will not leave their properties unless they can take their animals with them so it must be expected that people seeking relief services may have a pet or large animal with them.

Where possible, companion animals will be allowed near an Emergency Relief Centre (preferably not inside unless an assistance animal). Pets will remain the responsibility of the owner who must provide water, food and exercise. Council and/or Emergency Relief Centre staff will help if the owner is not able to care for their animals.

Larger animals (ie horses) that have no alternative locations to be agisted will be directed to a suitable location such as the Euroa Saleyards. Again, owners are required to be responsible for their animals at all times.

For responding to emergencies that involve stock and large numbers of animals, the MEMPC maintains a [Strathbogrie Shire Emergency Animal Welfare Plan](#) that aligns with the State Animal Emergency Welfare Plan arrangements.

## 5.11 Bushfire Places of Last Resort (formally known as Neighbourhood Safer Places - Places of Last Resort)

Bushfire Places of Last Resort (BPLR's) are places of last resort, to provide shelter during the passage of a fire, when all other plans have failed (or have been abandoned) or do not exist. Refer to the CFA website for more [information https://www.cfa.vic.gov.au/plan-prepare/neighbourhood-safer-places](https://www.cfa.vic.gov.au/plan-prepare/neighbourhood-safer-places).

Council has reviewed potential sites to determine suitability (buildings and open space) for use and formal designation as BPLRs and eight (8) sites are designated as at February 2022 – see details following. This process is detailed within the Municipal Neighbourhood Safer Places Plan.

These are 'places of last resort' and are designed to provide some sanctuary for people from the immediate life-threatening effects of a bushfire.

The safety of people attending a BPLR cannot be guaranteed and services available at an ERC are not provided at a BPLR site.

BPLRs are open spaces or buildings that have met vegetation guidelines issued by the CFA and have been certified by CFA to be compliant. The locations are signposted by Council. Signs are checked as part of the regular BPLR inspections which are conducted annually (July) and monthly during the declared fire danger period.

## Bushfire Places of Last Resort in Strathbogie Shire

Current February 2022

TOWNSHIP	LOCATION	ADDRESS	GOOGLE COORDS
AVENEL	PAVILLION (BUILDING)	15 QUEEN ST AVENEL	36°53'58" S 145°14'13" E
EUROA	CAR PARK AT EUROA POOL (OPEN SPACE near swimming pool)	16a BURY ST EUROA	36°44'36" S 145°34'20" E
LONGWOOD	COMMUNITY CENTRE PAVILLION (BUILDING)	2A DOWN ST LONGWOOD	36°48'11" S 145°25'40" E
MANGALORE	MAIN BUILDING (BUILDING)	331 AERODROME RD MANGALORE	36°53'26" S 145°11'03" E
NAGAMBIE	NAGAMBIE REGATTA CENTRE (BUILDING)	69 LODDINGS LA NAGAMBIE	36°47'28" S 145°08'07" E
RUFFY	RECREATION RESERVE	NOYE LANE RUFFY off Buntings Hill Road	36° 58' 07" S 145° 30' 54" E
STRATHBOGIE	GOLF CLUBHOUSE (BUILDING)	17 ARMSTRONG AVE STRATHBOGIE	36°51'18" S 145°44'18" E
VIOLET TOWN	BRIAN HAYES FOOTBALL & NETBALL CLUB PAVILLION (BUILDING)	2 TULIP ST VIOLET TOWN	36°38'09" S 145°43'14" E

### 5.12 Fire refuges

There are no designated community fire refuges located within the Municipality.

Visit <https://www.cfa.vic.gov.au/plan-prepare/community-fire-refuges> for more information about the difference between fire refuges and Bushfire Places of Last Resort (formerly known as Neighbourhood Safer Places).

In Victoria there are design, siting and construction regulations for private bushfire shelters, including:

- They must comply with Victorian Building Regulations 2006 and National Construction Code performance requirements
- A building permit must be obtained prior to construction
- A planning permit may be required.

Visit <https://www.cfa.vic.gov.au/plan-prepare/private-bushfire-shelters-or-bunkers> for more information.

### 5.13 Staging areas in Strathbogie Shire

Site	Location	Map No. Spatial Vision Edition 5	Grid Reference
Violet Town Recreation Reserve	Tulip St Violet Town	8407	F5
Euroa Showgrounds	Cnr Charles & Frost Streets	8340	F6
Strathbogie Recreation Reserve	Spring Creek Rd	8397	D4
Longwood Community Centre	Down St	8364	E5
Avenel Recreation Reserve	Anderson Street	8313	G12
Gooram Fire Station (strategic only, limited facilities)	6 Sargoods Rd	328	B11
Creightons Creek Fire Station (strategic only, limited facilities)	1489 Creightons Creek Rd	327	K12
Nagambie Track & Sports Ground	Blayney Lane	8377	F7

### 5.14 Public health and medical arrangements

The Municipal Environmental Health Officer (EHO) has delegated responsibilities regarding the responsibility for public health under the [State Health Emergency Response Plan \(SHERP\)](#).

Medical arrangements shall be consistent with the SHERP and the emergency management plans of Euroa Health and Nagambie Health Care (Hospitals).

#### Public health

The Environmental Health Officer is responsible for coordinating all Municipal public health matters. The responsibilities of the Environmental Health Officer in emergencies include:

- **Water supplies:** potability, supply and contamination.
- **Food:** hygienic production, storage, distribution, assessment of damaged food and donated foods, ensuring that an adequate supply is maintained.
- **Sanitation:** providing for emergency sanitation and assessment of damaged systems, promoting personal hygiene practices.
- **Infectious diseases:** control measures including immunisation. See also [Strathbogie Shire Pandemic Plan](#).
- **Pest control:** vermin and vector pest control.
- **Refuse removal:** supervision and advice, particularly about emergency arrangements.
- **Accommodation:** advice on suitability of temporary accommodation and assessment of damaged accommodation.



- **Public Health:** impacts on public health, environmental complaints and incidents investigation.

Council officers will work in partnership with Department of Health officers.

## Medical

On a day to day basis Ambulance Victoria, the five medical clinics and the two hospitals (Euroa Health and Nagambie Healthcare) provide medical support and assistance when people are injured or require medical assistance. Larger regional hospitals are located in Shepparton and Wangaratta.

Where incidents such as mass casualty events or complex emergencies occur the State Health Emergency Response Arrangements (SHERA) provides a coordinated whole-of-health approach to managing the emergency.

As incidents increase in size or complexity and management becomes more demanding a Health Commander is appointed. The Health Commander is a senior ambulance manager who directs the operational health response to the emergency at all levels. The Health Commander in consultation with the Incident Controller will determine the level of response required under SHERA.

The Health Commander establishes and coordinates a Health Incident Management Team (HIMT) to direct the emergency health response. The HIMT comprises senior members of supporting health agencies such as first aid, field emergency medical officers and medical teams.

The Health Commander represents the responding health agencies (HIMT) on the Emergency Management Team (EMT) and contributes to the Incident Strategy and Incident Action Plan, via the Incident Controller.

For further information on the pre-hospital response to emergencies please refer to <https://www2.health.vic.gov.au/emergencies/shera>.

## 5.15 Road closures

The relevant control agency is responsible for directing the closure and/ or restricted access and reopening of roads in an emergency. Victoria Police is responsible for traffic management based on advice from the control agency, and other expert advice such as Council.

Generally, the MEMO will be consulted before municipal roads are closed in an emergency. If this is not possible due to a threatening situation where lives are potentially at risk, the Incident Controller must notify the MEMO as soon as practicable that a Council road has been closed. It is likely that Council will assist with road closures through placing signage and assisting at traffic management points.

On roads managed by Strathbogie Shire Council, road crews (including contractors) are able to clear blocked road drains or remove fallen trees from roads as required. In an emergency, the MEMO directs all road crew activities.

In Strathbogie Shire, road maintenance responsibilities and standards are detailed in the Strathbogie Shire Road Management Plan.

As road managers, Council and Regional Roads Victoria must make roads they manage safe before being reopened after an emergency, based on advice from the Incident Controller. Consultation with the MEMO is required before re-opening any Council managed roads.

The MEMO is also responsible for determining alternative routes on Council roads when and if required in an emergency. The MEMO will work with the responsible unit and under the direction of the Incident Controller/MERC in the determination of these routes.

In State Forests and National Parks, DEECA and Parks Victoria have the authorisation to close and reopen roads and tracks.

## 5.16 Resource supplementation

The incident control agency will draw on its own resources and arrangements to respond to an incident. If an incident escalates, incident control may require resource supplementation. Council has a legislated role in supporting the activities of control agencies through the co-ordination of municipal resources. Municipal resources are resources that are owned or under the direct control of the municipal council.

Resources include, but are not limited to:

- Equipment (eg plant, vehicles)
- Personnel (eg agency support & industry technicians)
- Services (eg information, expert technical advice)

A resource is essentially any function or item which a responding agency requires to perform its response roles.

Key arrangements for resource supplementation are detailed below.

Agencies should exhaust all resources owned or directly within their control, prior to requesting assistance from elsewhere. This includes resources from support agencies, from agencies with which an agreement is held (eg. MoU) or where contract or supply arrangements are in place with private industry.

### **All resource requests must be lodged via the MERC**

Details of the resource required, the tasks to be undertaken and name, position and contact details of the person requesting should be provided with the request.

Resource requests should be promptly entered into Crisisworks.

Note that Council will seek reimbursement for municipal resources used after normal business hours from the Control Agency.

In situations where a municipal resource cannot be provided, the MEMO must notify the MERC as soon as possible to escalate the request to regional level.

Private/contractor companies that provide resources for emergency response (or recovery) activities would expect to be paid by the agency using the resources.

Owners of resources are responsible for providing adequate insurance for resources used for supplementary emergency response.

Private owners of equipment used for emergency response operations on a non-contracted (ad hoc) basis may be insured for a range of risks under the Emergency Resource Providers Support Scheme (EmRePSS) provided by the Victorian Managed Insurance Scheme <https://www.vmia.vic.gov.au/insure/policies/emrepss/about-emrepss>

Current listings of Council plant and equipment together with contractors are maintained by Council and available on EMCOP.

EMV has developed a comprehensive Practice Note – Sourcing Supplementary Emergency Response Resources from municipal councils to guide both agencies and Council. The practice note can be found at <http://www.mav.asn.au/what-we-do/policy-advocacy/emergency-management/municipal-emergency-enhancement-group> (requires review since development of SEMP)

Strathbogie Shire Council is a signatory to the MAV Inter-Council Emergency Management Resource Sharing Protocol which sets out an agreed position between councils regarding the provision of resources to assist other municipalities with response and recovery tasks during and after emergencies.

The protocol is intended to clarify operational, insurance and reimbursement issues that may arise through municipal resource-sharing arrangements and is consistent with the concepts and policy guidelines articulated in the [Emergency Management Act 2013](#) and the [State Emergency Management Plan](#). Resources that could be shared include staff, equipment and advice. Additional support to run an Emergency Relief Centre is highly likely and should be coordinated as soon as an ERC is opened.

All our neighbouring municipalities are also signatories to the MAV Protocol, as are most of the members of the Hume Municipal Emergency Management Enhancement Group, although it must be noted that their resources may also be stretched if they are affected by a cross-municipal boundary incident.

Council must be prepared, as far as possible, to support neighbouring municipalities who have been affected by a major event and have found themselves running short of resources. This is most likely to be Murrindindi, Mansfield or Benalla but could also be any of the municipalities in Northeast Victoria or even further afield depending on the situation.

As the effects of the emergency escalate, or the resource requirements outstrip what is available locally, regional, state and Commonwealth resources may be activated.

At the regional level, the interagency response management structure involves the co-ordination of resources to support operations which cannot be resourced locally, or which extend over more than one municipal district. The highest level of operational co-ordination and support takes place at State level. It is at this level that resource support from other States and/or the Commonwealth is assessed and requested.

All Council relief and recovery resource requests should be placed (through Crisisworks) with the MRM and/or MEMO who will advise the MERC and seek to satisfy the request. If the resource is not available locally, the request should be escalated through the Incident Controller.

Through an internal desktop exercise, it has been determined that within 72 hours (3 days) of an emergency starting that requires an ERC to be opened and EMLO attendance at an ICC, steps should be made by Council to secure additional support.

## 5.17 Managing spontaneous volunteers

'Spontaneous volunteers' are formal and informal volunteers who respond to a disaster event. Volunteers are immeasurably valuable at times of emergency, but large numbers of people converging on a disaster site can create a significant burden on the impacted community.

During the relief phase, the MEMO will consult with the MRM on whether to use volunteers and whether they should be:

- engaged directly by Council
- referred to the [Volunteering Victoria Emergency Volunteer Register](#) or BlazeAid for later possible engagement.

The Australian Institute of Disaster Recovery has also released a handbook on planning for spontaneous volunteers:

<https://knowledge.aidr.org.au/media/5618/aidr-communities-responding-to-disasters-planning-for-spontaneous-volunteers-handbook.pdf>

## 5.18 Public information, warnings and communications

Public Information Officers (control agency) will manage the provision of public information and warnings on behalf of the incident controller and all responding agencies.

The EMV Joint Operating Procedure JSOPJ04.01 is a detailed guideline for developing and distributing public information and warnings and is available at <https://files-em.em.vic.gov.au/public/JSOP/SOP-J04.01.pdf>

Emergency warnings and information assist the community to make informed decisions about their safety. Warnings for actual or potential major emergencies will be issued using several mediums, which could include but are not limited to:

- VicEmergency website [www.emergency.vic.gov.au](http://www.emergency.vic.gov.au)
- VicEmergency or relevant agency social media feeds
- VicEmergency app
- Incident control agency website and social media feeds
- 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

The Vic emergency website <http://emergency.vic.gov.au/respond/> carries extensive, incident specific information as well as being a conduit for emergency warnings.

Council and all agencies should support the dissemination of warnings and public information issued by the Incident Controller and should be forwarded through local established communications channels which include:

- Websites
- Social media pages and channels
- Networks and email groups

- Community radio
- Local newspaper and newsletters
- Community meetings
- Flyers on noticeboards
- Community groups and community leaders

As lead agency for local relief and recovery, Council has a role in developing and disseminating relief and recovery information.

### 5.19 Communicating with CALD Communities or people with a disability

Special considerations need to be given to warning people with a disability and CALD communities. In the case where information or communication is required with persons unable to speak English an interpreter service such as the Telephone Interpreter Service phone 131 450 (24 hrs) may be able to assist. On-line interpreter websites such as Google Translate, and a number of phone apps could assist.

The Ethnic Council of Shepparton and District can also offer support and advice when dealing with CALD communities.

Council will liaise with the MERC/ICC in relation to ensure that emergency messaging is in a form that is suitable for people of all abilities within the community.

### 5.20 Record keeping

Accurate and timely record keeping is critical during an emergency. Each agency will also have their own internal systems.

The **Emergency Management – Common Operating Picture (EMCOP)** is a web-based information gathering, planning and collaboration tool. EMCOP is designed to provide users with a simple way to gather, organise, create and share emergency management information between emergency managers at no cost to agencies. EM-COP access requires registration <https://cop.em.vic.gov.au/sadisplay/main.seam>

**Crisisworks** is the emergency management platform used by Council and is discussed in the section following. Council also archives all emergency related documentation in both the Council's internal electronic records Business Classification System and the EMCOP (EM Partners) platform.

### 5.21 Crisisworks

Crisisworks is an on-line system that assists Council in the management of emergency response and recovery activities and is accessible on mobile phones, tablets and computers.

Crisisworks facilitates the collection of resource requests, offers and information with a tracking feature to follow up on progress; the collection of data during impact assessments, case work during recovery and a reporting facility.

Council staff with emergency management roles are trained in the use of Crisisworks.

The Vulnerable Persons Register is a module of Crisisworks but only accessible by the MRM or deputy.

Setting Crisisworks up early in an event is a high priority and staff will be dedicated to this task to eliminate needless doubling up on data entry later in the event and to be able to link all data gathered to cases or properties.

## 5.22 Essential infrastructure

Role statements for essential services including CFA, DELWP, DFFH, Telstra, NBN, water corporations and Energy Safe Victoria including municipal councils can be found in the SEMP on the EMV website:

<https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/role-statements>

The role statements detail mitigation, response and recovery activities and align to the Victorian Preparedness Framework.

## 5.23 Financial relief for individuals

This is covered in detail in Council's Emergency Relief Centre Standard Operating Procedures (Doc ID 657257).

The Australian Government offers the following emergency assistance:

<https://www.homeaffairs.gov.au/about-us/our-portfolios/emergency-management/recovery-assistance>

The range of Victorian Government financial assistance is detailed on the [Victorian Government website](#).

## 5.24 Financial considerations

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

### Requested municipal resources and responsibility for payment

All municipal resource requests must be made through the MERC. Any requests made outside of these guidelines should be redirected to the MERC.

Costs associated with sourcing external or privately owned supplementary emergency response resources for the relevant response agencies will be recovered from the requesting agencies. This includes costs for all equipment, hire, catering and any associated on-costs of that request.

Response agencies should be aware of their financial responsibilities before requesting anything from Council or private enterprises.

## Financial arrangements for response and recovery

The following summarises financial responsibilities for expenditure on response and recovery activities. As a rule, whichever agency originates the request for the resources will be responsible for all costs.

### Emergency Payment Responsibilities

The following emergency payment responsibilities apply in Strathbogie Shire:

- Where an agency's expenditure is in order to fulfil its own responsibilities, that agency is responsible for the cost
- Where one agency requests services and supplies in order to fulfil its own responsibilities as articulated in plans, that agency is responsible for costs incurred
- When a control agency requests services and supplies (for example, catering) on behalf of a number of supporting agencies, the control agency will be responsible for costs incurred
- Council is responsible for the cost of emergency relief measures provided to emergency-affected people

### Agency Support

Agencies are called upon to provide resources within the limit of their means. Where a volunteer agency expends extraordinary funds providing resources for emergency response and recovery to the extent that it seeks financial reimbursement, it should notify the control agency, or the agency to which it is providing services, at the earliest possible opportunity, preferably before deployment commences.

### Municipal Council resources

Council is expected to use its resources in an emergency within the municipality within reason. Where equipment and/or personnel are sourced from external providers, Council is responsible for providing those resources. However, Council will only cover costs for Council managed resources requested and used during normal business hours. Costs outside of this, including costs of sourcing private contractors, will be recovered from the relevant requesting agency.

Some further reimbursement may also be available. Extraordinary expenditure incurred, (eg for overtime, or equipment hire used in emergency protection works, restoration of publicly owned assets or relief provided to emergency-affected people) may qualify for reimbursement by the Department of Treasury and Finance.

### State agencies

State agencies involved in emergency response and recovery activities as part of their normal activities will initially fund them from their own budgets, including supplies (eg catering) purchased from contractors or volunteer agencies.

### Private organisations

Private organisations meet their own expenses incurred in emergency activities.

## Government financial support for Councils

Under the Federal/State Disaster Recovery Funding Arrangements (DRFA), financial support is provided by the Department of Treasury and Finance (DTF) to assist local councils with costs associated with particular relief and recovery activities following a natural disaster.

Expenditure associated with relief and recovery activities and non-major emergency incidents are assessed by DFFH.

To be declared a 'small disaster' it must be a multi-agency response and State eligible relief and recovery activities include the establishment of relief and recovery centres or Council emergency coordination centres and other relief and recovery activities such as emergency and/or temporary accommodation, the supply of immediate needs (i.e. food, water and clothing), as well as personal and financial counselling.

Animal evacuation costs for small animals are eligible for reimbursement but costs for large animals such as horses are not eligible.

Removal of debris is only covered to allow access to a property – it does not cover debris removal elsewhere on the property.

For eligible relief and recovery expenditure to be reimbursed, local councils are required to advise DTF as soon as practically possible after a disaster that they have incurred or expect to incur these types of costs to ensure that the event is notified to the Commonwealth as an eligible natural disaster under the [DRFA](#).

### 5.25 Response to recovery handover

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.

While an emergency continues to pose a threat to a community, overall coordination of all activities will remain under the direction of the **control agency**. As emergency response activities wind down, the coordination role will transition from response coordination to recovery coordination, which will include coordinating remaining urgent and immediate community needs while planning and implementing longer-term recovery support and services. Relief and recovery planning and delivery are parallel operations to response and commences after the onset of the emergency.

When response activities are nearing completion the Incident Controller will call together the MERC, the state or regional Emergency Response Coordinator, a ERV representative and the MEMO/MRM to consult and agree on the timing and a transition from response to recovery.

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



The scope of the transition agreement includes:

- A description of the event
- Authorisation arrangements
- Coordination and management arrangements
- Transition activities and tasks to ensure continuity of essential community support
- Information and communication arrangements

The key tasks under this agreement includes:

- Continuity of emergency relief requirements if required
- Coordination of initial and post impact assessments in the affected communities
- Identification of resources required to support immediate community recovery requirements including public health and safety
- Coordination of essential clean-up operations

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

- The nature of the hazard/threat and whether there is a risk of a recurring threat
- The extent of impact on communities, as this may determine if a prolonged transition period needs to be implemented.
- The extent of and known level of loss and damage associated with the incident
- The considerations for the extent of emergency relief required by affected communities
- The considerations for the resources required to coordinate effective recovery arrangements
- A transition to recovery plan template can be found in the EM-COP library under IMT Toolbox, State Relief and Recovery.

## 5.26 Debriefing arrangements

A debrief should take place as soon as practicable after an emergency having a significant impact. At the municipal level, the MERC may convene a meeting and all agencies who participated should be represented with a view to assessing the adequacy of the MEMP and to recommend any changes. Such meetings should be chaired by the Chairperson of the MEMPC or the MERC.

Following a 'debrief' of an event, incident or exercise, minutes will be taken and presented to the following MEMPC and identified actions implemented by change to procedure (or reinforcement of procedure), variation to this MEMP etc

Post major events, the Incident Controller will arrange a debrief and each agency involved will likely hold their own debrief to review their own planning and response.

## 5.27 Impact assessments

Under the *Emergency Management Act 2013*, the Emergency Management Commissioner is responsible for ensuring the coordination, collection, collation and reporting of information on the impact of the emergency.

Impact assessment is conducted in the aftermath of a Class 1 emergency event to assess the impact to the community and inform government of immediate and longer-term recovery needs.

Impact assessment must be community focused to ensure the data/information will assist decision making on how to best support impacted communities.

Victoria uses a three stage process to gather and analyse information following an emergency event. The term impact assessment encompasses all three stages:

- Initial impact assessment (IIA)
- Secondary impact assessment (SIA)
- Post emergency needs assessment (PENA)

Despite three stages being described, impact assessment is not linear and some of the stages may be completed concurrently depending on the size and nature of the emergency event. The stages described must be an evolving continuum or a single process made up of stages which transition as seamlessly as possible.

**Crisisworks**, the online emergency management system used by Council, has both impact assessment and recovery modules that will record data and case management during recovery. The impact assessment module may be used to input data in the field via phones or tablets as required. The module does not require internet access but an application is required to be downloaded to a device before it is used in the field. Council has a bank of tablets available for this purpose.

**Crisisworks** will be used to capture impacts on private property.

Council's **Confirm** system will be used for the capturing of damage to public assets managed by Council. Information gathering will occur using mobile devices with capability for recording photographic evidence of impacts. It is probable that a specialist will be brought in to conduct the detailed SIAs and costings required to inform recovery planning and reporting under the DRFA.

Council teams will conduct the Secondary Impact Assessments. Council will liaise with other recovery agencies to ensure wherever possible, combined Council/agency assessment teams attend property assessments to minimise the number of separate property inspections.

The following table briefly details the impact assessment procedures that may have to be undertaken. Other departments, agencies and utilities will also be gathering and sharing impact assessment data.

Impact assessment procedures in brief

TASK	WHO	NOTES
<b>INITIAL IMPACT ASSESSMENT (IIA)</b>		
Within first 48 hours Broad, preliminary assessment May not be accurate – gives indications of extent of damage	Control agency	The starting point for prioritisation of recovery Risk assessments
<b>SECONDARY IMPACT ASSESSMENT (SIA)</b>		
<b>Built environment (also environmental health)</b> Public and private assessment Includes roads, roadsides, bridges, drainage, community infrastructure, utilities, structural integrity of commercial/residential properties	MEMO EHO MBS Council teams	Teams to undertake site inspections. Utilise data gathered at ERC Data entered into Crisisworks via iPads or to Confirm Utilities will also conduct their own impact assessments and report to IC DEECA and Parks Vic have responsibility on forest roads RRV also have responsibility on declared roads – Information to be shared Building surveyors will be activated to survey damaged houses and report back to Council
<b>Social environment</b> Includes psychosocial support, accommodation, health, basic needs	MRM DFFH	ERC data collection Home visits (SIA teams to include a counsellor where possible) Phone calls Data entered into Crisisworks (Recovery)
<b>Natural environment</b> Includes dangerous trees, native animals, restoration and erosion prevention	MEMO Agencies	Site inspections Data entered into Confirm (Council roads)
<b>Agriculture</b> Includes livestock care and burial, fencing, fodder, water replacement Impact assessments led by Agriculture Victoria with Council as support agency	Agriculture Victoria MEMO MAWC	Site visits Phone calls Data entered into Crisisworks Impact Assessment and Recovery modules
<b>POST EMERGENCY NEEDS ASSESSMENT (PENNA)</b>		
<b>Economic</b> Assessment of businesses affected and needs	CCIMT MRM Eco Dev DJPR	Face to face and on-line Meetings Phone calls
Community health and well being	MRM DFFH	Meetings, social gatherings Social media Face to face with community leaders
Reporting on cost of restoration and recovery Early estimations move to detailed costings	MAP Finance MRM	Crisisworks and internal CONFIRM reports prepared for NDRRA
Inform recovery planning	MRM	Recovery committee

Refer to appendices for Impact Assessment detail.

## 5.28 Non-major emergencies

Non-major emergencies or single incidents usually affect only one or two residences or businesses and are usually the result of house fire, flood or storm. There may be one or more agencies involved in the response and recovery.

After the response the MRM will be the contact for assistance with such things as emergency accommodation, psychological and material support, pet welfare and access to information.

A 'Emergency Assistance Guide' has been developed which may be handed to affected people by either response or recovery agencies and contains useful information – contact the emergency management staff at Council for copies .

# After



## 6. Recovery arrangements

Recovery tier coordination responsibilities are:

- State Recovery Coordination – ERV
- Regional Recovery Coordination – ERV
- Municipal Recovery Coordination – Municipal Councils

This Recovery section:

- Sets out the scope of recovering from disasters in Strathbogie Shire
- Aligns with the principles and objectives articulated in the SEMP and the REMP
- Outlines the agreed roles and responsibilities of participating agencies in both relief and recovery
- Describes the broad services to be provided during recovery by participating agencies
- Gives an overview of the operational aspects of recovery
- Is 'all hazards' based.

This section details the management arrangements endorsed by the Municipal Emergency Management Planning Committee (MEMPC) to coordinate community recovery services in the event of an emergency within the Municipality.

All stakeholder agencies and responsible officers should be familiar with these recovery arrangements and related plans identified in this plan.

This section should also be read in conjunction with the detailed [Disaster Recovery Toolkit developed by EMV](#).

Whilst both the relief and recovery arrangements in this MEMP deal with this Municipality, a seamless approach will be implemented where recovery activities need to cross municipal boundaries.

### 6.1 Recovery overview

#### Definition of recovery in Strathbogie Shire

Recovery is the process that enables an individual or a community to get back to an acceptable or better level of functioning after a major disruption. This is a developmental process that commences with first response, may last for weeks and possibly extends to months or years after an emergency and is based on continuing assessment of impacts and needs.

#### Outcomes

In Strathbogie Shire we aim to approach recovery from a 'community continuity' perspective. The integral characteristics of the community before the incident are understood and kept in focus during the entire recovery process. A continuity approach allows the community to prioritise and lead their own recovery when they are ready and aims to rebuild a more resilient community.

Short term – reach an acceptable level of functioning

Medium term – rebuild or reinstate the priorities identified by the community

Long term – rebuild or reinstate all environments to the same or improved level of functioning and a greater level of resilience

### Recovery environments

Recovery requires collaboration between individuals, communities, all levels of government, non-government organisations and businesses – across four inter-related recovery environments. These are the:

- social environment – the emotional, social, spiritual, financial and physical wellbeing of affected individuals and communities
- built environment – the restoration of essential and community infrastructure
- economic environment – the revitalisation of the affected economy and includes agriculture
- natural environment – the rehabilitation of the affected environment

Recovery initiatives could address specific elements of one recovery environment, or they could operate across multiple environments.

### Principles

The approach to recovery in Strathbogie Shire is based on the National Principles for Disaster Recovery:

- Understand the context
- Recognise complexity
- Use community-led approaches
- Coordinate all activities
- Communicate effectively
- Recognise and build capacity

### Accessibility for all

The recovery process needs to be tailored to meet the impacted community's needs:

- Recognise inherent dignity
- Non-discrimination
- Participation and inclusion
- Respect for difference
- Equality of opportunity
- Safety

Barriers to access and inclusion in relief and recovery processes can include:

- Living in rural or remote areas
- Social disadvantage
- Age, functional or physical ability
- Cultural and linguistic diversity (CALD)

**DIVERSITY IS A FACT & INCLUSION IS A CHOICE** and Council is committed to being **inclusive** in the recovery process.

## 6.2 Recovery related plans

A separate Recovery Plan will be developed in the aftermath of a disaster as required.

## 6.3 Recovery roles and responsibilities

### Council Critical Incident Management Team (CCIMT)

The Council will convene a CCIMT for moderate and higher-level emergency events where larger scale recovery is likely to be required. The core membership consists of the Executive leadership team (CEO and Directors), Executive Manager Communications and Engagement and the MRM, although membership can be extended as required.

The CCIMT plays a critical role in planning for larger scale recovery and items considered will include:

- Engagement with Councillors (CEO)
- Community engagement
- Supporting/drafting the development of a Community Recovery Plan
- Consideration of need for State Government agency supports
- Need for establishing Community Recovery Committees
- Need for Recovery hubs (including mobile hub solutions)
- Representations to State Government/departments in support of Recovery requirements

### Municipal Recovery Manager (MRM)

The MRM will act as the emergency recovery coordinator responsible for emergency relief and recovery services in the Municipality. Council has embedded the position requirements and responsibilities within a permanent role in the organisational structure. Deputy MRMs have been appointed to support the MRM or undertake all roles and responsibilities of the MRM in the event that the MRM is not available or is not on duty.

Responsibilities of the MRM:

- Recovery representative on the MEMPC
- Member of the CCIMT
- Member of Recovery Committees, if formed
- In time of an emergency, determine the needs of affected communities in consultation with the Incident Controller, communities and participating agencies
- Coordinate municipal resources in delivering relief services (in partnership with the MEMO, key organisations, agencies and community)
- Manage and coordinate the community recovery functions in collaboration with the CCIMT
- Determine the public information and advice requirements and ensure the Communications Plan is activated



#### Municipal Emergency Management Officer (MEMO)

The MEMO will support the MRM in the delivery of relief services and recovery planning. Recovery responsibilities of the MEMO:

- Provision of resources for relief and recovery
- Ensure the MRM and any stakeholders are kept informed and up to date
- Ensure the MRM has the most recent impact assessment data on hand

Agencies including ERV, DHHF, Red Cross, Victorian Council of Churches, Agriculture Victoria also have roles and responsibilities for recovery as per the SEMP and local arrangements.

<https://www.emv.vic.gov.au/responsibilities/sempr/roles-and-responsibilities/recovery-co-ordination>

#### Recovery responsibilities of the MEMPC

The role and responsibilities of the MEMPC as a whole may include:

- Develop, exercise, evaluate and review the Recovery Section of the MEMP
- Understand the roles and responsibilities across government and non-government participating agencies and ensure capacity of these agencies to deliver their services
- Raise community awareness in the value of being prepared for emergencies and the importance of preventative action wherever possible during the recovery process
- Assist with relief and recovery communications as required

### 6.4 Maintenance of the Recovery section of the MEMP

The MEMPC is responsible for the Recovery section as a part of the MEMP and ensuring it is current and fulfils the Assurance requirements. The Recovery section will be reviewed:

- After each activation or exercise
- Annually
- When deficiencies have been identified
- After a significant emergency/disaster
- In the event of significant legislative changes

### 6.5 Crisisworks Recovery Module

Using the Recovery module within [Crisisworks](#) enables the tracking of affected people and property, management of agency referrals, caseworker assignment and detailed reporting of both persons and cases. Crisisworks also enables data capture at emergency relief centres.

Accessing Crisisworks requires a log-in – contact Council's Emergency Management Officer for access.

## 6.6 Recovery committees

Recovery committees may be established as determined by CCIMT in discussions with agency partners including ERV. Membership of a Community Recovery Committee typically consists of:

- Mayor (Chair)
- CEO or nominated Director(s)
- Community and business representatives
- Representatives of participating agencies (government and non-government) who have the ability to provide specific services required in the recovery process including Emergency Recovery Victoria
- MRM
- Other Council officers involved in the delivery of recovery functions
- Councillor(s)
- Cultural representatives
- Representatives for vulnerable sectors including youth, aged, disability

A Community Recovery Committee:

- Develops and regularly reviews and updates a Community Recovery Plan including actions
- May make recommendations as to the establishment of recovery hubs (one stop shops)
- Provides leadership for the community in recovery
- Provides a forum for diverse community opinions and concerns from affected area
- Reviews all impact assessment data in the formulation of Recovery actions
- Receives relevant information and data from the community and other stakeholders – including community values and priorities
- Identifies the issues arising from the impact of the emergency on individuals, families and communities and prioritises them for action
- Promotes government/non-government agency/community collaboration
- Monitors the overall progress of the recovery in the affected community and liaise, consult and negotiate on behalf of affected communities, with recovery agencies and the State Government as required
- Ensures communication strategies are appropriate to the situation and community
- Creates a feedback loop using committee members, social, informal and formal networks to connect community, government and non-government agencies

Other organisations may play a vital role in the community recovery process and whilst they may not be members of a Recovery committee, their contribution to the work of the committee will be important. This may include local service clubs, businesses, small local community agencies and regional community services and volunteer organisations.

## 6.7 Recovery communications

In the early stages of recovery, announcements from response, relief and recovery agencies must be coordinated and consistent with each other.

Red Cross publishes comprehensive [Recovery support resources](#) which should be used to guide community engagement and communications in recovery including the management of any temporary memorial sites.

Council has its own Community Engagement Policy and Media Policy and Protocols which guide Council's communication activities.

## 6.8 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. 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 frameworks will vary greatly. Each community is different, as is every emergency, and the structure will start to emerge during the early recovery phase. It is crucial that there is strong community representation on any committees formed, and the community must be listened to and supported to develop and drive their own recovery plans with agencies poised to support them during this process.

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 and agencies to ensure that processes allow for a broad and diverse community input.

Social and creative initiatives that emerge can play a significant role in community recovery and these should be supported both physically and financially and over the medium to long term as required.

If the emergency event does not require the formation of a recovery committee, the MRM will liaise directly with the affected community member(s) and relevant agencies and inform/update both the CCIMT and the MEMPC.

## 6.9 Recovery plans and community continuity

Recovery plans identify strategies and interventions specific to the affected communities which should build upon recovery planning that is undertaken prior to an event occurring. The plans establish priorities and communicate the immediate, medium and long-term goals for recovery accompanied by action plans. These goals are reviewed regularly throughout the recovery process.

The Red Cross has a range of [Recovery support resources](#) available on their website.

## 6.10 Recovery environments

The recovery process should be undertaken within the four recovery environments that meet the needs of an impacted community:

- Social environment
- Built environment
- Natural environment
- Economic environment

Each recovery environment does not stand in isolation, will overlap with other areas, and will require specialist skill requirements to address issues arising after impact.

The following briefly details the elements relevant to each functional area of recovery:

## Social environment

The social recovery environment addresses the impact an emergency could have on the health and wellbeing of individuals, families, and communities. A list of activities that may contribute to social recovery together with agency responsibilities for the activities are listed below.

- Support for individuals (including service coordination and case support)
- Accessing information
- Financial assistance
- Health, wellbeing and safety
- Interim and temporary accommodation
- Psychosocial support (including counselling and advocacy)
- Targeted recovery programs for the bereaved; men and women; children and youth; vulnerable groups; and displaced and dispersed people
- Community programs
- Creative recovery programs
- Community engagement (including sponsorship and advocacy)
- Community recovery committees
- Recovery centres (location(s) and staffing)
- Community service hubs (location(s) and staffing)

## Built environment

Infrastructure assists individuals and communities in the management of their daily lives and underpins the ability of private and public community services to function. If essential infrastructure and services are affected by an emergency its restoration is considered a priority to ensure that response, relief and recovery activities are not compromised, and agencies and organisations are able to effectively deliver services for affected individuals and communities.

Local infrastructure may also form an important part of community identity and connectedness. For example, some public buildings have an important symbolic role, and their loss can have a severe negative impact on community morale.

Initial assessments of impacts on essential infrastructure and services should be coordinated at the local level by the relevant agency (eg RRV) or municipal council.

Community recovery is underpinned by the restoration of critical infrastructure and services (electricity, gas, water and sewerage), as well as communication and transport links. These in turn enable essential business services, such as banking, education, health and retail trade to be returned.

The delivery of the following activities/functions may have to be addressed:

- Impact assessments including damaged buildings
- Clean up and demolition of damaged structures (including removal, transport and disposal)
- Building advice and information
- Essential utilities and services (including banking, education, and health)
- Critical infrastructure (including water, electricity, gas and telecommunications)
- Communications (including telephone, mobile, radio, internet and cable)
- Roads and transport (including public transport, arterial routes, supply chains and bridges)
- Water and wastewater (including drinking water and sewerage)

- Waste and pollution (including garbage)
- Community and public buildings and assets (including schools, childcare, places of spiritual worship, recreation facilities and entertainment venues)

Restoration of critical infrastructure must be undertaken with an awareness of the needs of vulnerable individuals and communities. In restoring infrastructure, responsible agencies should:

- Understand the community's priorities
- Keep the community informed of recovery progress
- Wherever possible, restore to a better standard

## Natural environment

Recovery of the natural environment aims to improve air quality, water quality (including catchment management), land degradation and contamination and flora and fauna through:

- Protecting water quality and supply
- Controlling and preventing erosion
- Protecting threatened habitats (including controlling the spread of invasive species)
- Surveying and protecting threatened species (including bird, marsupial, aquatic and plant species)
- Surveying and protecting aquatic and terrestrial ecosystems
- Regenerating forests (including for ecological purposes and future timber use)
- Restoring public land (such as walking tracks, fencing, and recreational and visitor facilities)
- Surveying and protecting sites of cultural heritage significance

## Economic environment (including agriculture)

Economic recovery re-establishes economic wellbeing and relieves financial hardships in the affected community including primary producers, local businesses, and the tourism industry. This may involve initiatives that will provide:

- Local economic sustainability
- Support for individuals and households
- Support for businesses (including information and advice)
- Business continuity planning
- Promotion of local employment opportunities
- Supporting local tourism
- Monitoring broader economic impacts and coordinating responses

The agricultural industry is often impacted by natural disasters and may require specific attention. Assistance may include:

- Animal welfare (including livestock and companion animals)
- Loss and damage assessment (for Farming, Rural Activity, Rural Conservation and Green Wedges Zones)
- Needs referral and case management
- Emergency fodder
- Restoring damaged fencing (including private, bordering parks and as a result of emergency response)
- Wellbeing and economic recovery of rural communities
- Rehabilitation of productive land

## 6.11 Recovery services and providers

Legend:

Ag Vic	Agriculture Victoria (DJPR)
DEECA	Department of Energy, Environment and Climate Action
DET	Department of Education and Training
DFFH	Department of Families, Fairness and Housing
DJPR	Department of Jobs Precincts and Regions
DPC	Department of Premier and Cabinet
DTF	Department of Treasury and Finance
EPA	Environment Protection Agency
ERV	Emergency Recovery Victoria
GBCMA	Goulburn Broken Catchment Management Authority
PV	Parks Victoria
SSC	Strathbogie Shire Council
TLaWC	Taungurung Lands and Waters Council
VBA	Victorian Building Authority
VCC	Victorian Council of Churches

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RECOVERY SERVICE	AGENCY	ARRANGEMENT
SOCIAL ENVIRONMENT		
Accommodation (temporary)	SSC DFFH	Short term commercial beds arranged by the individual or with support though an ERC Support securing interim accommodation
Aged & Disability Support (vulnerable groups)	SSC DFFH	Local aged and disability support services to collaborate on support delivery and advocate for needs. Residents on VPR to receive priority attention.
Children's Services	SSC	Local childcare providers, Maternal & Child Health Service, and Family Day Care to collaborate on and advocate for care/support/relief required for young children
Communication/information	SSC	Council to ensure timely communications (Relevant, Clear and Targeted)
Community engagement	SSC ERV DFFH	Council to work with impacted communities to form Community Recovery Committee(s) and seek to empower and support this committee(s) to lead the recovery of their communities Community development team to work with individual communities to plan for recovery projects
Material goods donations coordination <b>Note: The donation of goods is discouraged due the difficulty in matching needs to the goods received and distribution logistics. Alternative fund raising efforts for cash donations is preferred.</b>	SSC St V de Paul Uniting Church	Council to coordinate. (cash donations preferred) Storage and distribution centres - location to be determined by amount of donations received Volunteer assistance required
Emergency Financial Relief Assistance	DFFH	Individual and household assistance (PHAP) Emergency re-establishment assistance Commonwealth government financial assistance <a href="https://services.dffh.vic.gov.au/financial-crisis-support">https://services.dffh.vic.gov.au/financial-crisis-support</a>
Insurance advice	DTF	Advice and information through a Recovery Centre, over the phone or online

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RECOVERY SERVICE	AGENCY	ARRANGEMENT
Survey and determine suitability for occupancy of damaged buildings	VBA SSC	Impact assessments Council Building Surveyors undertake assessments using Crisisworks Recovery module for private dwellings as part of the secondary impact assessment process. Inspections may be requested by impacted residents to Council.
Material assistance	Charities	Salvation Army can be called on for further support
Psycho-social support	DFFH Red Cross VCC	Emotional and spiritual care Support for bereaved In the short term, VCC to coordinate personal support and counselling. DFFH responsible for on-going support
Family violence services and information	DFFH SSC	Referrals to family violence support services
Pets - accommodation	SSC	Council Local Laws officers and staff to work with pet owners to find temporary accommodation. Lost pets will be managed by Local Laws through the pound. Likely that community will make arrangements independently through social media
Public health & communicable diseases	SSC DH	EHO to work collaboratively with DH and local medical services to respond to public health issues on an as needs basis. Potential issues include sanitation, disease control and food and water safety. Information available through Recovery Centres, Council, medical centres and online.
Schools / Education	DET	Local schools will be supported by Department of Education and Training
Translation & interpreting	SSC DFFH	On an as needs basis. Note the Ethnic Council of Shepparton and District is an additional resource
Volunteer management	SSC	The coordination of Spontaneous volunteers is to be considered by the CCIMT in the context of the post disaster needs (information from IIA or SIA and requests received and logged into Crisisworks) in conjunction with other Council EM partners. For example, offers of accommodation for displaced families, agistment of animals/stock, clean-up volunteers, donated fodder (AgVic), restoration of fencing (BlazeAid).
Targeted recovery programs	SSC DFFH ERV	Through Recovery Committee Community development programs and Recovery Officers Community events, possible State funded community rebuilding programs
Appeals and cash donations	DPC SSC	Media campaign to promote cash donations to a specifically created emergency recovery fund for the community impacted by the disaster event.



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RECOVERY SERVICE	AGENCY	ARRANGEMENT
<b>BUILT ENVIRONMENT</b>		
Impact assessments	Control Agency SSC	Initial impact assessments (IIA) undertaken by the Control Agency and others to be forwarded to Council to assist with its secondary assessments (SIA) and post emergency needs analysis (PENA).
Clean up  Note: Useful to consider in context of private property, public infrastructure, and utility services.	SSC Utility companies Community	Urgent. (Emergency works) – provision of safe access following assessment Assistance for community private property clean-up (eg tip passes, coordination of volunteers in clean-up) Demolition orders issued by Council’s Building Surveyors (must consider presence of asbestos) Record all requests for assistance in Crisisworks Clean-up and Restoration of utility services (water, gas, sewers, communications etc) Assistance with facilitating community insurance claims Caution: Restoration of Council’s public assets is subject to strict guidelines under the Natural Disaster Relief and Recovery Arrangements signed by the State and Federal Governments and no restoration works can commence without documented evidence and agreement from DTF.
Fencing	SSC	Support available through BlazeAid and other volunteer organisations.
Utility/infrastructure restoration	Utility companies	Clean-up and Restoration of utility services (water, gas, sewers, communications etc)
Roads and transport	SSC RRV ARTC	Impact assessment to inform needs. RRV responsible for declared roads Council responsible for other public roads within the Shire of Strathbogie (refer <a href="#">Register of Public Roads</a> ) ARTC is responsible for the restoration of any damage to railway lines
Building advice and information	SSC	Limited advice available through Council. Engage private building surveyor providers.
Critical infrastructure	SSC Utility providers	Impact assessment to inform needs. Council to collaborate and support critical infrastructure owners to recover urgently
Waste and pollution	SSC ERV EPA DFFH	Any clean-up following a major disaster must consider the likelihood of the presence of asbestos which may require the appointment of a specialist contractor and requiring a properly licensed landfill site for disposal. Any decision would be taken between Council (Recovery Committee, if formed) and ERV (State Government).

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RECOVERY SERVICE	AGENCY	ARRANGEMENT
		Flooding events are likely to heighten public health concerns due to the presence of contaminated water from sewerage system overflows. Clear community messaging will be very important to alert the community of the potential health risks.
Community and public buildings Note: Many of these buildings will be owned by Council and/or insured by the Council	SSC	Impact assessment to inform needs and to assist with prioritising works to re-establish. Recovery committee to have input into the priority for restoration. Grant applications for upgrading of these buildings may be prepared should funding become available (eg State Government) Caution: Restoration of Council's public assets is subject to strict guidelines under the Natural Disaster Relief and Recovery Arrangements signed by the State and Federal Governments and no restoration works can commence without documented evidence and agreement from DTF. Any NDRRA funding will be reduced by the amount of insurance funds paid to the Council for the loss of the insured assets.
<b>NATURAL ENVIRONMENT</b>		
Environmental water quality	DELWP GBCMA	Catchment authority and DELWP responsible for environmental water quality.
Erosion control – public and private	DJPR SSC	DJPR overall responsibility for agricultural land recovery. SSC to promote recovery in collaboration with public land managers, DJPR and local landowners.
Weed and vermin control	SSC DELWP	DELWP overall responsibility. SSC to contribute through possible extension or changing priorities of the existing weed and pest animal program.
Surveying and protecting threatened habitats and species	DELWP	Methods employed in previous events include the trapping and relocation of threatened species until the environment has recovered and it is safe to return the fish to existing streams.
Forest regeneration	DELWP	Implementation of re-seeding programs etc
Surveying and protecting sites of cultural heritage significance	DELWP	Council to support DELWP, PV, and Taungurung LaWC to address cultural heritage damage

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RECOVERY SERVICE	AGENCY	ARRANGEMENT
<b>ECONOMIC ENVIRONMENT</b>		
Business recovery including Tourism support	SSC DJPR	Economic development officer to conduct impact assessments to benchmark and inform recovery planning. Coordinate and initiate economic development activities. Monitor broad economic impacts and consequences. Information dissemination. Coordinate outreach services and case managers. Grant applications. Work closely with Recovery Committee
Livestock and primary producers	Agriculture Victoria SSC	Technical advice Economic development officer to review impact assessments and coordinate recovery planning in partnership with Agriculture Victoria, VFF. Advocating for funding for recovery initiatives.
Animal welfare issues including dead animal disposal	SSC Ag Vic EPA	SSC and AgVic to coordinate dealing with dead and injured animals. Liaise with EPA in relation to disposal arrangements (refer EAWP)
Loss and damage assessment - agriculture	Ag Vic SSC	AgVic to share information from their IIA to inform the Council's SIA process. SSC to liaise with Ag Vic on the finalised assessment.
Needs referral and case management	SSC	Through Recovery Centre, if established otherwise Council direct then Outreach services All requests to be recorded in Crisisworks.
Agricultural and Primary Producers Recovery programs	Ag Vic	Delivery of recovery programs and advice to primary producers, rural land managers and other animal businesses. Long term
Emergency fodder	Ag Vic	Donations coordinated and distributed VFF for support and volunteers
Fencing	SSC CFA DELWP	Council to gather lost fencing data through Crisisworks Council to engage VFF and Blaze Aid to take a major role post needs assessment. CFA and DELWP to repair fencing damaged through suppression activities
Rehabilitation of productive land	DJPR	Facilitate access to DJRP information and services
Farm water replacement	SSC	Facilitate access to Victorian Government's Essential Water Replacement Scheme
Fire break rehabilitation	CFA DELWP	CFA and DELWP recovery services

## 6.12 Recovery centre(s)/hub(s)

A recovery centre(s) or hub(s) may be established and provides a single point of entry for disaster-affected people for an 'all agency, all stakeholders' integrated recovery process – a 'one-stop-shop'.

A recovery centre provides support to affected communities in the restoration of the emotional, social, economic, and physical wellbeing and facilitates the provision of services. A range of services can be collaboratively based in the same facility and may vary according to the impact of the disaster but usually consists of direct access to, or conduits to:

- Psychological wellbeing services (psychological first aid, personal support services and in some cases, mental health services)
- Temporary and medium-term accommodation
- Environmental health (for example, public health)
- Financial assistance
- Legal and insurance advice
- Case coordination/management service
- Primary industry advice
- Rebuilding advice

The CCIMT in discussion with the MRM and agencies has the role to coordinate establishment and management of a recovery centre. Venues appropriate for establishment of a recovery centre can be found in the list of Emergency Relief Centres, although depending on the location of the impacted community alternative sites may be considered in discussions with the community.

## 6.13 Government recovery support

The Australian and Victorian Governments both offer a range of support across the recovery environments. The support offered may include advice, financial, business, and mental health support.

<https://recovery.gov.au/>

<https://recovery.serviceconnect.gov.au/>

<https://www.vic.gov.au/bushfire-recovery-victoria>

<https://www.emv.vic.gov.au/how-we-help>

<https://www.emv.vic.gov.au/natural-disaster-financial-assistance>

<https://www.emv.vic.gov.au/how-we-help/disaster-recovery-toolkit-for-local-government>

[https://www.emergency.vic.gov.au/relief/#personal\\_well\\_being\\_following\\_an\\_emergency](https://www.emergency.vic.gov.au/relief/#personal_well_being_following_an_emergency)

<https://www.rdv.vic.gov.au/resources/bushfire-recovery-in-victorias-regions/relief-and-recovery-advice>

## 6.14 Withdrawal of recovery services and debrief

Recovery is a developmental process that could continue for months, if not years and therefore, planning must address short-, medium- and long-term recovery needs and goals.

Withdrawal of recovery services is a critical aspect of recovery management. A planned withdrawal involving the Recovery Committee and the affected community is crucial so that a void will not be left.

Transitioning to post recovery requires careful consideration and planning and is based on reduced levels of demand and need for such services. Community recovery programs should transition into regular mainstream services and activities which shift the focus from emergency recovery to community renewal and support, whilst still providing services for ongoing needs of affected people.

Once emergency relief and recovery operations have ceased, debriefing of the emergency can occur. A debrief is the forum to discuss what occurred in order to identify good practices and areas for improvement. A debrief of the recovery process should take place at the point where the Recovery Committee's work is well advanced and the closure of the Recovery Hub, if established is imminent. An interim recovery debrief should occur between 12 months and two years post emergency event for larger scale events.

The MRM, in consultation with the CCIMT, will convene the Recovery debrief with a member of the CCIMT to chair the meeting. Members of the Strathbogie MEMPC, Community Recovery Committee and other agencies contributing to the community's recovery will be invited to attend the debrief.

A report on the Recovery debrief will be provided to the MEMPC, REMPC and the community.

## 7. Appendices

### 7.1 MEMP amendments

Date of Amendment	Page Numbers Amended	Description of Change	Date presented to REMPC
13/4/2022	All	Whole document reviewed and updated for Assurance process including pre-assurance meeting with C Price, Chair of the Hume REMPC EM Plan Assurance sub-committee.	tbc

### 7.2 Acronyms and definitions

<b>ADF</b>	Australian Defence Force
<b>AIIMS</b>	Australian Inter-Service Incident Management System
<b>AV</b>	Ambulance Victoria
<b>BOM</b>	Bureau of Meteorology
<b>CCIMT</b>	Council Critical Incident Management Team
<b>CERA</b>	Community Emergency Risk Assessment
<b>CFA</b>	Country Fire Authority
<b>CMA</b>	Catchment Management Authority
<b>DJPR</b>	Department of Jobs, Precincts and Regions
<b>DEECA</b>	Department of Energy, Environment, and Climate Action
<b>DET</b>	Department of Education and Training
<b>DHA</b>	Department of Home Affairs (Commonwealth)
<b>DH</b>	Department of Health
<b>DFFH</b>	Department of Families Fairness and Housing
<b>DRFA</b>	Disaster Recovery Funding Arrangements
<b>DTF</b>	Department of Treasury and Finance
<b>EM</b>	Emergency Management
<b>EMC</b>	Emergency Management Commissioner
<b>EMLO</b>	Emergency Management Liaison Officer
<b>EMJPIC</b>	Emergency Management Joint Public Information Committee
<b>EMT</b>	Emergency Management Team
<b>EMV</b>	Emergency Management Victoria
<b>EOC</b>	Emergency Operations Centre
<b>EPA</b>	Environment Protection Authority
<b>ERC</b>	Emergency Response Coordinator
<b>ERV</b>	Emergency Recovery Victoria
<b>ESTA</b>	Emergency Services Telecommunications Authority
<b>FRV</b>	Fire Rescue Victoria

<b>GIS</b>	Geospatial Information System
<b>IIA</b>	Initial Impact Assessment
<b>ICA</b>	Insurance Council of Australia
<b>IC</b>	Incident Controller
<b>ICC</b>	Incident Control Centre
<b>IEMT</b>	Incident Emergency Management Team
<b>IERC</b>	Incident Emergency Response Coordinator
<b>IGEM</b>	Inspector General for Emergency Management
<b>IMS</b>	Incident Management System
<b>IMT</b>	Incident Management Team
<b>MAV</b>	Municipal Association of Victoria
<b>MEMO</b>	Municipal Emergency Management Officer
<b>MEMEG</b>	Municipal Emergency Management Enhancement Group
<b>MEMP</b>	Municipal Emergency Management Plan
<b>MEMPC</b>	Municipal Emergency Management Planning Committee
<b>MERC</b>	Municipal Emergency Response Coordinator
<b>MFPO</b>	Municipal Fire Prevention Officer
<b>MRM</b>	Municipal Recovery Manager
<b>NERAG</b>	National Emergency Risk Assessment Guidelines
<b>NSDR</b>	National Strategy for Disaster Resilience
<b>POC</b>	Police Operations Centre
<b>PTV</b>	Public Transport Victoria
<b>PV</b>	Parks Victoria
<b>RAWC</b>	Regional Animal Welfare Coordinator
<b>REMPC</b>	Regional Emergency Management Planning Committee
<b>REMT</b>	Regional Emergency Management Team
<b>RERC</b>	Regional Emergency Response Coordinator
<b>RRGP</b>	Risk and Resilience Grants Program
<b>RSPCA</b>	Royal Society for the Prevention of Cruelty to Animals
<b>RRV</b>	Regional Roads Victoria
<b>SAR</b>	Search and Rescue
<b>SCC</b>	State Control Centre
<b>SCRC</b>	State Crisis and Resilience Council
<b>SEAWC</b>	State Emergency Animal Welfare Coordinator
<b>SEMP</b>	State Emergency Management Plan
<b>SEWS</b>	Standard Emergency Warning Signal
<b>SHERP</b>	State Health Emergency Response Plan
<b>TAC</b>	Transport Accident Commission
<b>VBA</b>	Victorian Building Authority
<b>VCC</b>	Victorian Council of Churches
<b>VicPol</b>	Victoria Police
<b>VICSES or SES</b>	Victorian State Emergency Service
<b>V/Line</b>	V/Line Passenger Pty Ltd
<b>WICEN</b>	Wireless Institute Civil Emergency Network

### 7.3 Definitions

Terms	Description
<b>agency</b>	Means a government or a non-government agency. ( <i>Emergency Management Act 1986</i> section 4)
<b>class 1 emergency</b>	Means (a) A major fire or (b) any other major emergency for which Fire Rescue Victoria, the Country Fire Authority or the Victoria State Emergency Service Authority is the control agency under the SEMP — <i>EM Act 2013 s 3</i>
<b>class 2 emergency</b>	Means A major emergency which is not (a) A Class 1 emergency; or (b) A warlike act of 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. — <i>EM Act 2013 s 3</i>
<b>class 3 emergency</b>	A warlike act or terrorist act, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth, or a hijack, siege or riot. Class 3 emergencies may also be referred to as security emergencies. — <i>Class 3 Emergencies sub-plan</i> This definition is derived from the Victoria Police Class 3 Emergencies sub-plan and is not defined in the <i>EM Act 2013</i> .

### 7.4 Emergency management contacts

The Hume Region EMT maintains and distributes a list of regional contacts for all agencies and LGAs. The Council, on behalf of the MEMPC maintains up to date contacts for all MEMPC members.

For those agency members the contact lists can be accessed on EMCOP.

### 7.5 MEMPC Sub committees

A specialist sub-committee, the Municipal Fire Planning Sub-committee, of the MEMPC has been formed with responsibility for developing and reviewing the Fire Management Plan for the Strathbogie Shire.



## 7.6 Review schedule for emergency management plans

PLAN	REVIEW	LAST UPDATE COMMENT
Strathbogie Municipal Emergency Management Plan (MEMP)	2022	Adopted 19 November 2019. The MEMP will be reviewed: <ul style="list-style-type: none"> <li>• on an ongoing basis and if deficiencies are identified</li> <li>• after each operation or exercise where any concerns or variations are identified</li> <li>• after a significant emergency/disaster and</li> <li>• following significant legislative changes</li> <li>• As per this review schedule</li> </ul>
<b>SUB PLANS</b>		
Municipal Fire Management Plan	2023	Adopted June 2020.
Strathbogie Shire Flood Emergency Plan	2023	Adopted June 2020 Developed by SES and aligns with Hume Region Flood Plan
<b>COMPLEMENTARY PLANS</b>		
Pandemic Plan	2024	Adopted 23 April 2020.
Heatwave Plan	2027	Adopted 16 February 2022.
Emergency Animal Welfare Plan	2027	Adopted 19 May 2022.

## 7.7 MEMP distribution

The MEMP is publicly available on the Council website and on EMCOP.

- Hard copies of the MEMP and all sub plans are available on request although copying fees will apply.

New versions of the MEMP are distributed to;

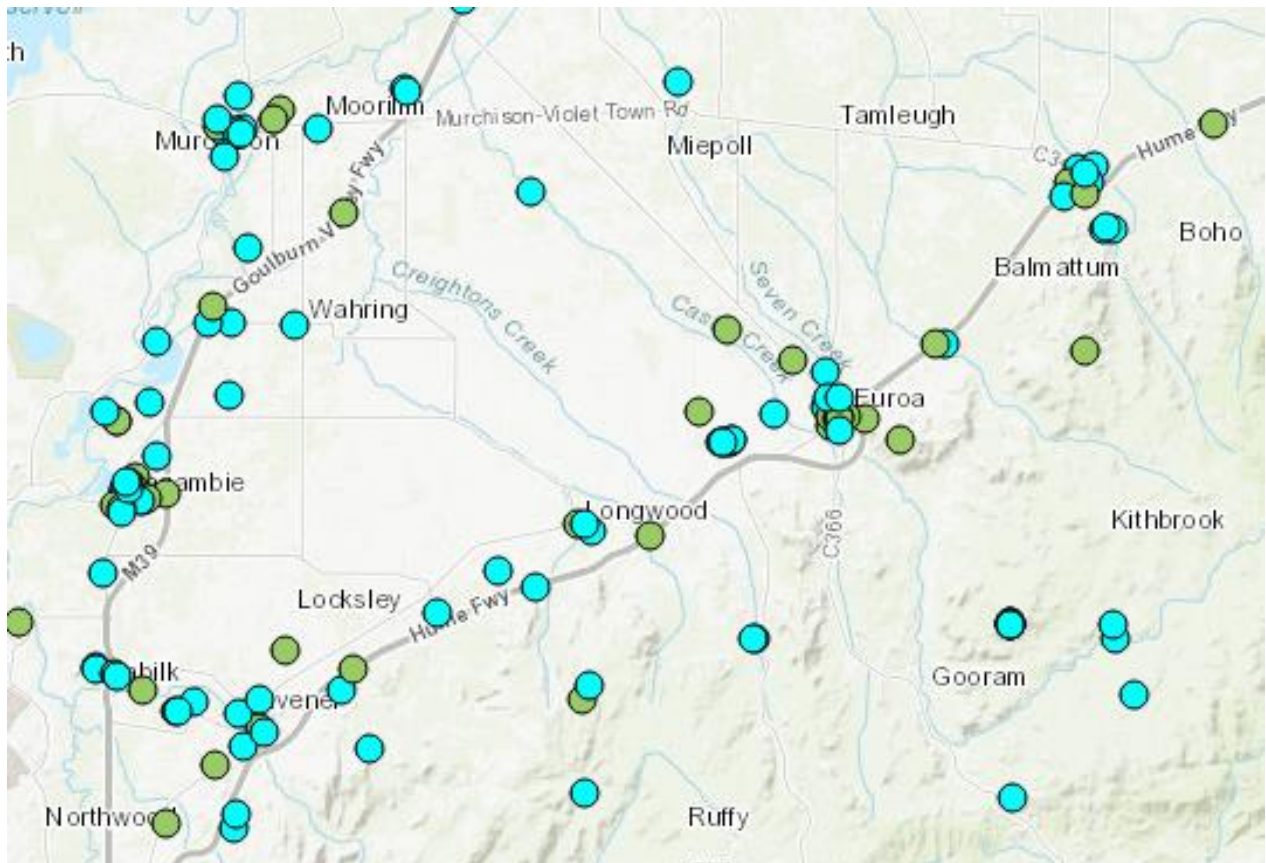
- State Library
- MEMPC
- REMPC

## 7.8 Mapping

The general public including emergency service agencies have access to [Posi mapping for the Strathbogie Shire](#). The mapping allows the user to display many features including Public Transport routes, the road network, BPLRs (formerly NSPs), walking tracks, schools, hospitals.

## 7.9 Communications and Infrastructure

Licensed sites administered by the [Australian Communications and Media Authority \(ACMA\)](#) can be viewed on this link and a copy of the mapping for the Strathbogie Shire is included below for information. As can be seen on the map there are many locations across the shire where communications infrastructure has been installed.



## 7.10 List of vulnerable facilities

Councils are required to maintain a list of facilities that may hold vulnerable people in groups and provide the list to Victoria Police for emergency planning and response purposes.

Facilities where vulnerable people gather in Strathbogie Shire have been identified and listed – see table following. This allows emergency services during the response phase to ensure people in the facilities have enough warning and assistance to enact plans or evacuate.

Type	Facility	Address	Locality	Ph
Aged Care	Nagambie Lakeview Lodge Hostel Aged Care and Independent Living	22 Church Street	Nagambie 3608	03 5736 2900
Medical & Hospital	Nagambie Healthcare	22 Church Street	Nagambie 3608	03 5736 2900
Medical & Hospital	Euroa Health Inc	36 Kennedy Street	Euroa 3666	03 5795 0200
Aged Care	Granite Hill Aged Care	36 Kennedy Street	Euroa 3666	035795 0200
Schools	Peranbin Primary College - Violet Town Campus	2A Tulip Street	Violet Town 3669	03 5798 1431
Kindergartens & Child Care	Violet Town Campus After Care	2A Tulip Street	Violet Town 3669	03 5798 1431
Medical & Hospital	Violet Town Medical Clinic	46 Cowslip Street	Violet Town 3669	03 5736 6310
Aged Care	Honeysuckle Regional Health Violet Town Nursing Home and Low Level Respite	46 Cowslip Street	Violet Town 3669	03 5798 1324
Schools	Peranbin Primary College - Strathbogie Campus	19-25 Main Street	Strathbogie 3666	03 5790 5250
Schools	Euroa Secondary College	26 Campbell Street	Euroa 3666	03 5795 2512
Schools	Euroa Primary School	67 Anderson Street	Euroa 3666	03 5795 2212
Schools	St John's Primary School	27-39 Anderson Street	Euroa 3666	03 5795 2937
Schools	Longwood Primary School	1-21 Hurley Street	Longwood 3665	03 5798 5386
Schools	Avenel Primary School	40 Anderson Street	Avenel 3664	03 5796 2264
Schools	St Joseph's Primary School	367-371 High Street	Nagambie 3608	03 5794 2608
Schools	Nagambie Primary School	31 Goulburn Street	Nagambie 3608	03 5794 2273
Medical & Hospital	Violet Town Medical Clinic	31 Weir Street	Euroa 3666	03 5795 4000
Medical & Hospital	Euroa Medical Family Practice	90 Binney Street	Euroa 3666	03 5795 2011
Medical & Hospital	Tristar Medical Group	352 High Street	Nagambie 3608	03 5794 2800
Medical & Hospital	Nagambie Medical Centre	20 Church Street	Nagambie 3608	03 5794 1816
Kindergartens & Child Care	Violet Town & District Early Childhood Centre	8-10 Hyacinth Street	Violet Town 3669	03 5798 1477
Kindergartens & Child Care	Nagambie Preschool Centre	16 Vale Street	Nagambie 3608	03 5794 2410
Kindergartens & Child Care	Goodstart Early Learning	14 Campbell Street	Euroa 3666	03 5795 2266
Kindergartens & Child Care	Avenel Preschool	31 Watson Street	Avenel 3664	03 5796 2559
Kindergartens & Child Care	Euroa Kindergarten	46A Kirkland Avenue	Euroa 3666	03 5795 2310
Aged Care	Delatite Court Independent Living Units	7a Bury Street	Euroa 3666	03 5795 1336
Aged Care	Currie Park Independent and Serviced Apartments	58 Weir Street	Euroa 3666	03 5795 1822

## 7.11 Emergency Relief Centres

The facilities listed on the following pages are available for emergency situations.  
(also Refer sect 5.9)

Consideration has been given to the following:

- Expected number of persons
- Access time and duration and need for disabled access
- Cooking facilities
- Toilets
- Showers
- Power capacity
- Water main or rainwater tank capacity
- Vulnerability with regard to specific hazards

The following facilities have been assessed and found to be potentially suitable for use in times of emergency. Careful consideration must be given to the prevailing circumstances and number of people needing assistance when selecting a site or sites.

NAME	LOCATION	CAPACITY	REMARKS
AVENEL Memorial Hall	15 Queen Street Avenel	200 Standing 100 Sleeping	Solar system installed Satellite Wi-Fi installed under the STAND program Wiring for portable generator installed
EUROA Showgrounds main building	Frost St Euroa	200 Standing 100 Sleeping	Satellite Wi-Fi installed under the STAND program Wiring for portable generator installed
LONGWOOD Recreation Reserve Main building	2A Down Street Longwood	200 standing 100 sleeping	Satellite Wi-Fi installed under the STAND program Wiring for portable generator installed
NAGAMBIE Regatta Centre	66 Loddings Lane Nagambie	200 standing 100 sleeping	Satellite Wi-Fi installed under the STAND program Wiring for portable generator installed
NAGAMBIE Senior Citizens Facility	358 High Street Nagambie	100 standing 50 sleeping	Wiring for portable generator installed
VIOLET TOWN Brain Hayes Football/Netball Pavilion	2 Tulip Street Violet Town	200 standing 100 sleeping	Satellite Wi-Fi installed under the STAND program Backup generator to be available by October 2022

NAME	LOCATION	CAPACITY	REMARKS
<p>Options for potential use of ERCs within Mansfield Shire with approval of the MERC are included due to the potential evacuation routes being unsafe for residents of Ruffy and Strathbogie to exit to the north and west. This scenario has been discussed with the Mansfield Shire's MRM.</p>			
MERTON Memorial Hall	High Street, Merton	150 Standing 50 Sleeping	Relief Recovery NSP nearby
BONNIE DOON, Sporting Complex & Hall	Cnr Davon & Wilson Streets, Bonnie Doon	500 standing 200 sleeping	Relief Recovery NSP nearby
MANSFIELD, Recreation Complex	Highett Street, Mansfield	1200 Standing 400 Sleeping	Relief NSP

Detailed information about each facility within Strathbogie Shire is kept on EMCOP and on the Council's electronic filing system.

Note the October 2022 flood event highlighted the need for alternate ERC sites in both Euroa and Nagambie as these sites become inaccessible due to flood waters.

As at November 2022 approaches have been made to the relevant site owners for use of their facilities as ERCs during future flood events.

## 7.12 impact assessments

Note the EMC has issued Interim Impact Assessment Guidelines which are expected to be finalised by 30 June 2022 and amendments may be required to the MEMP to ensure consistency with the Guidelines.

### Initial Impact Assessment (IIA)

IIA are used during the initial 48 hours of an emergency, to determine the nature and scale of the impact on people, critical infrastructure, community infrastructure, economic, natural, built and agricultural environments.

The IIA also acts as a risk and consequence assessment, however the initial assessment is preliminary and may not always be accurate or comprehensive, necessitating a post or secondary impact assessment.

The Control Agency has overall responsibility for the instigation and management of the IIA process and all organisations involved in the emergency may be tasked to collect, confirm and exchange relevant information to ensure the process is undertaken in a timely manner.

### Secondary Impact Assessment (SIA)

SIA is a subsequent and more holistic assessment of the impact of the event on the community. It examines built and natural environments, social and economic impacts, and resulting community needs. Impact assessment for relief and recovery requires an additional layer of analysis beyond the IIA, which includes a comparison with baseline information.

An adaptive and evidence-based relief and recovery program requires timely, accurate and progressively more comprehensive information about the impact of an emergency on communities.

When assessing private properties and individuals it is extremely important that all departments and agencies involved in the collection of SIA should liaise with the nominated recovery manager/coordinator to ensure information is coordinated and shared and that affected people are not contacted repeatedly.

### Timeframes

Finalisation of the SIA will usually occur within four weeks of disaster onset. Ideally teams will be deployed as soon as is safe after the disaster onset. Progressive reports will be provided as data is collected on the SIA.

### Expected Outcome

SIA builds on the observational information gathered through the IIA stage to provide an additional layer of analysis and evaluation. SIA may:

- Inform the immediate needs of the community
- Set priorities for relief and short-term recovery activities
- Assist in treating identified risks and support consequence management
- Review the data reported in the IIA stage
- Inform the activation of municipal, regional and state recovery plans

- Identify any underlying issues within affected communities that are likely to be impacted by the emergency event (eg economic instability, tourism, employment, transportation, supply chain disruption)
- Inform budget estimates for government
- Provide early estimates of the cost of destroyed assets and infrastructure
- Inform potential activation of State and Commonwealth cost sharing via the Natural Disaster Relief and Recovery Arrangements

### **Methodology for Data Gathering**

The preferred approach, where practical, is through multi-disciplinary teams deployed to assess and assist community in a “one stop” concept. For example, a team composition could comprise a counsellor, building surveyor, local laws (animal welfare) officer, Environmental Health Officer and a person from the regional recovery agency. Team composition will change based on the impact.

### **Local Implementation**

SIA collection is more detailed than IIA, and the information supports understanding the type and level of assistance needed by affected communities. Various information sources and methodologies are used to collect SIA data. This includes (but is not limited to):

- Multi-disciplinary field assessment teams
- Phone calls to affected communities
- Information collected at relief and recovery centres
- Existing databases (contextual information)
- Reports via media/social media

SIA will have personnel engaging with community members and obtaining impact information in greater detail (protocols should be in place to monitor the wellbeing of these personnel.). To facilitate the SIA process Council, shall as soon as possible:

- Coordinate the survey of the extent of damage indicating an evaluation of financial and material aid needed
- Provide a priority listing for restoration of community needs to assist agencies in the performance of their functions – community involvement in the prioritisation is essential
- Monitor the acquisition and application of financial and material aid needed or made available in the restoration period
- Survey the occupancy of damaged buildings, facilitate the making of a determination and coordinate access to alternative accommodation if required

The MEMO and MRM may co-opt persons within Council, other agencies or the community with the appropriate expertise to assist with the above tasks. Should the emergency extend beyond the municipal boundaries of Strathbogie Shire Council the post impact assessment may be merged with that of the other affected municipalities.

Teams conducting SIA should also consider the provision of psychological first aid by either including an appropriately trained person in the team (ie VCC Emergency Ministries or Red Cross) or providing psychological first aid training to those doing the assessment.

## Reporting

The MRM is responsible for the preparation and dissemination of reports to all agencies and all parties with an interest in the relief and recovery process. An exception is the restoration of Council's assets where the Manager Operations will take carriage of this matter.

Within the first 5 business days following an emergency, Council (Manager Operations) will advise the Department of Treasury and Finance (DTF) if:

- Damage has been sustained to essential public assets
- Council anticipates costs will or have been incurred undertaking an emergency activity

Council will provide revised estimates of damage or eligible costs incurred under Victoria's Natural Disaster Financial Assistance (NDFA) scheme on a regular basis thereafter to DTF. The first revised estimate of damage should be provided within the first two months following the emergency event.

Interim and final reports will be made available to government and the nominated recovery manager/coordinator for the SIA and post emergency needs assessment stages. These reports are a single source document with time and date of release clearly marked. This is to ensure there is no confusion as to the most current and accurate information available at the time.

## Timeframe

Due to the complex nature of information gathered during the SIA stage, the timeframe for completion can vary from seven days to four weeks from the impact. However, for some emergencies this may be longer.



## Post Emergency Needs Assessment (PENA)

PENA estimates the longer-term psychosocial impacts of a community, displacement of people, cost of destroyed assets, and the changes in the 'flows' of an affected economy caused by the destruction of assets and interruption of business. Such assessments inform the medium to longer-term recovery process and build the knowledge base of the total cost of emergencies that informs risk assessment and management.

### Coordination

The responsibility for coordination of post emergency needs assessment will be dependent on the scale of the emergency. Coordination will be undertaken by the:

- MRM at the local tier
- Regional Recovery Coordinator at the regional tier
- State Relief and Recovery Manager at the state tier

Agencies involved in the post emergency needs assessment must ensure they are undertaking their activities in consultation with the nominated recovery manager/coordinator.

### Analysis

PENA builds on and further estimates costs based on the initial and secondary impact assessment stages. It provides an additional layer of analysis and evaluation.

It is critical those involved in post emergency needs assessment understand what has been completed previously to avoid duplication of tasks and unnecessary burden on the community in seeking information.

The post emergency needs assessment analysis will guide planning that focuses on restoration of public assets, building community resilience and assists in mitigating the impact of future emergencies.